

# Factors Influencing Innovative Work Behavior: An Individual Factors Perspective

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**Abstract**— This study intends to explore a conceptual framework about the factors influencing innovative work behavior in the context of individual factor perspective. This research is a literature review to find and analyze individual factors that influence innovative work behavior. Based on the results of the literature review or previous research, we found that competence, self-efficacy, motivation and organizational commitment are individual factors that influence innovative work behavior. Besides that, competency and self-efficacy are the influences factor on motivation and commitment. This study also find a new conceptual framework of the relationship between competency, self-efficacy, motivation, organizational commitment and innovative work behavior that can be used for further research by other researchers.

**Index Terms**— Competency, Self-efficacy, Motivation, Organizational Commitment, Innovative Work Behavior

## 1 INTRODUCTION

Nowadays, organization requires to be more innovative to achieve the aim of organization [1]. Innovation in organizations is needed to respond the dynamic environmental change, to challenges it, survive and competitive [2]. In this case, the role of innovative human resource very crucial as agent of change to contribute organizational innovation and performance. In paper [3] cited the opinion of Scott & Bruce stated that the foundation of a high-performance organization is at employees who have innovative behavior at the workplace. Therefore, this study is needed to find out what a leader or manager must do in an organization to make himself or employee to be more innovative at work in the case of individual perspective. Innovative work behavior is an individual behavior that intentionally introduces new and useful ideas, work processes, products and procedures in the workplace [4] and in the context of modern work, new ideas are needed to increase significant changes in organizations, for example the creating new routines, simplifying work processes, using new work tools, increasing cooperation both internally and externally [5]. This means that innovative employees will not satisfied with the current conditions or status quo. He/she will try to look for positive and new ideas for the development of work methods and processes at workplace. Innovative work behavior can be measured by using four dimension, i.e. idea exploration, idea generation, idea champion dan idea implementation[4]. First, in idea exploration dimension employees try to find new ideas, new opportunities. Second, in the idea generation employees generate their ideas and thinking about new procedures and work processes to be better. Third, idea champion employees try to convince co-workers about their ideas to be implemented. Fourth, idea implementation related to practice the ideas at workplace [4] Based on several literature studies, individual factors that influence innovative work behavior are competencies[6], motivation [7],[8],[9], sel-efficacy [10],[9]

,and organizational commitment [11].

## 2 SCOPE AND RESEARCH QUESTION

The purpose of this study to find the influence individual factor on innovative work behavior based on literature and previous study, i.e:

1. Does competency effect innovative work behavior?
2. Does self-efficacy effect innovative work behavior?
3. Does motivation effect innovative work behavior?
4. Does organizational commitment effect innovative work behavior?
5. Does competency effect motivation?
6. Does self-efficacy effect motivation?
7. Does competency effect organizational commitment?
8. Does self-efficacy effect organizational commitment?

## 3 METHODOLOGY

In this research, we collect data from selected journal articles that mostly give a comprehensive view that influences innovative work behavior. This research uses conceptual analysis. Conceptual analysis related to existence and frequency of concepts in a text. Relational analysis refers to building conceptual analysis by examining the relation concept in the text. In this research, the author uses both conceptual analysis and relation analysis.

## 4 FINDING

### 4.1. Competency and Innovative Work Behavior

According to Janssen, Van de Vliert dan West, 2004 cited in paper [6] explained that competency is one of psychosociological aspects that can improve employee innovation. Cognitive and interpersonal skills, willingness to discuss and solve any existing problems, collaboration skills, and communication skills. In paper [12] states that being an innovative individual or to be innovator requires competence that includes skills, characteristics, and attitudes. Also added by Shipton at all, 2006 in paper [13] said that the competent

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employees were needed to support innovation in the organization. Competence is the accumulation of knowledge and results of research and experience quantitatively and qualitatively in their fields, so as to produce innovation in accordance with the demands of the times [14]. In paper [15] analyze the tendency of individuals to innovate in a professional environment, focusing on the specific competency profile that plays a role in workplace innovation. In paper [16] also discuss the link of competency on innovative work behavior, they found that competence can improve employees' innovative work behavior. But partially it was found that competence has a weak relationship with idea generation and idea development, but the effect of competence on idea implementation strong influence. In paper [17] said that manager and employee competencies were determinants of successful implementation of innovations in companies. A manager must acquire or have expertise in his field, as well as specific competencies to be innovative at work. The employee competence was one of the internal factors that has a direct or indirect influence on innovation activities in an organization [18]. In paper [19] employee competency development on innovative work behavior of employees in the public sector around 33%. Competency can be measured with skills, knowledge, and attributes [20]. Therefore, we can developed hypothesis :

