

Innovative Work Behavior Strengthening Model: Role of Self-Efficacy, Knowledge Sharing, and Organisational Creative Climate as Predictors

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Abstract

This study aims to analyze the model of reinforcing innovative work behavior regarding self-efficacy, knowledge sharing, and organizational creative climate as predictors. The population in this study comes from primary data obtained from the field, namely MSME players in the Lake Toba Tourism area. The sampling method used in this research is the convenience sampling method. The number of samples analyzed was 170 MSME actors. Data collection techniques use observation, interviews, questionnaires, and documentation. The data analysis method used is Partial Least Square (PLS). The results of the data analysis concluded that self-efficacy, knowledge sharing, and organizational creative climate had a positive and significant effect on innovative work behavior. The implication of this research is measuring the level of innovative work behavior within organizations, identifying trends of change over time, and measuring the level of self-efficacy, knowledge sharing, and organizational creative climate within organizations regularly. In addition, MSME actors can provide constructive feedback on employee performance in self-efficacy, knowledge sharing, and organizational creative climate. This condition can help employees improve their ways of innovating at work.

Keywords: *self-efficacy; knowledge sharing; organizational creative climate; innovative work behavior*

Abstrak

Penelitian ini bertujuan untuk menganalisis model penguatan innovative work behavior yang ditinjau dari self-efficacy, knowledge sharing, dan organisational creative climate sebagai prediktor. Populasi dalam penelitian ini bersumber dari data primer yang diperoleh dari lapangan, yakni pelaku UMKM yang berada di kawasan Wisata Danau Toba. Metode penentuan sampel yang digunakan dalam penelitian ini adalah metode convenience sampling. Jumlah sampel yang dianalisis sebanyak 170 pelaku UMKM. Teknik Pengumpulan data menggunakan observasi, wawancara, kuesioner dan dokumentasi. Metode analisis data yang digunakan adalah Partial Least Square (PLS). Hasil analisis data menyimpulkan self-efficacy, knowledge sharing, dan organisational creative climate berpengaruh positif dan signifikan terhadap innovative work behavior. implikasi penelitian ini menyimpulkan mengukur tingkat innovative work behavior di dalam organisasi dan mengidentifikasi tren perubahan dari waktu ke waktu serta mengukur tingkat self-efficacy, knowledge sharing, dan organizational creative climate dalam organisasi secara berkala. Selain itu, pelaku UMKM dapat memberikan umpan balik yang konstruktif terkait dengan penampilan karyawan dalam self-efficacy, knowledge sharing, dan organisational creative climate. Kondisi ini dapat membantu karyawan untuk terus meningkatkan cara mereka untuk terus berinovasi dalam pekerjaan.

Kata Kunci: *self-efficacy; knowledge sharing; organizational creative climate; innovative work behavior*

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INTRODUCTION

Since the changes in the era of the Industrial Revolution 4.0 and then continued into the era of society 5.0, it has brought many changes to the way of life, work and ways of relating to each other around the world. In studying human resources in tourism, multi-skilled and innovative employees are needed to face these challenges. Innovation describes new products, services, methods, and organizational approaches that enable businesses to achieve extraordinary results (Karatepe et al., 2006); (Purba et al., 2022). Innovation is considered a risky endeavor that requires time and has the potential for failure (Lie et al., 2023); (Julyanthry et al., 2021). Most business actors who have just started their businesses experience the stigma of fear of failure, which can hinder innovation (Halim et al., 2021). Innovation is not just about creating new products, it also includes finding new ways to solve problems (Ayesha et al., 2021). Organizational innovation and creativity refers to an organization's ability to generate new ideas, solve problems, and develop innovative solutions. Innovation and creativity are vital to creating competitive advantage and long-term organizational growth.

The first problem with this research is the need for more ability of MSMEs to produce innovative products and services for customers (Purba et al., 2022); (Moussa, 2014); (Bos-Nehles & Veenendaal, 2019). The biggest obstacle for MSME players to be able to develop is their self-efficacy and ability to innovate. The importance of creating creative ideas for organizations is considered to create organizations that can survive economic recession conditions (Afwaj et al., 2021); (Ren & Zhang, 2015). However, it is not uncommon for business actors to experience obstacles in developing and carrying out innovation processes at work. The second problem with this research is that business owners and employees need to implement the knowledge transfer process optimally (Ayesha et al., 2021); (Julyanthry et al., 2021). This is because business actors are worried about failure in producing innovative work. If the knowledge-sharing process is supported, then this will help innovative work processes (Moussa, 2014); (Bos-Nehles & Veenendaal, 2019). The third problem, the application of innovation, often encounters resistance that can hinder business development. This is because the organization's creative climate needs to run faster to produce innovative ideas or initiatives.

