A Model for Enhancing Innovative Work Behavior

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Abstract

This study aims to examine and determine the relationship between organizational learning and perceived organizational support for innovative work behavior through work engagement mediation. The study was conducted on 210 employees of CV. Laksana the sampling technique using incidental sampling technique. This study uses data collection techniques using a questionnaire. Using analysis tools, namely SmartPLS 3.0. Researchers tested the relationship with various tests, namely the validity test, reliability test, hypothetical and simultaneous hypothesis testing. From the results of this study it can be concluded that organizational learning has a significant effect on innovative work behavior. While the perception of organizational support has no significant effect on innovative work behavior. Work engagement mediates the relationship between organizational learning and perceived organizational support for innovative work behavior. Suggestions for further research can use other variables to improve employees’ innovative work behavior.

INTRODUCTION

The emergence of the development of globalization in the political, social, economic, and technological fields is an important thing that affects the life of the organization (Femi, 2014). Every organization has a goal, so it requires superior and high-quality human resources to achieve these goals (Sudarma, 2012). Superior and quality resources must be managed properly, as requested to build organizational commitment (Anisa & Martono, 2019). Other factors that can affect the quality and strengths of employees are internal factors that exist in each employee itself (Martono et al., 2018). Each company competes to increase innovation and productivity in order to stay afloat in the market (Lusiana & Sudarma, 2018). Innovation is an important part of achieving company goals and competition in the era of technological development and competition economic environment (Farida, 2016). New ideas and promotions produced by companies against companies are competitive advantages through differentiation and improvement of products or services (Park et al., 2014).

According to Jong and Hartog (2010) Innovative Work Behavior is behavior which includes exploration of opportunities or new ideas, can also be in the form of implementing new ideas, applying new knowledge, and to achieve increased personal and organizational performance. The ability to utilize the skills and abilities of members depends on the quality of the existing network (Yuniawan et al., 2017). The application of innovative work behavior can also encourage an employee to develop his potential and also as a means of self-actualization (Sinha et al., 2016). An innovation has changed the business
paradigm globally in recent years (Immelt et al., 2009). So, in the application of innovation behavior, it takes all The ability to utilize the skills and abilities of members depends on the quality of the existing network (Yuniawan et al., 2017). The application of innovative work behavior can also encourage an employee to develop his potential and also as a means of self-actualization (Sinha et al., 2016). An innovation has changed the business paradigm globally in recent years (Immelt et al., 2009). So, in the application of innovation behavior, it takes all the parts both from the leadership and subordinates to participate in the planning and implementation.

Learning is the main determinant for innovation in improving the ability of organizations to create, acquire and exchange knowledge and change behavior as a reflection of learning and new insights (Sidani & Reese, 2018). Slater and Narver (1995) define organizational learning as an organization that continuously and proactively acquires, processes and disseminates added value about markets, products, technology and business processes. Organizational ability in learning and sharing knowledge (other innovative efforts) has been explored as a source of innovative employee behavior because knowledge dissemination is the initial stage of ideas (Wang & Wang, 2012). In addition to the organization, individuals who have the knowledge and are able to manage it well, will have an impact on company performance (Arizqi, 2017). Organizational success in building the basis of learning will have an impact on getting better at learning.

Another factor that can influence innovative work behavior is the perception of organizational support. Perception of organizational support is an employee's beliefs about the extent to which organizations care about welfare and value employee contributions (Rhoades & Eisenberger, 2002). Meeting the material needs of employees can motivate them to work (Ratri & Palupining-dyah, 2014). Agarwal (2014) says, a leader and organization that provides support can be seen as a resource that facilitates the achievement of work goals, stimulates personal development and can improve employees' innovative work behavior. Leadership in organizations is the backbone of organizational development (Ghoniyah & Masurip, 2011). Strong perceptions of organizations and supervisors in the form of work freedom and availability of resources can increase employee innovative behavior (Afzal et al., 2016). Organizational support theory is assumed on the basis of reciprocal norms, caring for the welfare of employees' eating will help the company in achieving its goals (Susmiati & Sudarma, 2015). Among the many human resource practices, the perception of organizational support has an impact on positive and innovative work behavior (Boon et al., 2011).

