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Employee Innovative Work Behaviour, Job Involvement and Career Commitment in Ghanaian Service Organisations

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ABSTRACT

This study explores the relationship between employee innovative work behaviour (IWB), job involvement (JI), and career commitment (CC) in Ghana's organisations. Grounded in the Job Demands Resources Theory and Self-Determination Theory, it examined whether employees who engage in innovative activities demonstrate higher job involvement and stronger career commitment. A quantitative, descriptive design was employed, with data collected through structured questionnaires from 92 employees in the Greater Accra Region. The hypotheses were tested using the bi-correlations analysis to ascertain the degree of relationship between the constructs of the study. Findings indicated that a significant nexus existed between employee innovative work behaviour and job Involvement with ($r=0.942$, p-value<0.05); in addition, existence of a significant association exist between employee innovative work behaviour and career commitment with ($r=0.925$, p-value<0.05). These results highlight innovation as a catalyst for enhancing both employee engagement in job roles and long-term professional dedication. The study concluded that encouraging innovative work behaviour can contribute to higher involvement and stronger career commitment among employees. It was recommended that management of organisations should create environments that foster autonomy, provide adequate resources, recognise creativity, and offer clear career development pathways. Such strategies can strengthen innovation culture and improve organisational performance.

Keywords: Career commitment, Employees, Innovation, Work behaviour, Job involvement.
JEL Codes: I31, L16, O35, O55, P47

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1. INTRODUCTION

The ability of organisations to foster innovation and creativity among employees is pivotal for achieving and sustaining long-term success (Zhou & Velamuri, 2018). As businesses navigate rapidly changing markets and technological advancements, employee innovative work behaviour has emerged as a critical determinant of organisational performance. This behaviour, often conceptualized as the generation, promotion, and realization of novel and practical ideas within the workplace, is essential for maintaining a competitive edge and adapting to evolving challenges (Fischer, Peus, & Knappert, 2019; Zhang, Ou, & Chen, 2018). Research by Novitasari, Asbari, and Purwanto (2022) and Grošelj, Černe, Penger, and Grah (2021) have extensively investigated the factors influencing innovative work behaviour, underlining its role in shaping employees' levels of job involvement and career commitment.

Innovative behaviour, as an independent variable, plays a crucial role in enhancing employees' engagement with their jobs and their commitment to their chosen careers (Novitasari et al., 2021). When employees are encouraged to generate, promote, and implement novel ideas, they often develop a deeper connection to their work. This connection is reflected in their job involvement, which is defined as the degree to which employees are cognitively preoccupied with and emotionally engaged in their current roles (Grošelj et al., 2021). Gelaidan, Al-Swidi, and Al-Hakimi (2024) found that Employees who are exposed to a work environment that values and supports innovative behaviour are likely to experience greater psychological ownership and responsibility toward their tasks, motivating them to actively engage with their work.

Empirical evidence supports the positive influence of innovative behaviour on job involvement. For instance, Yuan and Woodman (2010) emphasized that when employees are involved in innovative processes, such as problem-solving and idea generation, they experience heightened levels of job satisfaction and emotional engagement. This involvement creates a virtuous cycle, where employees feel valued for their contributions, further enhancing their willingness to take ownership of their work and go beyond routine expectations. Similarly, innovative behaviour has a significant impact on career commitment, which reflects an individual's emotional attachment and dedication to their professional trajectory. Employees who actively engage in innovation often perceive their roles as meaningful and aligned with their long-term career goals. This alignment fosters a proactive attitude toward continuous skill development and career advancement (Zhang et al., 2018). Employees who view innovation as a core aspect of their professional identity are more likely to commit to their careers, as they see opportunities to grow and excel within their chosen fields.

Research corroborates this relationship. Meyer, Stanley, and Herscovitch (2002) argued that employees who actively participate in innovation perceive their professional achievements as integral to their personal identity, strengthening their career commitment. Additionally, Jafri (2010) found that employees involved in innovative work behaviours tend to remain committed to their careers, as they derive a sense of fulfilment from contributing to their organisation's success and industry advancements. Despite the established importance of innovative behaviour in influencing job involvement and career commitment, there remains a gap in the literature regarding how this relationship manifests in specific cultural and organisational contexts. Most

studies have been conducted in Western and Asian settings, with limited exploration in the African context, particularly in Ghana. As organisations in Ghana navigate rapid technological advancements and market dynamics, the ability to foster innovative behaviour among employees has become increasingly critical. This calls for research to understand how innovative behaviour shapes job involvement and career commitment in Ghanaian organisations.

Furthermore, as technological advancements redefine the nature of work, employees must not only adapt but also embrace creativity and innovation as strategic tools for professional growth and organisational success. By examining the interplay between innovative behaviour, job involvement, and career commitment in Ghana, this study addressed existing gaps in literature and provided insights for fostering a culture of innovation in the Ghanaian context.

1.1 Statement of the Problem

Employee innovative work behaviour has been extensively studied as a critical factor for organisational success, with research highlighting its role in driving creativity, problem-solving, and adaptability in the workplace. For instance, Yuan and Woodman (2010) found that employees who actively engage in innovative activities are more likely to experience increased job satisfaction and contribute meaningfully to organisational goals. Similarly, Prieto and Pérez-Santana (2014) emphasized the role of innovative behaviour in enhancing team collaboration, organisational learning, and overall performance. These studies underscore the importance of innovative behaviour in fostering both individual and organisational growth.

