

Literature Review of the Influence of Organizational Incentives on Individual Innovation

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Abstract: One of the keys to the stable development of enterprises is to stimulate individual innovation consciousness and innovation behavior. The improvement of individual innovation performance can enhance the competitiveness of enterprises. This paper sorts out the relationship between organizational incentives and individual innovation, points out the shortcomings of existing related research, and looks forward to future research.

Keywords: Organizational Motivation; Individual Innovation; Literature Review.

1. Introduction

Previous studies have shown that in a rapidly changing and highly competitive environment, an organization can maintain a long-term competitive advantage if it has relatively stable, superior, and core organizational incentives. At the same time, the higher the individual's identification with organizational incentives, the more likely employees are to put forward their own opinions and suggestions at work, and the process of putting forward suggestions is conducive to employees' innovative ideas. Therefore, research on the impact of organizational incentives on individual innovation has attracted the attention of scholars at home and abroad. After a long period of research, scholars have achieved certain research results and enriched the literature in related fields.

2. Literature Review

2.1. Organizational Incentives

Some scholars such as Atkinson (Atkinson, 1964) define motivation as the process and mechanism that can affect the direction, intensity and persistence of individual behavior. Here, motivation describes how individual behavior is formed, strengthened, sustained and the whole process of termination and the subjective feeling and reaction of the individual as the subject of innovation in the whole process. Deci's (2005) point of view is an extension of Atkinson's (1964) point of view on a deeper level. He believes that when the work environment and task goals remain unchanged, the direction of motivation and individual behavior, magnitude, and persistence are related to a series of variables. Some Chinese scholars, such as Yu Wenzhao (2000, 2005, 2006), defined motivation as psychological processes such as the maintenance of the excited state by the stimulated individual motivation under internal and external stimuli. Some scholars have also suggested that the analysis and investigation of this process should not ignore the subjectivity of individual decision-making. Therefore, the concept of motivation naturally implies the issue of the individual's positive choice among multiple possibilities. Scholars such as Pinder (2005) understand motivation as the degree of effort that leads individuals to take the initiative to make efforts and maintain the realization of individual and organizational goals through the interaction between the individual and the organizational environment.

Motivating individuals to fully mobilize the enthusiasm of organizational members is one of the key tasks of modern management (Wang Guomeng, 2007). Incentives not only affect people's acquisition of skills and abilities, but also how and to what extent people apply these abilities (Locke & Latham, 2004). The effective implementation of incentives is helpful to enhance individual creativity, improve satisfaction, strengthen and modify individual behavior, mobilize individual work enthusiasm and develop individual potential abilities.

2.2. Connotation of Individual Innovation

Two important concepts related to individual innovation are creativity and innovation. In theoretical research, the concept of creativity is usually developed from three perspectives: the creative subject and its personality, the creative process and the creative product. For example, Reber's (1985) research started from the perspective of the creative process, arguing that creativity is a psychological process that leads to the emergence of new ideas, new concepts, new schemes, new theories, etc., which is essentially developed from the perspective of process theory Research; Ainabile (1988) studied the generation process of new ideas, new products, new services, and new methods based on the perspective of product creation. In short, the discussion on creativity cannot separate from the relationship with originality and applicability, and these two aspects have thus become the two hallmarks of creativity. Innovation was first seen in Schumpeter's (1912) point of view. He believed that innovation is to reintegrate production factors and production conditions and introduce a new combination of the two into the production system and production process, thereby generating a new output function and obtaining corresponding potential profits. process. Some scholars represented by Hart (1977) define innovation as the willingness of individuals to change the current state.

2.3. Influencing Factors of Individual Innovation

By reviewing and sorting out related literature at home and abroad, it can be found that individual innovation is mainly affected by two levels: individual and organization.

Influencing factors at the individual level. Feist (1999) believes that introverted personality traits are likely to shape higher creativity, Seibert (Seibert, 2001) believes that

proactive personality is more likely to shape strong innovative behavior, and Sternberg (1997) believes that It is believed that inventive individuals are more likely to shape strong innovative behavior. Scott and Bruce (1994) proved from the opposite perspective that in daily management, strict systemic solutions established by organizations often block the occurrence of innovative behaviors. In related research since then, scholars have gradually found that the internal motivation and personality traits of individual innovation are more stable than external motivation and take a shorter time to generate motivation. For example, for a specific problem that needs to be solved, the individual's Emotions, emotions, etc. are easier to be stimulated than others, so as to mobilize the inner innovative power from the individual. These views can be proved in the literature of Amabile (1995). Scholars such as Conway (1994), Fredrickson (2001), and Amabile (2005) also believe that upward emotional factors are important factors driving innovative ideas and have an important positive effect on the generation of individual innovative behavior. effect.