Learning organization has a positive impact on improving innovative work behavior, accompanied by employee engagement (Škerlavaj et al., 2010). Park et al (2014) get the results that learning organization does not have a direct influence on innovative work behavior, but indirectly influences through work engagement. The work engagement variable also mediates the relationship between perceived organizational support and innovative work behavior (Agarwal, 2014). Innovative behavior involves the emergence of new ideas, it requires employees to have an attachment to their work (Agarwal, 2014).

The purpose of this study is to examine the effect of learning organization and perceived organizational support on innovative work behavior mediated by work engagement.

**Hypothesis Development**

**Effect of Learning Organization on Innovative Work Behavior**

According to Marsick and Watkins (2003) learning in workplace on human resource management is called an ongoing experiment, as a reference to find out the relationship between learning outcomes and changes in performance. Organizational learning is found as a significant predictor of a culture of innovation, product and service innovation, and administrative innovation (Škerlavaj et al., 2010). According research by Nadeem et al. (2018) organizational learning has a significant effect on innovative work behavior. Companies that have an orientation in learning either about new things or things that already exist but need an update will affect the mindset of employees. Employees will try to study harder, especially with the facilities provided by the company for employees to develop their abilities. Then the following hypothesis is generated:

H1: Learning organization has a significant effect on innovative work behavior.

**Effect of Learning Organization on Work Engagement**

According to Park et al. (2014) an opportunity, learning, and collaboration are important to improve employees’ skills and attachments. In accordance with research from Song et al. (2014) that learning organization has a significant influence on work engagement. Employees who have the opportunity to learn continuously will...
be able to understand more deeply about their work. The greater the level of employee understanding of work, then employees will have an attachment to the work. Then the following hypothesis is generated:

H2: Learning organization has a significant effect on innovative work behavior.

Effect of Perceived Organizational Support on Innovative Work Behavior

Organizational support theory states that employees form beliefs about the extent to which organizations care about employees and value employee contributions to the organization (Rhoades & Eisenberger, 2002). Research conducted by Agarwal (2014) states that the perception of organizational support has a positive effect on innovative work behavior. Other studies also agree that the perception of organizational support significantly and positively influences innovative work behavior (Afsar & Badir, 2017). With the company's concern that is felt by employees, it will cause employees to be more confident in working and come up with ideas or aspirations that are intended to improve company performance. Then the following hypothesis is generated:

H3: Perceived organizational support has a significant effect on innovative work behavior.

Effect of Work Engagement on Innovative Work Behavior

Hakanen et al. (2008) have found that employee engagement increases their individual initiatives, which results in increased work unit innovation. Research conducted by Agarwal (2014) states that work engagement has a significant positive effect on innovative work behavior. Other research also found the same results, Agarwal (2014) that work engagement has a positive influence on innovative work behavior. Hasan pelitian Park et al. (2014) states that work engagement has a positive effect on innovative work behavior. Employees who work optimally will strive for performance in accordance with what the company wants, one of them by innovating. Then the following hypothesis is generated:

H5: Work engagement has a significant effect on innovative work behavior.

Effect of Learning Organization on Innovative Work Behavior at Work Engagement Mediation Role

Employees who have a high engagement tend to look for something new and innovative ideas, and develop to increase organizational effectiveness in learning organization settings (Dulaimi et al., 2003). Organizations that always learn in each of their activities will have a good impact on their employees. That way employees will have an engagement to work on learning outcomes on an ongoing basis, so that new innovative ideas will emerge to support the success and achievement of organizational goals. Research Park et al. (2014) show that work engagement fully mediates the relationship of learning organization to innovative work behavior. So this can produce the following hypothesis:

H6: Work engagement mediates the relationship of learning organization on innovative work behavior.

