

DOMINANT FACTORS AFFECTING THE BEHAVIOR OF INNOVATIVE EMPLOYEES

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Abstract: The aim of the studies is to determine the model of the relationship between innovative employee behavior with learning organization, knowledge sharing, and organizational commitment. The method of the research is survey in 166 employees selected randomly at Multicentral Aryaguna Company -Jakarta, and analyzed by using descriptive, correlation and regression. The study fine that learning organization, knowledge sharing and organizational commitment collectively contribute to enhancing innovative employee behavior in 62 % and 38 % of other factors, its mean learning organization, knowledge sharing, and organizational commitment cannot be ignored' as an instrument to improve innovative employee behavior.

Key words: innovative behavior, learning organization, knowledge sharing, organizational, commitment

DOI: 10.17512/pjms.2017.16.1.03

Article history:

Received September 12, 2017; *Revised* November 15, 2017; *Accepted* November 24, 2017

Introduction

Business competition in this global era has become a challenge for every company. This business competition has demanded the companies to innovate and implement various strategies to survive within the competitive environment. Among the companies' capital, human resource capital is one of the fundamental elements. Human resource is an active resource to optimize other capitals, such as financial capital, information, and facilities. Abundant existence of these financial, facilities and information will not yield an expected result when incompetent human resource manages those capitals; therefore, human resource capital should be the main investment and invaluable assets.

The vast advancement of science and technology give impact on dynamic changes in the competitive business era, and this demands organization to have innovative and responsive human resource that is apt to the advancement of science and technology. Swift and accurate response toward the happening changes require innovative ability from the employees. This study is implemented at Multicentral Aryagunaa subsidiary Company of the Indomobil Group Company, with about 800 employees that work in real-estate services such as, storage leasing and management, security and employment agencies. The characteristics of these

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works need high innovation ability; therefore, employees' innovative ability is a critical capital for the Company (MH, 2016).

The innovative behavior of employees in this company has to be shaped. Theoretically, there are many factors to the shaping of these innovative behaviors, such as learning organization, training, knowledge sharing, commitment toward the organization, leadership, compensation, organizational climate, work facilities, etc. Based on these, this study is aimed at studying the dominant factors that influence the establishment of innovative behaviors of employees at Company; thus, the problem statement in this study is whether learning organization, knowledge sharing, and commitment toward the organization are the dominant factors that influence the innovative behaviors of the employees.

Literature Review

Innovative Behavior

Innovation, according to Ireland et al. (2011) is a process of creating a commercial product through invention or creative actions, product development or entirely a new process. This shows that innovation is either an entrepreneurship function which established by a business organization, public service organization (government), or individuals/groups. Further, according to Carmeli, Meitar and Weisberg as cited by Barrant et al. (2012) describe the complexity of innovative organization consists of three processes:

- one who initially recognizes problem and find solution and new ideas or adopted ideas,
- one who tries to find solution and ideas, develops legitimation and seeks support either from inside or outside the organization,
- one who will develop prototype or model to be tried out.

The development of innovativeness takes place in an environment of innovation structures existing within an organization, and the innovation potential develops through intensification of the flows of knowledge and skills at the level of networks within an organization. Further, Kleysen and Street (2001) described five dimensional factor analysis to assess one's innovative behavior, namely:

- opportunity exploration (provide attention, seek, recognize, and collect information about opportunity,
- direct toward a positive change (ideas/solutions toward opportunity, opportunity category, combination of ideas and information),
- investigation of information (ideas/solutions' trial),
- championing,
- application.

N. Dorner (2012) doing research about innovative work behavior in a Swiss insurance company from 350 employee at Germany, the result show that innovative self-efficacy is a strong predictor for innovative work behavior, the innovative self-efficacy beliefs determine outcome expectations, however that

outcome expectations do not contribute to the prediction of innovative work behavior. According to N. Dorner in further research from a survey of 422 employees of a Swiss Insurance Company show those employees' core self-evaluation, and their perceptions of organizational support for innovation and co-worker exchange increase innovative self-efficacy. Contrary to the assumed relationship, transformational leadership lowers innovative self-efficacy.

Based on the above description of innovative behavior, it can be synthesized that innovative behavior is individual actions that directed toward production, introduction or implementation of new inventions as well as ideas and solutions that are beneficial for the organization, which indicates efforts to:

- develop ideas,
- seek opportunity,
- seek support,
- fight for the ideas, and
- implement ideas.

