
THE INFLUENCE OF PROACTIVE BEHAVIOR AND PSYCHOLOGICAL EMPOWERMENT ON INNOVATIVE WORK BEHAVIOR: MODERATING ROLE OF JOB CHARACTERISTIC

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Received: 08-09-2022

Accepted: 10-09-2022

Published: 19-09-2022

ABSTRACT

This study aims to analyze the influence between variables such as innovative work behavior, psychological empowerment, proactive behavior and work characteristics of Generation Y employees of Indonesia Financial Services Authority (IFSA). Generation Y employees dominate the numbers of IFSA's employees which is 2, 635 (65.51%) out of 4, 022 employees as of December, 2021. This generation Y employees don't really demonstrate yet their innovative work behavior compares to their superiors. The endogenous variables in this study consisted of proactive behavior and psychological empowerment, the exogenous variable was innovative work behavior, and the job characteristic was moderator variable. The main hypothesis of this study is a theoretical model of the effects of proactive behavior and psychological empowerment on innovative work behavior modulated by job characteristic, according to empirical data on IFSA Generation Y workers. This research is quantitative study. Data collection techniques were performed by measuring self-report using the proactive behavior scale, the psychological empowerment scale, the innovative work behavior scale, and the job characteristic model. Structural equation model (SEM) data analysis using LISREL analysis. The sampling procedure was performed with a simple random sample of 279 respondents from 2,199 IFSA's generation Y employee as the population. The results show that proactive behavior and psychological empowerment have a significant positive effect on innovative work behavior moderated by job characteristic, with an RMSEA coefficient of 0.012 and a GFI coefficient of 0.99, the hypothesis was accepted.

Keyword: innovative work behavior; proactive behavior; psychological empowerment; job characteristic; SEM.

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INTRODUCTION

Today's Industrial Revolution 4.0 developments are of great significance and magnitude in terms of scale, scope and complexity. (Schwab, 2017) states that not all fields – science, politics, society, economy, industry and government – can be isolated from the impact of Industrial Revolution 4.0. In this Industrial Revolution 4.0, at least he of the Baby Boomers, Generation X and Millennials (referred to as Generation Y in this study) will have at least three genes filled and these three generations of him will still be the most productive workers. is. world and Indonesia.

According to the Central Bureau of Statistics (BPS), the composition of the Indonesian workforce in 2019 is divided into several generations: 33.25% Generation Y, 29.23% Generation Z, 25.74% Generation X, 11.27% Boomers is. The data shows that the key to the future productivity of

the Indonesian nation is to maximize generations Y and Z to face global competition and promote productivity growth to strengthen Indonesia's economy and institutions.

It indicates that Generation Y is the master key to change in many areas, including organizations, with advances in information, technology and communications. To be able to adapt quickly to change, organizations need to improve various skills of their employees and create a comfortable work environment (Carnevale, 1990). The organization attaches great importance to the innovative work behavior of its employees.

Confident, independent, and result-oriented are the hallmarks of Generation Y. Generation Y also have higher technical proficiency, further boosting their self-esteem (Meier & Crocker, 2010). The great thing about Generation Y is their creative potential and mindset that generates innovative ideas for organizational progress. These innovative ideas are beneficial not only to the organization, but also to the employees as they support the smooth flow of work processes. Intrinsic motivation and psychological well-being are enhanced when employees are able to demonstrate creativity and innovation in their work (Amabile et al., 2005).

In this research, Generation Y as the generation born between 1980 up to 2000 refers to the theory of (Singh & Gupta, 2015). The IFSA has 4,022 employees, made up of three generations: Boomers (126 or 3.13%), Generation X (935 or 23.25%), Generation Y (2,635 or 65, 51%) and Generation Z (326 or 8.10%) of the total workforce of IFSA as of 31 December 2021). This IFSA data reflects that the IFSA workers is dominated by Generation Y, i.e. 2,635 people (65.51 from 4,022 employees), distributed across the regional headquarters and IFSA offices as below staf, staf, sub-division head, and division head.

In this study, the authors chose IFSA as the research site because IFSA is the agency responsible for the regulation and supervision of the financial services sector and the protection of the Indonesian consumer and population. IFSA will fulfill its duties, functions and responsibilities by providing services to all parties concerned with IFSA by demonstrating its best performance supported by employees with innovative work behavior (Ayandele & Nnamseh, 2014).

