

## PROACTIVE WORK BEHAVIOR AND INNOVATIVE WORK BEHAVIOR: MODERATING EFFECT OF JOB CHARACTERISTICS

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### Abstract

**Purpose of study:** This study examined the usefulness of job characteristics as a technique designed to enhance the effect of proactive behavior and innovate work behavior.

**Methodology:** A field study was conducted with a randomly selected sample of company 145 supervisors of Sharia Bank at West Java Indonesia. This research was used as a quantitative approach to analyze and answer all research questions. And then, hypotheses for direct and moderator effects are tested using hierarchical regression analysis with SPSS as an analysis tool.

**Result:** Results presented that there is a relation between proactive behavior and innovative work behavior. Furthermore, jobs characteristic strengthens the relationship between proactive behavior and innovative work behavior in Sharia Bank.

**Implications:** The strategy of job design utilization with job characteristics can trigger people's innovation behavior who already have self-initiative and this strategy will succeed in Islamic banks that have employees with high initiative.

**Novelty/originality:** The novelty of this study is the use of job characteristics in strengthening the relationship between proactive behavior and IWB which is very rarely done in banking, especially in Sharia Banking.

**Keywords:** *Proactive work behavior, Job characteristics, Innovative work behavior, Sharia Bank.*

### INTRODUCTION

A fast and continuous development constitutes one of the most apparent things in the modern environment and the current work organization. Today's uncertainty and challenges of the world economy become a strong drive for the organization to make sustainable changes. In order to meet the needs of this change, it is imperative for the organization to pay attention to changes in the lower class by preparing employees who have the willingness to change. The success of this change depends on the employee's attitudes in taking personal responsibility to change and his rapid anticipation of the change possibility and innovation (Ghitulescu, 2013).

A company is required to enhance its productivity and quality in order to survive and have competitive advantages in the competition (Mathuramaytha, 2012). An accelerating company will make a change to always follow and study market demand. Therefore, it will provide freedom and independence to the organization members to explore creative ideas and practice them in innovative performance. However, the organization must give concern to the external factor in terms of market competitors, as it is unavoidable that both domestic and foreign companies follow a global competition to adjust to the current situation. This is seen to be a challenge for the company to survive. One effort that the company can take is innovation. The created innovation has the power to drive the company's performance to win the competition. Innovation can be a determinant factor in industrial competition and has a vital role in the competition (Munir & Beh, 2016).

Innovative behavior is in relation to the overall actions of people that lead to the emergence, recognition, and application of something new that benefits all levels of the organization. This is regarding the ideas or technology development in new products and changes in administrative procedures that aim to improve one's performance. Accordingly, a conducive organizational climate, promoting justice, intimate work relation and an effort to leave the comfort zone, psychological security atmosphere in configuring new things are seen to be important in creating innovative (Oldham & Cummings, 1996).

Moreover, Innovative behavior can generate, enhance and realize new ideas in work, workgroup and organization that provide benefits to the performance of workgroup or organization (West & Farr, 1990). In the change process of the lower class, it is important to apply the innovation behavior of employees (Beer, 2006). Naturally, an employee has a different tendency to deal with change, and the proactive behavior of employees has an active relation to the employee's innovation behavior. The proactive behavior of an employee is an important asset for a manager to investigate changes in the organization (Kim & Wang, 2008).

The behavior has resulted from the interaction between individual and environmental disposition. Personal differences and situation factors of interaction influence innovative work behavior. The explanation about this interaction relationship with the trait activation theory (Tett & Burnett, 2003). A pleasant situation will strengthen one's proactive behavior to achieve his goals (Kim & Wang, 2008). The role of proactive behavior in the organizational behavior theory and research is important for organizational development (Munir & Beh, 2016). Stable personality traits can survive and make people easily have consistent behavior in different situations.