Learning Organization

Learning organization according to DeCenzo and Robbins (2010) conceptually refers to values and beliefs that competitive advantages can be produce from a continuous learning process within an organization. White and Bruton (2007) propose that learning organization is the acquisition of knowledge through implementation and mastery of information, tools, and new methods. Further, George and Jones (2012) describe learning organization as a process where managers try to increase the ability of the organization members to decide to increase efficiency and efficacy of the organization.

Jerez-Gomez et al. (2005) developed five dimensions to assess a learning organization, including:

- managerial commitment,
- system perspective,
- openness and experimentation,
- knowledge transfer and integration,
- team work.

Based on the concepts put forward above, it is clear that learning organization is an organization that facilitates its employees to do a learning process in order to increase their working capacity to produce effective and efficient organization, which indicated by the existence of:

- managerial commitment,
- system perspective,
- openness and experimentation, and
- the existence of team learnings.

Knowledge Sharing

Knowledge sharing is an activity conducted by members of the organization by distributing knowledge to all members of the organization; this is in accordance with Mc Shane and Von Glinow (2011) that knowledge sharing to all members of the organization, which aims at increasing the effectiveness of the organization through innovations from the old practices. Hooff and Ridder (2004) define knowledge sharing as a process where individuals exchange knowledge, which consists of ability to communicate his or her knowledge for members of organization and as the manifestation of respect among members of the organization and the behavior of the organization is in consultation with each other about the intellectual capital. Further, according to Hitt and DeNisi (2003) that knowledge sharing activity within an organization will encourage expansion learning and can minimize the waste of resources in solving similar problems that might repeatedly happen.

Based on the above description, it can be concluded that knowledge sharing is activity showed by members of organization to share and exchange information, knowledge and spread those knowledge and information among their colleagues as efforts to increase employees and organizational performance, in which indicate:

- the existence of information and knowledge sharing among colleagues,
- conduct group discussion, share information and knowledge,
- develop network for knowledge sharing, and
- spread information through communication media.

Commitment toward Organization

There are various definitions of commitment toward an organization that has been proposed by scholars in management/organization, such as, Porter et al. as cited in Armstrong (2006), where they defined commitment as attachment and loyalty, which are the relative strength of individuals identification and their involvement in the organization. This relative strength is composed of three factors, namely:

- strong willingness to retain membership within the organization,
- strong trust and acceptance toward the values and objectives of the organization, and
- to willingness to work on efforts on behalf of the organization.

These three factors are critical characteristics of one's level of commitment toward the organization (where that person belongs), thus, one who has strong commitment toward organization will have strong willingness to retain their membership within the organization, have strong faith and acceptance toward the values and objectives of organization and is ready to do anything for the interest of organization. According to Gibson (2009), commitment toward organization is a form of loyalty and involvement, which one expressed toward his/her organization. In general, commitment is one of the affective competencies that indicate one's emotional attachment toward an organization. Markowitz (2008)

describes commitment toward the organization as one of multi construct components, which describe one, is feeling of his/her attachment toward the organization.

Based on those descriptions, commitment toward organization can be defined as psychological attachment and identified feeling that show one's level of relationship with his/her organization, which indicated by:

- willingness to retain membership of that organization,
- acceptance of the values and objective of the organization,
- readiness to work for the progress of the organization, and
- involvement in organization.

Research Methodology

The aim of the studies is to determine the model of the relationship between innovative employee behavior (Y) with learning organization (X₁), knowledge sharing (X₂), and organizational commitment (X₃). This study used correlation and regression analysis; the population target in this study involved 800 employees and 166 employees are taking as samples, using random sampling method. Data collection method was non-test instrument (questionnaire) using the *Likert* scale and correlation analysis, multiple linear regressions through SPSS for Windows software program.

The dependent variable in this study is employee's innovative behavior (Y), while the independent variables are learning organization (X₁), knowledge sharing (X₂) and commitment toward organization (X₃), which is written in the following equation:

$$Y = a + bX_1 + cX_2 + dX_3 + \epsilon \quad (1)$$

Before the instrument is used in this study, it is previously tried on 30 respondents to test the validity of the instrument by using the *r* Pearson Product Moment, whereas, the reliability of the instrument is tested using the *r* Cronbach Alpha. The validity test result for employees' innovative behavior (Y), learning organization (X₁), knowledge sharing (X₂), and organizational commitment (X₃) were 'valid' because the *r* (Pearson correlation) value was > 0,30. Further, the reliability test using the *r* Cronbach's alpha for all variables showed a reliability coefficient between 0,922 - 0,961 or high reliability.