Effect of Perceived Organizational Support on Innovative Work Behavior at Work Engagement Mediation Role

According to the Job Demand-Resources theory, it is expected that adequate employment resources can reduce work demands, encourage achievement of goals, and stimulate positive reactions such as work engagement (Agarwal, 2014). Eventually, feeling happy about work will trigger a willingness to play, try new things, lead to the creation of new ideas and new solutions that have been considered (Fredrickson et al., 2000). Research conducted by Agarwal (2014) shows that work engagement mediates the relationship between perceived organizational support for innovative work behavior. So the following hypothesis is generated:

H7: Work engagement mediates the relationship of perceived organizational support on innovative work behavior.
METHOD

This type of research is a type of quantitative research because the research data in the form of numbers and analysis using statistics. The research design used is descriptive research, which is a research design prepared in order to provide a systematic description of scientific information coming from the subject or object of research. The data used in this study are primary data and secondary data.

The population in this study were employees of CV. Laksana a total of 1330 employees and only 440 contract employees are used as the study population. While the sample used in this study was 210 employees of CV. Laksana. The sampling technique that is using nonprobability sampling is done by proportional random sampling. Data collection methods are interviews and observations. Analysis of the data used in this research that is using Structural Equation Modeling (SEM) or structural equation models with analytical tools using SmartPLS 3.0. The questionnaire in this study was obtained from various sources and then translated into Indonesian using the back-translation method. This research questionnaire uses a Likert scale starting from 1 = strongly disagree to 5 = strongly agree.

RESULT AND DISCUSSION

Validity Instruments

Convergent validity test is measured using the loading factor value. Convergent validity is said to be valid if the loading factor value > 0.50. Based on the test results, there were 12 items that were invalid questions that had to be removed. After testing it will be tested again until all are declared valid. The test results show a factor loading value > 0.50, so that all items after retesting are declared valid.

Reliability Instruments

Reliability test can be seen from the value of Cronbach's Alpha of the value of Composite reliability. Requirements to be considered reliable if the Cronbach’s Alpha value must be > 0.7 and Composite reliability value must be > 0.7 (Ghozali, 2014).

<table>
<thead>
<tr>
<th>Table 1. Cronbach’s Alpha</th>
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<tr>
<td>Variable</td>
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<tr>
<td>Learning Organization</td>
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<tr>
<td>Perceived Organizational Support</td>
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<tr>
<td>Work Engagement</td>
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<tr>
<td>Innovative Work Behavior</td>
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<th>Table 2. Composite Reliability</th>
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<tr>
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Based on tables 2 and 3 show Cronbach’s Alpha and Composite Reliability more than 0.7 meaning that the variables in this study are reliable. Variable in this research has consistency and accuracy to measure a construct or in other words has good reliability.

Variant Analysis (R²) or test Determination

Analysis of variance or determination test aims to determine how much influence the independent variable on the dependent variable. Coefficient of determination of this study are shown in Table 3 as follows:

<table>
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<tr>
<th>Table 3. Coefficient of Determination</th>
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<tr>
<td>Variable</td>
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From the R-Squared calculation results are obtained that the variable learning organization and perceived organizational support can explain the work engagement variable by 41% and the other 59% are explained by other variables not used in this study. The variable of learning organization, perceived organizational support, and work engagement can explain the variable of innova-
ve work behavior by 56% and the other 44% is explained by other variables not used in this study.

