

Development Innovative Work Behavior for Companies? Analysis of Self-Efficacy, Organizational Justice, and Psychological Empowerment as Predictors

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ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh efikasi diri, keadilan organisasi, dan pemberdayaan psikologis terhadap perilaku kerja inovatif karyawan di bank pemerintah. Penelitian ini menggunakan pendekatan kuantitatif dengan instrumen penelitian dan analisis data kuantitatif untuk menguji hipotesis yang telah ditentukan. Data penelitian diperoleh melalui instrumen dokumentasi dan distribusi kuesioner online kepada 150 karyawan bank pemerintah, yang dipilih menggunakan metode purposive sampling. Hasil penelitian menunjukkan bahwa efikasi diri dan pemberdayaan psikologis memiliki pengaruh positif dan signifikan terhadap perilaku kerja inovatif karyawan. Namun, keadilan organisasi tidak secara signifikan mempengaruhi perilaku kerja inovatif. Implikasi dari temuan ini adalah pentingnya perusahaan, khususnya pengelola bank, untuk memperhatikan penerapan keadilan organisasi yang adil dan transparan guna mempertahankan dan meningkatkan perilaku kerja inovatif karyawan. Selain itu, aspek efikasi diri dan pemberdayaan psikologis juga perlu diperhatikan untuk mendorong perilaku kerja inovatif yang optimal. Dengan demikian, penelitian ini memberikan kontribusi dalam pemahaman tentang faktor-faktor yang memengaruhi perilaku kerja inovatif karyawan di bank pemerintah, serta memberikan arahan bagi manajemen perusahaan dalam meningkatkan kinerja dan inovasi di lingkungan kerja.

ABSTRACT

This study aims to analyze the effect of self-efficacy, organizational fairness, and psychological empowerment on innovative work behavior of employees at state banks. This study uses a quantitative approach with research instruments and quantitative data analysis to test predetermined hypotheses. The research data were obtained through documentation instruments and distribution of online questionnaires to 150 employees of state-run banks, selected using purposive sampling methods. The results showed that self-efficacy and psychological empowerment had a positive and significant influence on employees' innovative work behavior. However, organizational fairness does not significantly affect innovative work behavior. The implication of this finding is the importance of companies, especially bank managers, to pay attention to the fair and transparent application of organizational justice in order to maintain and improve innovative work behavior of employees. In addition, aspects of self-efficacy and psychological empowerment also need to be considered to encourage optimal innovative work behavior. Thus, this study contributes to the understanding of the factors that influence the innovative work behavior of employees in state banks, as well as providing direction for company management in improving performance and innovation in the work environment.

1. INTRODUCTION

The existence of behavior that leads to innovation and creativity is an important factor for the company because it can guarantee business growth and become a strong pillar to drive the company's success (Bedarkar & Pandita, 2014; Utami & Sudiro, 2023). Regarding employee work innovation, leaders must pay attention to each employee's tendencies in terms of their proactive behavior (Jakiyah et al., 2018; Silalahi et al., 2022). This is done so that leaders can classify employees and determine which parts can be

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given the right job design (Han & Li, 2015; Wang et al., 2021). Therefore, conditioning and designing work according to their capacity and desire can increase employee innovative work behavior, because innovative work behavior only arises in employees who have an initiative spirit and can try to implement it in real work (Lie et al., 2022; Nurjaman et al., 2019; Sanders et al., 2018). Innovation itself can be interpreted as all individual actions directed at the interests of the organization by introducing and applying new ideas profitable. Innovative behavior is not just creating ideas but also transforming these ideas into concrete innovations (Devloo et al., 2015; Orth & Volmer, 2017). Developing, adopting, and implementing new ideas for products, technologies, and work methods by employees is also an innovative behavior (Nurjaman et al., 2019; Sanders et al., 2018). In short, innovative work behavior is a form of innovation at the individual level. To support the implementation of innovative work behavior, support from various aspects is needed, such as self-efficacy, organizational justice, and psychological empowerment.