At the same time, job involvement and career commitment have been identified as significant outcomes associated with employees' engagement in innovative work behaviour. Research by Gelaidan, Al-Swidi, and Al-Hakimi (2024) demonstrated that employees involved in innovation exhibit higher levels of emotional and cognitive engagement in their roles, while Utomo, Irwantoro, Wasesa, Purwati, Sembiring, and Purwanto (2023) highlighted that innovative employees tend to develop stronger attachments to their professional trajectories. These findings suggest that innovative behaviour positively influences employees' perceptions of their jobs and careers.

Despite the growing body of literature, notable gaps remain. While researchers such as Jiang and Men (2017) have examined the contextual and organisational factors that foster innovative work behaviour, limited studies have explored the downstream effects of this behaviour on job involvement and career commitment. Additionally, existing studies have predominantly been conducted in Western and Asian contexts, with scant attention paid to African settings, particularly Ghana. Given the unique socio-cultural and organisational dynamics in Ghana, it is unclear whether the relationships observed in other contexts hold true for Ghanaian organisations, particularly, service firms.

Moreover, most research assumes a positive linear relationship between innovative work behaviour and outcomes like job involvement and career commitment, overlooking potential complexities or variations based on industry, organisational culture, or employee demographics. This lack of contextual specificity creates a knowledge gap that limits the applicability of existing findings to diverse settings. This study addressed these gaps by examining the relationship between employee innovative work behaviour, job involvement, and career commitment within the Ghanaian organisational context. Specifically, the research examined whether innovative behaviour drives higher levels of job involvement and career

commitment among employees in Ghana. By doing so, this study contributed to the literature by providing insights into the interplay between innovation and employee outcomes in an under-researched context, offering practical recommendations for fostering innovation and enhancing employee engagement in Ghanaian service organisations.

1.2 Research objectives

The overarching objective of this study was to investigate employee innovative work behaviour, job involvement and career commitment in Ghanaian service organisations. Specifically, the objectives of this study were aimed at:

i. examining the relationship between employee innovative work behaviour and job involvement in Ghanaian organisations; and
ii. investigating the relationship between employee innovative work behaviour and career commitment among employees in Ghanaian organisations.

1.3 Research Hypotheses

$H0_1$: There is no significant relationship between employee innovative work behaviour and job involvement in Ghanaian organisations.

$H0_2$: There is no significant relationship between employee innovative work behaviour and career commitment among employees in Ghanaian organisations.

2. REVIEW OF RELATED LITERATURE

2.1 Innovative Work Behaviour

Innovative work behaviour refers to the actions and activities undertaken by employees to generate, promote, and implement new ideas, processes, products, or services within an organisation (AlEssa & durugbo, 2021). This behaviour is essential for organisations seeking to improve performance and maintain competitiveness in a constantly changing business environment. Understanding innovative work behaviour involves examining its key aspects, influencing factors, and potential outcomes fundamentally, and innovative work behaviour is the generation of ideas (Appio, Cacciatore, Cesaroni & Crupi, 2024). The first stage of innovative behaviour involves creativity and brainstorming, where employees think outside the box to identify novel solutions to existing problems or opportunities for improvement (Appio et al, 2024). For example, an employee might propose a new method to streamline a workflow or suggest a unique feature for a product. Once an idea is generated, it must be promoted to gain the necessary support and resources for its implementation.

This stage involves persuading and influencing others within the organisation, including colleagues, supervisors, and stakeholders, to recognize and back the idea. Effective communication and networking are crucial here, as they help build a coalition of support that can drive the idea forward (Maheshwari, 2018). The final stage of innovative work behaviour is the realization of the idea. This involves transforming the concept into a practical application through planning, testing, refining, and executing the idea. Employees need to be proactive and persistent, overcoming obstacles and adapting to changes to bring the idea to fruition (González-Esteban, Feenstra & Camarinha-Matos, 2023). For instance, developing a prototype of a new product or implementing a new process within the organisation exemplifies this phase. Several factors influence an employee's likelihood of engaging in innovative work behaviour. Individual characteristics play a significant role. Personal traits such as creativity, intrinsic motivation, and a proactive personality are critical.

Employees who are curious, open to new experiences, and willing to take risks are more likely to engage in innovative activities (Lazaro, 2023). Job characteristics also matter;

positions that offer autonomy, task variety, and opportunities for skill utilization encourage innovation. When employees have the freedom to explore new ways of doing things and can see the impact of their contributions, they are more inclined to innovate (Veenendaal, 2022). Leadership style significantly affects innovative work behaviour. Supportive and transformational leaders, who encourage experimentation, provide constructive feedback, and create a safe environment for risk-taking, foster a culture of innovation. In contrast, authoritarian or micromanaging leaders can stifle creativity and hinder innovation. Organisational culture is another critical factor. A culture that values learning, flexibility, and open communication promotes innovative behaviour. Organisations that reward innovation, tolerate failure as part of the learning process, and encourage collaboration are more likely to see higher levels of innovative work behaviour among their employees (AlEssa & Durugbo, 2021).

The social and physical environment within an organisation also influences innovative behaviour. A supportive social environment, characterized by positive relationships with colleagues and access to diverse perspectives, enhances innovation. Similarly, a well-designed physical workspace that facilitates interaction and creativity can contribute to innovative work behaviour (Lazaro, 2023). Organisations seeking to enhance innovative work behaviour among their employees can implement several strategies. Encouraging autonomy is one approach. Allowing employees more control over their work and decision-making processes stimulates creativity and innovation. Providing resources, including time, funding, and information, is essential for innovation. Ensuring that employees have the necessary tools and support to pursue innovative projects is critical. Facilitating collaboration by creating opportunities for cross-functional collaboration and knowledge sharing generates diverse ideas and perspectives (Hassi & Rekonen, 2018).

