

Review Article

The Influence of Outcome Expectation and Coworker Support on Innovative Work Behavior Mediated by Creative Self Efficacy

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Abstract - The purpose of this study is to determine the influence of outcome expectation and coworker support on innovative work behavior with creative self-efficacy as the mediator. The study was conducted on PT PLN (Persero)'s main distribution unit in Bali, with a total population of 239 employees and a total sample of 153 respondents, who were selected using the simple random sampling method. The data were collected using the modified Likert scale questionnaire. The data was then analyzed using the structural equation modeling (SEM) with the partial least square approach. This research revealed two main results. First, while it is fully mediated by creative self-efficacy, outcome expectation has a positive influence on the innovative work behavior of employees. Second, with the full mediation of creative self-efficacy, coworker support has a positive influence on the innovative work behavior of employees. The research findings imply that to improve the innovative behavior of employees, firms must always try to fulfill their expectations and stimulate coworker support to improve the employees' creative self-efficacy, which also leads to an increase in their creative work behavior.

Keywords - Innovative Work Behavior, Coworker Support, Creative Self-efficacy, and Outcome Expectation.

I. INTRODUCTION

PT PLN (Persero) has its own vision and missions, which determine the direction and objectives of the firm, allowing them to conduct accurate strategic plannings. PLN then created a guideline for all their employees to contribute to helping the company achieve its vision and missions. The Champion Product (CP) program is one of the programs created to facilitate the creativity and innovation of PLN employees in order to generate new ideas and breakthroughs that can improve the business processes of the company. However, in its implementation, the participation of employees in this program is still very volatile or fluctuating. Pre-research surveys and interviews have been conducted to identify possible causes of the fluctuations. The results revealed that the lack of support from coworkers could discourage employees from exploring the problems that they have identified in the work process. Consequently, ideas to solve these problems are also hampered.

Theoretically, this phenomenon is related to innovative work behavior. If employees do not have the opportunity to explore their innovation, the implementation process will not be achieved (de Jong & den Hartog, 2007). Innovative work behavior includes finding or introducing new ideas (either self-developed or adopted from others) and implementing new ideas at work (Dorner, 2012). Jansen (2005) and de Jong & Den Hartog (2007) stated that encouraging innovation in each employee would greatly influence the extent to which the company can continue to innovate. This means that the innovative behavior of each employee would allow PLN to innovate continuously and be able to compete and survive in the industrial world.

Considering the importance of innovative work behavior to the management principles of a firm, it is important to identify the factors that influence the innovative work behavior of employees. Innovative work behavior can be influenced by the results employees expect from choosing this behavior. This is in line with the expectancy theory of motivation, which states that human behavior is determined by expectations of its results. Outcome Expectation is a proximal antecedent of behavior (Yuan & Woodman, 2010).

Another factor that influences the innovative work behavior of employees is the support of coworkers for the employees to explore and implement their innovations (Anderson & West, 1998). This support is generally from colleagues and supervisors who provide them time to further explore their innovation, provide the tools and materials (material resources), or relevant information or training (Amabile, 1996; Nisula & Kianto, 2015).

In accordance with the social cognitive theory, a person's expectations of his ability to perform a behavior can influence that person's behavior. According to Bandura, a person's expectation of his ability is termed self-efficacy. By referring to the general definition of self-efficacy, creative self-efficacy can be defined as people's belief in their own ability to produce innovative results (Gist and Mitchell, 1992). Thus, employees with high creative self-efficacy are more likely to have the confidence to



overcome difficulties and persist in their positive, innovative behavior (Cho, Cheng, & Hung, 2009).

Outcome expectation, coworker support, and creative self-efficacy may influence the innovative work behavior of employees at work. Creative self-efficacy is examined as the mediating variable because, according to Bandura et al. (1977); Bandura et al. (1980), changes in efficacy are able to mediate the observed changes in behavior. Thus, the mediation of creative self-efficacy in the influence of outcome expectation and coworker support on innovative work behavior of employees who have participated in the CP program of PLN UID (main distribution unit) in Bali is further investigated in this study.

II. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

A. Social Cognitive Theory

The social cognitive theory explains how people acquire, manage, and maintain behavioral patterns (Wood & Bandura, 1989). According to this theory, behavior changes depend on environmental, people, and behavioral factors. Social cognitive theory has several basic concepts, namely reciprocal determinism, behavioral capability, observational learning, expectations, and self-efficacy.

B. The Influence of Outcome Expectation on Innovative Work Behavior

Outcome expectation refers to the anticipated (positive or negative) consequence of adaptive behavior and intention to achieve goals (Lent et al., 2017). West & Farr (1989) stated that all actions of individuals are directed to produce, introduce and apply new ideas, and these ideas must be useful at various levels of the organization. Individuals with high outcome expectations are more likely to exhibit higher innovation behaviors (Yuan & Woodman, 2010). The positive and high expectations of employees regarding the results of their innovation will also have a positive effect on employee innovation behavior (Cingoz & Akdogan, 2011). Thus, the first hypothesis is

H1: Outcome Expectation has a positive influence on Innovative Work Behavior.

C. The Influence of Coworker Support on Innovative Work Behavior

Another factor that may improve the innovative work behavior of employees is the support from coworkers to the employees to explore and implement their innovations (Anderson & West, 1998). This support is generally from colleagues and supervisors who provide them time to further explore their innovation, provide the tools and materials (material resources), or relevant information or training (Amabile, 1996; Nisula & Kianto, 2015). Coworker support significantly motivates employees' innovative work behavior (Hunter & Cushenbery, 2011; Attiq et al., 2017). Peer support is one of the contextual factors that can positively influence employee creativity (Zhou & George, 2001). Thus, the second hypothesis is

H2: Coworker Support has a positive influence on Innovative Work Behavior.

D. The Influence of Creative Self Efficacy on Innovative Work Behavior

Individuals with a high level of self-efficacy tend to be more confident and consider adversity as a challenge. These people are also likely to set high goals and commit greater effort to overcome their challenges. They persist in accomplishing specific tasks and have a greater likelihood to help achieve the organization's innovation goals (Baer et al., 2008; Phelan & Young, 2003; Tierney & Farmer, 2002). These people overcome failure and uncertainties with their confidence and successfully perform innovation-related tasks (Seligman & Csikszentmihalyi, 2000). Thus, the hypothesis developed is

H3: Creative Self Efficacy has a positive influence on Innovative Work Behavior

E. The Influence of Outcome Expectation on Creative Self Efficacy

With a deeper understanding of success and outcome expectation, one would be able to gain broader insights into the cognitive and human behavior theory. This is in line with Lee and Bobko (1994), who stated that the improvement in outcome expectation would improve the confidence of an individual. The personality of being creative and open-minded is positively associated with innovative behavior (Hammond et al., 2011). Furthermore, outcome expectation can improve the confidence of individuals to be more creative because outcome expectation motivates and encourages them towards that belief (Mali et al., 2015). Thus, the fourth hypothesis in this study is

H4: Outcome Expectation has a significant influence on Creative Self Efficacy

F. The Influence of Coworker Support on Creative Self Efficacy

The support of coworkers can improve employees' creativity as it helps improve their creative self-efficacy. Carmeli & Schaubroeck (2007) argued that people who have high confidence in their ability view difficult tasks as a challenge that must be accomplished rather than a threat that must be avoided. The support of coworkers helps maintain employees' confidence to be creative (Tierney & Farmer, 2002; Baer et al., 2008). Thus, the hypothesis in this study is

H5: Coworker Support has a positive influence on Creative Self Efficacy

G. The Influence of Outcome Expectation on Innovative Work Behavior Mediated by Creative Self Efficacy

Creative Self Efficacy is the faith of individuals in their own ability to produce something creative (Gong et al., 2009). Creative Self-efficacy, both the confidence in creativity and work competence, also influences individuals to be more involved in innovation activities (Anderson et al., 2004). Lee (1999) showed that outcome expectation will form a certain level of efficacy in a person

and eventually determine the behavior of that person. In this study, outcome expectation is viewed to be able to improve the innovative work behavior of employees because their outcome expectation is able to enhance their creative self-efficacy (Bandura et al., 1977).