Self-efficacy is one of the perceptions of someone who thinks that the person can do something important enough to achieve a goal. This includes the feeling of knowing what needs to be done and being emotionally able to do that. Previous research stated that self-efficacy is a specific assessment of competence to do a specific task (Oktaria et al., 2021; Orth & Volmer, 2017). Meanwhile similar research stated that a person's belief in their abilities will influence how the individual responds to certain situations or conditions (Lestari et al., 2020; Muna et al., 2021). Managing employee self-efficacy is believed to majorly contribute to the company's sustainability (Islam & Ahmed, 2018; Na-Nan & Sanamthong, 2020). This is because those who have low self-efficacy will avoid all the tasks they carry out. They consider the task a burden and a threat to them. A low self-efficacy has the low motivation and also weak commitment, they feel unsure of their own abilities to be able to achieve maximum work results. Innovative work behavior, stated that self-efficacy significantly affects innovative work behavior.

In managing the organization the need for justice in the organization so that organizational goals are achieved, thus the impact of organizational justice on job satisfaction is examined by three dimensions, distributive justice, procedural justice, and interactional justice. Employee perceptions are taken to evaluate whether fairness prevails in the organization and whether this fairness affects their level of satisfaction at work (Abbasi et al., 2020; Alias & Rasdi, 2015). Organizational justice is a concept that states the perception of employees or members of the organization regarding the extent to which they are treated fairly, fairly, and equally according to moral standards and ethical expectations in the workplace and how these perceptions affect organizational outcomes such as commitment and satisfaction (Khosravizadeh et al., 2019; Lin & Shin, 2021). Organizational justice emphasizes manager decisions, perceived equality, the effects of justice, and the relationship between individuals and their work environment and describes individual perceptions of fairness in the workplace (Akram et al., 2016; Nazir et al., 2019). Organizational justice focuses on the impact of managerial decision-making, perceived quality, fairness effects, and the relationship between individual and situational factors and explains individual justice perceptions in organizations (Djazilan & Darmawan, 2022; Pratama et al., 2021). Upheld organizational justice can be a work motivation, stimulus, or stimulus for every employee in carrying out their duties. Having a fair stimulus from the organization will result in the development of employee behavior to work innovatively. Previous research results, which examine innovative work behavior, said that organizational justice significantly affects innovative work behavior (Akram et al., 2020; Dediu et al., 2018).

One aspect that needs to be considered to foster innovative work behavior is psychological empowerment. Empowerment is a psychological picture of a state of motivational cognition generated in the individual by the organizational environment that reflects the individual's personality. Psychological empowerment aims to give individuals power and control so they can complete their work properly. Characterizes employees with high psychological empowerment will see themselves as competent and able to influence the work environment (Fong & Snape, 2015; Ugwu et al., 2014). Therefore it is necessary to understand the antecedents and mechanisms that are more comprehensive in innovative work behavior to bring out this behavior in employees (Irfan Helmy & Pratama, 2018; Oktaria et al., 2021). Employees who receive psychological empowerment will feel more confident in thinking creatively, acting proactively, taking the initiative, and being able to work independently (Karimi et al., 2023; Prabowo et al., 2018). Furthermore, psychological empowerment that is well managed will have an impact on employees' motivational tools, which are increasingly basic in doing a job (Aldabbas et al., 2020; Yasir et al., 2023). Psychological empowerment in previous studies had a relationship with innovative work behavior. Previous research mentions that the pleasant feeling of mature psychological empowerment will create enthusiasm for work and increase creativity, ultimately increasing innovative behavior (Afsar et al., 2019; B. Bin Saeed et al., 2019).

The role of self-efficacy is believed to motivate employees to work with strong innovative foundations. Even so, not a few employees who have low self-efficacy will cause a decrease in work productivity because innovation in doing work does not run optimally. On the other hand,

Implementation of organizational justice and psychological empowerment are believed to be the strategies for strengthening proactive employee behavior in carrying out and completing work optimally. What's more, if there is support from the side of distributive justice, procedural justice, and inter-sectional justice in the formation of the concept of organizational climate, then, in our opinion, this can help employees to grow creative work power in carrying out their functions and duties. In addition, if psychological empowerment can be managed properly, this will impact innovative work results. In other words, a functional design based on meaning, competence, self-determination, and impact on work results can encourage proactive employees to do innovative work. Based on the background of the problem and the results of previous research, the main objective of this research is to analyze the contribution of self-efficacy, organizational justice, and psychological empowerment in influencing innovative work behavior. We believe that work behavior that leads to innovation will grow and develop in the souls of employees if self-efficacy can be explored optimally and the implementation of transparent organizational justice can be carried out properly. On the other hand, innovative work behavior can increase if every employee is able to exercise control over their daily work life.