2.2 Job Involvement

Job involvement refers to the extent to which individuals psychologically identify with their job, indicating the importance of work in their self-concept and the degree of active participation in their professional roles (Kanungo, 1982). This construct encompasses both cognitive and emotional dimensions, reflecting how central work is to an individual's life and self-esteem. High job involvement is associated with increased job satisfaction, organisational commitment, and career commitment (Brown, 1996). It is also moderately linked to lower turnover intentions and modestly associated with actual turnover, highlighting its significance in employee retention strategies (Rubenstein, Eberly, Lee, & Mitchell, 2017).

Several factors influence job involvement, including personality traits, job characteristics, and supervisory behaviours. Individuals with intrinsic motivation, a strong work ethic, and high self-esteem are more likely to exhibit higher job involvement (Brown, 1996). Job characteristics such as autonomy, feedback, task variety, and social support also contribute to increased job involvement (Humphrey, Nahrgang, & Morgeson, 2007). Moreover, supportive supervisory behaviours, including participative decision-making and concern for employee well-being, are positively related to job involvement (Brown, 1996).

Career commitment is defined as an individual's identification with and active involvement in their career progression, encompassing the setting of personal career goals and the persistent effort to achieve them (Colarelli & Bishop, 1990). It reflects a long-term dedication to one's professional development, transcending specific job roles or organisational affiliations. Recent research indicates that career commitment is positively related to employability, with individuals demonstrating higher career commitment engaging more actively in competency development and career-enhancing activities (Van Vuuren, Van der Heijden, & Semeijn, 2023). This proactive approach not only enhances their employability but also contributes to both objective and subjective career success.

The relationship between career commitment and career success is mediated by

employability, suggesting that individuals committed to their careers are more likely to invest in skill development and adaptability, which in turn leads to greater career achievements (Van der Heijden et al., 2022). Furthermore, career commitment has been found to be significantly influenced by self-efficacy and organisational commitment, indicating that individuals who believe in their capabilities and are committed to their organisation are more likely to exhibit higher career commitment (Ahmed, 2019).

Understanding the constructs of job involvement and career commitment is crucial in the context of employee innovative work behaviour. Employees who are deeply involved in their jobs and committed to their careers are more likely to engage in innovative activities, as they perceive their work as integral to their personal and professional identity. Organisations aiming to foster innovation should consider strategies that enhance job involvement and career commitment, such as providing opportunities for skill development, offering meaningful and challenging work, and cultivating a supportive work environment. By doing so, they can create a workforce that is not only committed and satisfied but also driven to contribute to organisational innovation and success.

2.3 Career Commitment

Career commitment is a psychological state that reflects an individual's dedication to their professional aspirations, career goals, and long-term vocational development. It represents an enduring involvement and emotional attachment to one's chosen career path, influencing the extent to which an individual invests effort and resources in achieving career success (Blau, 1985; Meyer & Allen, 1991). Career commitment extends beyond mere job involvement, as it encompasses a broader perspective that includes personal development, skill enhancement, and long-term career planning (Ng & Feldman, 2014). Individuals with high career commitment demonstrate perseverance, adaptability, and a willingness to engage in lifelong learning to maintain their employability and professional growth (Van der Heijden, Notelaers, & Peters, 2022).

Research on career commitment has identified several key dimensions that shape its impact on an individual's professional trajectory. Affective commitment refers to an emotional and intrinsic attachment to one’s career, where individuals find personal fulfillment and purpose in their work (Meyer et al., 2013). Those with strong affective commitment exhibit high levels of motivation and are more likely to engage in proactive career behaviors such as continuous learning, networking, and innovation. In contrast, normative commitment arises from a sense of obligation to remain in a particular career due to external influences such as societal expectations, family values, or financial responsibilities (Rahim & Siti-Rohaida, 2015). This type of commitment may drive individuals to persist in their careers despite experiencing dissatisfaction or external challenges. Continuance commitment, on the other hand, is based on perceived costs associated with leaving a career, such as the potential loss of financial security, status, or expertise accumulated over time (Meyer & Allen, 1991). While this form of commitment may sustain career stability, it does not necessarily foster job satisfaction or intrinsic motivation.

Career commitment plays a crucial role in shaping employees’ attitudes and behaviors in the workplace. Highly committed individuals tend to exhibit greater job satisfaction, increased productivity, and a proactive approach to professional development (Ng & Feldman, 2014). They are more likely to take initiative, seek new opportunities, and contribute to organisational success. Furthermore, career commitment is positively associated with employability, as individuals who actively invest in their careers enhance their skill sets and remain competitive in the job market (Van Vuuren, Van der Heijden, & Semeijn, 2023). In contrast, individuals with low career commitment may struggle with career indecision, disengagement, and reduced motivation, leading to lower job performance and increased turnover intentions (Meyer et al.,

2013).

Organisational factors play a significant role in fostering or hindering career commitment. Supportive work environments, career development programs, mentorship opportunities, and professional training can enhance employees' commitment to their careers (Van der Heijden et al., 2022). When organisations provide clear career pathways and encourage employee growth, individuals are more likely to experience satisfaction and remain dedicated to their careers. Conversely, work environments that lack opportunities for advancement, recognition, or professional development can diminish career commitment, leading to disengagement and potential career shifts (Rahim & Siti-Rohaida, 2015).