One way to make fun and meaningful work for employees is by designing tasks with job characteristics that are valuable to employees through improving their skills or designing the work that gives feedback to them or the tasks that serve an impact on them and other people ([Hackman & Oldham, 1975](#)). Many studies showed that innovation in a company is crucial for the future of the company ([Getz & Robinson, 2003](#)). Therefore, the company should pay attention to employees' innovation behavior in carrying out their works. The way to pay attention to and support the work behavior innovation of employees is creating a work atmosphere that is conducive and meaningful to them.

The focus of this study is to explain how the interaction of job characteristics in proactive work behavior on innovative work behavior. It is very important to make research on this topic so that employee's innovation can be detected in the early time by individual factors (proactive work behavior) and contextual factors (job characteristics) that strengthen their relationship to innovative work behavior.

## LITERATURE REVIEW

### Proactive work behavior

In a very narrow sense, a proactive personality describes that behavioral tendencies function to change something in work and make a rejection. Proactive work behavior is a behavior that is intended to improve the current work situation or create new opportunities in the work environment. Different from the passive worker, active employees strive to achieve goals and expectations. They are not waiting for opportunities and pieces of information that approach them ([Crant, 2000](#)). In addition, proactive behavior is an initiative act to make decisions that lead to a better condition, and an adaptation to the current situation with an attempt to change it. Proactive behavior constitutes one of the motivated behaviors in the workplace; one of the behaviors that is affected by proactive behavior is the achievement of the individual in completing the work given. This means that the individual has the initiative in carrying out the tasks assigned to him ([Bateman & Crant, 1993](#)). Furthermore, their initiatives lead to a number of thoughts, attitudes, and behaviors that identify new thoughts for enhancing work processes, renewing skills and searching the best understanding of corporate politics ([Seibert, Kraimer, & Crant, 2001](#)).

[Parker, Williams, & Turner, \(2006\)](#) state that proactive behavior conceptually expressed as a factor that employees take effecting their environment and themselves. Proactive work behavior consists of four dimensions. The first, problem prevention; the second, individual innovation; the third, voicing ideas; and the forth, taking charge ([Parker & Collins, 2010](#)).

### Job characteristic

The concept of job characteristics originated from the theory of work design. According to [Noe, Hollenbeck, Gerhart, & Wright \(2013\)](#), work design is a process to define the way the work will be carried out and the tasks needed at work. The process is determined and created by characteristics and work ([Schuler & Jackson, 1997](#)). Moreover, this design is changed to a working design where tasks are combined to form a complete job ([Robbins & Coulter, 2010](#)). This work design is a foundation in the formation of job characteristics theory, which is then known as the model of job characteristics. Job characteristic is the internal aspect of a job that refers to the content and condition of work ([Hackman & Oldham, 1975](#)). In addition, ([McShane & Glinow, 2007](#)) stated that the model of job characteristics is a work design model that deals with the nature of work that particularly drives people and organizations with these traits.

The explanation according to [Hackman & Oldham, \(1975\)](#) that work characteristics comprise; the first, skill variety; the second, task identification; the third, task significance; the forth, task autonomy; and the fifth, feedback. Skill variety is known as the degree to which a job requires the utilization of a number of different skills and talents from employees. Task identity is the level where the task requires the implementation of the task as a whole from the beginning to the end. Task significance is the level at which tasks have an impact that is believed to provide benefits for others. Autonomy is a level where employees have the freedom and policy to plan, schedule and complete work according to their expectations. Feedback is the level at which work gives people information about the effectiveness of their performance ([Beer, 2006](#)).

Previous research states that innovation is directly affected by proactive work behavior ([Scott & Bruce, 1994](#); [Seibert et al., 2001](#)); furthermore [Rank, Pace, & Frese \(2004\)](#) stated that intellectual autonomy has potential as a moderating factor in increasing the relationship between proactive work behavior and IWB. The study only emphasizes direct variable testing and discussion of intellectual autonomy as a moderating factor but does not specifically discuss job characteristics as a moderating factor. Because of that, the job characteristics selected in the study as factors that can strengthen the relationship between proactive work behavior and IWB.

