

IMPROVING EMPLOYEE PERFORMANCE THROUGH INNOVATIVE WORK BEHAVIOR

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Abstract

The higher the level of competition in the industrial sector, it is necessary for the company's efforts to respond well to this in order to survive through internal strategies in the form of improving employee performance. Organizational culture is found to be one of the factors that can improve employee performance. The main purpose of this study is to build a model in an effort to improve employee performance involving innovative work behavior as an intervening variable for the influence of organizational culture on employee performance. The population in this study were employees of companies engaged in the manufacturing sector with 276 employees. Samples were taken 127 employees using purposive random sampling method. Structural Equation Modeling (SEM) was used to test the statistical significance of the path coefficients against the three (3) established hypotheses. The findings of the study indicate that organizational culture and innovative work behavior have a positive and significant influence on employee performance. Innovative work behavior can be an intervening variable for the influence of organizational culture on employee performance.

Keywords: organizational culture; innovative work behavior; employee performance.

Introduction

Competition in the industrial world, especially those in the food and beverage industry in Indonesia, is getting tougher. Competition in the food and beverage industry sector in Indonesia is competitive with a high concentration (Wijiati & Santosa, 2015). The condition of the increasingly fierce competition level will create its own challenges for the food and beverage industry, whether it is engaged as a provider of raw materials, providers of supporting materials, food and beverage processing itself, providers of food and beverage packaging materials, transportation services or all industries related to products. food and beverages from raw materials to final consumers to continuously improve the company's performance. Every company is trying to be competitive and trying to create more profit by increasing productivity, provide customer satisfaction by meeting expectations in quality and price (Makwana & Patange, 2019). To face the increasingly fierce level of competition, strategic efforts need to be made in the form of improving employee performance.

Performance is a measure of the level of success of an organization (Pawirosumarto, Sarjana, & Gunawan, 2017). Company performance is determined by

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employee performance. Organizational performance can be influenced by the performance of the employees themselves (Hatane, 2015); (Vosloban, 2012). Employee performance leads to increased efficiency and productivity of organizational processes as a whole (Ahmad, Farrukh, & Nazir, 2015). The importance of employee performance has become increasing over the last few years, as it has become a major and important variable in any organization (Gridwichai, Kulwanich, Piromkam, & Kwanmuangvanich, 2020). Employee performance has an important and visible role in the progress of every organization and its development because employees contribute to its success and effectiveness (Jankingthong & Rurkkhum, 2012). In a corporate environment, continuous efforts to improve employee performance have become the main goal of human resource management (Ferine, Aditia, & Rahmadana, 2021). Human resources are important to be managed professionally to create alignment between the interests of employees and the interests of the organization in an effort to advance the organization (MAPPAMIRING, AKOB, & Putra, 2020). Organizations should analyze and study employee performance factors and strive to develop them, because employee performance is the main outcome that employees contribute to their productivity (Khtatbeh, Mahomed, bin Ab Rahman, & Mohamed, 2020).

Research on organizational culture on employee performance can be grouped into two. First, organizational culture on employee performance where some studies state that organizational culture has an influence on employee performance (Maamari & Saheb, 2018); (Soomro & Shah, 2019); (Sihombing, Astuti, Al Musadieq, Hamied, & Rahardjo, 2018); (Edna Maryani et al., 2020); (Mohd Asaad, Saad, & Yusoff, 2015); (Ezzeddine & Aoun, 2020). Second, some studies state that organizational culture has no effect on employee performance (Wilderom, Van den Berg, & Wiersma, 2012); (Pawirosumarto et al., 2017); (Nusari, Al Falasi, Alrajawy, Khalifa, & Isaac, 2018); (Harwiki, 2016); Paramita et al., 2020; Nkiru et al., ., 2019; Utami & Yenny, 2019).