Career commitment has become increasingly important due to rapid technological advancements, shifting labor market demands, and evolving organisational structures. Employees are required to continuously adapt to new challenges, embrace career flexibility, and develop transferable skills to sustain long-term career success (Ng & Feldman, 2014). The rise of the gig economy, remote work, and non-traditional career paths has further highlighted the need for individuals to take ownership of their career trajectories, reinforcing the significance of career commitment as a determinant of professional resilience and adaptability.

Ultimately, career commitment serves as a critical factor in shaping individual career outcomes, organisational performance, and workforce stability. By fostering a strong sense of career commitment, both individuals and organisations can benefit from enhanced job satisfaction, increased innovation, and sustained professional growth. As career landscapes continue to evolve, understanding and strengthening career commitment will remain essential for achieving long-term career fulfilment and organisational success (Van Vuuren et al., 2023).

2.4 Employee Innovative Work Behaviour on Job Involvement

Several studies have explored the relationship between employee innovative work behaviour and job involvement. Janssen (2000) found that innovative work behaviour is significantly influenced by job involvement, particularly in environments where employees perceive their efforts to be fairly rewarded. This was further corroborated by De Jong and Den Hartog (2010), who suggested that employees who are highly involved in their jobs are more likely to exhibit innovative behaviours, as their commitment to their work leads them to continuously improve and generate new ideas.

In addition, a study by Axtell et al. (2000) demonstrated that employees who feel a strong connection to their job and organisation are more likely to engage in creative and innovative behaviours, as they seek to enhance both personal and organisational success. Furthermore, a study by Kundu and Gahlawat (2017) emphasised the importance of organisational culture and job involvement in encouraging innovative work behaviour, suggesting that organisations that foster employee involvement tend to benefit from increased creativity and innovation.

Guglielmi et al. (2015) found that career commitment plays a crucial role in enhancing job involvement and job satisfaction. Their study indicated that employees who are more committed to their careers tend to report higher job engagement and satisfaction. This aligns with the findings of van der Heijden, Davies, van der Linden, Bozionelos, and de Vos (2022), who highlighted a strong positive relationship between career commitment and job involvement. They argued that employees who view their job as integral to their career goals are more likely to be actively engaged in their work.

2.5 Relationship between employee innovative work behaviour and career commitment

The relationship between employee innovative work behaviour and career commitment has also been widely studied. Several scholars have highlighted that innovative work behaviour positively influences employees' career commitment. For instance, Meyer and Allen (1991) suggested that career commitment fosters employees' desire to improve and innovate, as they aim to make meaningful contributions to their organisations. A study by Zhao et al. (2015)

revealed that employees who are committed to their careers are more motivated to develop and implement innovative ideas that can enhance their professional growth and organisational success.

Similarly, Lee and Duffy (2018) found that career commitment encourages employees to engage in behaviours that contribute to long-term innovation and organisational development. This was supported by a study by Boon et al. (2011), which showed that employees with a strong career commitment are more likely to exhibit innovative behaviours, as they seek to improve their skills and capabilities for future career advancement. Additionally, research by Zacher et al. (2014) suggested that employees' career commitment is linked to higher levels of engagement in innovation, particularly when they believe their efforts will positively influence their professional reputation and future opportunities.

Further research by Jyoti, Sharma, Kour and Kour (2020), found that career commitment significantly influenced job involvement, especially in high-performance work systems, where organisations that provide career development opportunities enhance the effect of career commitment. Huang, Yuan and Li (2019) supported this, revealing that career commitment not only boosts job involvement but also reduces burnout and increases job satisfaction. They concluded that career development initiatives are essential for fostering job involvement. Yusuf and Nuraeni (2023) found that career commitment led to greater job involvement and better organisational outcomes such as job satisfaction.

2.6 Theoretical framework

This study was anchored on the Job demands-resources (JD-R) theory and Self-determination theory which provide a comprehensive framework for understanding the interaction between job characteristics and employee outcomes.

2.6.1 Job demands-resources (JD-R)

The JD-R Theory explains how job demands and job resources influence employees' motivation, engagement, and performance, ultimately affecting innovative work behaviour, job involvement, and career commitment.

According to the JD-R Theory, job demands refer to physical, psychological, social, or organisational aspects of a job that require sustained effort and are associated with certain physiological or psychological costs (Demerouti et al., 2001). These demands include workload, role ambiguity, emotional strain, and time pressure, which can deplete employees' energy and hinder innovative work behaviour if not managed effectively (Schaufeli & Taris, 2014). On the other hand, job resources encompass the physical, psychological, social, and organisational factors that help employees cope with job demands, foster personal growth, and enhance motivation (Bakker et al., 2004). Examples of job resources include autonomy, supervisor support, opportunities for development, and task variety, all of which play a crucial role in facilitating job involvement and career commitment (Xanthopoulou et al., 2007). The relationship between job demands, job resources, and employee innovative work behaviour is well-documented in organisational literature. Employees who experience excessive job demands without adequate resources are more likely to experience burnout, which negatively impacts their ability to engage in innovative behaviours (Hakanen et al., 2008). On the contrary, when job resources are available, employees are more likely to develop positive attitudes towards their work, increasing their motivation to engage in innovative problem-solving and creative thinking (Bakker & Demerouti, 2017). This is particularly relevant in work environments where innovation is crucial for organisational success.

