



MOTIVATION, POSITIVE PRACTICES AND INNOVATION CAPABILITIES IN  
EMPLOYEES: A CORRELATIONAL STUDY IN PAKISTAN

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Abstract

This study aimed to explore the association among motivation, positive practices, and innovation capabilities within organizational settings, emphasizing their role in enhancing workforce performance and competitive edge. Positive Practices Organizational Assessment (PPOA), Innovation Capability Scale (ICS), and Situational Motivation Scale (SIMS) were used to for measurement and data were collected from 254 employees (N = 254; 138 males, 116 females) across various firms, organizations, sectors, and institutions in Lahore and Karachi, employing a stratified sampling technique. Data analysis was conducted through descriptive analysis, Pearson correlation and Independent t-test. The findings revealed that employees show moderate correspondence toward motivation (M=4.31 and SD=0.90) at workplace. Similarity, employees possessed slightly typical behavior toward positive practices (M=5.9, SD=0.90) at jobs. Surprisingly, employees possess less innovation potentials (M=3.55, SD=0.80) in firms, organizations and institutes. Moreover, the study revealed significant positive correlations between motivation and positive practices ( $r = 0.52, p < 0.05$ ), motivation and innovation capability ( $r = 0.47, p < 0.05$ ), and positive practices and innovation capability ( $r = 0.44, p < 0.05$ ). Additionally, male employees (M = 3.8, SD = 0.72) were found more innovative than female employees (M = 3.3, SD = 0.84,  $t = 4.86, p < 0.05$ ). The findings underscore the importance of fostering motivation, positive practices, and innovation capabilities among employees to drive organizational success and contribution to Pakistan's development. This study provides valuable insights for managers, policymakers, and organizational leaders aiming to enhance workforce performance and competitive advantage.

**Keywords:** Motivation, innovation capability, positive practices, organizational performance and gender.

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## INTRODUCTION

Motivation is a drive upon which individuals do the tasks in a certain way with purposeful effort and this effort accentuates distinctive needs (Buford & Bedeian, 1988). Nature of motivation is complex and sophisticated which portrays limited reply to what motivates because individual differences are based on different motives or needs. Motivation is derived from the word motivate meaning forward movement to attain desires & wants. Motivation is what employees do, the way they do, and how hard they work (Meyer et al., 2004). Motivation is an effort of heartwarming and growing to goal oriented behavior Chowdhury et al (2006). Therefore, motivation is important on account of recognition for better performances and envisioning performance (Jatoi et al., 2021). Ryan and Deci (2000) demonstrated that there are interests of free choice and innate psychological needs for competition which disclose the nature of intrinsic motivation while extrinsic motivation refers to purposed execution in order to achieve self-determined consequences. Henceforth motivation is the central point of success which values dedication and passion of the employees.

Similarly, positive practices are basically kind patterns of behavior and acceptable techniques based on affirmation and virtue (Cameron et al., 2011). Positive practices strengthen human support and development through fostering respect, integrity, gratitude, passion, forgiveness, inspiration, and meaningful work. These practices develop employees' best attitude, code of conduct and acceptable way of behaving at the workplace. Moreover, improvement in positive practices within two years results in improvements in lay off, gratification, organizational culture, employee participation, quality of interest & concern, administrative support and resource sufficiency. Organizations entail optimism for better work- force performance which leads to organizational workflow by developing and promoting positive culture in their firms. Positive practices endorse employee engagements and prosaically actions display employees honor, integrity and healthy complements (Geue, 2018). Positive practices play a vital role in employees working in targeted firms or organizations.

In addition, innovation capability is defined as the new ideas sharing, abstract and creative thinking which initiates innovative products, systems, services and organizational processes at an organization's marketing level (Bessant et al., 2005). Rampa and Agogue (2021) found creativity and innovation training develop individual creative skills for exploration, analyze collective performance, sense of innovation and language lexicon regarding job whereas Adams et al (2006) conceptualized innovation as effective management in practitioners and believed innovation as attention seeking point of further development. Innovation and innovation capability are interchangeably used in management, organizational services, outputs, systems, novel solutions and advanced thinking for employees which exhibit significance.