H6: Outcome Expectation has a positive influence on Innovative Work Behavior of Employees when it is mediated by Creative Self Efficacy.

H. The Influence of Coworker Support on Innovative Work Behavior Mediated by Creative Self Efficacy.

Individuals need the strength and encouragement to persist in facing creative work challenges (Amabile, 1996). Coworker support can increase employees' creativity by firstly improving their creative self-efficacy. Carmeli & Schaubroeck (2007) explained that people who have high confidence in their ability view difficult tasks as a challenge that must be accomplished rather than a threat that must be avoided. In this condition, the effect of coworker support on employee creativity will be enhanced. The effect of coworker support on the innovation of employees will decrease if the creative self-efficacy of employees is low (Jansen, 2005).

H7: Coworker Support has a positive influence on the Innovative Work Behavior of Employees when it is mediated by Creative Self Efficacy.

The conceptual framework of this research can be seen in Figure 1.

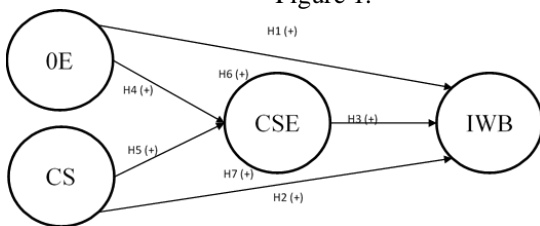


Fig. 1 Research Conceptual Framework

III. RESEARCH METHODOLOGY

This research is categorized as an associative quantitative study and was conducted on PT PLN (Persero)'s Main Distribution Unit in Bali. There were 239 employees as the population of this study, and 153 employees were selected as the sample by using the simple random sampling method. The data were collected using the modified Likert scale questionnaire. The data was then analyzed using the Structural Equation Modeling (SEM) analysis technique with the Partial Least Square (PLS) approach. The validity and reliability of these questions have also been verified. The analysis tool utilized is the SmartPLS 3.0.

The Coworker Support construct in this study adapted and modified the indicators used in research by Hammer et al. (2004). For Creative Self Efficacy, the indicators were based on the research by Tierney & Farmer (2002), while Innovative Work Behavior was based on the research by De Jong & Hartog (2007), and Outcome Expectation was based on the research conducted by Schunk and Pintrich (1996).

IV. DATA ANALYSIS

A. Characteristics of Respondents

The characteristics of respondents in this study were divided into several categories, namely age (generation), grade, gender, level of position, and unit placement (unit / main office). The age is grouped based on the generation of the respondents. Martin & Tulgan (2002) explained that the millennial generation is those who were born in 1978 - 2000 (<42 years) and X generation in 1965 - 1977 (> 43 years).

Table 1. Demography of Respondents

No.	Demographic Data		Total (people)	Percentage
1.	Age	Millennial Generation	136	88,9
		X Generation	17	11,1
	Jumlah		153	100
2.	Grade	Basic	33	21,6
		Specific System	96	62,7
	Jumlah		153	100
3.	Gender	Male	132	86,3
		Female	21	13,7
	Total		153	100
4.	Level of Position	Functional	66	56,9
		Structural	87	43,1
	Total		153	100
5.	Unit Placement	Main Office	37	24,2
		Service Unit	47	30,7
	Customer Service Unit	69	45,1	
Total			153	100

Source: Primary Data, 2020

B. Instrument test results

All the variable instruments in this study have a correlation coefficient greater than 0.30. In other words, all the variables in this study have a Cronbach's Alpha value (α) of greater than 0.70. This means that all the research instruments are reliable.

C. Measurement model

a) Convergent validity

All the indicators have an outer loading value of greater than 0.7. This means that the research model has fulfilled the convergence validity requirement.

