The Impact of Thriving at Work and Creative Self-Efficacy Toward Innovative Work Behavior in Start-Up

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Abstract. This paper aims to examine the direct impact of employee's thriving at work and creative self-efficacy toward individual innovative work behavior in the context of start-up industries in Indonesia. Businesses should adapt to environmental change and crisis yet to maintain their competitive advantages. The data were taken using purposive sampling technique and analyzed by regression of SPSS application to present the validation of those variables' relation. The results are expected to provide the practical and theoretical implications to the management field, especially three variables that are inspected in this study.

Keywords: Thriving at Work, Creative Self-Efficacy, Innovative Work Behavior

1 Introduction

Business environment has been changing rapidly, and now the worlds are also becoming more Volatile, Uncertain, Complex, Ambigious (acronym: VUCA) then it has been forcing all sectors to adapt and respond to the changes it brings. Companies should maintain their effort of employee's innovative behavior as the outcome of this challenging environment. This behavior is one of the main ways to create company's innovation in managing their sustainability in dynamic situation. [1] defined innovative work behavior as the source of company's innovation, as the initiation and application of new and useful ideas in the role of individual's job, group, or organization [2]. The innovation itself also a company's important element to maintain the compatibility with the force from environmental change and competitor's strategy. [3] also argued that organization's innovation depends on employee's innovative behavior, to innovate the process, method, and the company's operations. There are many factors that could be the booster of this behavior such as job autonomy [4]; human resource flexibility, individual flexibility, psychological capital [5] et cetera. Nevertheless, this study would investigate the impact of employee's thriving at work as the antecedent of the creative work behaviors.

Started from Tsui and Ashford's theory of self-adaptation [6], this study propose that employees' thriving at work becomes crucial as a factor to maintain employees' innovative behavior in facing this situation. [7] defined this theory as a process where the individuals are guided by occasional goal-oriented activities, and changes in circumstances. Thus, the

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availability of development and rapid change of business world require the adaptive capability that leads the individuals to positive outcome. [8] firstly defined this variable as a psychological condition where individuals experience a sense of vitality and a sense of learning in the working place.

Thriving is a desired subjective experience which will shaped individuals capable in determining what they will do and how they will do—hence it helps them in expanding themselves into a positive direction. Employees who experience thriving avail the organization through applicable and positive outcome for all stakeholders [9]. According to previous study, positive outcome of thriving at work can be in the form of innovative work behavior, commitment, and et cetera [9]. Study related to thriving at work's impact toward innovative work behavior was first introduced by [10] on employees in various industries in Israel. The study result presented that thriving at work influence positively toward innovative work behavior especially to men respondents, where the result might be affected by the cultural context of the region.

Apart from that, study by [11] on repair generalist employees (electrician, mechanic, and heavy-machine operator) about the impacts of thriving toward innovative work experience showed the theoretical implications that employees capable to control themselves in workplace by adjusting their psychological conditions in order to develop (thriving) which will influence their innovative behavior. Thus, thriving at work has positive role toward employees' innovative work behavior in a company. Given the importance of innovative work behavior for companies, it is also important to examine other factors which will increase the behavior. Study of [11] had examined the important factors of individuals and innovation-related contextual which is thriving at work, however the study recommendation mentioned that there are still some individual antecedents or contextual such as creative self-efficacy [12].

[13] defined creative self-efficacy as a belief where individuals have capabilities to create creative outcome. It means self-efficacy is an internal factor of individuals, therefore they believe that they capable to create a creative thing. [14] also argued that innovative employees are the ones who use their creativity to design strategic solutions of existing problems, which enhance the whole organizational innovation. Unlike previous study, this study will be done in a context of Indonesia as a country, and focus on one industry, that is start-up, where the more local the context, the stronger the impact of the context toward individual behavior [8]. Start-up companies are emerging businesses who intend to develop business model in order to fulfill the society needs by creating virtuous cycle which comes from continuous development through innovative solution [15].

This industry perfectly fits in developing the economics since its focuses are to lessen the poverty and create continuous prosperity through innovative solutions that can overcome broad industrial issues [16]. Thus, start-up companies have role in a country, therefore its sustainability are also expected in this VUCA situation. Based on the introduction mentioned above, this study will examine the impact of thriving at work and creative self-efficacy toward employees' creative work behavior at start-up industries in Indonesia.