Pakistan, as an underdeveloped country, requires employees who are highly motivated, possess positive practices and innovative capabilities to drive sectoral and individual growth. Motivation sets high preparatory standards to have increased productivity and advanced strategic plans through better performances and managing human resources. All in all, motivation, positive practices and innovation capabilities are elements of continued vitality which are significant in sustaining the domain or edge of the firms, organizations, institutions and sectors effectively. In Pakistan, employee motivation, positive practices and innovation capabilities are often undermined by poor organizational policies, lack of government support, and economic challenges. High turnover rates and

low employee induction further exacerbate these issues. However, organizations that prioritize employee rights, motivation, and innovation tend to perform better, even in resource-constrained settings. Jatoi et al. (2021) and Verma et al. (2014) highlight the mediating role of motivation in enhancing employee performance and innovative capabilities. Similarly, Mahmudah (2018) emphasizes the importance of rewards, recognition, and fair treatment in fostering employee motivation. Motivation, positive practices, and innovation are crucial for organizational success and development. In Pakistan, organizations face challenges like outdated infrastructure, technological adoption issues, policy uncertainties, and employee rights implementation problems, all of which negatively impact GDP.

## LITERATURE REVIEW

The study elucidates that motivated employees are affected by promotion, professional skills enhancement, salaries and work environment through evaluation of performances (Ismajli et al., 2015). Similarly, it was evaluated as perceived motivation in task oriented groups which is an important element of attaining goals where gender differences were assessed. Ganta (2014) employers remain well aware of motivation schemes based on personal needs that operate the employees' performance at optimal level through creative work, persistence and quality response however unmotivated employees differ. The study also reveals that employees' task execution and productive output is concerned with revamping motivation. Schunk (1995) proposed that although individual differences exist, motivation is envisaged when people hold self-efficacy through experiential history, personal salient features and social assistance. Motivation, a vital element in employee performance, has been extensively studied through various theoretical lenses. Maslow's (1954) hierarchy of needs theory suggests that employees are motivated by fulfilling basic needs before growing to higher-level needs. Alderfer (1969) later modified this theory, proposing the ERG (Existence, Relatedness, and Growth) model which suggests that multiple needs can derive simultaneously. Herzberg's Dual Factor Theory (1987) further distinguishes between hygiene factors (e.g., salary, working conditions) and motivators (e.g., achievement, recognition), focusing that both are essential for sustained motivation. McClelland's Achievement Theory (1961) highlights three key motivators—achievement, power, and affiliation—shaped by personal and cultural experiences. Cultural factors also play a role, as Steers and Sanchez-Runde (2002) and Erez and Earley (1993) highlight how self-concepts, norms, and societal values shape motivation across different cultures. Latham and Pinder (2004) reinforce the importance of motivation in predicting and influencing work behavior, while Judge et al. (1997) link core self-evaluation traits (e.g., self-esteem, self-efficacy) to job performance and satisfaction.

Positive practices promote virtuous behavior on account of friendly & healthy working environment, employees' well-being and exceptional ramifications. Every organization believes in these practices which creates better organizational culture so organizational fit recruits are inducted. These practices foster dignity, integrity, respect of employees and positive working environment therefore organizations focus on implementation of positive practices and knowledge sharing for organizational innovation through participation, training and development according to employee's knowledge (Iqbal et al., 2021). Managers affirm these practices and show more commitment and fulfillment among others affecting individual's interest at field work. Positive organizational practices, such as hope, optimism, and resilience, have been shown to enhance employee performance and commitment (Youssef & Luthans, 2007). These practices foster a

supportive work environment, reduce turnover, and improve organizational outcomes (Cameron et al., 2011; Botha et al., 2018). Beauregard and Henry (2009) and Calarco (2011) further underscore the role of positive practices in creating a thriving workplace, particularly in sectors like healthcare. Giacalone et al (2005) suggested that individuals who exhibit emotions of gratitude and hope are more concerned with corporate services. This shows how positive practices are significantly effective for growing firms.

Innovation, another critical factor, is closely tied to knowledge management and organizational practices (Inkinen et al., 2015; Khan & Naeem, 2016). Employees with innovative capabilities contribute significantly to organizational success, particularly in challenging environments like Pakistan, where outdated infrastructure and economic instability hinder growth. Innovation Capabilities encompass dimensions such as learning capability, R&D, resource allocation, and strategic flexibility, which collectively enable organizations to adapt to market changes and technological advancements (Guan & Ma, 2003; Huang et al., 2013). Key antecedents include transformational leadership, a supportive organizational culture, external networks, and employee motivation, all of which foster creativity and risk-taking (Amabile, 1998; Gumusluoglu & Ilsev, 2009). Organizations with strong innovation capabilities experience improved financial performance, market share, and customer satisfaction (Hult et al., 2004). However, challenges such as resource constraints, resistance to change, and market uncertainty can hinder innovation efforts (Rosenbusch et al., 2011; Damanpour & Schneider, 2006).