An IFSA official or leader may be credited for innovative work behavior, but that is not the case for all IFSA's Generation Y employees below employee level. The application of innovative work behaviors may be handed down from superiors to subordinates, or from subordinates to superiors or managers. Innovative work behavior with leadership down to subordinates. For example, IFSA's top her leadership will set the direction of a strategic initiative work program to simplify the business processes of bank supervision. This study examines the effects of affirmative action and psychological empowerment on innovative work behavior among IFSA's Generation Y employees, adjusted for job characteristics.

This research was to obtain the effect of proactive behavior and psychological empowerment on innovative work behavior of Y generation employees at IFSA moderated by job characteristic. The results of this study can be used by IFSA to motivate Y generation to improve their innovative work behavior (Gultom et al., 2022). These efforts are urgent to be carried out in order to keep pace with the demands of very rapid external developments such as those seen in the field of information technology.

Innovative Work Behavior (IWB) is intended as an initiative to introduce new ideas, methods, mechanisms, products and services that are beneficial to organizations (Jong & Hartog, 2010). Aspects of innovative work behavior include idea exploration, idea generation, idea promotion, and idea implementation.

(Parker & Collins, 2010) use proactive behavior (PB) to create change around oneself to achieve future goals in aspects such as taking responsibility, voice, individual innovation, and prevention that motivated behavior, awareness, self-effort, and initiative.

Psychological empowerment (PE), according to (Spreitzer, 2008) theory, is the essential driving force that describes the orientation of an individual's role at work in its four dimensions of meaning, competence, self-determination, and influence. understood to mean power.

Hackman and Oldham (Ayandele & Nnamseh, 2014) state that job characteristic (JC) describes the task description that enrich work and help incumbents meet their needs for responsibility, recognition and growth. There are five key aspects that characterize this job characteristic: skill variety, task significant, task identity, autonomy, and feedback.

The purpose of this study was to determine the effects of proactive behavior and psychological empowerment on innovative work behavior of Generation Y employees at IFSA, moderated by job characteristic. Nurjaman, et al. (2019) found that proactive behavior has a positive impact on innovative work behavior. Job characteristics serve as moderator that strengthen the relationship between proactive behavior and innovative work behavior. The results of this study can be used by IFSA to motivate Generation Y to improve innovative work behavior. These efforts are urgently needed to keep up with the demands of the very rapid external developments seen in the field of information technology.

METHOD

This study uses a descriptive method with a correlative research approach. Descriptive research aims to determine the nature of the situation at the time of the research. This research combines proactive behavior, psychological empowerment, innovative work behavior, and work characteristics. The sample for this study was 279 employees at Y IFSA. Population of this research is the 2,199 generation Y employees of IFSA. Data collection techniques were performed by measuring self-report using the Aggressive Behavior Scale, the Psychological Empowerment Scale, the Innovative Task Behavior Scale, and the Occupational Characteristics Model. Data were analyzed using structural models using LISREL analysis.

RESULTS AND DISCUSSION

PROCESS

Endogenous variables are proactive behavior and psychological empowerment. Exogenous variable is innovative work behavior. Job characteristic is moderator. The data collection method used in this study is a psychological scale with a 1-5 response scale. The scale used is the Likert model scale. The Likert model scale is a way of expressing attitudes and interests that uses respondent responses as the basis for assessment (Welkenhuysen-Gybels et al., 2003).

Validity checks using confirmatory factor analysis (CFA) yield loading factor values greater than 0.5 according to regulations. This means that all indicators are valid. For reliability testing with VE and CR above VE 0.50 and CR 0.7. From this we can conclude that it meets valid and reliable criteria.

SEM model stages include general model evaluation, model fit test goodness of fit (GOF), and structural model evaluation. If there is agreement between the theoretical model and IFSA's empirical data on Generation Y workers, then the model's hypotheses about structural effects can be tested

RESULT

The ages of the surveyed employees were between the ages of 31 and 40, up to 140 (50.18%) more than other employees. This reflects the high number of IFSA employees of Generation Y in this age group.

The gender of the study participants was shown to be 58.06% (162 employees), with females predominating males. This can be interpreted to mean that recruitment outcomes for IFSA's Generation Y employees are dominated by women who meet IFSA's requirements and needs.