Research on innovative work behavior refers to employees' ability to generate and implement creative ideas and solutions to problems. It is essential for MSMEs, especially those in the Lake Toba tourist area, to provide the best service through innovative work behavior. State of the art of this research, the author believes that in the current digital era, researching innovative work behavior among MSME actors in the Lake Toba tourist area is very important because it is a critical factor in achieving business success in the tourism industry. This research novelty describes self-efficacy as relating to an individual's belief in his or her ability to succeed in certain tasks. In this context, how confident individuals are in their ability to innovate can influence their innovative work behavior. Knowledge sharing, or sharing knowledge, is also important because innovation often emerges from the exchange of ideas and information. How people share their knowledge within an organization can influence the extent to which innovation occurs. Organizational creative climate creates an environment that supports creativity and innovation within the organization. Factors such as company culture, policies that support innovation, and support from superiors can play an important role in shaping innovative work behavior. The main aim of this research is to analyze the influence of self-efficacy, knowledge sharing, and organizational creative climate on innovative work behavior. The urgency of this research is to investigate and reconfirm research instruments previously developed following the empirical research model study.

Self-Efficacy and Innovative Work Behavior

Self-efficacy is interpreted as the main element forming a person's behavior based on social cognitive theory (De Jong & Kemp, 2003); (Devloo et al., 2015). According to (Yuan & Woodman, 2010); (Shanker et al., 2017), self-efficacy is a person's assessment of his ability to

organize and carry out the actions needed to achieve specific goals. Furthermore (Supriatna, 2019); (Bandura et al., 1996), states that self-efficacy as an aspect of the individual that is generally related to self-durability, the ability to control oneself and achieve goals, the ability to face challenges and persistence in facing obstacles to encourage innovative work behavior (Sarinah et al., 2018); (Firnanda & Wijayati, 2021). Self-efficacy in the organization will affect the mission and goals of the organization because the strength of commitment greatly influences the achievement of innovative work (Federici & Skaalvik, 2011); (Santoso et al., 2019); (Mielniczuk & Laguna, 2020). This is important because optimally managing self-efficacy will directly impact innovative work behavior (Yodchai et al., 2022); (Norena-Chavez & Guevara, 2020). Previous research states that self-efficacy has a positive and significant influence on the realization of innovative work behavior (Teng et al., 2020); (Patras et al., 2021). Therefore, based on some of the results of previous studies led to the development of the hypothesis:

H1: Self-efficacy influences innovative work behavior.

Knowledge Sharing and Innovative Work Behavior

The essence of knowledge about management in entrepreneurship for organizations and MSME actors is fundamental to dealing with the dynamics of internal and external changes that are so fast (Durst & Edvardsson, 2012); (Gharakhani & Mousakhani, 2012). Knowledge dissemination is a critical way to drive success on the internal and external side of the organization (Purba et al., 2022); (Al-Alawi et al., 2007). In general, knowledge is recognized as essential for business actors in developing strategic resources to maintain a sustainable competitive advantage (Simatupang et al., 2022); (Lee & Lan, 2011). By sharing knowledge in a broader context, MSME actors can absorb, identify innovation opportunities, and develop creative ideas that can be realized together to create an innovative work behavior. Study results (Widiyastuti & Nurmaya, 2022); (Kmieciak, 2020) argued that innovative work behavior could be improved if human resources optimally manage knowledge sharing. Therefore, based on some of the results of previous studies led to the development of the hypothesis:

H2: Knowledge sharing influences innovative work behavior.

Organizational Creative Climate and Innovative Work Behavior

Organizational, creative climate is an essential factor that determines the life of an organization or business (Sofiyani et al., 2022). Therefore, improving the organizational climate is one of the most effective ways to increase job satisfaction, which drives a business's success (Inrawan et al., 2021). Current studies on creativity and innovation show that innovative work behavior is triggered by a combination of individual qualities and the work environment (Munir & Beh, 2019) and how they socialize to produce innovative work (Munir & Beh, 2019); (Efendi et al., 2022). A harmonious organizational creative climate will improve employee performance so that they will be more creative and innovative in generating ideas and independent when implementing ideas and tasks, ultimately encouraging faster business growth (Ghosh, 2020). Previous studies have supported that the organizational, creative climate is crucial for increasing innovative work behavior (Patras et al., 2021); (Silalahi et al., 2022). Therefore, based on some of the results of previous studies led to the development of the hypothesis:

H3: Organizational creative climate influences innovative work behavior

Based on the theoretical explanation and the results of the empirical studies that have been described previously, the research thinking framework can be described as follows:

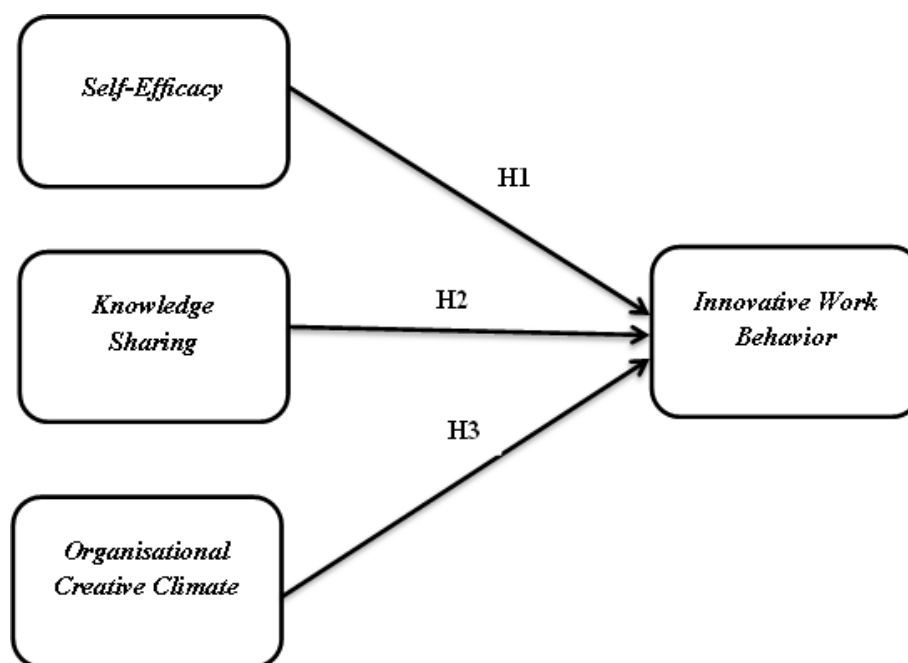


Figure 1.Research Framework

RESEARCH METHODS

This study uses a library and field research design with a causal associative approach to look at the relationship of several uncertain variables. The time of the research was conducted from June 2023 to August 2023. The population in this study was sourced from primary data obtained from the field, namely MSME actors in the Lake Toba Tourism area. According to (Hair, 2014), if the population size is unknown, the number of samples can be determined from 5-10 times the number of indicators used in a single construct. The sampling method uses nonprobability sampling with purposive random sampling. This study used 17 indicators from 4 existing variable dimensions, so the number of research samples obtained was $17 \times 10 = 170$ samples of MSME actors. This study uses data collection techniques in the form of observation, namely data collection by observing directly in the field, and structured interviews, namely data collection using online and conventional questionnaire instruments. The data collection stage will be carried out by research members who come from lecturers and will be assisted by other research members who come from students. The data analysis method used is Partial Least Square (PLS). Data analysis test tool using statistical software Smartpls 3.0. The analysis phase consists of testing the validity and reliability and evaluating the external model with convergent validity. The expected convergent validity criterion is > 0.7 (Hair, 2014). The internal evaluation model reviews the R Square (R²) value with the criterion if the R² value is 0.5-0.6, which means good, 0-0.33, medium, and 0-0.19, which means weak. Finally, hypothesis testing is the criterion for measuring significance and a probability value < 0.05 .

RESULTS AND DISCUSSION

Outer Model Measurement

In the validity test presented in table 1, the value of each loading factor and AVE on the indicator of self-efficacy, knowledge sharing, organizational, creative climate, and innovative work behavior is above 0.7 for the loading factor and above 0.5 for AVE, so it indicates that all items used in the construct are valid. Furthermore, the value for each reliability as measured by the composite reliability value and Cronbach's alpha shows that self-efficacy, knowledge sharing, organizational, creative climate, and innovative work behavior have a value above 0.7, thus indicating that all research variables have an excellent reliability value. Furthermore,

judging from the R-square value of the endogenous variables, a value of 0.625 is obtained for competitive advantage, this shows that overall, the ability of exogenous variables to explain innovative work behavior is strong (Ghozali, 2014).