Although innovation is challenging, it makes the organization edge-advanced, increasing profits and allowing the organization to survive (Ibrahim et al., 2009). Firms hold potential to take initiative risks and develop new ideas in order to build innovation in industry, supported by the remarks that quick response against innovation are dynamic, volatile and competent (Calantone et al., 2002); (Verma et al., 2014). Mol and Birkinshaw (2009) proposed that organizations or firms have to grow through investing their potentials for management innovation having strength or capability for production and processes. Organizations play vital role in innovation and which possess variety of culture in the work field where employees coordinate and integrate making the edge of the organizations and endorse healthy attitude of employees with advanced entrepreneurship globally (Lin and Lee, 2004); Connelly and Kelloway (2003) henceforth found that organizations focus on upgradation following global demand which portrays innovation.

With global advancement, organizations rejuvenate their firms and focus on innovative capabilities (variety of skills) of working bodies. Drucker (1987) preferred on attaining competitive edge, performance which is sustained over development of business with flexible adoption. Wang and Ahmed (2004) explored that innovation can be applicable where innovative culture is adopted not only at individual level however at group level which cultivates and introduces novel ideas in technology to the world. Innovation is a process to initiate contemporary production, methodologies, flexible adoption and upgradation in management. Hislop (2013) supports that innovation and organizational learning is based on organizational values, set of beliefs, working environment, knowledge sharing and its culture (climate) which are the key assets. Buckler (1997) stated that the cultural environment relies on innovation capabilities that a company or firm holds. In the working environment, knowledge based review (KBV) theory of organizational culture shows significance in corporate development.

Innovation possesses three phases like idea generation, methodology system and commercialization (Ahmed, 1998). It's obvious that innovation is untouchable however it



has greater significance allowing business for present and future strategies. In the organizations, creative and innovative employees hold personality traits for innovation i.e broad interests, intuition, self-confidence, curiosity, intellectual honesty and others that's how organizations make an edge through high standards. Innovation needs high cognitive parameters for existence and these cognitive parameters include fluency of expression, ideationality, originality, flexibility and elaboration which are vital to innovation and motivation.

Genders play an important role in molding innovation at the workplace. Gender includes boys, girls, men and women on account of social, psychological, cultural and behavioral aspects who are simply named into gender. As male experiential history is vast therefore male are dominant in innovation as compared to females (Vila et al., 2014). Deaux and Lewis (1984) suggested that genders execute tasks according to their certain adopted ways regarding innovation. Considering the nature of the work and job responsibilities, genders show individual differences.

With extensive overview of the studies, this study addresses a gap regarding the interrelationship between motivation, positive practices, and innovation capability among employees in Pakistani organizations, and how these factors, along with gender, influence organizational development and contribute to Pakistan's GDP. Although researches exist on these topics in other cultural contexts, there's a lack of studies specifically within Pakistan however existing Pakistani studies (e.g., on banking and poultry sectors) have limitations and haven't fully explored the connections between these variables, particularly considering gender differences. Henceforth, the study is concerned to investigate a relatively unexplored area within a specific context (Pakistan) to understand how key employee-related factors can contribute to organizational success and national economic development. The objective of the study was to find the relationships among motivation, positive practices and innovation capability in employees as well as to recognize differences in genders regarding innovation. Therefore, in order to get objective findings that could be standardized or generalized over the population of employees for which following questions to be considered.

1. Is there any association between motivation and positive practices of employees?
2. Is there any relation between positive practices and innovation capability of employees?
3. Is motivation associated with innovation capability of the employees?
4. Are males innovative in contrast to females at the workplace/ organization?

## **HYPOTHESIS**

*H<sub>1</sub>: There is a significant association between motivation and positive practices among employees.*

*H<sub>2</sub>: There is a significant association between positive practices and innovation capability among employees.*

*H<sub>3</sub>: There is a significant association between motivation and innovation capability among employees.*

*H<sub>4</sub>: Male employees are more innovative as compared to female employees in organizational works.*

## **METHODOLOGY**

### **SAMPLE**

The participants of study were employees from firms, organizations and institutions where they were providing their services. The sample size consisted of 254 participants and was

taken from Lahore and Karachi. The educational level of participants was matriculate and above. They were male and female employees aged 20 to 60 years having considerable work experience one year and above. The study retained only those employees who were literate and capable of getting questions easily as well as facilitated where it required. Employees from government, non-government and semi-government sectors were included. Moreover, retired employees have not been added in the sample.