2 Literature Review

2.1 Innovative Work Behavior

In previous study, the innovation focuses on the level where individuals tend to creativity or creating advices, instead of the implementation [17]. However, both creativity and implementation are innovation components [32]. Moreover, [17] defined innovative work behavior as a desired introduction; and an implementation of idea, process, product, or procedure in a role, group, or organization, or new adopted thing; and done in a relevant unit to obtain significant benefits for individual, group, organization, or citizen [18]. Innovative behavior starts from problem introduction and its solution, and idea implementation, which can be new, or adopted [19]. It means, problem introduction and idea implementation do not have to be new, but also could be an adopted ideas or solutions which never been done in the organization that does the innovation.

[20] stated that innovative work behavior as a volunteered development indication, and new and useful ideas introduction in a working area, and the structure consists of complex behavior, which are four series of behavioral activities that are problem introduction, idea composition, idea promotion, and idea realization [17]. Dimension or innovation domain according to [17] is creativity-oriented behavior, implementation-oriented behavior, creative work behavior toward the use of computer technology, and innovative work behavior toward the use of financial resources. Thus, it can be concluded that innovative work behavior is an important structure that can affect organizational innovation which defined as a behavior that creates and implements useful ideas for the organization.

2.2 Thriving at Work

[8] in a socially embedded model, explained that thriving as an organizational structure that significantly related to employees' feeling toward development and circumstances while working [21]. In that model, it is explained that thriving is an important domain because thriving offers new insight from the adaptation theory of [6]. Self-adaptation is a process where individuals direct the goal orientation and activities all the time and through environmental changes [7]. The model assigned individuals as rational and isolated entities which focus on the goal setting, self-observation, self-esteem, self-punishment as ways to control their own behavior (Porath and Bateman). [8] explained that insights provide the idea where individuals also control themselves based on what they are feeling.

[8] defined thriving at work as a desired and positive psychological condition where employees experience the feeling of vitality and learning. Employees, who are experiencing thriving, feel that new experiences and their behaviors in working place intrinsically motivate and support their self-development and self-growth. Two dimensions of thriving at work [15] are vitality and learning. Vitality dimension meant as a positive feeling due to energy availability and feeling alive, meanwhile learning has meaning that learning can involve employees to feel that they are obtaining, and they are applying their meaningful knowledge and skills. The primary assumption of thriving at work is the high levels of two dimensions are needed by employees to thrive. Thus, it can be concluded that thriving at work is a positive psychological condition that can help employees feel enthusiastic in working and help them to learn and applying their learning

2.3 Creative Self-Efficacy

Creative self-efficacy is a development of self-efficacy concept of Bandura's social cognitive theory 1997 [46]. Unlike the general self-esteem and belief concepts, self-efficacy is an assessment of self-capacity in a narrower area. Creative self-efficacy concept is also different from self-efficacy which reflects the whole beliefs on an individual capacity in the whole domain. Creative self-efficacy concept firstly introduced by the study of [13] who defined this variable as a beliefs that an individual has capability to create creative outcome. Moreover, [13] also explained that self-efficacy is a key of self-attribute in the workplace, and understanding how to build creative self-efficacy is an important phase in an organization while attempting innovation. Based on definition above, it can be concluded that creative self-efficacy is a self-belief to create something creative and is an important thing in attempting innovation.

2.4 Thriving at Work toward Innovative Work Behavior

Thriving at work is both experience of learning and vitality, it plays a role in innovative work behavior [22]. Employees who experience thriving feel that new experiences and workplace behavior intrinsically can motivate and support self-development and self-growth [8]. The development and growth of self can stimulate the problem introduction and new solutions which lead to innovative work behavior. Two dimensions of thriving are vitality—energetic feelings and spirit to work, also learning—obtaining skills and knowledge to build capability and self-esteem, that can be seen as a reflection from self-regulation in the workplace which will provide an internal cues of their development [23], [8], [24], [11].

