

Analysis of the Mediation Effect of Organizational Creative Climate on the Relationship of Self-Efficacy to Innovative Work Behavior

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ABSTRACT

Innovation is considered a risky endeavor that requires time and has the potential for failure. Most business actors just starting their businesses experience the stigma of fear of failure, which can hinder innovation. In the context of MSMEs in the Lake Toba tourist area, the relationship between organizational creative climate (OCC), Self-Efficacy, and innovative work behavior can be very relevant. This research aims to analyze the mediating effect of organizational creative climate on the influence of self-efficacy on innovative work behavior. The results of this study confirm that self-efficacy has a significant effect on organizational creative climate. Organizational creative climate has a significant influence on innovative work behavior. The results further confirm that organizational creative climate can mediate the relationship between self-efficacy and innovative work behavior. The practical implications of this research can be the basis for advocacy to the government and related parties to provide further support to MSMEs in the region. This can involve policies that support the formation of an organizational creative climate and increase Self-Efficacy among MSME players.

Keywords:

Self-Efficacy,
Organizational Creative
Climate,
Innovative
Work
Behavior

INTRODUCTION

Judging from an organization's competitiveness, everything depends on the human resources skills, competencies, and abilities (Suryani et al., 2021). Human resources are the most important asset, and their role is as implementers of policies and operational activities to achieve company goals (Irwansyah et al., 2021), both in terms of profits and to maintain the survival of the company itself (Simatupang et al., 2022). The success or failure of a company in maintaining its existence starts from the people themselves or, in other words, from human resources who can maintain the company to increase effectiveness and efficiency to the maximum (Silalahi et al., 2020). For this reason, companies need to demand innovative work behavior from human resources (HR) and be competitive (Purba et al., 2022).

A company without innovative work behavior will have an impact on the organization or company, if the company lacks development, then the company's performance will always be in the spotlight in the eyes of the public, as well as giving rise to criticism and apathy for the company itself (Messmann et al., 2022). Therefore, innovative work behavior in companies that want to progress and develop must be fortified from within the company first, in other words, when the company's internal is strong and sturdy, it will produce organizational products that are ready and solid (Leong & Rasli, 2014). So that when facing an external problem, the company can handle it well and optimally (Sokmen & Mete, 2021). Innovative behavior at work often arises when an employee faces challenges in his work and receives broad authority in carrying out his duties and responsibilities (Nguyen et al.,

2019). Organizations must also realize that a climate that supports individual activities can encourage innovation (Gashema & Mokua, 2019). The final output if employees behave innovatively will, of course, benefit the organization, such as being fast and responsive in serving customers, making positive changes in overcoming problems, having new ideas and new methods of working, all of which lead to increased organizational performance (Hsu et al., 2011).

Individuals with high levels of self-efficacy tend to be more proactive in seeking creative solutions (Wilson et al., 2009). They do not wait for orders to act; instead, they are more likely to take the initiative to explore new ideas and create innovative solutions (Blazar & Kraft, 2017). Individuals with self-efficacy will have confidence in achieving success; they will organize their efforts and survive when facing difficulties and stressful situations in achieving their goals (Consiglio et al., 2016). Thus, self-efficacy motivates employees to be enthusiastic about achieving goals (Cherian & Jacob, 2013). Only by having high self-efficacy will employees dare to take risks to behave innovatively (Chaudhary et al., 2013). Self-efficacy creates a frame of mind in which individuals view challenges as opportunities for growth and development. In the context of an organizational creative climate, this can encourage people to create creative solutions to overcome obstacles and increase creativity (Sarinah et al., 2018). Individuals with a high level of self-efficacy are more likely to resist criticism and rejection (Teng et al., 2020). This means they may be more ready to try new ideas without fear of possible negative criticism, which can support the formation of an organizational creative climate (Hsiao et al., 2011a). The (Turay et al., 2019) and (Na-Nan & Sanamthong, 2020), studies prove that there is an influence of someone who has high self-efficacy on organizational creative climate. Individuals with a high level of self-efficacy are more likely to resist criticism and rejection.

One factor that is also thought to influence innovative work behavior is organizational creative climate. Organizational creative climate refers to the conditions and culture within an organization that support and stimulate creativity and innovation (Rosintansafinas et al., 2019). A creative organizational environment creates an atmosphere where new ideas can emerge, be appreciated, and implemented. Creativity requires time and resources. If the organizational creative climate provides sufficient support in this regard, employees have the opportunity to reflect, experiment, and develop their innovative ideas (Hardanti & Novanda, 2022). Environments that support creativity tend to be more open to change (Romy et al., 2022). Employees in an organizational creative climate who are open to change are more likely to adapt and integrate innovative ideas into their work routines (R. et al., 2019). Furthermore, an organizational creative climate that supports collaboration and pays attention to team diversity promotes the adoption of various views, experiences, and approaches. This creates ideal conditions for generating innovative solutions. The (Moussa, 2014) and (Rosintansafinas et al., 2019), studies prove a significant influence between organizational creative climate and innovative work behavior. This creates ideal conditions for generating innovative solutions (Silalahi et al., 2021).