## **INSTRUMENTS**

The study includes three scales i.e. positive practices organizational assessment, situational motivation scale and innovation capability scale. Firstly, Positive Practices Organizational Assessment (PPOA) by Cameron et al (2011) was used to measure positive practices of employees. The scale has 24 items and is based on Likert-type rating 1 to 7 where 1 means “not at all typical of our organization” and 7 means “very typical of our organization”. The scale possesses 24 items underlying six factors which were rated as 1 “strongly disagree to 5 “strongly agree”. The scale has six factors (caring, forgiveness, inspiration, meaning, respect and support) and its Cronbach’s  $\alpha$  were above 0.85 which showed promising reliability of the scale. Secondly, the Situational Motivation Scale (SIMS) was used to measure motivation. The scale possesses subtypes in coded keys with 16 items and is based on Likert-type rating 1 to 7 where 1 means “corresponds not at all” and 7 means “corresponds exactly”. Guay et al (2000) developed the scale which had self-reports inventory possessing four items for each subtype like intrinsic motivation, identified regulation, external regulation, and a motivation. In the study Guay et al (2000) Cronbach’s  $\alpha$  for the four subscales ranged from .75 to .95 which is acceptable. The subscales internal consistency values were: intrinsic motivation = .95, identified regulation = .80, external regulation = .86, and motivation = .77. Construct validity was assessed by three correlational analyses which was supported by the self-determination continuum. Finally, Innovation Capabilities Scale (ICS) was used which has Likert-type rating from 1 to 7 where 1 means “much worse than competitors” and 7 means “much better than competitors”. Hogan et al (2011) developed this scale and items of the scale were randomized. The scale consisted of three subscales; client focused innovation capability (CFIC), market focused innovation capability (MFIC) and technology focused innovation capability (TFIC) and item purification, factor analysis as well as confirmatory analysis was done. All of the sub scales’ internal consistency were .92, .90 & .91 respectively. The discriminant validity was measured through correlational parameters between constrained and unconstrained models. Moreover, the convergent validity was estimated through coefficient alpha which were consistent among three factors with significant t-values ( $<0.05$ ). Additionally, nomological validity was examined by testing scale to have expected scores with other constructs theoretically (Hair et al., 2006) as well as content validity of the scale was also made through item generation so validity and reliability made the tool valuable.

## **DESIGN**

The study follows a positivism approach and is designed into survey method study. The stratified sampling technique was used to obtain promising results. In the study primary quantitative data collected from employees working in firms, sectors, organizations and institutions of Lahore and Karachi. Questionnaires along with informed consent and demographic sheets were distributed to the employees physically at their workplace in the firms, sectors, organizations and institutions. Employees were explained about the purpose of the study and their volunteer participation with informed consent ensuring confidentiality. Employees who were willing to participate in that research were



incorporated. The study follows voluntary participation of the subjects with informed consent. The study has obtained identifiable information according to the purpose of the study. In the study 272 employees participated and 18 employees responded incompletely and they were excluded from the study to make precise results. Therefore, the sample of 254 employees (N=254, 138 males, 116 females) was finalized for analysis ensuring normal distribution. The collected data analyzed through SPSS 26 version to explore descriptive details, correlation among variables and comparison between genders. Pearson correlation test used to find association among motivation, positive practices and innovation capability among employees. Moreover, to find gender differences regarding employees' innovation capability independent t- test was used.

RESULTS

TABLE NO 01: SOCIO DEMOGRAPHIC CHARACTERISTICS OF PARTICIPANTS.

Demographic Characteristics	N	%
Age		
21 - 30 years	147	57.9
31 - 40 years	74	29.2
41 - 50 years	27	10.6
51 - 60 years	6	2.4
Gender		
Male	138	54.3
Female	116	45.7
Marital Status		
Married	113	44.5
Unmarried	141	55.5
Family System		
Nuclear	106	41.7
Joint	148	58.3
Religion		
Islam	252	99.2
Christian	2	0.8
Ethnic Group		
Asian	254	100
Family Income		
Lower	254	100
Education		
Matric	10	3.5
Inter	28	10.6
Undergraduate	22	8.3
Graduate	110	43.3
Post Graduate & Above	84	32.5
Working hours		
01 - 10 hours	228	89.8
11 - 20 hours	25	9.4
21 - 30 hours	1	0.4
Experience		
01 - 10 years	172	67.7
11 - 20 years	70	27.6

21 - 30 years	8	3.1
31 - 40 years	4	1.6
Types of		
Government	163	64.2
Semi Government	27	10.2
Private	64	25.2