### Innovative work behavior

The concepts related to innovation are very important to study in developing organizations. The innovative behavior is a combination of ideas, the promotion of thought, and the implementation of interrelated and intermittent ideas to provide benefit in work roles, workgroup, or organization ([Janssen, 2000](#)). [Sajiwo, \(2015\)](#) revealed that innovation is a process of thinking and the implementation of the thinking, resulting in new things in the form of product, service, business process, new way, policies, and so forth. Innovative behavior gives emphasis to the creative attitude so that the process of attitude changes from traditional to modern attitudes take place, or from undeveloped attitudes to advanced attitudes happen ([Purba,](#)

2009). It is imperative for people to make innovation in order to implement the strategies of their organizational industry (Mathuramaytha, 2012).

An innovative work relationship is the desire of employees to introduce, ask for and submit new ideas for their work in the organization where he works (Yuan & Woodman, 2010). Furthermore, innovative work behavior is the introduction and implementation of ideas, processes, products or procedures that are relevant to adopt new products, which are designed significantly for the benefit of individuals, groups, organizations or the wider community (Munir & Beh, 2016). Innovative work behaviors usually include a range of behaviors in relation to ideas generation, support creation for them, and helping their implementation (Janssen, 2000).

Innovative work behavior is the behavior of individuals or organization members that transfers the ideas they create to a group or an organization where they work. According to Fuller & Marler, (2009) IWB aims to achieve intentional recognition within a group or organization through meaningful ideas, processes, products or procedures.

Previous research stated that IWB was influenced by co-worker support, workplace happiness, job stress (Bani-Melhem, Zeffane, & Albaity, 2018); Leadership, workgroup, individual attribution (Scott & Bruce, 1994); personality traits (Munir & Beh, 2016); job demand, reward fairness (Janssen, 2000). The research has not touched on the factors of proactive work behavior in increasing IWB so that this research can be further research in complementing previous research in influencing IWB

### **Proactive behavior and innovative work behavior**

Theoretically, innovation has a very big role in the development of organizations. And the relationship between proactive behavior and IWB is revealed within one's ideas who have proactive behavior that positively influences the motivation in taking initiative and action to face a situation (Fuller & Marler, 2009). A person who has proactive behavior will often generate new ideas and will be motivated to do these ideas. When the individual wishes to implement the idea, IWB has grown in the employee. This is the main reason to make a hypothesis in this research.

***H1: Proactive behavior has a positive impact on increased employee's innovative work behavior***

### **The moderating role of job characteristics on proactive behavior and IWB.**

Proactive behavior is an individual who has initiative and a future work orientation that aims to change and improve certain situations and the individual (Parker et al., 2006). A person will take action in a certain situation depending on whether he finds benefits in his work (or not) (Mischel & Peake, 1982). Work characteristic is the internal aspect of a job that refers to the content and condition of work (Hackman & Oldham, 1975). Work characteristics are necessary to raise awareness regarding developing employable skills is necessary. On the other hand, given the opportunities to gain skills and enhance their prospects for employment (Chougule, 2018). Job characteristic constitutes a contextual factor that can influence the relationship between proactive behavior and employees' IWB.

***H2a: skills variety strengthens the relationship of proactive behavior on increased employee's innovative work behavior***

***H2b: Task identity strengthens the relationship of proactive behavior on increased employee's innovative work behavior***

***H2c: Task significance strengthens the relationship of proactive behavior on increased employee's innovative work behavior***

***H2d: Autonomy strengthens the relationship of proactive behavior on increased employee's innovative work behavior***

***H2e: Feedback strengthens the relationship of proactive behavior on increased employee's innovative work behavior***

### **METHODOLOGY**

This study applied survey design, with a questionnaire instrument. This study was conducted in Islamic Banking in West Java, which covers the following regions: Kota Cimahi, Kabupaten Bandung Barat, Kabupaten Bandung, and Kota Bandung. Research data were taken from the bank's supervisors in the regions. The number of samples covers 145 respondents taken by the nonprobability sampling method with a purposive sampling technique.