2. METHODS

The data collected in this study is quantitative data using an associative research design approach. This research was conducted in Pematangsiantar City, North Sumatra, Indonesia. This research was conducted for three months, from July to September 2022. This time was used for data collection, instrument trials, and research data. The population in this study were all employees working at state-owned banks, namely Bank Mandiri, Bank BNI, Bank BRI, and Bank BTN in Pematangsiantar City. The research sample was determined using a purposive sampling technique and was identified by the researcher to distribute questionnaires to a total of 150 employees. Each variable's question items are written in a questionnaire, which is then distributed online through the Telegram application. Data analysis used instrument tests, normality tests, regression tests, hypothesis tests, correlation tests, and the coefficient of determination with the SPSS version 23 program. Measurement of research variables that have been presented in [Table 1](#) using previous references relevant to the research topic and research variables.

Table 1. Operational Definition of Research Variables

Variable	Code	Items	Reference
Self-Efficacy	SE1	Past Performance	(Hsiao et al., 2011; Javed et al., 2021)
	SE2	Vicarious Experience	
	SE3	Verbal Persuasion	
	SE4	Emotional Cues	
Organizational Justice	OJ1	Distributive Justice	(Akram et al., 2020; Greenberg, 1990)
	OJ2	Procedural Justice	
	OJ3	Inter-Actional Justice	
Psychological Empowerment	PE1	Meaning	(B. Bin Saeed et al., 2019; Rahman et al., 2014)
	PE2	Competence	
	PE3	Self-Determination	
	PE4	Impact	
Innovative Work Behavior	IW1	Generations	(Melhem et al., 2017; Sanders et al., 2018)
	IW2	Promotions	
	IW3	Realization	

3. RESULTS AND DISCUSSIONS

Results

Data was collected online using an online questionnaire with the help of dissemination via Google form media and then forwarded to prospective respondents via Telegram. Based on the results of the recapitulation of respondents' answers, 150 respondents filled out valid data. The general characteristics of the respondents in this study will be clearly described in [Table 2](#).

Table 2. General Profile of Respondents

Categories	Details	Amount	Percentage (%)
Gender	Men	65	43.33
	Woman	85	56.67
Age (Years)	20-29	56	37.33
	30-39	70	46.67
	40-49	24	16
Length of Work (Years)	< 1	25	16.67
	1 – 5	65	43.33
	5 – 10	40	26.67
	> 10	20	13.33

Instrument Test

The validity test is carried out to determine the extent to which the accuracy or accuracy of a measurement instrument in carrying out its measurement function is so that the data obtained is relevant to the purpose of the measurement. The results of the validity test can be seen in [Table 3](#).

Table 3. Validity Test Results

Variable	Code	Corrected Items – Total Correlation	Test Results
Self-Efficacy	SE1	0.520	Valid
	SE2	0.510	Valid
	SE3	0.551	Valid
Organizational Justice	SE2	0.578	Valid
	OJ1	0.463	Valid
	OJ2	0.472	Valid
Psychological Empowerment	OJ3	0.478	Valid
	PE1	0.571	Valid
	PE2	0.552	Valid
Innovative Work Behavior	PE3	0.531	Valid
	PE4	0.522	Valid
	IWB1	0.610	Valid
	IWB2	0.633	Valid
	IWB3	0.665	Valid

Based on the results of the validity test above, it can be concluded that all indicators of the variables in this study are valid. Furthermore, the reliability test is used to measure the stability of the indicator of a variable. A questionnaire is reliable if one's answers to questions are consistent and stable over time. The results of the reliability test can be seen in [Table 4](#).

Table 4. Reliability Test Results

Variables	Cronbach's Alpha	Instrument Items	Results
Self-Efficacy	0.822	12	Reliable
Organizational Justice	0.816	9	Reliable
Psychological Empowerment	0.837	12	Reliable
Innovative Work Behavior	0.895	9	Reliable

Source: Data Processing Results (2022)

Based on the reliability test results in [Table 4](#), it shows that all indicators have a Cronbach's alpha value if the item is deleted > 0.70, so it can be concluded that all indicators of the variables in the study are reliable ([Sugiyono, 2019](#)).