In table (1), it is indicated that the majority of participants (57.9%) were in the youngest age group, followed by a smaller percentage in the second age group (29.2%), and even smaller percentages in the older age groups. The study reflects that young adults tend to have higher motivation, positive work practices, and innovation capabilities. A slightly higher proportion of participants were male (54.3%) compared to female (45.7%). Most participants were unmarried (55.5%) compared to married (44.5%). The text suggests this indicates a higher prevalence of unmarried individuals in the workforce. A larger percentage of participants came from joint families (58.3%) than nuclear families (41.7%). The study suggests this might indicate that joint families encourage members to work to contribute to household expenses. The vast majority of participants were Muslim (99.2%), which is consistent with the demographics of Pakistan as an Islamic country. The largest groups of participants were graduates (43.3%) and postgraduates (32.5%), followed by smaller percentages with intermediate (10.6%) and even fewer with lower levels of education. The study links this to the high proportion of young adults and suggests that younger individuals tend to be more educated. Most participants worked between 1 and 10 hours (89.8%), with a small percentage working 11-20 hours (9.4%) and a negligible amount working longer hours. This reflects a healthy work habit, with most employees returning home after a reasonable workday. The majority of participants had 1-10 years of experience (67.7%), followed by a smaller percentage with 11-20 years (27.6%), and even smaller percentages with more experience. This is linked back to the age distribution, suggesting that young adults naturally have less work experience. The largest group of participants were government employees (64.2%), followed by private employees (25.2%), and a small percentage of semi-government employees (10.2%). The study highlights the high prevalence of government employees. The study shows that the workforce is largely composed of young, unmarried, educated Muslims working primarily in government jobs for reasonable hours. The study connects these demographics, particularly age, to positive work-related attributes like motivation, positive practices, and innovation. It also suggests links between family structure and work participation, and between education level and age.

TABLE NO 02: CORRELATION AMONG MOTIVATION, POSITIVE PRACTICES & INNOVATION CAPABILITY

Sub Scales	N	M	SD	1	2	3
1. Motivation	254	4.31	0.90	-		
2. Positive Practices	254	5.90	0.90	.52*	-	
3. Innovation Capability	254	3.55	0.80	.47*	.44*	-

\*p<0.05, correlation is significant at  $\alpha$ -level 0.05





In table 2, it is indicated that the motivation of the employees scores ( $M=4.31$  and  $SD=0.90$ ) which means that employees show moderate correspondence toward motivation at the workplace. Similarly, positive practices of the employees scores ( $M=5.9$ ,  $SD=0.90$ ) which means that employees possess slightly typical behavior toward positive practices at jobs. Surprisingly, innovation capability scores ( $M=3.55$ ,  $SD=0.80$ ) shows that employees possess less innovation potential in firms, organizations and institutes. In addition the correlation between motivation and positive practices scored  $0.52$  ( $r = 0.52$ ,  $p<0.05$ ), positive practices and innovation capability scored  $0.44$  ( $r = 0.44$ ,  $p<0.05$ ) as well as motivation and innovation capability scored  $0.47$  ( $r = 0.47$ ,  $p<0.05$ ) which means that motivation has moderate positive association with positive practices reflecting that if motivation increases employees positive practices enhances, positive practices has moderate positive association with innovation capability which reflect that employees who hold more positive practices learn more innovation skills as well as it is found that motivation has moderate positive association with innovation capability reflecting if employees possess high motivation they have better opportunity to foster innovation capabilities. After analysis it is found that motivation, positive practices and innovation are inter-related with each other moderately. Research hypothesis  $H-1$  accepted and proved that motivation has moderate positive association with positive practices ( $r = 0.52$ ,  $p<0.05$ ) which is significant and means that motivation in employees either intrinsic or extrinsic enhance positive practices,  $H-2$  accepted and proved that positive practices has moderate positive association with innovation capability ( $r = 0.44$ ,  $p<0.05$ ) which is significant and means that positive practices in employees enhances innovation capability, moreover  $H-3$  also accepted and proved that motivation has moderate positive association with innovation capability ( $r = 0.47$ ,  $p<0.05$ ) which is significant and means that motivation in employees enhances innovation capability. Altogether motivation, positive practices and innovation capability foster development in government and non-government bodies.

**TABLE NO 03: COMPARISON BETWEEN GENDER COHORT IN INNOVATION CAPABILITY**

	Male		Female		<i>T</i>	<i>Sig</i>	Cohen's <i>d</i>
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>			
Innovation Capability	3.8	0.72	3.3	0.89	4.86	0.01	0.60

\* $p<0.05$  (significant at  $\alpha$ -level 0.05),  $M$  = mean &  $SD$  = standard deviation

In table no.03, it is shown independent samples t-test indicated gender cohort group that male employees ( $M = 3.8$ ,  $SD = 0.72$ ,  $N = 138$ ) scored much higher (i.e., less logically consistent) on innovation capability than female employees ( $M = 3.3$ ,  $SD = 0.84$ ,  $N = 116$ ), conditions;  $t(254) = 4.86$ ,  $p = 0.01$  which means that male are dominant in innovation capabilities which proves  $H-4$  that male are more innovative than females. Although both genders were found less competent in the domain of innovation, however male possessed more skills in innovation as compared to females.