Influencing factors at the organizational level. Organizational factors that affect individual innovation behavior include job characteristics and organizational environment. In terms of job characteristics, it mainly involves the complexity and challenge of work tasks; Scholars such as Oldham and Cumming (1996) believe that job characteristics have a relatively obvious positive correlation with individual innovation, and a higher level of Job requirements can often prompt individuals to adjust their work status, thereby stimulating innovative behaviors. Research on organizational environmental factors mainly focuses on organizational structure and organizational climate (Amabil, 1996; Damanpour, Damanpour, 1996), organizational bureaucracy (Scott, 1998), development strategy (Kemp, Kemp, 2003), organizational and leadership support (Amabier, 2004; Janssen, 2005), collaborative relationships and shared vision (Anderson et al., 1998; Schippers et al., 2003) and other aspects of individual innovation Behavioral influence, some scholars such as Ford (Ford, 1996) believe that individual factors and organizational factors will interact to promote individual innovative behavior, or hinder the emergence of individual innovative behavior, therefore, research on multidimensional environmental factors around organizational factors, to Exploring the motivating factors of individual innovation behavior has become an increasingly important research aspect. From the current point of view, in the formation process of individual innovation behavior, the influence of different incentives on individual innovation, as well as the intermediary and regulatory effects existing therein, should be explored from an organizational perspective. The research still needs to be further integrated and in-depth.

2.4. Organizational Incentives and Individual Innovation

Existing studies have shown that organizational incentives can promote individuals to produce favorable attitudes and behaviors to the organization, thereby generating innovative performance. When combing the existing literature, it is found that there are not many studies on the relationship between organizational motivation and individual innovation, but the relationship between the two can be judged from some related studies.

Amabile and Hill et al. (1994) took the student group as a

sample to confirm that creativity is positively correlated with intrinsic motivation and negatively correlated with extrinsic motivation. Ryan and Deci (2000) also concluded that intrinsic motivation contributes to high-quality learning and creativity. Amabile (1997) found that different types of extrinsic incentives have relatively different effects on creativity. Controlling and extrinsic incentives can reduce individual creativity, while active extrinsic incentives can promote certain aspects of individual performance. In addition to the correlation between extrinsic motivation and creativity, the research of Amabile and Hill et al. (1994) had two special findings. First, demographic characteristics (age and job tenure) had a significant effect on extrinsic motivation. Second, it has been confirmed that there is also a significant correlation between time orientation and internal and external motivation. The external motivation obtained by professional artists is positively related to their future orientation, while the external motivation obtained by professional artists is negatively correlated with past orientation. related relationship. Zhai Hongchang, An Zhefeng and Cui Shufan (2004) took medical staff as the research object, and confirmed the influence of gender, age, position and education level on the specific incentive content and incentive measures. The research found that individuals pay more attention to the working environment, responsibilities and Material incentives; women have higher requirements for material rewards than men; the lower the age and position, the higher the requirements for various incentive models; the higher the education level, the higher the requirements for responsibility, achievement and interpersonal relationships.

3. Conclusion and Outlook

3.1. Conclusion

After combing the above-mentioned existing relevant research literature, it is found that the research on the influence of organizational incentives on individual innovation is earlier abroad, and there are many related studies, and the theoretical experience is relatively mature; while most of the domestic organizations regard organizational incentives as an intermediary variable. To study its effect on individual innovation.

3.2. Outlook

In the context of China's national conditions where innovation leads development, it is of great significance to study the impact of organizational incentives on individual innovation. Judging from the current research, there are many factors that affect individual innovation, and organizational incentives are only one aspect of many influencing factors. Therefore, an intermediary variable is needed to connect the two, and then analyze the relationship between the two from a meaningful and valuable perspective. Conduct deeper research; at the same time, managers should also pay attention to and give full play to the positive role of organizational incentives on individual innovation.

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