Survey respondents' most recent education predominates at the bachelor's level, with 214 of her IFSA's Generation Y employees (76.70%) more than others. This is due to the preponderance of Generation Y employees at IFSA with bachelor's degrees, in line with employee hiring requirements and IFSA needs, and at least the respondents' requirements for bachelor's degrees.

Survey respondents with her 5-10 years of service dominated the other respondents at 56.63%. This indicates that IFSA's Generation Y employees are more dominant, according to IFSA's current employee demographics. Dominated by Y. The survey participant's position is more dominant at the employee level than the other 200 employees. Employee (71.68%). This can be interpreted to mean that her IFSA employees of Generation Y are primarily active at the employee level. Because at IFSA I worked according to the minimum education requirements and age based on the year of birth.

Table 1. of Goodness Fit Model

Goodness-of-Fit	Cut-off-Value	Result	Description
Root Mean Square Residual (RMR)	$\leq 0,05$ atau $\leq 0,1$	0.0186	Good Fit
Root Mean square Error of Approximation (RMSEA)	$\leq 0,08$	0.012	Good Fit
GFI (Goodness of Fit)	$\geq 0,90$	0.99	Good Fit
Adjusted Goodness of Fit Index (AGFI)	$\geq 0,90$	0.98	Good Fit
Comparative Fit Index (CFI)	$\geq 0,90$	0.99	Good Fit
Normed Fit Index (NFI)	$\geq 0,90$	0.98	Good Fit
Non-Normed Fit Index (NNFI)	$\geq 0,90$	0.99	Good Fit
Incremental Fit Index (IFI)	$\geq 0,90$	0.99	Good Fit
Relative Fit Index (RFI)	$\geq 0,90$	0.98	Good Fit

A model fit test is designed to check how well the data fits the model. In SEM model of model fit testing, not only one test tool is used, but in Hair et al. (2006) has three groups of test tools: absolute fit, relative fit and parsimonious. The absolute fit test aims to determine the predictive

degree of the overall model for the correlation and covariance matrices (Chin et al., 2020). The goodness of a fit model (a measure of absolute goodness of fit) is intended to determine how well the model as a whole (structural and measurement models) predicts the correlation and covariance matrices composed of RMSEA and GFI.

RMSEA is the most powerful measure of model fitness because it aims to measure the deviation of model parameter values using the population covariance matrix (Browne & Cudeck, 1993). I would say yes. Based on our findings, the tested model has an RMSEA value of 0.012 and a GFI value of 0.99, so overall, the tested model is close to that of the perfect fit model at the level of good test criteria. can conclude.

A measure of the goodness of the incremental fitting model is the comparison of the proposed model with the baseline model. The baseline model, often called the null model or the independence model, consists of several test tools for goodness of fit. (a) CFI, (b) NFI, (c) NNFI, (d) IFI, (e) RFI. Based on the research results, the CFI=0.99. NFI = 0.98; NNFI = 0.99; IFI = 0.99 and RFI = 0.98. In that case, the model is described as good because it is at the level of the good test criteria.

A measure of fit is the parsimonious fit, which compares a proposed model to a baseline model (a model in which all variables in the model are independent of each other) or relates the model to the estimated coefficients required to achieve fit. Model. this level. According to the principle of parsimony or parsimony, achieving the highest level of customization for each degree of freedom requires several test instruments, each suitable for AGFI and PGFI. AGFI is the same as GFI, but adjusted for the effects of the degrees of freedom of the model. PGFI is about the same size as GFI and AGFI, but adapts to the effects of degrees of freedom and data complexity. The results of the study, based on the AGFI value = 0.98, describe the model as almost good because it meets good testing criteria.

The structural model output consists of standardized loading factor and t-calculation.