Job involvement, which refers to the psychological identification with one's work, is significantly influenced by job resources (Lodahl & Kejner, 1965). Employees with high levels of job involvement tend to be more committed to their roles and actively seek ways to improve their work processes through innovation (Rich et al., 2010). Research by Salanova et al. (2010)

suggests that employees who perceive their jobs as meaningful and challenging are more likely to be engaged, which enhances their involvement and willingness to explore innovative solutions. Career commitment, defined as an individual's dedication to their professional growth and long-term career goals, is also shaped by the job demands-resources balance. Employees with access to career development opportunities, mentorship, and organisational support are more likely to exhibit strong career commitment (Meyer & Herscovitch, 2001). Studies indicate that job resources such as professional development programmes and supportive work environments foster a sense of career stability and encourage employees to remain committed to their chosen career paths (Ertürk & Vurgun, 2015).

Empirical evidence supports the applicability of the JD-R Theory in explaining the interconnections among innovative work behaviour, job involvement, and career commitment. For example, a study by Afsar et al. (2019) found that job resources, particularly autonomy and supervisor support, significantly enhance innovative work behaviour by fostering intrinsic motivation and reducing the negative effects of job demands. Similarly, research by Li and Zheng (2014) highlights that employees who perceive their job environments as supportive and resourceful exhibit higher levels of job involvement and are more committed to their careers. Given these insights, organisations should focus on optimising the balance between job demands and resources to promote innovative work behaviour, job involvement, and career commitment. Providing employees with meaningful work, opportunities for skill development, and supportive leadership can enhance their motivation and drive for innovation. Additionally, organisations must ensure that excessive job demands do not lead to burnout, as this can hinder employee engagement and long-term commitment to their careers.

The application of the JD-R Theory in this study underscores the importance of designing work environments that facilitate employee well-being and performance. By addressing job demands and enhancing job resources, organisations can cultivate a workforce that is not only engaged and innovative but also deeply committed to their careers, ultimately contributing to organisational success.

2.6.2 Self-Determination Theory

Self-Determination Theory (SDT), developed by Edward Deci and Richard Ryan (1985), which provides a robust framework for understanding the psychological mechanisms driving employee innovative work behaviour, job involvement, and career commitment. SDT posits that individuals are motivated by intrinsic and extrinsic factors that influence their engagement in work-related activities, shaping their innovation, level of involvement, and long-term commitment to their careers. SDT identifies three core psychological needs, autonomy, competence, and relatedness as essential for fostering intrinsic motivation and enhancing innovative work behaviour. Autonomy refers to employees' ability to make independent decisions and have control over their work, which fuels creativity and problem-solving (Deci & Ryan, 2000). When employees feel empowered to experiment with new ideas and take initiative, they are more likely to engage in innovative work behaviours (Gagne & Deci, 2005). Competence relates to the belief in one's abilities to execute tasks effectively. Employees who perceive their skills as valuable are more confident in contributing novel ideas and implementing improvements (Amabile, 1996).

Lastly, relatedness, or the sense of connection with colleagues and supervisors, fosters collaboration, knowledge sharing, and psychological safety, which are essential for innovation (Baard, Deci, & Ryan, 2004). When organisations create environments that satisfy these psychological needs, employees are more likely to engage in proactive problem-solving, idea generation, and continuous improvement. Job involvement, which reflects the degree to which employees identify with and are psychologically engaged in their work, is significantly influenced by intrinsic motivation. SDT suggests that when employees experience autonomy, competence, and relatedness, they develop a deeper emotional investment in their roles (Deci,

Olafsen, & Ryan, 2017). Studies by Fernet, Austin, and Vallerand (2012) indicate that employees with high intrinsic motivation exhibit higher job involvement because they derive satisfaction from their work, rather than merely seeking external rewards. Employees who view their tasks as meaningful and aligned with their personal growth goals are more likely to dedicate effort, persist through challenges, and actively contribute to organisational objectives. Furthermore, research by Ryan and Deci (2019) highlights that workplaces that support self-determined motivation witness enhanced job involvement, as employees feel a personal connection to their roles and responsibilities.

SDT also provides insights into career commitment by explaining how intrinsic and extrinsic motivation affect employees' dedication to their professional development. Career commitment refers to an individual's determination to pursue long-term career goals and continue professional growth (Carson & Bedeian, 1994). Deci and Ryan (2000) argue that employees who experience high levels of autonomy and competence in their jobs are more likely to commit to their careers because they find their work fulfilling and aligned with their personal aspirations. Research by Van den Broeck, Ferris, Chang, and Rosen (2016) suggests that employees who feel psychologically empowered through self-determination are more resilient in the face of career challenges and demonstrate greater perseverance in career advancement efforts.

A study by Guay, Senécal, and Gauthier (2003) further supports this view, demonstrating that individuals with self-determined motivation are more likely to engage in continuous learning and skill development, reinforcing long-term career commitment. Employees who perceive career growth as self-directed rather than externally imposed show higher levels of loyalty, goal persistence, and professional identity. The application of Self-Determination Theory to employee innovative work behaviour, job involvement, and career commitment highlights the need for organisations to cultivate supportive work environments. Companies that provide employees with decision-making autonomy, skill-enhancing opportunities, and strong social support create conditions that foster intrinsic motivation and long-term professional engagement.

Research by Gagné and Deci (2005) suggests that organisations implementing autonomy-supportive leadership styles, such as encouraging employee input and recognising contributions, benefit from higher innovation, deeper job involvement, and greater career commitment. Similarly, studies by Deci and Ryan (2017) indicate that workplaces that integrate SDT principles experience lower turnover intentions, as employees are more satisfied and motivated to contribute to their organisations over the long term. Given these insights, organisations must focus on fostering an environment that satisfies employees' psychological needs for autonomy, competence, and relatedness. By doing so, they can enhance innovative work behaviour, deepen job involvement, and strengthen career commitment, ensuring long-term organisational success and employee well-being.