Table 1. Validity, Reliability, and R-Square test

Variables	Items	Outer Loading	Average Variance Extracted (AVE)	Composite Reliability	Cronbach's Alpha
Self-Efficacy	Magnitude (SE1)	0.712	0.626	0.893	0.850
	Generality (SE2)	0.785			
	Strength (SE3)	0.829			
	Self-motivation (SE4)	0.817			
	Willingness to learn (SE5)	0.808			
Knowledge Sharing	Knowledge donating (KS1)	0.884	0.720	0.911	0.870
	Knowledge collecting (KS2)	0.865			
	Social interactions (KS3)	0.862			
	Mutual trust (KS4)	0.780			
Organizational Creative Climate	Sufficient resources (OCC1)	0.893	0.759	0.926	0.893
	Superior supports (OCC2)	0.948			
	Organizational encouragement(OCC3)	0.778			
	Autonomous work (OCC4)	0.856			
Innovative Work Behavior	Idea generation (IWB1)	0.810	0.733	0.917	0.878
	Idea promotion (IWB2)	0.836			
	Idea Championing (IWB3)	0.896			
	Idea realization (IWB4)	0.881			
R-Square					
Visitor Loyalty	<i>R-square</i>			<i>R-square Adjusted</i>	
	0.625			0.619	

Source: Data Processing Results (2023)

Furthermore, to prove the hypothesis testing, a significance test was carried out to determine the relationship between the exogenous variables and the endogenous variables. The significance criterion was seen from the p-value. With a significance level of 5%, if the p-value between the exogenous variable and the endogenous variable is less than 0.05, it means that the exogenous variable significantly affects the endogenous variable. In contrast, if the value is higher than 0.05, the exogenous variables do not significantly build the endogenous variables. The results of the hypothesis test are presented in Table 3 below:

Table 3. Hypotheses Result

Hypothesis	Coefficients	<i>t-Statistics</i>	<i>P-Value</i>	Results
Self-Efficacy → Innovative Work Behavior (H1)	0.295	4,250	0.000	Accepted
Knowledge Sharing → Innovative Work Behavior (H2)	0.481	7,628	0.000	rejected
Organizational Creative Climate → Innovative Work Behavior (H3)	0.172	4,520	0.000	Accepted

Source: Data Processing Results (2023)

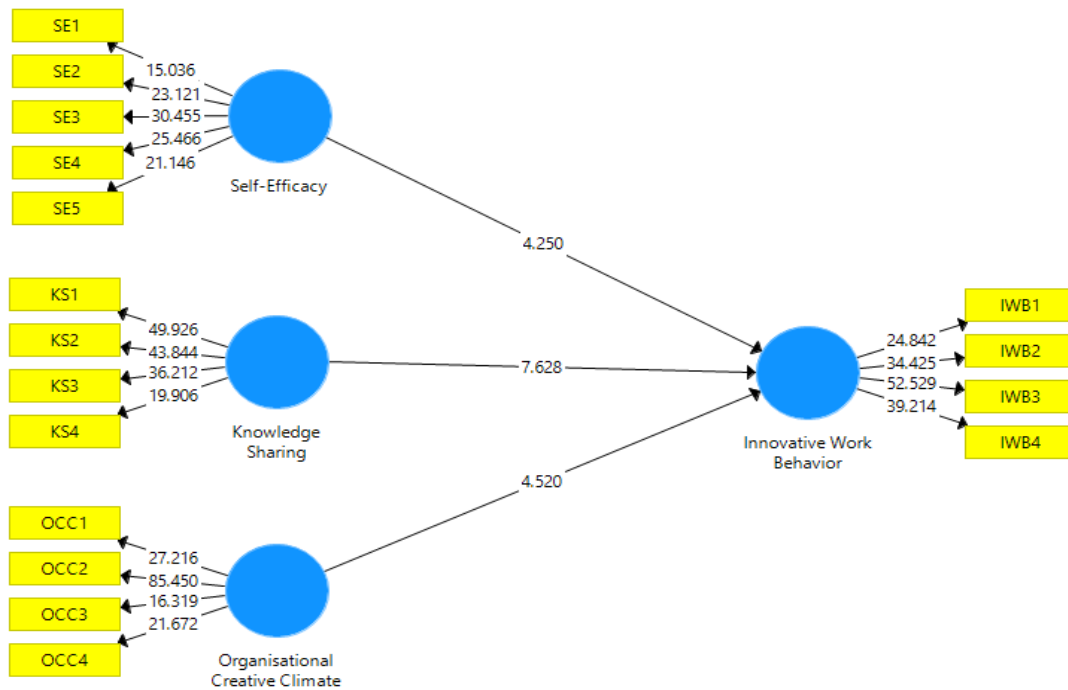


Figure 2. Hypotheses Results

Based on testing the first hypothesis (H1), the results that lead to positive and significant intermediate results are obtained self-efficacy with innovative work behavior. Based on the data analysis results and the tabulation of the questionnaire, self-efficacy reflects an individual's belief in his ability to succeed. People with high self-efficacy tend to feel more confident in facing challenges and complex tasks. This belief plays an essential role in innovative work behavior because confident individuals are more likely to take risks in developing and implementing new ideas. Someone with high self-efficacy tends to look for new challenges and opportunities. They do not feel intimidated by complex tasks or situations they have never experienced before. In a work environment, this can encourage individuals to look for new ways to do work, solve problems, and innovate. Innovative environments are often full of uncertainty and change. People with high self-efficacy are better able to cope with this uncertainty because they believe they have the skills and abilities to adapt and seek new solutions. Individuals with high levels of self-efficacy tend to be more active, creative, and courageous in contributing to innovation efforts at work.