Table 2. Convergent Validity

Variabel	Indicator	Convergent Validity	Remarks
Creative Self Efficacy	M1.1	0.784	valid
	M1.2	0.856	valid
	M1.3	0.783	valid
	M1.4	0.736	valid
Outcome Expectation	X1.1	0.828	valid
	X1.3	0.794	valid
	X1.4	0.748	valid
	X2.1	0.829	valid
Coworker Support	X2.2	0.887	valid
	X2.3	0.912	valid
	X2.4	0.845	valid
	X2.5	0.911	valid
Innovative Work Behavior	Y1.1	0.816	valid
	Y1.2	0.853	valid
	Y1.3	0.819	valid
	Y1.4	0.856	valid

Source: Primary Data, 2020

b) Discriminant Validity

Table 3. shows that all the construct variables have a good level of discriminant validity, as all the average variance extracted (AVE) value is greater than 0.50.

Table 3. Average Variance Extracted (AVE)

	AVE	Remarks
Coworker Support	0.770	Valid
Creative Self Efficacy	0.625	Valid
Innovative Work Behavior	0.699	Valid
Outcome Expectation	0.626	Valid

Source: Primary Data, 2020

c) Composite reliability

Table 4. shows that both the composite reliability values and the Cronbach’s alpha values of all the constructs are greater than 0.7.

Table 4. Composite Reliability

	Cronbach's Alpha	Composite Reliability	Remarks
Coworker Support	0.925	0.943	Reliable
Creative Self Efficacy	0.799	0.869	Reliable
Innovative Work Behavior	0.857	0.903	Reliable
Outcome Expectation	0.708	0.833	Reliable

Source: Primary Data, 2020

d) R-Square Value

The research model is deemed to be good if the R-Square value is greater than 0.67. Based on the table below, the R square value is categorized as moderate.

Table 5. R-Square

Variable	R Square	Category
Creative Self Efficacy	0.394	Moderate
Innovative Work Behavior	0.558	Moderate

Source: Primary Data, 2020

e) Q-Square (Q2) Value

In the partial least square model, the Q2 value is used to evaluate the predictive validity or the relevance of the latent predictor variable block to the latent criterion variable. The predictive validity value is deemed acceptable if the Q2 value is above zero. The structural model can be examined by calculating the Q2 with the formula as follows

$$\begin{aligned}
 Q2 &= 1 - [(1 - R1)(1 - R2)] \\
 &= 1 - [(1 - 0,394)(1 - 0,558)] \\
 &= 1 - [(0,606)(0,442)] \\
 &= 1 - [0,268] \\
 &= 0.732
 \end{aligned}$$

The Q2 obtained was 0.732, which means that the Q2 value is greater than zero. This shows that the structural model of the research explains 73.2 percent of the phenomena between IWB with OE and CS. Meanwhile, the remaining 26.8 percent is explained by other factors not included in the research model.

D. Examination of the direct, indirect, and total influence between variables

In performing the hypothesis test, for the hypothesis to be accepted, the p-value must have an alpha of lower than 5% (< 0.05). The calculation of the significance value is as follows:

a) Direct Influence

Table 6. Direct Influence

	Hypotheses	P Values	Remarks
H1	Outcome Expectation has a positive influence on Innovative Work Behavior	0.061	Rejected
H2	Coworker Support has a positive influence on Innovative Work Behavior	0.120	Rejected
H3	Creative Self Efficacy has a positive influence on Innovative Work Behavior	0.000	Accepted
H4	Outcome Expectation has a positive influence on Creative Self efficacy	0.001	Accepted
H5	Coworker Support has a positive influence on Creative Self efficacy	0.000	Accepted

Source: Primary Data, 2020

b) The Mediating Variable Test

Table 7. The Mediation Effect

	Hipotesis	P Values	Remarks
H6	Outcome Expectation has a positive and significant influence on Innovative Work Behavior when it is mediated by Creative Self Efficacy	0.000	Accepted
H7	Coworker Support has a positive and significant influence on Innovative Work Behavior when it is mediated by Creative Self Efficacy.	0.001	Accepted

Source: Primary Data, 2020

From the table above, the path coefficient value of outcome expectation on innovative work behavior through creative self-efficacy is 0,000, while the path coefficient value of coworker support on innovative work behavior through creative self-efficacy is 0.001. This means H6 and H7 are accepted. Creative self-efficacy is a full mediator in both hypotheses because the outcome expectation and coworker support were found to not influence innovative work behavior.