2.7 Conceptual framework of the Study

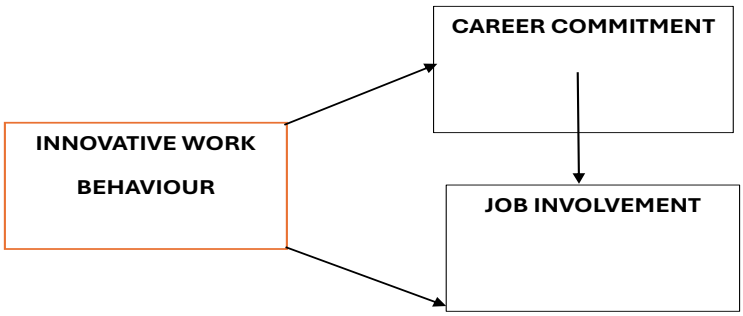


Fig 1.1: Authors Research Model, (2025)

The diagram showed the relationship between the variables of the study. It illustrates how innovative work behaviour affects career commitment and job involvement, and how career commitment influences job involvement. This section presents the hypotheses of the study and how they are developed based on conceptual framework. Three main hypotheses are proposed in this study relating to the effects of innovative work behaviour on career commitment and job involvement.

The analysis of the theory discussed earlier, which form the basis of the study, naturally leads to the conceptual framework illustrated in Figure 1.1 below. This framework visually represents the connections among the three variables under investigation. The diagram demonstrates that the effectiveness.

3. METHODOLOGY

The methodology design process aids researchers in selecting suitable methods for their objectives and ensures a reliable and efficient research process (Zikmund et al., 2013). This study investigated employee innovative work behaviour and its relationship with job involvement and career commitment. The following aspects were discussed in this section: research design, population, sample and sampling procedure, instrument, data collection procedures, and data analysis techniques.

3.1 Research design

This study used the descriptive design, hinged on the survey method; where quantitative analysis through questionnaire to obtain data. The study adopted descriptive strategy to explain the current state of the variable under investigation.

3.2 Population

This research focused on managers and employees working in service-based organisations within Ghana's Greater Accra Region. This region, home to the capital city Accra, is one of the sixteen administrative regions in Ghana and has the highest presence of service-oriented firms. One such firm is Ghana Ports and Harbour Authority. Ghana Ports and Harbours Authority manages and oversees maritime transport, which facilitates cargo handling, vessel operations, and international trade through the country's main seaports. The researcher selected this region because of its closeness, which helped lower travel expenses and save time.

3.3 Sample and Sampling Procedure

A sample of one hundred and fifty (150) employees were selected. The study used convenience sampling to collect data.

3.4 Instruments

The study collected primary data using a survey instrument designed as a closed-ended questionnaire. This questionnaire was divided into four sections, labelled Sections A through

D, each addressing different aspects relevant to the research. Section A focused on gathering demographic information from the respondents, including age, gender, occupation, and educational background. This information provided a profile of the respondents. Section B was dedicated to assessing employee innovative work behaviour. The scale used in this section was developed by Jansen (2000) and consisted of eight structured statements. Respondents rated their agreement with each statement, such as "I invest more in my job than I receive in return," using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Section C measured job involvement using Kanungo's (1982) scale, which originally consists of ten statements scored on a seven-point Likert scale.

For consistency with the response format used in the other sections of the questionnaire, the scale was adapted to a five-point Likert scale. Participants indicated their level of agreement with items such as "I like to be involved in my job most of the time." Section D examined career commitment using Blau's (1985) scale, comprising seven items. Respondents rated their agreement with statements such as "This is the ideal profession for a life's work," again using the same five-point scale. The statements throughout the questionnaire were designed to be clear and easy for respondents to answer independently. Participants selected the response that best reflected their views on each statement. This structured approach ensured consistency in data collection and facilitated quantitative analysis of the responses.

3.5 Data collection procedure

To carry out the data collection, the researcher adopted a structured process that involved obtaining permission and complying with ethical guidelines. Before distributing the questionnaires, a formal letter was sent to the company's manager requesting approval to engage their employees in the study. The letter outlined the research purpose and relevance, focusing on how the findings could inform employee satisfaction and workplace improvements. The researcher also guaranteed that ethical protocols such as confidentiality, anonymity, and voluntary participation were upheld. To improve participation, follow-up reminders were sent throughout the one-month data collection period. This extended timeline allowed more employees to take part, considering their varied schedules and responsibilities. The goal was to reach a broad and diverse sample, improving the accuracy and applicability of the findings. The researcher maintained strict ethical standards during the entire process, protecting participants' identities and treating the collected data responsibly. The data were used solely for the stated research aims.

3.6 Reliability of the research instrument

A pilot study was conducted to assess the reliability of the research instrument. The data were collected from one selected organisation in Greater Accra, Ghana. The responses were analysed using SPSS version 27.0. Cronbach's Alpha was used to measure the internal consistency of the constructs. The commonly accepted threshold of 0.7 was applied, as suggested by Tavakol and Dennick (2011). All constructs exceeded this minimum threshold, confirming the reliability of the instrument for the main study. The reliability results from the pilot study are presented below.