When employees learn and thrive themselves in the workplace, they are in their ideal position and recognize and implement the improvement, and they have lots of energy and motivations to investigate and implement new work processes [11]. The availability of positive psychology conditions in the form of mood and positive emotions from thriving, also facilitate the cognitive thinking and creative solutions [26], [11]. Previous studies of [10], [22], [26] also supported the positive linkages of thriving at work's impact toward innovative work behavior. Thus, the first hypothesis in this study is:

H1: Thriving at work affects positively to innovative work behavior.

2.5 Creative Self-Efficacy toward Innovative Work Behavior

Refer to [27], creativity can be said as a first step to creative work behavior [28]. [29] in [30] said a company needs creative employees to initiate organization innovation and modify ideas, also the other activities alike [31]. [13] explained that self-efficacy is a key to personal characteristics in working [30]. However, creative individual must have confidence in creating creative outcome. Innovative work behavior defined as attempted individual behavior to produce and implement new and functional ideas clearly, in order to deliver: benefits for individual, group, or organization [32], or problems awareness and its solutions, and implementation of ideas, which might be new or adopted [19]. The definition implied that innovative work behavior is more than creativity, even though creativity is an important part of innovative work behavior [19]. Last study of [33] and [34] also supported a positive linkage of creative self-efficacy to innovative work behavior. Thus, there are positive linkages between creative self-efficacy and innovative work behavior. According to the passage above, the second hypothesis in this study is:

H2: Creative self-efficacy affects positively to innovative work behavior.

3 Research Methodology

3.1 Measurement

Innovative work behavior is measured using 21 indicators of [35]. Thriving at work variable is measured using ten indicators of [23], and self-efficacy is measured using three indicators [13]. All variables are measured using 5 point Likert scale (1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree).

3.2 Procedures

Data will be collected by spreading questionnaire via online, and by using purposive sampling method with start-up workers in Indonesia as the criteria. Data type of this study is cross section or at a point of time. After questionnaire spread and collected, the questionnaire result will be identified its completeness, then it will be proceed using multiple regression analysis of SPSS application.

4 Results

There are 30 respondents from 18 start-up's companies participated in this study. Data are processed by using purposive sampling method and are analyzed by SPSS 26. The results are explained below:

4.1 Multicollinearity Test

Table 1. Multicollinearity Test

Independent Variables	VIF	Result
Thriving at Work	1.046	Non-multicollinearity
Creative Self Efficacy	1.046	Non-multicollinearity

The criterion of non-multicollinearity result is the value of VIF (Variance Inflation Factor) must be under 10.00, so it could be concluded that there is no multicollinearity symptom.

4.2 Heteroscadasticity Test (Glejser Test)

Table 2. Heteroscadasticity Test (Glejser Test)

Independent Variables	Sig.	Result
Thriving at Work	0.268	Non-heteroscedasticity
Creative Self Efficacy	0.255	Non-heteroscedasticity

The criteria of non-heteroscedasticity is the significance of residual absolute value of those variables must be above alpha (Sig > α 0.005), so it can be concluded that there is no heteroscedasticity for both variables.

4.3 Normality Test (Kolmogorov-Smirnov Test)

Table 3. Normality Test (Kolmogorov-Smirnov Test)

		Standardized Residual
N		30
Normal Parameters[a,b]	Mean	0E-7
	Std. Deviation	0.96490128
Most Extreme Differences	Absolute	0.133
	Positive	0.133
	Negative	-0.106
Test Statistic		0.726
Asymp. Sig. (2-tailed)		0.668

Based on the table above, the significance value is 0.668 which bigger than 0.05 (0.668>0.05). It means the residual standardized value spreads normally.

4.4 Autocorrelation Test

Table 4. Autocorrelation Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1.	0.557	0.333	0.284	9.315	1.938

Based on the Durbin-Watson table with n = 30 and k = 2 with α 5%, the value of dU table=1.5666, so that the value of 4-dU (4-1.5666) is 2.4334. The value of Durbin-Watson test is 1.938, and it is placed between the value of dU table (1.5666) and the value of 4-dU so it can be concluded that there is no autocorrelation.