**DISCUSSION**

The objective of the study was to probe an inter-relationship among motivation, positive practices and innovation capability in employees as well as to explore gender differences comparatively regarding innovation. The statistical analysis found significant inter-

correlation among each of the variables. These results showed statistical significance for the correlation among variables, motivation had moderate positive relation with positive practices which are consistent with the experimental study (Harackiewicz, 1979) reported motivation and performance association. The study reveals that motivation enhances performance and this study broadly captures positive practices of employees that could be enhanced through motivation as both are associated with each other. Another study reported the effect of motivation over employees' performance (Jatoi et al., 2021) however this study found a significant direct association of motivation and positive practices broadly. Somehow both of the studies (Harackiewicz, 1979; Jatoi et al., 2021) provide support to these results against motivation and positive practices which provide a better significant base of the relation.

The study revealed positive practices have moderate positive association with innovation capability which are consistent with the correlational study of management practices (services) and innovation performance (Inkinen et al., (2015) and other correlational study (Khan & Naeem, 2016) ensures that positive practices have association with innovation present result exhibits a better and significant correlation between positive practices and innovation capability.

As this study also exhibited a relationship with innovation therefore various researches support and align with these findings. Knowledge sharing is a support factor of positive practices supported by a study where knowledge sharing behavior associated with innovation capability (Fait et al., 2022) and human resource practices are also positive practices which associate with innovation capability (Iqbal, S et al., 2020; Farooq et al., 2016). Moreover, Donate et al. (2015) concluded that HRM practices were associated with innovation capabilities. These researches support these findings against the relationship between positive practices and innovation capability.

Evidence revealed that positive practices enhance innovation capability in employees which let them adapt novel ways in employment set up. Shalley et al. (2004) findings justifies that motivation is associated with innovation capability and Ullah et al. (2017) also supported the link between motivation and innovation capability where these results are quite better presenting moderate direct relation between motivation and innovation capability in employees. Motivation forecasts innovation capabilities, it can be said innovation capability fosters motivation internally or externally.

In Pakistani context comparative study of male and female against innovation have not been studied while in foreign context one study it was found that 40% more men were engaged in innovation as compared to women (Vila et al., 2014) and present study exhibited quite better results, 54.3% men were found to be innovative than 45.7% female employees. Moreover, Petterson (2007) support these result because it describes that males are innovative bodies in scientific, technological and mathematical endeavors while females lack of these skills, It was stated that females managed better in innovation (Busaibe et al., 2017) however these result significantly proved in contrast that male employees are more innovative supported by other studies where females were found less innovative and less encouraged in innovation (van Acker et al., 2017; Ranga & Etzkowitz, 2010, respectively). In health care system women are seen dominant actors where men seem invisible and suggested to initiate culture based feasibility of innovation for both genders (Oudshoorn, 2004). It could be that nature of the organization and job description may effect male and female regarding innovation capabilities. Very few studies of Asian

context, especially in Pakistan conducted, were found from literature which holds sufficient gaps where this study provided a sound body of knowledge to fill it.

## **LIMITATION**

There are some of the limitations in the study. Firstly, considering universal toolkit i.e language the study was conducted in English language, as employees in Pakistan speak native Urdu language. Illiterate people also possess motivation, positive practices and innovation capability according to their specific domain of interest so there is a need to include them in further studies. Secondly, the sample size was small which was taken from government, semi government and private employees who were working in firms, organizations, sectors and institutions. Thirdly, male employees were high in number as compared to female employees in innovation because in Asian culture especially in Pakistan females kept restricted to have a job and limited female employees are found. Further, the study was quantitative with self-report rating which could have affected the precision of the findings through their manipulation. additional information against the variables as well as correlation design examined in the study where cause and effect relation to be remain determined. Additionally, the sample was collected from Karachi and Lahore so it will be paramount to take samples from other cities for future research. And finally, the study is restricted to the participants who belong to lower socioeconomic status therefore it will be vital to include middle and higher status employees in future.

## **RECOMMENDATIONS IMPLICATIONS**

The study highlights the interrelation between motivation, positive practices, and innovation, suggesting future qualitative research to explore broader organizational dynamics. To enhance employee motivation, organizations should offer promotions, incentives, rewards, health facilities, and virtual work options, especially in the post-COVID-19 era. Training programs on positive practices should be provided to both existing and new employees, fostering regrowth and innovation. Mentors or organizational psychologists can be inducted to train employees in advanced strategies, improving innovation capabilities. Human Resource Management (HRM) should address workforce challenges, ensure diversity, provide equitable opportunities, and maintain effective communication while respecting employee rights. Future research should also explore gender dynamics in innovation adoption within Pakistan's cultural context.