*H1 : Competency positively influence innovative work behaviour*

#### **4.2 Self-efficacy and Innovative Work Behavior**

Self-efficacy can be defined as a person's belief in his ability in organizing and carry out the series of actions needed to produce certain achievements [9]. This belief can encourage him to do an activity which according to him is capable of being carried out. Furthermore, in paper [21] suggested that self-efficacy is about the belief that someone can do enough in a particular situation. Self-efficacy also known in social cognitive theory or social learning theory with refers to an individual's belief about her/his capability to perform a task [22]. The study conducted in paper [23] found that self-efficacy influences innovative behavior, it means that the higher the self efficacy by the employee, the higher the innovative behavior that will be generated [24]. According to [9] self-efficacy can be influenced by mastery experiences, the success that obtained in the past will increase the self-efficacy; vicarious experiences, the success of someone who have similarities with a task, usually it will increase the self-efficacy of individuals in doing relatively similar tasks; social persuasion can improve one's self-efficacy by having information about their abilities that is conveyed by influential people to ensure that a person is sufficiently capable of carrying out existing tasks; physiological and emotional states, when a person experiences anxiety and stress in doing a task often interpreted as a failure. Therefore, we can developed hypothesis :

*H2 : Self-efficacy positively influence innovative work behaviour*

#### **4.3 Motivation and Innovative Work Behavior**

Motivation can be defined as a strength, drive, need, enthusiasm, pressure, or psychological mechanism that drives

a person or group of people to achieve certain achievements in accordance with what they want [25]. Motivated people usually provide energy, encourage activities and direct behavior towards achieving needs [26]. Some previous study have proven that motivated employee had a significant effect on innovative work behavior. Motivation in employees makes stronger encouragement to work harder at work [27], and motivation is very relevant to the implementation of innovation because an employee's motivation shows the priorities that he is pursuing in the workplace [28]. Scott and Bruce cited by [8] the study of innovative work behavior is basically a study of what motivates individuals to behave innovative and motivational is the heart of innovative work behavior. The study conducted by [7] examined the effect of work motivation on the innovative behavior of Resort employees in Penghu, Taiwan. They measured motivation by using two dimension, i.e. intrinsic motivation dimension and extrinsic motivation dimension. The results showed that intrinsic motivation and extrinsic motivation had a significant effect on employees' innovative work behavior. Motivation is the key in which individuals can adjust efforts to produce and apply innovative thinking in the workplace [29]. Therefore, we can developed hypothesis :

*H3 : Motivation positively influence innovative work behavior*

#### **4.4 Commitment and Innovative Work Behavior**

Commitment to organization means an employee attitude that reflects the extent to which an individual knows and is bound to his organization [30]. A highly committed individual is likely to see himself as a true member of the organization [31] and employees who stay with the organization for a long period of time, tend to be far more committed to organization [31]. Committed employee knows the organization and the goals of the organization and try to achieve it [32]. Previous study conducted in Malaysia [33] about the role of organizational commitment to the innovative behavior of small and medium business sector employees in with 219 respondents. The results show that three dimension of organizational commitment, i.e. affective commitment, continuous commitment, and normative commitment indicating that affective commitment and normative commitment have an influence on innovative work behavior, whereas continuance commitment did not have a positive influence on innovative work behavior. Another study conducted by [34] found that commitment increased innovative work behavior. Therefore, we can developed hypothesis :

*H4 : Commitment positively influence innovative work behavior*

#### **4.2 Motivation and Organizational Commitment as Endogenous Variable of Competency and Self-efficacy**

Motivation and commitment besides has a role as exogenous variables for innovative work behavior, motivation and commitment also has a role as endogenous variables of competency and self efficacy. This opinion based on [35] which states that there are several things that affect motivation, namely individual characteristics including employee competence. In paper [36] revealed that competence is one of the factors that influence work motivation. The

relationship of self-efficacy on motivation based on [37] found that self-efficacy influence motivation. Individual with high self efficacy can improve their motivation, cognitive resources, and actions needed to achieve their goals [38] and employee with a high level of competence, will be more committed at work [39]. Employees with high levels of self-efficacy, will have a high level of commitment [40]. The research conducted by [41] proved that there was a positive effect of self-efficacy on organizational commitment. Therefore, we can developed hypothesis:

H5 : Competency positively influence work motivation

H6 : Self-efficacy positively influence work motivation

H7 : Competency positively influence organizational commitment

H8 : Self-efficacy positively influence organizational commitment

Based on the above literature findings, a research conceptual framework can be developed as follows:

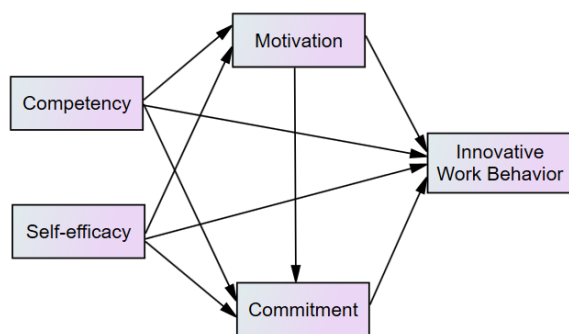


Fig.1. The New Conceptual Framework Model Results

## 5 CONCLUSION

The issues of innovaitve work behavior has becomes an important issues to discuss. In this conceptual framework study, we find that individual factor such as competency, self-efficacy, motivation and commitment are as predictor model of innovative work behavior. Besides that, competency and self-efficacy are the influences factor on motivation and commitment. This conceptual framework study can be used for further research in the future by other researchers.

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