Results Discussion

Descriptive Analysis

Descriptive analysis is consists of centralistic tendency measurement, which used mean and standard error of mean either for the dependent variable (Y), independent variables: learning organization (X₁), knowledge sharing (X₂), and organizational commitment (X₃). The data used a Likert scale of 5 = always, 4 = often, 3 =

sometimes, 2 = ever, and 1 = never. The result of the descriptive analysis of the mean for all four variables (Y, X₁, X₂ and X₃) can be described that perception of 166 respondents on employees' innovative behavior showed the average score of **3.0086** (equal to score 3= sometime) with **0.0464** mean of standard error, which means that the average employee's respondents consider themselves to be innovative "sometimes". This means that their innovative behaviors are yet to be optimum. Next, on learning organization (X₁), the average (mean) score given by respondents is **3.3155** (round up to score three = sometimes) with the standard error mean of **0.0439**. This value indicates that in average, the respondents considered that "**sometimes**" learning is conducting in the organization. In other words, learning related activities in Company is yet optimal. Further, for knowledge sharing variable (X₂), the average (mean) score given by 166 respondents on knowledge sharing indicators is **3.0461** (rounded up to score 3= sometimes) with the standard error mean of **0.0409**, this means, that the average respondents consider that "**sometimes**" knowledge sharing happen among employees of this company, or that knowledge sharing among employees of is yet optimal. Further, the average (mean) score for organizational commitment (X₃) is **3.0919** (rounded up to three = sometimes) with the standard error mean **0.0390**. This value indicates that in average, respondents consider that it is only "**sometimes**" that the employees committed toward the organization. In other words, employees' organizational commitment in Company is yet optimal.

Correlation and Multiple Regression Analysis

Correlation analysis result on the correlation among learning organization (X₁), knowledge sharing (X₂), and organizational commitment (X₃) simultaneously with employees' innovative behavior (Y) produce the multiple correlation coefficient values of R = 0.787. This shows that correlation among learning organization (X₁), knowledge sharing (X₂), and organizational commitment (X₃) simultaneously, "**positively and strongly**" with employees' innovative behavior (Y). The determinant coefficient value (R square) = 0.620. This value indicates that the contribution of all three independent variables: learning organization (X₁), knowledge sharing (X₂), organizational commitment (X₃), toward the establishment of employees' innovative behavior (Y) is 62%, while the rest 38% is determined by other factors (Table 1).

Table 1. Multiple Correlations Coefficient X1, X2, X3 and Y

R	R Square	Change Statistics				
		R Square Change	F Change	df1	df2	Significance F Change
0.787	0.620	0.620	88.018	3	162	0.000

Predictors: (constant) X₃, X₂, X₁...
 F table (α: 0.01) = 7.08; F table (α: 0.05) = 4.00

The model of multiple linear regression correlation among learning organization (X₁), knowledge sharing (X₂), and organizational commitment (X₃) with employees' innovative behavior (Y) is: $Y = -0.226 + 0.282 X_1 + 0.427 X_2 + 0.336 X_3$. The result of significance test toward the constant of the regression is a = -0.226, shows '**insignificant**'; because the significance value is > 0.05 (0.195 > 0.05), this means that the constant **does not significantly influence** in achievement of innovative behavior. The significance test for regression coefficient of X₁ is b = 0.282 shows "**significant**", because value of sig < 0.05 (0.00 < 0.05). The significance test for regression coefficient of X₂ is c = 0.0427 shows "**significant**", because value of sig < 0.05 (0.00 < 0.05). Further, for regression coefficient X₃ is d = 0.336, shows "**significant**", because sig value is < 0.05 (Table 2).

Table 2. Coefficients

Model	Un-standardized Coefficients		Standardized Coefficients	t	Significance
	B	Std. Error	Beta		
(Constant)	-0.266	0.204		-1.300	0.195
X ₁	0.282	0.067	0.267	4.178	0.000
X ₂	0.427	0.071	0.376	5.979	0.000
X ₃	0.336	0.080	0.282	4.185	0.000

This means that learning organization (X₁) variable, knowledge sharing (X₂), and organizational commitment (X₃) significantly influence the achievement of employees' innovative behavior (Y).