The study contributes theoretically by linking motivation, positive practices, and innovation, offering practical insights for organizations. By fostering positive practices through tangible and intangible rewards, organizations can enhance motivation, reduce turnover, and boost innovation. Managers can play a vital role in maintaining positive practices and reinforcing motivation. The findings are valuable for developing companies, career counseling, conferences, and policy reforms, particularly in Pakistan, where implementing these strategies can strengthen GDP and economic growth. The study benefits executives, managers, and employees, aiding in strategic planning and transforming organizations into high-adopter entities.

## **CONCLUSION**

The study findings revealed that increase in the level of motivation enhances positive practices of the employees which lead toward adapting innovation capability among employees working in organizations, firms, sectors and institutions. The correlational analysis revealed significant association among motivation, positive practices and innovation capability so these variables directly affect employees' behavior and development of the organizational domain. It is obvious that male and females work

together according to their specific specialty. The study shows male employees are significantly higher in the innovative domain as compared to female employees which reflects male have more experiential history and face challenges in their life. It can be said that for each specific domain innovation capabilities varies on account of engendering however in Pakistani culture women remain underprivileged or conservative as families have conservative belief sets where men are preferred to do jobs while women are prohibited and fostered to do household works as well as child rearing. The study is valuable for the companies, firms, institutions, NGOs, sectors and organizations which are vital assets of the country and uplift the economy.

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APPENDICES

INNOVATION CAPABILITY SCALE (2011)

Please evaluate your firm *RELATIVE TO YOUR MAJOR COMPETITORS* on the following items where

1 means your firm is “much worse than competitors” and 7 means your firm is “much better than competitors”

Relative to competitors, our firm’s ability to...		Worse than Competitors				Better than Competitors			
	Provide our clients with services/products that offer unique benefits superior to those of competitors								
	Solve clients problems in very innovative ways								
	Provide innovative ideas and solutions to clients								
	Present innovative solutions to our client								
	Seek out novel ways to tackle problems								
	Develop “revolutionary for the industry” marketing programs for our services/products								
	Adopt novel ways to market our firm								
	Innovate with our marketing programs to keep ahead of the market								
	Implement innovative marketing programs								
	Innovate with new software								
	Innovate with new technology								
	Introduce new integrated systems and technology								



	Adopt the latest technology in the industry							
--	---	--	--	--	--	--	--	--

THE SITUATIONAL MOTIVATION SCALE (SIMS)

Directions: Read each item carefully. Using the scale below, please circle the number that best describes the reason why you are currently engaged in this activity. Answer each item according to the following scale: 1 = corresponds not all; 2 = corresponds a very little; 3 = corresponds a little; 4= corresponds moderately; 5 = corresponds enough; 6= corresponds a lot; 7= corresponds exactly.

Why are you currently engaged in this activity?

Because I think that this activity is interesting

Because I am doing it for my own good

Because I am supposed to do it

There may be good reasons to do this activity, however  
personally I don't see any

Because I think that this activity is pleasant

Because I think that this activity is good for me

Because it is something that I have to do

I do this activity however I am not sure if it is worth it

Because this activity is fun

By personal decision

Because I don't have any choice

I don't know; I don't see what this activity brings me

Because I feel good when doing this activity

Because I believe that this activity is important for me

Because I feel that I have to do it

I do this activity, however I am not sure it is a good  
thing to pursue it

Codification key: Intrinsic motivation: Items # 1,5,9,13; Identified regulation: Items # 2,6,10,14; External regulation: Items # 3,7,11,15; Amotivation: 4,8,12,16.

**POSITIVE PRACTICES ORGANIZATIONAL ASSESSMENT © KIM CAMRON**

**UNIVERSITY OF MICHIGAN**

We are interested in understanding the behaviors that are typical of your organization. In responding to these items, please rate the extent to which these items are typical of your organization as it is now, not as you would like it to be. Please use the following response scale.

- 1 – *Not at all typical of our organization*
- 2 – *Mostly not typical of our organization*
- 3 – *Slightly atypical of our organization*
- 4 – *Neither typical nor atypical of our organization*
- 5 – *Slightly typical of our organization*
- 6 – *Mostly typical of our organization*
- 7 – *Very typical of our organization*

NOW


- |     |     |  |
|-----|-----|--|
| ___ | ___ | 1. We show appreciation to one another.                  |
| ___ | ___ | 2. We treat each other with respect.                     |
| ___ | ___ | 3. We provide help to those who are facing difficulty.   |
| ___ | ___ | 4. We genuinely care about each other.                   |
| ___ | ___ | 5. We feel that our work is profoundly meaningful.       |
| ___ | ___ | 6. We inspire one another.                               |
| ___ | ___ | 7. We correct errors and mistakes without placing blame. |
| ___ | ___ | 8. We trust one another.                                 |
| ___ | ___ | 9. We express gratitude to one another.                  |
| ___ | ___ | 10. We support the dignity of each individual person.    |
| ___ | ___ | 11. We demonstrate compassion toward one another.        |