4.5 Equation of Regression

Table 5. Equation of Regression

	Unstandardized B	Coefficients Std. Error	Standardized Coefficient Beta	t	Sig.
(constant)	14.876	20.465		0.727	0.474
Thriving at Work	0.211	0.407	0.83	0.518	0.609
Creative Self Efficacy	4.701	1.364	0.554	3.447	0.002

Based on the table above, the regression equation is written as follows:
Y = 14.876 + 0.211 X1 + 4.701 X2

4.6. T-test

Table 6. T-test

	t	Sig.
Thriving at Work	0.518	0.609
Creative Self Efficacy	3.447	0.002

The criteria of T test to give the result of the partial impact of independent toward dependent variable is the significance value must be under α 0.05 (<0.05). Based on regression table above, the significance value of thriving at work toward innovative work behavior is 0.609 above α 0.05 and the t count 0.518 < t table 2.05183 so the H1 is rejected. Whereas the significance value of creative self-efficacy toward innovative work behavior is under α 0.05 and t count 3.447 > t table 2.05183 so the H2 is accepted.

4.7 F-test

Table 7. F-test

	Sum of Squares	df	Mean Square	F	Sig.
Regression	1170.423	2	585.212	.774	0.004[b]
Residual	2342.777	27	86.770		
Total	3513.200	29			

Based on the table above, the significance value is under α 0.05 (<0.05), showed that those two independent variables are simultaneously affected the dependent variable. Thus, in accordance with F-Test results, showed that—if the two independent variables are combined, those variables possible to affect positively toward innovative work behavior. The calculation of relative contribution as written below:

Effective Contribution = Beta x Coefficient Correlation x 100 (1)

Relative Contribution = $\frac{Effective\ Contribution}{Rsquare}$ (2)

Table 8. Relative Contribution

Variables	Beta	Coefficient Correlation	Rquare	EC	RC
Thriving at Work	0.083	0.199	0.33x100 =	1.65	0.05
Creative Self-Efficacy	0554	0.571	33.3	31.6	0.96

According to calculation results of relative contribution of independent variables toward dependent variables, self-efficacy variable has a relative contribution as much as 0.96.

5 Discussion

As stated in the result, the first hypothesis is rejected, which means there is no positive impact of thriving at work toward innovative work behavior. This result is contrary with previous study

[10], [22], [26] that said thriving at work positively affecting the innovative work behavior. Thriving is a subjective experience that occurred with or without suffering. It focuses on the positive psychological experiences—learning and vitality. Those two experiences increased both self-development and growth altogether at workplace. However, the construct of thriving is not like the physics law, where specific inputs lead to specific outputs without any possibilities of ifs, ands, or buts. [36], [37], [8]. The construct of thriving is situational mechanism. Situational mechanisms presented that individuals situations depends on social structures, events, or macro states that are linked to the individuals beliefs, desires, and opportunities they had [37]. Thus, thriving's construct is different with the physics law, where thriving is considering the ifs, ands, and buts in its activities. Due to these reasons, each employee might affected by the conditions that might not promote thriving at work, and it could lead future study's direction to search the factor, and another context that could promote this construct.

The second hypothesis is accepted, which means there is a positive impact of creative self-efficacy on innovative work behavior, and this result also supported by studies of [33], [34]. Creative self-efficacy is a belief inside an individual to be able to create creative outcome. The existence of beliefs in creating new ideas, problem solutions, and developing ideas of others affect positively to innovative work behavior. Innovative work behavior contains creative work orientation (e.g. actively participating in improving the team's work); behavior orientation towards ideas implementation (e.g. understanding the ideas in the team's work and persistently acquire those ideas); innovation behavior in using technology (e.g. utilizing technology to improve work more effectively), and in using company financial resources (e.g. keeping informed of team's financial condition).

6 Conclusion

According to the results of the analysis and discussions, the conclusions are as follow:

1. Thriving at work does not positively affect innovative work behavior in start-up industries.
2. Creative self-efficacy positively affects innovative work behavior in start-up industries.
3. Thriving at work and Creative self-efficacy simultaneously affect innovative work behavior in start-up industries.

This study has some limitations. First, the samples are small in amount, it is recommended for further study to increase the amount of samples. Second, further study about the rejected variable is necessary, therefore it is hoped that further study could search about the factor and another context that could promote its relationships

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