Based on the research gap, the author tries to improve and create new concepts by providing intervening variables taking variables from established concepts that have been carried out by previous researchers, namely innovative work behavior. Innovative work behavior has a positive influence on employee performance. The role of superiors in fostering and encouraging the team by sharing ideas will create an innovation environment that continues to develop in an effort to improve employee performance (Shanker, Bhanugopan, Van der Heijden, & Farrell, 2017). Innovative behavior has a positive and significant impact on employee performance. The existence of a guidance program between managers and employees can improve the quality of relationships and successfully improve employee abilities (Kim, M.-S.andKoo, 2017). Innovative behavior has a positive and significant impact on employee performance. Organizational innovation needs to be stimulated to drive performance. Leader support for innovation is very important both inside and outside the organization to support employee performance (Morales, Victor J. Garca, Francisco Javier Lloren Montes., 2017). Innovative work behavior is able to mediate the relationship of organizational culture to employee performance (Aboramadan, 2020).

Method

The type of research used is quantitative. The population in the study is 276 employees who are engaged in the material manufacturing industry for food and beverage packaging with the characteristics of being permanent employees and having worked at least two years. The number of samples used as many as 127 employees. Data collection techniques using purposive random sampling of company employees. The research model uses Structural Equation Modeling (SEM) to test the significance of the three (3) hypotheses that have been determined. Data processing is done using the help of software SmartPLS 3.2.9. SAll items were measured using an interval scale of 1 (strongly disagree) to 10 (strongly agree).

There are five principles or indicators used to measure organizational culture, namely seiri, seiton, seiso, seiketsu, and shisutke (Moradi, M., MR Abdollahzadeh., 2011). De Jong and Den Hartog (2010) state that innovative work behavior consists of four dimensions, namely exploring new ideas (exploration), generating new ideas (generation), championing new ideas (championing), and implementing new ideas (implementation). There are five indicators that can be used to measure employee performance according to Robbins in (Soemaryani, 2016), namely quality, quantity, timeliness, effectiveness, and independence.

Result and Discussions

In conducting data analysis using SmartPLS, several stages were carried out. The first is to evaluate the model, the second is to evaluate the outer model, and the third is to evaluate the inner model.

The following presents the results of calculations from data processing using SmartPLS software:

A. Output

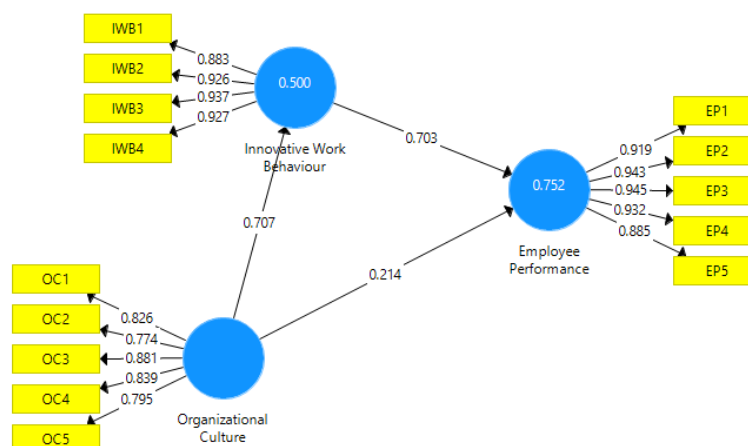


Figure 1
The Results of Full Model Analysis PLS Algorithm

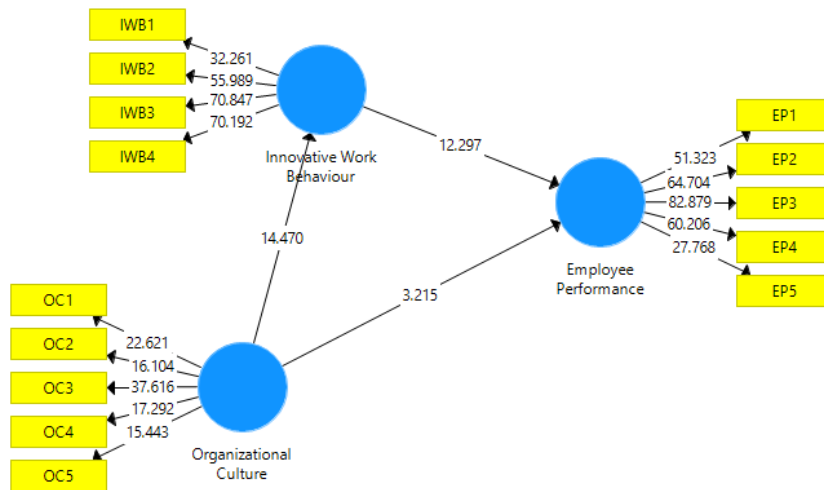


Figure 2
The Results of Full Model Analysis Bootstrapping

B. Evaluation Model

Table 1
Loading Factor

Variabel	Estimate β_i	Cut of Value	Summary	Variabel	Estimate β_i	Cut of Value	Summary
OC				IWB			
OC1	0.826	>0.7	Valid	IWB1	0.883	>0.7	Valid
OC2	0.774	>0.7	Valid	IWB2	0.926	>0.7	Valid
OC3	0.881	>0.7	Valid	IWB3	0.937	>0.7	Valid
OC4	0.839	>0.7	Valid	IWB4	0.927	>0.7	Valid
OC5	0.795	>0.7	Valid				
				EP			
				EP1	0.919	>0.7	Valid
				EP2	0.943	>0.7	Valid
				EP3	0.945	>0.7	Valid
				EP4	0.932	>0.7	Valid
				EP5	0.885	>0.7	Valid

Source: SmartPLS data processing results in research

From table 1 regarding the loading factor above, it can be seen that for organizational culture, OC1, OC2, OC3, OC4, and OC5 all have loading factor values > 0.7 so that no indicators are discarded and declared valid. For innovative work behavior, IWB1, IWB2, IWB3, and IWB4 all have loading factor values > 0.7 so that no indicators are discarded and declared valid. For employee performance, EP1, EP2, EP3, EP4, and EP5 all have loading factor values > 0.7 so that no indicators are discarded and declared valid.

C. Evaluation Outer Model

Table 2
Validity and Reliability Test

CONSTRUCT	Estimate β_1	β^2	Error = $1-\beta^2$	AVE	Cut Of Value	Summary	Composite Reliability	Cronbach's Alpha	Cut Of Value	Summary	R ²
OC				0.679	≥ 0.5	Valid	0.913	0.881	≥ 0.7	Reliable	-
OC1 <-- OC	0.826	0.683	0.317								
OC2 <-- OC	0.774	0.599	0.401								
OC3 <-- OC	0.881	0.777	0.223								
OC4 <-- OC	0.839	0.704	0.296								
OC5 <-- OC	0.795	0.632	0.368								
Σ	4.116	3.394	1.606								
IWB				0.844	≥ 0.5	Valid	0.956	0.938	≥ 0.7	Reliable	0.500
IWB1 <-- IWB	0.883	0.780	0.220								
IWB2 <-- IWB	0.926	0.857	0.143								
IWB3 <-- IWB	0.937	0.878	0.122								
IWB4 <-- IWB	0.927	0.860	0.140								
Σ	3.673	3.374	0.626								
EP				0.856	≥ 0.5	Valid	0.967	0.958	≥ 0.7	Reliable	0.752
EP1 <-- EP	0.919	0.845	0.155								
EP2 <-- EP	0.943	0.889	0.111								
EP3 <-- EP	0.945	0.894	0.106								
EP4 <-- EP	0.932	0.869	0.131								
EP5 <-- EP	0.885	0.783	0.217								
Σ	4.625	4.280	0.720								

Source: SmartPLS data processing results in research

Table 3
AVE, SQRT, CR, CA, and R

CONSTRUCT	AVE	SQRT AVE	CR	CA	R
Organizational Culture	0.679	0.824	0.913	0.881	-
Innovative Work Behavior	0.844	0.918	0.956	0.938	0.500
Employee Performance	0.856	0.925	0.967	0.958	0.752

Source: SmartPLS data processing results in research

Table 4
Construct Correlations

CONSTRUCT	Organizational Culture	Innovative Work Behavior	Employee Performance
Organizational Culture	0.824		
Innovative Work Behavior	0.707	0.918	
Employee Performance	0.710	0.893	0.925

Source: SmartPLS data processing results in research

From table 3. it can be seen that the AVE value is > 0.5 so it can be stated that the construct has a valid convergent validity. Then from table 4. the SQRT value $>$ construct correlations so that it can be stated that the construct has a valid discriminant validity. Then the value of CR and CA 0.7 so that it can be stated that the construct has very good reliability. The conclusion of the model has valid validity and reliability and can be tested further.