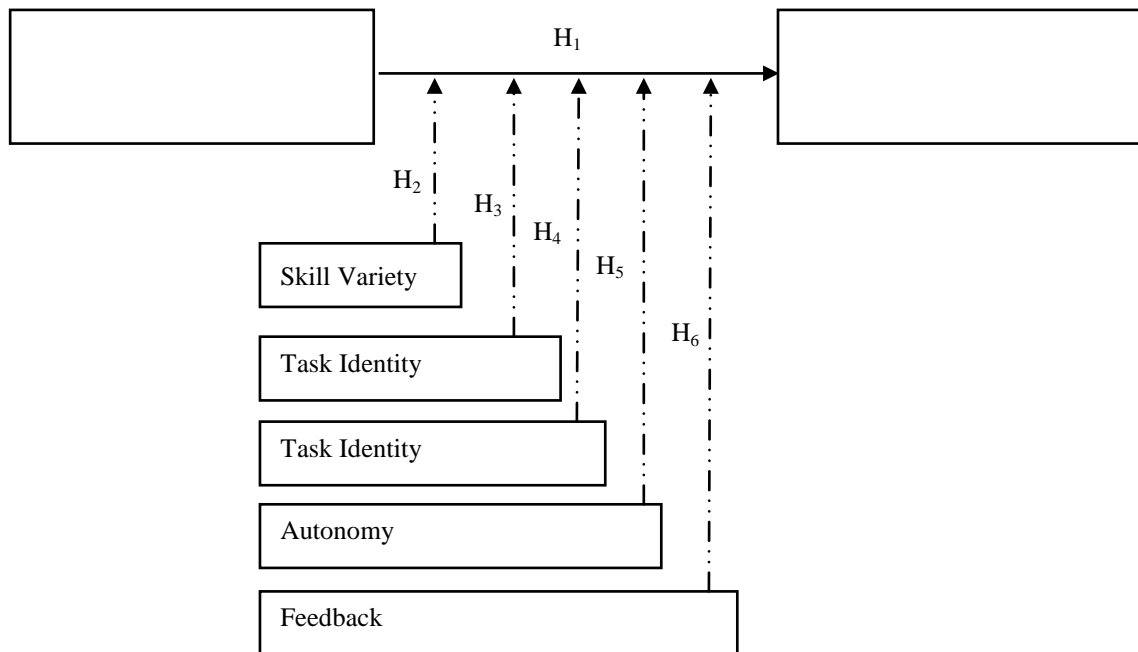
Hypotheses testing in this study applied hierarchical regression analysis from (Hayes, 2013), which uses three steps of testing. The first step, examining the effect of the independent variable (proactive behavior) on the dependent variable (innovative work behavior). The second step, testing the moderating variable (job characteristics) on the dependent variable. The third step, examining the interaction effect of the moderating variable on the relationship between the independent variable and the dependent variable.

### **Measurement**

The measurement of the individual attitude of the innovative work behavior variable uses 6 statement indicators (Scott & Bruce, 1994). Based on the reliability testing innovative work behavior has an internal consistency of 0.690. Meanwhile,

Job characteristic uses 15 statement indicators (Hackman & Oldham, 1975). The test result of Cronbach's alpha is 0.909 which means that the job characteristics have internal consistency. Moreover, the proactive behavior variable uses 9 statement items from Morrison & Phelps, (1999). The test results of Cronbach's alpha show 0.748 which mean that proactive behavior has an internal value of consistency. Overall, all variables were measured with a 5-point Likert scale, where respondents were asked to answer a questionnaire with the number of choices of 1-5 (1 = strongly disagree , and 5 = strongly agree).