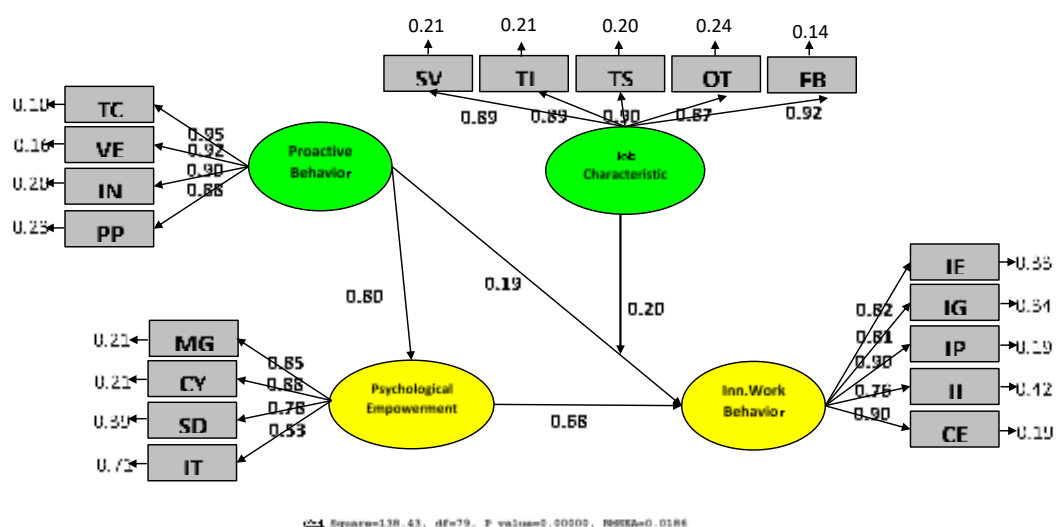


Figure: Standardized Loading Factor

Table 2. of Direct Effect Hypothesis Test

Hypothesis	Standardized Loading Factor	T-calculation	Descriptin
Proactive Behaviour → Psychological Empowerment	0.80	46.64	Positive & Significant
Proactive Behaviour → Innovative Work Behaviour	0.19	3.72	Positive & Significant
Psychological Empowerment → Innovative Work Behaviour	0.68	17.22	Positive & Significant

Tabel 3. of Job Characteristic Moderation Hypothesis Test

Hipotesis	Standardized Loading Factor	T-calculation	Descriptin
Proactive Behaviour*Job Karakteristic → Innovative Work Behaviour	0.20	5.80	Positive & Significant

The results of model testing show that all indicators have loading factor values above 0.50. This means that all indicators are valid measures of latent variables. These results can automatically generate a good confidence score.

Based on test results for the effect of proactive behavior on innovative work behavior, the influence coefficient is 0.19 and the t-value is 3.72. It can be concluded that proactive behavior has a positive and significant impact on innovative work behavior. This can be interpreted to mean that the higher the proactive behavior of IFSA's Generation Y employees, the higher the innovative work behavior of IFSA's Generation Y employees. This result is consistent with the finding of Nurjaman, et al. (2019) explained that proactive behavior influences innovative work behavior.

The influence coefficient for the effect of proactive behavior on psychological empowerment is 0.80 and the t-value is 46.64. It can be concluded that proactive behavior has a positive and significant effect on psychological empowerment. This can be interpreted to mean that the higher the proactive behavior of IFSA's Generation Y employees, the higher the psychological empowerment of IFSA's Generation Y employees. This is consistent with the results of Arefin et al. (2015) found a positive association between proactive behavior and psychological empowerment.

The effect of psychological empowerment on innovative work behavior has an influence coefficient of 0.68 and a t-count value of 17.22. It can be concluded that psychological empowerment has positive and significant effects on innovative work behavior. This means that the higher the psychological empowerment of IFSA's Generation Y employees, the higher the innovative work behavior of IFSA's Generation Y employees. This finding is consistent with the findings of Helmy and Pratama (2018), who stated that psychological empowerment is positively and significantly directly related to innovative work behavior.

Results from testing the mitigating effects of job trait variables showed that they significantly moderated the impact of proactive behavior on innovative work behavior (Woods et al., 2017). The relaxation factor is 0.20 and the t-value is 5.80. This result is consistent with a study of

Nurjaman, et al. (2019) stated that job characteristics strengthen the relationship between positive employee behavior and innovative work behavior.

CONCLUSION

The results of this study, proactive behavior has a significant effect on innovative work behavior of generation Y employees at IFSA. Psychological empowerment has a significant impact on innovative work behavior of IFSA's generation Y employees. Proactive behavior has a positive and important effect on the psychological empowerment of IFSA's generation Y employees. Job characteristic reinforce the impact of proactive behavior on innovative work behavior. That is, job characteristic play a role as moderator of the influence of proactive behavior on innovative work behavior.

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