Normality test

The normality test determines the formula used in hypothesis testing and whether the data is normally distributed. Normality test using the Kolmogorov-Smirnov test. The results of the normality test can be seen in the following [Table 5](#).

Table 5. Normality Test Results

Variables	N	KS Test	asymp. Sig. (2-Tailed)
Self-Efficacy	150	0.819	0.340
Organizational Justice	150	0.789	0.324
Psychological Empowerment	150	0.771	0.311
Innovative Work Behavior	150	0887	0.451

Based on the table of normality test results above, the value of Asymp Sig. (2-Tailed) of each variable is above 0.05, so it can be concluded that each variable is normally distributed (Sugiyono, 2019).

Hypothesis test

Hypothesis testing was carried out to analyze the effect of self-efficacy, organizational justice, and psychological empowerment on innovative work behavior, assuming that the results obtained are based on a significant relationship. The results of hypothesis testing can be seen in Table 6.

Table 6. Hypothesis Test

Model	t-count	Sig.
Constant	6.335	0.000
Self-Efficacy	4.805	0.000
Organizational Justice	0.317	0.752
Psychological Empowerment	3.054	003

Based on the results of the data analysis presented in Table 6, it can be seen that the significant level of the self-efficacy variable is $0.000 < \alpha 0.05$, meaning that self-efficacy has a positive and significant effect on innovative work behavior. Then the significant level of the organizational justice variable is $0.752 < \alpha 0.05$, meaning that organizational justice has a positive but insignificant effect on innovative work behavior. The results of the third hypothesis also suggest a significant psychological empowerment variable of $0.003 < \alpha 0.05$, meaning that psychological empowerment has a positive and significant effect on innovative work behavior.

Correlation Coefficient and Determination Coefficient

The correlation coefficient is used to calculate the strength of the relationship between self-efficacy, organizational justice, and psychological empowerment with innovative work behavior. The results of the calculation of the correlation coefficient and the coefficient of determination can be seen in Table 7.

Table 7. Analysis of Correlation and Coefficient of Determination

Model	R	R Square	Adjusted R Square	std. The Error in the Estimate
	0.526a	0.276	0.263	0910

Based on the correlation coefficient analysis results, a correlation coefficient (r) of 0.526 was obtained, which means that there is a fairly strong and positive relationship between self-efficacy, organizational justice, and psychological empowerment with innovative work behavior. Furthermore, a coefficient of determination (R) of 0.276 was obtained, which means that self-efficacy, organizational justice, and psychological empowerment can explain the level of innovative work behavior of 27.6%. The remaining 72.4% can be explained by other variables not discussed in the study. These are the work environment, compensation, organizational climate, leadership, job satisfaction, and other factors that influence innovative work behavior.

Discussion

The first hypothesis test (H1) results show that self-efficacy has a positive and significant effect on innovative work behavior. These results prove that the existence of self-efficacy in the souls of workers is crucial for generating creative and innovative work behavior. Bank managers have tried to build social persuasion to each of their employees before and after carrying out their work. This method has proven to be effective in building employee self-efficacy when carrying out their work. The key to social persuasion is how bank managers give their employees confidence that they can carry out all the responsibilities given by the company. Managers can also continue to provide verbal stimulus in the form of words until each employee is absolutely sure they can carry it out (I. Helmy & Pratama, 2018; Oktaria et al., 2021). Employees who are sick usually have lower self-efficacy because they do not have enough energy to achieve success. In

addition, banking managers also need to consider keeping employees in a good emotional state. Positive emotions built in the company's internal environment can increase the self-confidence of employees. Those with high self-efficacy usually do certain and more difficult tasks (Kanapathipillai et al., 2021; Vitapamoorthy et al., 2021). They do not see the task or work they are doing as a burden or a threat to them. Besides that, they will choose to develop their passions for an activity to produce innovative work.