- \_\_\_ 12. We demonstrate friendship and interest in one another.
- \_\_\_ 13. We see a larger purpose in our work.
- \_\_\_ 14. We are energized by being around each other.
- \_\_\_ 15. We forgive first time mistakes.
- \_\_\_ 16. Employees demonstrate integrity in their everyday activities.
- \_\_\_ 17. My employing organization demonstrates and encourages gratitude and appreciation toward employees.
- \_\_\_ 18. My employing organization fosters dignity and respect for each employee.
- \_\_\_ 19. My employing organization provides emotional and social support to employees who are struggling.
- \_\_\_ 20. My employing organization ensures that employees feel values and cared for at work.
- \_\_\_ 21. My employing organization emphasizes the significance and higher purpose of our work.
- \_\_\_ 22. My employing organization energizes and inspires the employees who work here.
- \_\_\_ 23. My employing organization demonstrates forgiveness and understanding when mistakes and Errors are made.
- \_\_\_ 24. My employing organization expects and fosters trust and integrity among employees.





SCALES PERMISSION



MUHAMMAD ISMAIL KHOKHAR <ismailkhokhar096@gmail.com>

**Request and permission of Innovation Capability scale for research**

eyup calik <eyupcalik24@gmail.com> Fri, Mar 25, 2022 at 1:33 AM  
To: MUHAMMAD ISMAIL KHOKHAR <ismailkhokhar096@gmail.com>

Dear Muhammed İsmail,

I appreciate you for your interest in our study.

Of course you can use the questionnaire. Please cite as "Calik, E., Callisir, F., & Cetingu, B. (2017). A scale development for innovation capability measurement. Journal of Advanced Management Science Vol. 5(2)" or other style you want.

You can easily download from here: <http://www.joams.com/uploaefile/2017/0510/20170510044133926.pdf>

I attached another study related to innovation which you can cite the scale

Thank you for your kind permission request.

May Allah help you with your study.


Best Regards,  
Eyup Calik


MUHAMMAD ISMAIL KHOKHAR <ismailkhokhar096@gmail.com>, 22 Mar 2022 Sal, 23:49 tarihinde şunu yazdı:  
(Quoted text hidden)

–

Saygılarımla,

Dr. Öğr. Üyesi Eyüp Çalik  
Yalova Üniversitesi  
Endüstri Mühendisliği Bölümü

 A Comprehensive Validated Model of Innovation and Performance; An Emprical Study on Turkish Companies.pdf  
835K



MUHAMMAD ISMAIL KHOKHAR <ismailkhokhar096@gmail.com>

**Permission to use the Positive Practices Survey**

Meredith Smith <meredithbusiness@gmail.com> Wed, Mar 23, 2022 at 8:09 AM  
To: ismailkhokhar096@gmail.com

Dear Muhammad,


Thank you for your inquiry regarding the Positive Practices Organizational Assessment.

The instrument may be used free of charge for research or student purposes, but a licensing fee is charged when the instrument is used by a company or by consulting firms to generate revenues. As a student you may use it free of charge. Please be sure all surveys and your thesis include the appropriate copyright information (© Kim Cameron). A copy of the assessment is attached.

I hope this explanation is helpful. Congratulations on your program, and I wish you well on your project.

Best wishes,

Meredith Smith  
Assistant to Kim Cameron

 POSITIVE PRACTICES ORGANIZATIONAL ASSESSMENT.pdf  
264K



MUHAMMAD ISMAIL KHOKHAR <ismailkhokhar096@gmail.com>

**Request and permission of Situational Motivation Scale (SIMS) for research**

Ernestine Jones <ernestjones2000@gmail.com> Tue, Mar 22, 2022 at 8:33 AM  
To: MUHAMMAD ISMAIL KHOKHAR <ismailkhokhar096@gmail.com>

Hi there you go! Good to hear from you!

**Ernestine Jones, Ph.D.**

Currently an Associate Professor, the Center for Innovation, Entrepreneurship and Economic Research

Associate Director of the Center for the International Assessment of Applied Practices

International and Entrepreneurial and Innovation, etc.

Research and Innovation for Entrepreneurship

Also, see the Entrepreneurship

Good luck!

Ernestine Jones

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[ernestjones@ernestjones.com](mailto:ernestjones@ernestjones.com) Ernestine Jones  
Ernestine Jones <ernestjones2000@gmail.com>  
Request and permission of Situational Motivation Scale (SIMS) for research

**3 attachments**

 SIMS.pdf  
2K

 SIMS.pdf  
113K