**Hypothesis Testing**

Hypothesis testing in this study was conducted using the SmartPLS 3.0 application. Hypothesis testing can be done by taking into account the t-statistics and p-values of each variable. The rule of thumb used in this study is the beta coefficient value to determine the direction of the relationship, t-statistic value > 1.64 with a significance level of p-value 0.05 (5%). The results of hypothesis testing can be seen in table 4 and table 5 as follows:

![Figure 2. Model PLS](image)

**Effect of Learning Organization on Innovative Work Behavior**

From the test results seen the original sample value 0.308 and t-statistic 3.982 and p-value 0.000. This figure means that learning organization has a significant effect on innovative work behavior. Opportunities given by the company to employees to learn can be known by the existence of training programs provided to improve abilities, can provide feedback to companies such as finding innovative ideas from learning outcomes. The results of the learning opportunities provided by the company can improve employees' innovative behavior. Then, CV. Laksana can provide more opportunities for employees to learn, so that innovative ideas provided by employees more and develop. So H1 is supported. The results of this study are in line with previous research which shows that learning organization has a significant effect on innovative work behavior (Nadeem et al., 2018).

**Effect of Learning Organization on Work Engagement**

From the test results it can be seen from the original sample values 0.514 and t-statistic 7.668 and p-values 0.000. This figure means that learning organization significantly influences work engagement. Learning organization in providing opportunities for employees to learn can trigger employee morale at work. The level of learning organization that is sustainable has a good impact on increasing the sincerity of employees at work. CV. Laksana needing to provide more opportunities for employees to learn to improve employee morale at work. So, H2 is supported. The results of this study are in line with previous research which shows that learning organization has a significant effect on work engagement (Song et al., 2014).

**Effect of Perceived Organizational Support on Innovative Work Behavior**

Based on the test results the original sample value -0.009 and t-statistic 0.140 and p-value

<table>
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<th>Table 4. Path Coefficient</th>
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<tr>
<td><strong>Original Sample (O)</strong></td>
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<td>LO --&gt; IWB</td>
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<tr>
<td>POS --&gt; IWB</td>
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<tr>
<td>LO --&gt; WE</td>
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<tr>
<td>POS --&gt; WE</td>
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<td>WE --&gt; IWB</td>
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<th>Table 5. Total Indirect Effect</th>
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<tr>
<td><strong>Original Sample (O)</strong></td>
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<tr>
<td>LO --&gt; WE --&gt; IWB</td>
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<tr>
<td>POS --&gt; WE --&gt; IWB</td>
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work will encourage employees to think more challenges desired by employees. Challenging new tasks to employees or in accordance with the problems that are being faced. These results are consistent with previous research that work engagement mediates the relationship between learning organization and innovative work behavior (Park et al., 2014).

Effect of Perceived Organizational Support on Innovative Work Behavior Mediated by Work Engagement

From the hypothesis test results seen from the original sample value of 0.095 and t-statistic 2.128 with a p-value of 0.034. Based on these results it is known that the high perceived organizational support can increase the sense of engagement to work so that the impact on the emergence of innovative work behavior of employees in the CV. Laksana. When an employee's perceived organizational support is high regarding welfare being met, providing needed assistance and showing concern for employees can lead to an employee's enthusiasm and engagement to his work in the company. The spirit of work can trigger innovative ideas in completing work or obstacles that are being faced. These results are consistent with previous research that work engagement mediates the relationship between perceived organizational support on innovative work behavior (Agarwal, 2014).

CONCLUSION AND RECOMMENDATION

This study found that learning organization and perceived organizational support significantly influence innovative work behavior when
through mediating variables namely work engagement. However, the direct relationship between perceived organizational support for innovative work behavior is not supported. Employees feel the leadership in paying attention to employee welfare is still lacking, it affects the employee’s perception of the company that the leader is a reflection of the face of the company itself.

Suggestions for further research to be able to re-examine innovative work behavior and be able to explore other variables that can influence innovative work behavior in addition to learning organization and perceived organizational support. For companies to be more concerned about the welfare of employees by fulfilling their rights and giving responsibilities in accordance with the work performed. Support from superiors to employees in communication can also give more enthusiasm to work.

REFERENCES