The second hypothesis test (H2) results show that organizational justice has a positive but not significant effect on innovative work behavior. An organization can be said to be fair to employees when in making decisions, they are allowed to voice their opinions and views. In addition, after the decision is made, if the implementation of the decision is considered the same for each employee, then the employee will feel that justice has occurred. An organization can be fair to employees if the relationship between superiors and subordinates is good, such as getting good and proper treatment. In addition, the honesty and correctness of information obtained from superiors also affect employees' perception of organizational justice. This is because promotion opportunities must be transparent and fair for employees with innovative work skills. When employees feel they are being given an unfair opportunity to be promoted at work, it reflects that the organization's fairness is not good. Employees who experience injustice in the company will tend to do slow work and lack innovative initiatives (Khosravizadeh et al., 2019; Lin & Shin, 2021). In addition, employees also need acknowledgment of hard work from the leadership that they have done the job properly and are following company rules. Organizational justice can also be reflected in fairness which is based on recognition for the hard work of its employees so that they will carry out innovative work in their next jobs (Jehanzeb & Mohanty, 2020; Singh & Srivastava, 2016).

The third hypothesis test (H3) results show that psychological empowerment has a positive and significant effect on innovative work behavior. These results prove that psychological empowerment for employees is important in spurring employees' creativity to do innovative work. Empowerment involves reducing employees' dependence on their superiors and emphasizing individual control of the responsibility for the work that must be done. Psychological empowerment is motivational by increasing employee confidence in the effectiveness of the employee's own work. The role of psychological empowerment in employee trust is very important (Atitumpong & Badir, 2018; B. B. Saeed et al., 2019). Effective leadership can be built with effective communication and coordination with all subordinates. The ability of employees to do innovative work by determining their way of working can affect the level of psychological empowerment possessed by employees (Chow, 2018; Özaralli, 2015). This is because employees have responsibility for their work, can complete their work properly and have abilities that match their work, have the freedom to determine how they behave and complete work, and have influence in the company where they work. In addition, employees with competence and high self-determination will tend to work according to company rules, and not a few will improve the quality of their work through innovation.

The research implication states that if self-efficacy can be increased, employees will tend to be enthusiastic to carry out work with their creativity. Furthermore, if the implementation of organizational justice can be applied fairly and transparently, it is believed to encourage employees to produce innovative jobs. On the other hand, if psychological empowerment for employees can be maximized, this will increase the innovative abilities of employees. Giving employees as much responsibility and autonomy as possible gives them many opportunities to fulfill their obligations. In this research, there are some limitations encountered. First, the sample and population sizes should be enlarged to analyze better and understand the relationship. Therefore, it would be better for future research to use more respondents and schools from different regions and to widen the sample by adding teachers in public schools. This research can only generalize to limited results because only a sample of employees working in the banking sector is used to measure innovative work behavior. Therefore, further research can be applied to employees who work in the manufacturing sector and employees who work in the entrepreneurial sector. The second limitation is to increase the generalization of the results, further research should use a more comprehensive statistical test tool to examine the relationship between exogenous and endogenous variables. In complex conditions, path analysis can be used to analyze the pattern of relationships between variables to know direct and indirect effects so that more precise data analysis is structural equation modeling (SEM).

4. CONCLUSION

The results of the data analysis confirm self-efficacy has a positive and significant effect on innovative work behavior. To be able to maintain employee self-efficacy to the fullest, company managers should provide training or training for each employee so that they can increase their knowledge regarding the duties and positions they hold. Someone with high self-efficacy will work hard to learn how to do a new task because they believe they will succeed. Therefore, it is better for someone with low self-efficacy to start instilling the mindset of doing their best. Achieving good work results requires endless effort and continuing

to equip oneself by studying, attending workshops or seminars, and continuing to train. Besides that, the study's results also confirm that psychological empowerment positively and significantly affects innovative work behavior. Companies that pay attention to employees' psychology before and after work are believed to provide high motivation for them to do work with maximum results. The orientation of maximum work results is innovative and creative work per the work's main objective. This study also informs that organizational justice has a positive but insignificant effect on innovative work behavior. Inconsistent and transparent implementation of organizational justice causes employees who do work to feel unfair and dissatisfied with this. When employees feel they are given an unfair opportunity to be promoted at work, it reflects that the fairness of the organization is not good, so this tends to reduce behavior to do innovative work. Distributive justice, procedural justice, interactional justice, temporal justice, and spatial justice are the five characteristics that are investigated when examining the influence of organizational justice on work satisfaction in order to manage the organization in a way that achieves organizational goals. To determine if fairness prevails inside the business and, if so, whether it has an impact on employees' levels of job satisfaction, employee perceptions are studied.

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