V. RESEARCH FINDINGS AND DISCUSSIONS

A. Outcome Expectation does not have a positive influence on Innovative Work Behavior

Based on the analysis results, outcome expectation was found to have no significant influence on the innovative work behavior of employees. This shows that the presence or absence of outcome expectation can not affect innovative work behavior. This finding refutes the expectancy theory of motivation, which states that human behavior is determined by their expectation of the results (Vroom, 1964).

The millennial generation has certain expectations in achieving their target (target-oriented). The expectation of the millennial generation is not only limited to their career and rewards but also related to their family life, personal life, and the balance between life and work (Ng & Emma, 2016). Millennials prefer flexible work, which also provides holidays and benefits that suit their needs, unlike the people from the previous generation who consider the job as what is most important (HRMID, 2016). The items used to examine outcome expectation are mostly related to career and reward, so this explains why outcome expectation does not directly contribute to predicting innovative work behavior.

Another possible explanation for this finding is that individuals with high creative self-efficacy may engage in innovative work behavior regardless of the results or consequences. Employees with high self-efficacy in an environment that does not appreciate their effort will tend to leave the environment and exert their effort elsewhere (Bandura 1978). Thus, another strong reason why outcome expectation did not directly contribute to predicting innovative work behavior was that people with strong self-efficacy tend to show innovative work behavior regardless of their outcome expectation.

B. Coworker Support does not have a positive influence on Innovative Work Behavior

Coworker Support does not affect the innovative work behavior of employees. This shows that the presence or absence of support from coworkers does not influence an employee's innovative behavior. This result is not in line with several related studies. According to the findings of Melhem et al. (2018), coworker support significantly influences the innovative work behavior of employees. In other words, when employees explore new ideas and receive support from their coworkers, the employees will be more motivated to be involved in the process of innovation (Prieto & Perez-Santana, 2014).

There are also several researchers who revealed findings that are in agreement with the results of this study. Among others, Zhou & George (2001) and Binnewies & Gromer (2012) revealed that coworker support does not have a significant influence on the innovative work behavior of employees. The millennial generation was born when advanced technology had already been developed and used in almost every aspect of life, especially in terms of communication and information (Moreno, 2017). Millennials have confidence in their potential and are optimistic that they can achieve their targets in life (Mostralia, 2013). Therefore the support of colleagues for millennials does not influence their innovative behavior.

C. Creative Self Efficacy has a positive influence on Innovative Work Behavior

Creative self-efficacy has a positive influence on the innovative work behavior of employees. This shows that the increase in creative self-efficacy can improve the innovative work behavior of employees. This is in line with Abdullah et al. (2019), who found that creative self-efficacy was a significant predictor of innovative work behavior. This is also consistent with Supriatna's (2019) research which stated that creative self-efficacy is able to predict the innovative work behavior of employees by 62.1 percent. Thus, creative self-efficacy has a strong influence on innovative work behavior. Relating to Bandura's theory (1986, 1977) of personality, creative self-efficacy is also deemed as able to influence the innovative work behavior of employees.

D. Outcome Expectation has a positive influence on Creative Self Efficacy

Outcome expectation has a positive influence on the creative self-efficacy of employees. This shows that the higher the outcome expectations, the greater the employees' creative self-efficacy. This is in line with Lee & Bobko's (1994) findings which revealed that the improvement in outcome expectation increases the person's confidence. Outcome expectation can improve the confidence of individuals as this expectation motivates and encourages their belief (Malik et al., 2015). The outcome expectation of employees is an important aspect to understand how confident they are in their creativity (Williams, 2010).