The results of testing the second hypothesis (H2), obtained results that led to positive and significant results between knowledge sharing with innovative work behavior. By sharing knowledge, individuals have greater access to various information and insights. This can broaden their view of problems and solutions that may not have been considered before, encouraging new ideas to form. Through knowledge sharing, individuals can learn from the experiences and expertise of their colleagues. Such collaboration allows for combining different viewpoints and skills, often the catalyst for innovation. On the other hand, information and ideas from various sources can stimulate creative minds and inspire individuals to think outside the box. Shared knowledge can provide insight into the latest trends, new technologies, or unusual approaches. Organizations can avoid repeating the same work or innovation efforts by sharing knowledge. Information about ongoing projects or research results can help direct innovative efforts more efficiently and effectively.

The results of testing the third hypothesis (H3) resulted in positive and significant intermediate results in organizational, creative climate with innovative work behavior. An organizational, creative climate is a work environment that encourages and supports creative and

innovative activities. Such an environment positively and significantly influences innovative work behavior because it creates conditions that facilitate the emergence of new ideas, experimentation, and creativity. Creative environments create space for individuals to think outside conventional boundaries. This allows them to put forward ideas that may differ or even contradict popular views. Employees who feel accepted and appreciated for their ideas are more likely to contribute to innovation. In addition, a creative organizational climate is usually supported by management and colleagues who appreciate and support innovative efforts. This support includes providing the time, resources, and constructive feedback necessary to develop new ideas. Employees tend to be more motivated to innovate when the organization recognizes and rewards their creative output. Creative environments often reward and recognize innovative efforts.

CONCLUSION

From the results of this research, a conclusion is obtained which states self-efficacy, knowledge sharing, and organizational and creative climate have a positive and significant influence on innovative work behavior. In combination, these factors explain why self-efficacy positively and significantly influences innovative work behavior. Individuals with high levels of self-efficacy tend to be more active, creative, and courageous in contributing to innovation efforts at work. Overall, knowledge sharing creates an environment that supports innovation by connecting people, knowledge, and experiences and stimulates creative thought processes that trigger innovative work behavior. In general, an organizational, creative climate creates an atmosphere that supports, stimulates, and empowers employees to participate in innovative work behavior. Such an environment allows innovation to thrive and propel the organization toward higher achievement. Overall, self-efficacy, knowledge sharing, and organizational, creative climate support each other to create a work environment that supports innovative work behavior. Individual self-confidence, the ability to share knowledge, and an environment that encourages creativity form the framework that enables employees to generate innovative ideas and actively participate in innovation.

The managerial implications in this research conclude that MSMEs can develop training programs to increase employee self-efficacy. This training may include skill development, providing positive feedback, and learning from successful experiences. Provide training that encourages creative thinking and innovative methods of solving problems. This can include creative problem-solving techniques and design-thinking approaches. Then, MSME actors can implement policies encouraging and supporting knowledge sharing throughout the organization. This could include incentives or rewards for employees who are active in knowledge sharing. Establish an organizational culture that is open to new ideas, where employees feel comfortable contributing with innovative ideas. Recognize and reward employees who contribute to a creative and innovative environment. This could include awards or promotions for those who generate new ideas and actively participate in innovation. In addition, forming leaders who encourage collaboration, knowledge sharing, and experimentation. This supportive leader can be an example for other employees to innovate continuously.

Further research regarding innovative work behavior can develop and explore matters related to variables that are thought to be related to innovative work behavior. Furthermore, the sample size used in this study is still small and has yet to be able to provide generalizations, future research should increase the sample size to a larger size from different regions. Sample size and representativeness may influence the generalizability of findings. If the sample needs to be larger and adequately represent the population, the study's results may not be widely applicable. You can use the data analysis method with the CB-SEM approach using the Amos application for more complex models. On the other hand, this study was conducted at one specific time (cross-

sectional), so it is difficult to assess changes over time. Longitudinal studies may be needed to see the development of these variables.

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