Table 1: Reliability Results of the Constructs

S/N	Variables	Number of Items	Authors	Cronbach's Alpha (Threshold = 0.70)	Cronbach's Alpha (Result)
1	Innovative Work Behaviour (IWB)	9	Janssen (2000)	0.70	0.804 (Reliable)
2	Job Involvement (JI)	10	Kanungo (1982)	0.70	0.829 (Reliable)
3	Career Commitment (CC)	7	Blau (1985)	0.70	0.811 (Reliable)

Source: Authors computation (2025)

3.7 Data analysis procedure

Primary data obtained were analysed at both descriptive and inferential level of statistics with the utilisation of the Statistical Package for Social Sciences (SPSS) version 26.0. The two stated hypotheses were tested using the bi-correlation analysis.

4 RESULTS AND DISCUSSION

A total of 90 valid responses were analysed. The section presented the demographic characteristics of the respondents followed by correlation analysis to explore the relationships between innovative work behaviour, job involvement, and career commitment.

4.1 Response rate

Out of the 150 questionnaires distributed, 92 were returned fully completed, yielding a response rate of 61.3 percent. According to Saunders, Lewis, and Thornhill (2019), a response rate of 50 percent is adequate for analysis, 60 percent is considered good, and 70 percent or more is excellent. Based on this benchmark, the response rate achieved in this study is considered good and acceptable for analysis.

Table 2. Demographic Characteristics of Respondents (N = 90)

S/N	Variable	Category	Frequency	Percentage (%)
1	Gender of respondent	Female	66	73.3
		Male	24	26.7
		Total	**90**	**100.0**
2	Age of respondent	20 yrs or less	3	3.3
		21–30 years	40	44.4
		31–40 years	11	12.2
		41–50 years	7	7.8
		51 yrs or older	29	32.2
		Total	**90**	**100.0**
3	Highest level of education	Bachelor's Degree	49	54.4
		Diploma or below	16	17.8
		Master's Degree	16	17.8
		Doctoral Degree	7	7.8
		Other	2	2.2
		Total	**90**	**100.0**

S/N	Variable	Category	Frequency	Percentage (%)
4	Years with organisation	Less than 1 year	21	23.3
		1–5 years	37	41.1
		6–10 years	10	11.1
		11–15 years	8	8.9
		More than 15 years	14	15.6
		Total	**90**	**100.0**
5	Status in organisation	Junior staff	40	44.4
		Senior staff	38	42.2
		Management staff	12	13.3
		Total	**90**	**100.0**

Source: Authors computation (2025)

Table 1 presented the demographic characteristics of the 90 respondents who participated in the study. The sample consisted predominantly of female respondents (n = 66, 73.3%), while males represented a smaller portion (n = 24, 26.7%). In terms of age, the majority of respondents were between 21 and 30 years (n = 40, 44.4%). Respondents aged 51 years or older made up 32.2% (n = 29). Smaller proportions were aged 31–40 years (12.2%), 41–50 years (7.8%), and 20 years or less (3.3%). For educational background, over half of the respondents held a Bachelor's degree (n = 49, 54.4%). Those with a Master's degree and those with a diploma or below were equal in number (n = 16 each, 17.8%). Doctoral degree holders were 7.8% (n = 7), and only 2.2% (n = 2) reported other qualifications. Regarding tenure, most respondents had worked with their organisation for 1–5 years (n = 37, 41.1%). About 23.3% had been employed for less than one year (n = 21), and 15.6% had worked for more than 15 years (n = 14). Smaller groups had spent 6–10 years (11.1%) or 11–15 years (8.9%) in their current organisations. In terms of organisational status, 44.4% (n = 40) were junior staff, 42.2% (n = 38) were senior staff, and 13.3% (n = 12) held management positions. These figures suggest a sample that is relatively young, educated to at least degree level, and largely female, with varied organisational experience and rank.

4.2 Analyses of Research Hypotheses

The study's hypotheses were tested using the bi-correlations analysis.

Hypothesis One

$H0_1$: There is no significant relationship between employee innovative work behaviour and job involvement in Ghanaian service organisations.

Table 3. Correlations analysis explaining the significant relationship between employee innovative work behaviour and job involvement in Ghanaian service organisations.

		Employee Innovative Work Behaviour	Job Involvement
Employee Innovative Work Behaviour	Pearson Correlation	1	.942**
	Sig. (2-tailed)		.000
	N	90	90
Job Involvement	Pearson Correlation	.942**	1
	Sig. (2-tailed)	.000	
	N	90	90

**. Correlation is significant at the 0.01 level (2-tailed).

The correlation table above detailed that a significant nexus was found between employee innovative work behaviour and job Involvement with ($r=0.942$, p-value<0.05). Therefore, the null hypothesis was rejected because results communicated otherwise. Thus, there was a significant relationship between employee innovative work behaviour and job involvement in Ghanaian service organisations.

Hypothesis Two

$H0_2$: There is no significant relationship between employee innovative work behaviour and career commitment among employees in Ghanaian service organisations.

Table 4: Correlations analysis explaining the significant relationship between employee innovative work behaviour and career commitment in Ghanaian service organisations.

		Employee Innovative Work Behaviour	Career Commitment
Employee Innovative Work Behaviour	Pearson Correlation	1	.925**
	Sig. (2-tailed)		.000
	N	90	90
Career Commitment	Pearson Correlation	.925**	1
	Sig. (2-tailed)	.000	
	N	90	90

**. Correlation is significant at the 0.01 level (2-tailed).

The correlation table above indicated the existence of a significant association exist between employee innovative work behaviour and career commitment with ($r=0.925$, p-value<0.05). Therefore, the null hypothesis was rejected because results submitted otherwise. Thus, a significant relationship was found between employee innovative work behaviour and job involvement in Ghanaian service organisations.