E. Coworker Support has a positive influence on Creative Self-efficacy

Coworker Support has a positive influence on the creative self-efficacy of employees. This shows that the support of coworkers can influence employees' confidence to be creative. This result is in line with several research results. Zhou & George (2001) stated that the support received from coworkers could increase the confidence of employees in facing their challenges and being innovative. When the employees in a firm are willing to share their expertise or experience in completing their tasks, this will increase the confidence of other employees to solve their challenges and be more creative (Madjar, 2005). In addition, when employees have strong bonds with their coworkers, the employees can learn from each other to maximize their personal growth and development (De Rue & Morgeson, 2007). This is very important to strengthen the confidence of employees to be more creative and innovative (Park, 2002).

F. Outcome Expectation has a positive influence on Innovative Work Behavior mediated by Creative Self Efficacy

Outcome expectation is shown to have a positive influence on the innovative work behavior of employees with creative self-efficacy as the mediator. Creative self-efficacy is the confidence of individuals in their ability to be creative (Gong et al., 2009). Self-efficacy, both in terms of work competence and creativity, encourages individuals to be more involved in innovation (Anderso et al., 2004). The creative self-efficacy variable is able to partially mediate the influence of outcome expectation in improving the innovative work behavior of employees. This partial mediation is because even without the creative self-efficacy variable, outcome expectation is independently able to improve the innovative work behavior of employees.

This shows that outcome expectation increases the creative self-efficacy of employees, which eventually encourages employees to be more innovative. According to Malik et al. (2015), outcome expectation is the motivation that encourages employees to be more confident about their creativity, and with the growth of creative self-efficacy, employees will be more confident

with their knowledge and skills to generate and implement their ideas at their workplace, thus stimulating their innovative work behavior (Jiang & Gu, 2017).

G. Coworker Support has a positive influence on Innovative Work Behavior mediated by Creative Self Efficacy

It was shown that coworker support has a positive influence on the innovative work behavior of employees with creative self-efficacy as the mediator. Employees who have a greater level of creative self-efficacy are more likely to show innovative behaviors, which is because they have more confidence in the knowledge and skills they possess to generate ideas and implement those ideas at their workplace.

Creative self-efficacy is able to mediate the influence of coworker support in improving the innovative work behavior of employees. When the employees who receive support from their colleagues become more confident in themselves, there will be a greater likelihood of the employee showing innovative behaviors at work (Zhou & George, 2001). Creative self-efficacy will guide individuals in doing their job (Gist & Mitchell, 1992). Consistent with the result in this study, Madjar (2005) expressed that when employees are willing to share their expertise or experience in completing work tasks, this will increase the confidence of other employees to solve work challenges and be more creative.

VI. IMPLICATIONS, LIMITATIONS, AND FURTHER RESEARCH

A. Implications

The result of this study is expected to provide empirical evidence to be referred to in future studies. At the same time, this study is expected to enrich the literature of human resource management related to outcome expectation, coworker support, innovative work behavior, and creative self-efficacy. The practical implication of this research is that the firm is expected to encourage employees and boost their confidence in their creativity by appreciating their contribution to the company. This is inferred from the positive influence shown by the creative self-efficacy of employees in improving their innovative behavior. In order to improve the creative self-efficacy of employees, the firm can facilitate the employees to stimulate their innovative behavior, which can be done through clarifying performance appraisal, career advancement, and obtainable rewards.

B. Limitations and further research

The limitation of this research is that the scope of the research is only limited to PLN UID in Bali. Thus the research results may be different if the research was conducted not within the scope of this study. This study only examined outcome expectation, coworker support, and innovative work behavior with creative self-efficacy as the mediator. Therefore was unable to examine factors beyond these variables. Other researchers can then

examine other variables to determine the significance of their effects on innovative work behavior. This study used a cross-sectional design, which means that it was conducted at a specific period of time, but this study observed that the conditions might change dynamically over time. Thus, it is important to re-examine our reconduct of this study in the future to gain greater insights regarding the relationship between the variables.

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