Here is the frame of thinking applied to formulate hypotheses in this study:



**Figure 1: Conceptual Model**

## RESULTS AND DISCUSSIONS

The results of Moderated Regression Analysis show that jobs characteristic as a moderating variable between proactive behavior and IWB of an employee in the Islamic Banking in West Java, as follows:

**Table 1: Result of Hierarchical Regression Analysis**

Constant, independent And moderation	Stage I		Stage II		Stage III	
	Beta	Sig.	Beta	Sig.	Beta	Sig.
Constant (a)	0.587	0.003				
Proactive behavior (X)	0.863	0.000				
Skill variety			0.782	0.000		
Task identity			0.800	0.000		
Task significance			0.791	0.000		
Autonomy			0.813	0.000		
Feedback			0.773	0.000		
Proactive behavior x skill variety					-0.060	0.286
Proactive behavior x task identity					-0.078	0.220
Proactive behavior x task significance					-0.057	0.302
Proactive behavior x autonomy					-0.085	0.131
Proactive behavior x feedback					-0.912	0.117

Table 1 shows the result of the hierarchical regression analysis that investigated the moderating effect of job characteristics on the relationship between proactive behavior IWB. The level 1 in the table reflects the direct relationship between proactive behavior and IWB. Level 2 implies additional variance levels when the moderator is included in the regression model. Level 3 highlights the interaction of the moderator variable with the independent variable and their relationship to the dependent variable.

Table 1 in the first level shows that proactive behavior has a positive impact on IWB in Islamic Banking employees in West Java. This can be seen from the significance value of 0.000 which is smaller than 0.05 at the first level. In the second level, the moderating variable of job characteristics which consist of skill variety, task identity,



task significance, autonomy, and feedback has a positive relationship to IWB, this is seen from the result of significant test that shows a positive relationship of each moderating variable with a significance value of 0.000 which is smaller than 0.05 at the second level. In the third level, the result of the interaction test between the variables of proactive behavior and skill variety variable is 0.286, task identity 0.220, task significance 0.302, autonomy 0.131, and feedback 0.117 on innovative work behavior. This shows no significant value because it is greater than 0.05 in table 1 of the third level.

**Table 2:** Result of Coefficient Determination

No	Variable	R <sup>2</sup>	R <sup>2</sup> Change
1	Skill variety	0.875	0.876
2	Task identity	0.864	0.865
3	Task significance	0.880	0.881
4	Autonomy	0.879	0.880
5	Feedback	0.869	0.871

The assessment of R Square in table 2 states that there is an increasing value when the job characteristics variable interacts with proactive behavior towards innovative work behavior. This interaction changes the value of R Square to a higher value. Therefore, it can be assumed that job characteristics play a moderating variable which is seen to be a pure moderator that can strengthen the interaction between proactive behavior and job characteristics on innovative work behavior in Islamic Banking employees in West Java.

The consensus growth shows that employee's initiatives and proactive behavior are important drivers in organizational effectiveness, especially when employees have flexible work rules (Crant, 2000; Grant & Ashford, 2008). The employee's own initiative can affect a particular environment so that it can be used as a special consideration in work (Bateman & Crant, 1993; Crant, 2000). The relationship between proactive behavior and IWB states that people have the motivation to take initiative and act to face a situation (Fuller & Marler, 2009). When an employee is motivated from within to do work and has a knowledge need to detect problems in his work, new and meaningful ideas will quickly emerge and be implemented (Rank et al., 2004).

In the literature study of psychology and organizational behavior, the pattern of interaction is believed that behavior can have internal and external control (Oldham & Cummings, 1996; Scott & Bruce, 1994). The expert considers that the process of dynamic interaction between individuals and the environment as reciprocal relationships (Magnusson & Bndler, 1977). The explanation of environment and behavior based on Affective Events Theory states that the work environment uses itself to influence the individual experience through specific job events, such as achieving a goal or obtaining rewards (Weiss & Cropanzano, 1996). Certainly, job characteristics make the experience more preferable (Fisher, 2002). Proactive behavior is an individual who has an initiative and has a future work orientation done to change and improve certain situations and himself that is considered inappropriate in his organizational life (Parker et al., 2006). In other situations, however, the environment triggers whether the individual finds benefits in his work based on the organizational design (De Spiegelaere, Van Gyes, & Van Hootegem, 2018).