D. Evaluation Inner Model

**Table 5
Direct Effects**

Direct Effects				Original Sample
1	Organizational Culture	--->	Innovative Work Behaviour	0.707
2	Innovative Work Behaviour	--->	Employee Performance	0.703
3	Organizational Culture	--->	Employee Performance	0.214

Source: SmartPLS data processing results in research

**Table 6
Indirect Effects**

Indirect Effects					Original Sample	
Independent		Intervening		Dependent		
1	Organizational Culture	--->	Innovative Work Behaviour	--->	Employee Performance	0.497

Source: SmartPLS data processing results in research

**Table 7
Total Effects**

Direct Effects, Indirect Effects, and Total Effects					Original			
Independent		Intervening		Dependent	Direct	Indirect	Total	
1	Organizational Culture	--->		Innovative Work Behaviour	0.707	0.000	0.707	
2	Innovative Work Behaviour	--->		Employee Performance	0.703	0.000	0.703	
3	Organizational Culture	--->	Innovative Work Behaviour	--->	Employee Performance	0.214	0.497	0.710

Source: SmartPLS data processing results in research

**Table 8
Research Hypothesis Test**

No	Direct Effects			Original Sample	T Statistics	P Values	Cut of Value Signifikan		Evaluation	Hypotesis	Summary	
							C.R. > 1.96	P-Value < 0.05				
1	Organizational Culture	--->	Innovative Work Behaviour	0.707	14.470	0.000	C.R. > 1.96	P-Value < 0.05	Positive	Significant	H1	Supported
2	Innovative Work Behaviour	--->	Employee Performance	0.703	12.297	0.000	C.R. > 1.96	P-Value < 0.05	Positive	Significant	H2	Supported
3	Organizational Culture	--->	Employee Performance	0.214	3.215	0.001	C.R. > 1.96	P-Value < 0.05	Positive	Significant	H3	Supported

Source: SmartPLS data processing results in research

Hypothesis Testing 1

H1: Organizational culture has a positive and significant influence on innovative work behavior

The original sample parameter of the influence of organizational culture on innovative work behavior is 0.707. The T Statistics value is 14,470 1,967 or the P Value is 0.000 0.05, so the null hypothesis is rejected and the alternative hypothesis is accepted. Therefore H1 is accepted and it can be concluded that organizational culture has a positive and significant effect on innovative work behavior. Thus hypothesis 1 is supported.

Hypothesis Testing 2

H2: Innovative work behavior has a significant effect on employee performance

The sample mean parameter of the influence of innovative work behavior on

employee performance is 0.703. The T Statistics value is 12,297 1,967 or the P value is 0.000 0.05, so the null hypothesis is rejected and the alternative hypothesis is accepted. Therefore H2 is accepted and it can be concluded that innovative work behavior has a positive and significant effect on employee performance. Thus hypothesis 2 is supported.

Hypothesis Testing 3

H3: Organizational culture has a significant influence on employee performance

The sample mean parameter of the influence of organizational culture on employee performance is 0.214. The T Statistics value is 3.215 1.967 or the P value is 0.001 0.05, so the null hypothesis is rejected and the alternative hypothesis is accepted. Therefore H3 is accepted and it can be concluded that organizational culture has a positive and significant effect on employee performance. Thus hypothesis 3 is supported.

Discussion

H1: Organizational culture has a significant influence on innovative work behavior

The hypothesis that proves there is a positive and significant relationship between organizational culture (X) and innovative work behavior (Z) is supported statistically by empirical results. The standardized estimation value of 0.707 has a positive direction with a probability of 0.000 which means it is significant. This means that the higher the organizational culture, the higher the innovative work behavior that will be produced. The study found that the 5S work culture makes employees always try to be innovative at work so that documents, goods, and equipment in the work area are well organized and stored. Documents are well separated according to their level of urgency. Only items and equipment needed in the workplace. Employees will also always strive to produce innovations at work in the form of continuous improvement to improve the standards that have been previously set. This is in line with the theory which states that work culture is a belief about what is good for the organization and behavior in what form is desired (Pratikno, n.d.). This means that the belief in the importance of organizational culture will encourage every employee to have more innovative work behavior.