Research on innovative work behavior refers to employees' ability to generate and implement creative ideas and solutions to problems. It is very important for MSMEs, especially those in the Lake Toba tourist area, to provide the best service through innovative work behavior. Employees who are empowered and feel

leadership support for proposed new ideas and solutions to the problems they face will have the motivation to innovate in their work. This aligns with research by (Afsar & Masood, 2018) and (Hsiao et al., 2011b), which suggests that self-efficacy significantly positively affects organizational creative climate and innovative work behavior. The urgency of this research is to investigate and reconfirm research instruments previously developed following the empirical research model study. Furthermore, this research aims to develop a critical study to enrich the perspective of MSME business actors in the Lake Toba tourist area to develop innovative work behavior strategies. Following the background of the problem explained and several phenomena that occur in the field, the main aim of the research is to analyze the influence of self-efficacy on innovative work behavior with organizational creative climate as a mediating variable.

METHOD

This research uses a literature and field research design with a causal associative approach to see the relationship between several uncertain variables. The research was conducted from June 2023 to August 2023. The population in this study came 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 sample size 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 research uses 17 indicators from 4 existing variable dimensions, so the number of research samples obtained is $17 \times 10 = 170$ samples of MSME actors. This research uses data collection techniques in the form of observation, namely collecting data by observing directly in the field, and structured interviews, namely collecting data 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). The data analysis test tool uses Smartpls 3.0 statistical software. The analysis stage consists of testing 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 criteria that the R² value is 0.5-0.6, which means good, 0-0.33, which means moderate, 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

a. Outer Model Measurement

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)	0.888	0.701	0.921	0.892
	Generality (SE2)	0.805			
	Strength (SE3)	0.897			
	Self-motivation (SE4)	0.796			

	Willingness to learn (SE5)	0.793			
Organizational Creative Climate			0.759	0.926	0.893
	Sufficient resources (OCC1)	0.880			
	Superior supports (OCC2)	0.943			
	Organizational encouragement(OCC3)	0.793			
	Autonomous work (OCC4)	0.861			
Innovative Work Behavior			0.733	0.917	0.878
	Idea generation (IWB1)	0.800			
	Idea promotion (IWB2)	0.831			
	Idea Championing (IWB3)	0.903			
	Idea realization (IWB4)	0.889			
R-Square					
	<i>R-square</i>		<i>R-square Adjusted</i>		
Organizational Creative Climate	0.116		0.181		
Innovative Work Behavior	0.185		0.110		

Source: Data Processing Results (2023)

In the validity test presented in Table 2 above, the value of each loading factor and AVE on the indicators of self-efficacy, 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, it is known that self-efficacy, 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, looking at the R-square value of the endogenous variable, the value obtained is 0.116 for organizational creative climate, This shows that overall, the ability of exogenous variables to explain organizational creative climate is weak. Then we also obtained the R-square value of the next endogenous variable, namely innovative work behavior, of 0.185, which means that overall, the ability of the exogenous variables to explain innovative work behavior is weak (Ghozali, 2014).

b. Hypothesis Test

Furthermore, to prove the hypothesis testing, a significance test was carried out to determine the relationship between the exogenous variables and the endogenous variable. The significance criterion was seen from the p-value. With a significance level of 5%, if the p-value between the exogenous variables and the endogenous variable is less than 0.05, the exogenous variables significantly affect the endogenous variable. In contrast, if the value is higher than 0.05, the exogenous variables do not significantly build the endogenous variable. The results of the hypothesis test are presented in Table 2 below:

Table 2: Hypothesis Results

Hypothesis	Coefficients	t-Statistics	P-Value	Results
Self-Efficacy→Organizational Creative Climate (H1)	0.340	5,089	0,000	Accepted
Organizational Creative Climate→Innovative Work Behavior (H2)	0.431	9,309	0,000	Accepted

Source: Data Processing Results (2023)

Based on testing the first hypothesis (H1), results were obtained that led to positive and significant results between self-efficacy and an organizational creative climate. These results prove that individuals with high self-efficacy may be more likely to engage in change initiatives. They see themselves as agents of change who can positively contribute to the work environment. This involvement can shape and strengthen an organizational creative climate. Self-efficacy can provide a strong psychological foundation for resilience to failure. Individuals confident in their abilities tend to view failure as an opportunity to learn rather than an obstacle. This attitude supports the innovation process and the formation of an organizational creative climate where failure is considered part of creative experimentation. Those with high self-efficacy feel comfortable expressing their ideas without fear of criticism or judgment. They believe that their ideas have value, which can create an organizational creative climate where people feel free to share and develop creative ideas.