The significance test on multiple linear regression model $Y = -0.226 + 0.282 X_1 + 0.427 X_2 + 0.336 X_3$ with F test shows "**significant**", because F count > F table either in $\alpha = 0.05$ (88.018 > 4.00) or in $\alpha = 0.01$ (88.018 > 7.08) or it can be seen that the sig value $0.00 < 0.05$ (Table 3).

Table 3. ANOVA

Model	Sum of Squares	Df	Mean Square	F	Significance
Regression	36.598	3	12.199	88.018	0.000(a)
Residual	22.453	162	0.139		
Total	59.051	165			

Note: F table ($\alpha: 0.01$) = 7.08; F table ($\alpha: 0.05$) = 4.00

This indicates that the model $Y = -0.226 + 0.282 X_1 + 0.427 X_2 + 0.336 X_3$ **cannot be ignored** to predict 'Innovative Employees Behavior' by using the data of learning organization (X₁), knowledge sharing (X₂), and organizational commitment (X₃), if the data for these three independent variables are known.

The multiple linear regression model $Y = -0.226 + 0.282 X_1 + 0.427 X_2 + 0.336 X_3$, implies that each ten units increase/decrease in learning organization (X₁),

knowledge sharing (X₂), and organizational commitment (X₃), then it will create an increase/decrease on employees' innovative behavior by = $-0.226 + 0.282(10) + 0.427(10) + 0.336(10) = 9.45$ score in the constant of -0.226. When learning organization = 0 (X₁ = 0), knowledge sharing = 0 (X₂ = 0), and organizational commitment = 0 (X₃ = 0), then employees' innovative behavior = - 0.266 units (- 0.266 or equal to 0). Thus, that when there is no learning organization (X₁), no knowledge sharing (X₂), and there is no organizational commitment (X₃), will have an impact on employees to have no innovative behavior.

Conclusion

This study shows that there is a 'positive', 'strong', and significant correlation among learning organization, knowledge sharing, and organizational commitment simultaneously toward the innovative behavior of employees. It means learning organization, knowledge sharing, and organizational commitment simultaneously influences the achievement of employees' innovative behavior. Learning organization, knowledge sharing, and organizational commitment simultaneously contribute toward the achievement of employees' innovative behavior by 62%, while 38% is influenced by other factors. These findings imply that learning organization, knowledge sharing, organizational commitment are dominant factors to predict the level of employees' behavior. This is in line with Carmeli and Spreitzer (2006) in which they state that employees' innovative behavior in work place had become the main foundation to bring out optimum performance in an organization, and also these three factors play an important role in increasing organizational competitiveness, regardless to some downside of these factors. This means that by optimizing the activities related to learning organization, knowledge sharing, and organizational commitment will help to resolve resource limitations of that organization in this competitive era.

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GLÓWNE CZYNNIKI WPLYWAJĄCE NA INNOWACYJNE ZACHOWANIA PRACOWNIKÓW

Streszczenie: Celem badań jest określenie modelu relacji pomiędzy innowacyjnymi zachowaniami pracowników, a organizacją uczącą się i dzieleniem się wiedzą. Badanie wykazało, że organizacja ucząca się, dzielenie się wiedzą oraz zaangażowanie organizacyjne wspólnie przyczyniają się do zwiększenia innowacyjnych zachowań pracowników w 62% i 38% innych czynników, co oznacza, że organizacja ucząca się, dzielenie się wiedzą i zaangażowanie organizacyjne, jako instrumenty poprawy innowacyjnego zachowania pracownika, nie mogą być ignorowane. Metodą badań była ankieta przeprowadzona wśród 166 wybranych losowo pracowników przedsiębiorstwa Multicentral Aryaguna w Dżakarcie i przeanalizowana za pomocą opisu, korelacji i regresji.

Słowa kluczowe: zachowanie innowacyjne, organizacja ucząca się, dzielenie się wiedzą, organizacja, zaangażowanie

影响创新型员工行为的主要因素

摘要: 本研究的目的是确定创新型员工行为与学习型组织, 知识共享之间的关系模型, 学习型组织, 知识共享型和组织型承诺共同促进创新型员工行为的研究有62%和38%作为一种改善创新型员工行为和组织承诺的工具, 其平均学习型组织, 知识共享和组织承诺是不容忽视的。本研究的方法是在MulticentralAryaguna公司(雅加达)随机抽取166名员工进行调查, 并采用描述性, 相关性和回归分析。

关键词: 创新行为, 学习型组织, 知识共享, 组织