The result of a research review on work design from Hackman & Oldham, (1975) states that there are still open questions on how to build and measure different individuals in their motivation to work on varied jobs. In the theory of job characteristic model proactive variable moderates the effectiveness of several work designs (Parker et al., 2006). Proactivity is related to the nature of the individual initiatives so that the initiative can build individual trust in effective and efficient work (Seibert et al., 2001).

The complex task that the organization gives to employees can significantly moderate the objectives set for work behavior. The complex task consists of the complex component, complex coordination, and action to change, behavioral stages and relationships between them. This complex task can provide information, how the employee faces the given work so that the employee feels he gains new experience and knowledge from the work he is directly doing (Wood, 1986). The complex task is known as the variation of task, task identity, task significance, in which employees gradually gain new experiences from their assignments. This variation, identity, task significance of the work can produce knowledge that can stimulate individual behavior to achieve organizational goals (Hackman & Oldham, 1975).

Besides that, the capacity of the conditioning work environment based on individual autonomy can provide incentives for individuals to explore their ideas so as to make work innovations. It can be stated that autonomy in the job has a positive impact on IWB of the employees in a service company, and autonomy that provides freedom for employees to manage, schedule, determine the work time, this can be a trigger in improving employee innovation behavior (De Jong, 2003).

Although the influence of feedback varies on individual motivation and behavior, in general, the research cannot predict the effectiveness of feedback (Oldham & Cummings, 1996; Scott & Bruce, 1994). Based on the research findings that feedback statistically moderates proactive behavior towards innovative work behavior. Feedback follows work settings because it is a magnet in improving the work itself although work setting broadly assesses the work unit, organizational goals and organizational achievements (Tziner & Latham, 1989). Feedback can be a consideration in increasing the employees' proactive behavior that makes people motivated to create innovation in their work. Furthermore, this behavior

can foster innovation and maintain and improve business growth as long as changes are internally and externally developed (Mathuramaytha, 2012).

## CONCLUSION

The research findings show proactive behavior has a positive impact on IWB in Islamic Banking in West Java. That implies that the higher the proactive behavior the individual has, the higher the IWB becomes. Moreover, Job characteristics strengthen the relationship of proactive behavior to employees' IWB in Islamic Banking in West Java. This means that proactive behavior affects IWB moderated by job characteristics.

The research findings reveal the importance of job characteristics comprising skills variety, task identity, task significance, autonomy, and feedback in strengthening the influence of proactive behavior on IWB. The strategy of work design utilization with job characteristics can trigger people's behavior who already have self-initiative (Seibert et al., 2001). Work design creates individual awareness that the company gives more attention to him. This means that the focus on improving human resources creates individuals who believe in the organization, of course with not too strict controls so that employees feel free to do their job (Hackman & Oldham, 1975).

## LIMITATION AND STUDY FORWARD

This study recommends the following points: first, it is necessary to pay attention to research data collection through a questionnaire instrument that describes a state not necessarily refers to the actual condition of the respondents. Thus, it seems important to take the right look at the conditions of respondents in the next research. The use of experimental methods is highly recommended for further research to ascertain the role of job characteristics in organizations. Secondly, there are still other factors that make it possible to influence employees' innovative work behavior, including age, work period, salary, etc. Therefore, it is recommended to examine these variables.

## IMPLICATIONS OF THE STUDY

This research has implications for organizations that want to improve employee innovation behavior with a high level of awareness and initiatives to develop the organization. Furthermore, the strategy of work design utilization with job characteristics can trigger people's innovation behavior that already have self-initiative and this strategy will succeed in Islamic banks that have employees with high initiative. The leaders of the organization must pay attention to the proactive behavior of employees in order to classify them or any parts that can be given the right work design. Therefore, conditioning and designing work in accordance with the employee's capacity and expertise can improve their innovative work behavior. So, innovative behavior only arises when employees with self-initiative implement the initiatives in real work.

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