Based on testing the second hypothesis (H2), results were obtained that led to positive and significant results between organizational creative climate and innovative work behavior. Organizational creative climate creates an atmosphere where creative ideas can emerge and develop. An environment that supports creativity stimulates imagination and thinking beyond conventional boundaries, contributing to the emergence of innovative ideas. An environment that supports creativity often encourages collaboration and values diversity in ideas and approaches. Interaction between individuals with different backgrounds and perspectives can create unique combinations of ideas and support innovative work behavior. In an organizational creative climate, employees feel free to express their ideas without fear of being ridiculed or judged. This freedom of expression creates an environment where new ideas can be integrated into work processes. In an organizational creative climate, employees feel free to express their ideas without fear of being ridiculed or judged. This freedom of expression creates an environment where new ideas can be integrated into work processes.

Next, to determine the mediating effect of organizational creative climate on the relationship between self-efficacy and innovative work behavior, a mediation test was carried out using an indirect effect approach, with an explanation of the results as follows:

Table 3: Mediation Test Results Based on Indirect Effect

Hypothesis	Coefficients	t-Statistics	P-Value	Results
Self-Efficacy→Organizational Creative Climate→Innovative Work Behavior (H3)	0.146	3,393	0.001	Accepted

Source: Data Processing Results (2022)

Based on the results of processed mediation test data based on indirect effects, a conclusion can be drawn that the organizational creative climate variable can mediate the relationship between self-efficacy and innovative work behavior, as proven by the p-value of 0.001, below 0.05. These results prove that individuals with high levels of self-efficacy tend to have better communication skills. They can effectively convey their creative ideas to colleagues and leaders, helping to strengthen a communicative culture that supports an organizational creative climate. Self-efficacy creates a frame of mind in which individuals view challenges as opportunities for growth and development. Organizational creative climate stimulates new ideas through collaboration, exchanging ideas, and exploring new concepts.

Employees in this environment are more likely to be exposed to fresh ideas and perspectives that can spark innovation (Lie et al., 2019). In an organizational creative climate, this can encourage people to create creative solutions to overcome obstacles and increase creativity. When an organizational creative climate includes a reward or recognition system for innovation, employees feel appreciated for their creative contributions (Lie et al., 2021). This can be an additional incentive to participate in innovative work behavior. With a high organizational creative climate, this will be a strong mediator of the relationship between self-efficacy and innovative work behavior. Employees in this environment are more likely to be exposed to fresh ideas and perspectives that can fuel innovation. In the context of organizational creative climate, this can encourage people to create creative solutions to overcome obstacles and increase creativity. When an organizational creative climate includes a reward or recognition system for innovation, employees feel appreciated for their creative contributions. This can be an additional incentive to participate in innovative work behavior. With a high organizational creative climate, this will be a strong mediator of the relationship between self-efficacy and innovative work behavior. Employees in this environment are more likely to be exposed to fresh ideas and perspectives that can spark innovation. In the context of organizational creative climate, this can encourage people to create creative solutions to overcome obstacles and increase creativity (Halim et al., 2021). When an organizational creative climate includes a reward or recognition system for innovation, employees feel appreciated for their creative contributions (Julyanthry et al., 2021).

CONCLUSION

The results of this study conclude that self-efficacy has a positive and significant effect on organizational creative climate. Self-efficacy is related to a person's ability to solve problems. People confident in their abilities tend to look for creative and innovative solutions to their problems, which can enrich the organizational creative climate with new ideas. Individuals with high levels of self-efficacy tend to have initiative and strong internal motivation. They feel confident that their contribution can make a difference. This initiative and motivation can create the drive to propose and support creative ideas, which, in turn, influence organizational creative climate. With high self-efficacy, individuals feel encouraged to contribute actively to a creative work environment. They see themselves as an integral part of the innovative process and feel capable of making a difference in creating a climate that supports creativity in the organization. The results of the next study concluded that organizational creative climate significantly affects innovative work behavior. Organizations with a creative organizational climate usually recognize and reward creative contributions. These rewards may include praise, promotions, or other incentives, which provide additional incentives for employees to engage in innovative work behavior. Creativity requires time and resources. In this case, an organizational creative climate that provides sufficient support creates space for employees to focus on creative thinking and developing innovative ideas. OCC creates a strong foundation for employees to engage in innovative work behavior by creating an environment that supports creativity and provides positive stimuli for innovation. This creates a positive cycle where creativity and innovation reinforce each other.

For further research regarding innovative work behavior, we can develop and explore matters related to variables related to innovative work behavior.

Furthermore, the sample size used in the research is still small and cannot provide generalizations, future research should add a larger sample 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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