5. DISCUSSION OF FINDINGS

This section presented the findings based on the study's main objectives. The relationships among employee innovative work behaviour (IWB), job involvement (JI), and career commitment (CC) were analysed using correlation and regression techniques.

The first hypothesis which stated that there is no significant relationship between employee innovative work behaviour and job involvement in Ghanaian service organisations.

The study found a strong, and statistically significant relationship ($r = 0.942$, $p < 0.05$). This finding validates the findings by Janssen (2000), who noted that innovative behaviours are more common among employees deeply involved in their jobs. It further confirms the submission of De Jong and Den Hartog (2010) who highlighted in their study that employees feel responsible for improving work processes when there are avenues for innovation at work. Similarly, the outcome of the finding aligns with the position of Axtell et al. (2000) whose study found out that job-involved employees are more likely to adopt innovation to enhance organisational performance.

Furthermore, finding from this study is in agreement with the conclusion of a research by Kundu and Gahlawat (2017) which found that organisations promoting involvement experience greater employee innovation. The outcome of this study is in consonance with the study by Ali et al. (2020) who asserted in their study that job involvement encourages risk-taking and ideation. From the afore-stated analysis, it is evident that employees who are empowered at work and obtain organisational support in their roles are more willing to explore new methods and take ownership of their operations.

For the second hypothesis, which opined that there is no significant relationship between employee innovative work behaviour and career commitment among employees in Ghanaian service organisations. The outcome of the study revealed a statistically strong and significant positive relationship between innovative work behaviour and career commitment ($r = 0.925$, $p < 0.05$). This confirmed that employees who engage in innovative activities tend to demonstrate stronger commitment to their careers. This finding aligns with the study by Zhao et al. (2015) which found out that employees who are committed to their careers were more motivated to generate and implement innovative ideas. Similarly, the study's outcome agrees with the positon of the report by Lee and Duffy (2018) that innovation strengthens long-term career goals.

Finding from this study also concur with the submission of Ali et al. (2020) found out in their study that innovative behaviour increases employees' emotional attachment to their careers in Pakistani SMEs. In the same manner, the study's finding is in alignment with the investigation by Wu et al. (2021) which confirmed that innovation is tied to stronger organisational and career commitment through empowerment mechanisms. Going forward, these results are consistent with this study's theoretical base which exposes that employees who innovate regularly often perceive their jobs as meaningful and aligned with their long-term professional goals. This connection reinforces their desire to grow and remain within their career path.

This finding supports the research by Guglielmi et al. (2015), whose study found out that career-committed employees are often more involved in their jobs due to alignment between work tasks and career goals. The result of this study is in congruence with the study of Van der Heijden et al. (2022) which accentuated that individuals with strong career goals tend to be more engaged and record greater job involvement. The study's finding also align with recent studies by Jyoti et al. (2020) whose study concluded that career commitment is particularly important in high-performance systems, where job involvement acts as a driver of organisational success. Similarly, the finding from this study aligns with the position of Yusuf and Nuraeni (2023) whose investigation reported that career commitment not only boosts involvement but also improve job satisfaction and retention outcomes; which further suggested that involvement serves as a key pathway linking innovation to long-term commitment.

6. CONCLUSION AND RECOMMENDATIONS

The study concluded that job involvement is influenced by innovative work behaviour, and career commitment is also positively linked to innovation. Employees who actively engage

in innovative activities tend to be more involved in their jobs and show greater commitment to their careers. Although most respondents reported neutral levels of involvement and commitment, the positive relationships observed suggest potential for improvement. Organisations that encourage and support innovative behaviour are likely to see higher levels of job involvement and career commitment among employees. The theories guiding this study support these conclusions. The Job Demands–Resources (JD-R) model explains that innovative behaviour can serve as a resource that fosters energy and engagement. Self-Determination Theory suggests that innovation, when driven by intrinsic motivation, can strengthen an employee's sense of purpose in both their job and career, thereby sustaining long-term involvement and commitment. As a result of the above conclusion, it was recommended that:

- Management should enhance job involvement by redesigning roles to offer autonomy, clear feedback, and opportunities for skill use.
- Management should recognise innovation by celebrating employee ideas and implementing viable suggestions.
- Management should support career growth through mentoring, career path planning, and training opportunities aligned with employee interests.
- Management should encourage ownership by involving employees in decision-making, particularly on tasks affecting their departments or teams.
- Management should monitor engagement by regularly assessing job involvement and commitment levels to identify potential disengagement early.
- Employees should engage proactively in job tasks and seek out ways to improve processes or solve problems.
- Employees should pursue continuous learning to stay relevant and enhance professional commitment.
- Employees should initiate conversations about role expectations and growth opportunities with supervisors.
- Employees should build resilience through self-reflection and goal alignment to maintain motivation in challenging environments.
- Employees should share innovative ideas during meetings, suggestion platforms, or team reviews to increase involvement and visibility.

This study used a relatively small sample of 92 employees, limiting its generalisability to other sectors or larger organisations. Future studies should use larger and more diverse samples to validate these results. Data collection relied on self-reported questionnaires. This may have introduced response bias.

Future studies could combine survey data with manager evaluations or performance records to improve objectivity. The study employed a cross-sectional design, which does not capture changes over time.

Longitudinal research could better track how involvement, commitment, and innovation evolve in response to organisational changes.

Lastly, the study focused only on direct relationships. Future work could examine whether variables like leadership style, organisational support, or psychological safety moderate or mediate the relationship between job involvement, career commitment, and innovative behaviour.

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