The results of this study are supported by previous research conducted by Zheng, (Guangyun, Jianlong, Junwei, & Yuanyang, 2019), (Nguyen et al., 2019), (Abbatiello et al., 2015), (Wang et al., 2015), (Prayudhayanti, 2014), (Ekobalawati, 2020), (Purwanto, Asbari, & budi Santoso, 2019), and (Parashakti, Rizki, & Saragih, 2016) where these studies show that organizational culture has a positive and significant influence on innovative work behavior. Organizational culture will affect the innovative work behavior of employees. The perceived better organizational culture will be able to generate innovative work behavior from individual employees.

H2: Innovative work behavior has a significant effect on employee performance

The hypothesis that proves there is a positive and significant relationship between innovative work behavior (Z) on employee performance (Y) is supported

statistically by empirical results. The standardized estimation value of 0.703 has a positive direction with a probability of 0.000 which means it is significant. This means that the higher the innovative work behavior, the higher the employee's performance will be. The study found that innovative efforts arising from employee behavior towards the work carried out in the form of searching for new ideas, finding new ideas, fighting for new ideas, and implementing new ideas can cause problems faced at work to be resolved. This condition will cause the completion of the work to be faster. Besides that, innovative work behavior continues to encourage improvements in work which will lead to increased quality and quantity of performance. This is in line with the theory which states that behavior is a factor that drives performance (Pratikno, n.d.).

The results of this study are supported by previous research conducted by (Solís-Molina, Hernández-Espallardo, & Rodríguez-Orejuela, 2018), (Panagides et al., 2017), (Choi et al., 2017), (Leme, de Angelis, & Marin-Morales, 2008), (Mardiah & Simatupang, 2020), (Astuti & Febrian, 2019), (Manurung, Nurchayati, & Setiari, 2020), and (Purwanto et al., 2020) where the research shows that innovative work behavior has a positive and negative effect on significant to employee performance. Behavior is the way in which individuals will take action. This action later in the work will be able to determine performance. The better innovative work behavior will have an impact on the better performance produced.

H3: Organizational culture has a significant influence on employee performance

The hypothesis that proves there is a positive and significant relationship between organizational culture (X) on employee performance (Y) is supported statistically by empirical results. The standardized estimation value of 0.214 has a positive direction with a probability of 0.001 which means it is significant. This means that the higher the organizational culture, the higher the employee performance will be. The study found that with the 5S work culture, the files that are needed and not needed are separated, documents are well separated based on the level of urgency, documents are separated by category and label, items that are often used are placed close to employees, making it easier to work so that the time required more efficient and increased work output.

The results of this study are supported by previous research conducted by (Maamari & Saheb, 2018), (Soomro & Shah, 2019), (Sakai et al., 2018), (Kristiana Maryani, 2020), (Sabuhari, Sudiro, Irawanto, & Rahayu, 2020), (Randhawa & Ahuja, 2017), (Makwana & Patange, 2019), and (Goldstein et al., 2017) where the research shows that organizational culture has a positive and significant influence on employee performance. Organizational culture regulates how employees behave in accordance with what is expected by the organization in an effort to achieve its goals.

Conclusion

The hypothesis testing by statistical means on the effect of each independent variable on the dependent variable produces conclusions. Organizational culture has a positive and significant effect on innovative work behavior. Innovative work behavior

has a positive and significant effect on employee performance. Organizational culture has a positive and significant effect on employee performance.

The results of the study have implications for managerial policy. The results of the research can be used as guidelines for management in an effort to determine the main scale of determining what to do first to improve employee performance. From the direct influence, it was found that innovative work behavior is a positive and dominant factor that has an influence on employee performance. Next is the organizational culture factor. Therefore, management can determine or design the main scale of policies in an effort to improve employee performance by creating policies that can encourage any innovative behavior in employees. Employees need to be stimulated to create ideas related to problems at work so that the impact is in the form of increased performance. Meanwhile, by looking at the indirect path, organizational culture is able to provide the largest total coefficient value. Management needs to consider each of the values of the organizational culture to be able to encourage the emergence of innovative behavior in every employee. This is because innovative behavior can act as an intervening variable in this study.

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