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Unpacking Innovative Work Behavior: A Descriptive Analysis of Workplace Innovation Practices

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Abstract
This study aims to explore and describe innovative work behavior in employees. This study uses a descriptive quantitative approach involving 146 employees as participants. Innovative work behavior was measured using a scale developed by De Jong and Den Hartog (2010), which consists of four main aspects: idea exploration, idea generation, idea defense, and idea implementation. The analysis showed that the majority of participants (72.6%) were in the high innovative work behavior category. This finding reflects employees' active involvement in generating new ideas, improving work processes, and contributing to organizational performance and competitiveness. In addition, participants were dominated by generation Y (64.4%), with 5-15 years of service (55.5%) and the majority were male (69.9%). These findings confirm the importance of supporting innovative behavior in the work environment as a strategic effort in encouraging sustainable innovation in organizations.

Keywords: Innovative Work Behavior, Business Environment, Indonesia

1. Introduction

In a rapidly changing and complex business environment, organizations are required to be able to innovate in order to remain relevant and competitive [1]. Innovation does not only come from technology or systems, but also from the contribution of individuals in the organization [2]. One form of contribution is through innovative work behavior (IWB), which is the behavior of individuals who create, promote, and implement new ideas in the workplace [3]. Innovative work behavior (IWB) has an important role in creating added value and supporting organizational success in facing challenges [4]. In contrast to creativity that focuses on idea generation, innovative work behavior (IWB) covers the entire process from idea exploration, generation, promotion, to implementation of new ideas [5]. Individuals who exhibit innovative behavior generally have critical thinking, are change-oriented, and are able to solve problems efficiently and effectively [6].

Previous research shows that most innovative ideas in companies come from employees [7], thus emphasizing the importance of the role of individuals in the innovation process. In addition, IWB has been shown to contribute to improved performance, internal efficiency, and long-term sustainability of organizations [8]. However, in the context of public organizations, studies on innovative work behavior (IWB) are still limited, even though this sector also faces high innovation pressures, such as the demands of technological change, government regulations, and evolving public expectations [9]. Therefore, a deeper understanding of innovative work behavior (IWB) in the public sector is important, especially to encourage sustainable innovation and improve the quality of organizational services. Thus, strengthening innovative work behavior at the individual level is a strategic step to improve organizational competitiveness, both in the private and public sectors.

2. Materials and Methods

This study aims to explore innovative work behavior. This study used a quantitative descriptive method. Participants in this study amounted to 146 employees. Innovative work behavior was measured using the innovative work behavior scale adapted by De Jon and Den Hartog [10]. This scale consists of 12 items and there are four aspects, namely: idea exploration, idea generation, idea championing, and idea implementation. The response to the answer choices used in this scale is a Likert model with 5 alternative answers starting from SS (Strongly Agree), S (Agree), N (Neutral), TS (Disagree), and STS (Strongly

Disagree).

3. Results and Discussion

Data analysis was carried out descriptively on 146 respondents, the data is presented as follows:

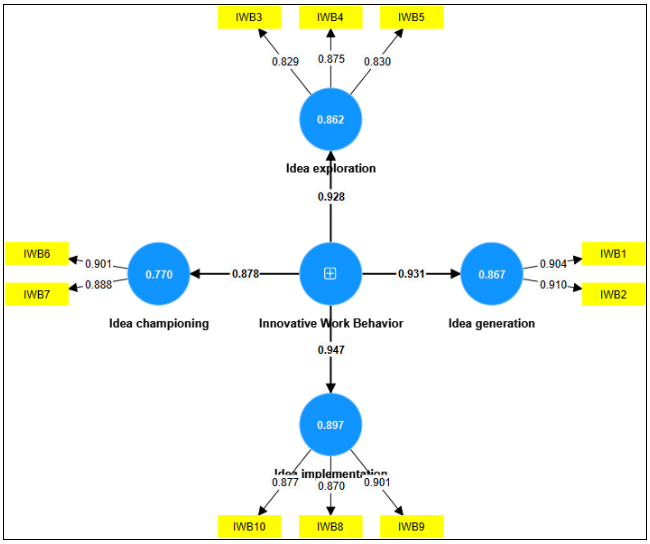

Fig 1: Outer loading values for innovative work behavior

Based on Fig 1, the analysis of outer loading values, for the aspects of idea exploration, idea exploration, idea generation, idea championing, and idea implementation, all items show a loading factor value greater than 0.7. This indicates that all items in this aspect are valid. Furthermore, the convergent validity test based on the AVE value can be seen in the following table.

Table 1: AVE Value for innovative work behavior

Aspect	AVE
Idea Exploration	0.714
Idea Generation	0.823
Idea Championing	0.800
Idea Implementation	0.780

Based on the results above, the idea exploration aspect has an AVE value of 0.714 (>0.5), the idea generation aspect has an AVE value of 0.823 (>0.5), the idea championing aspect has an AVE value of 0.800 (>0.5) and idea implementation has an AVE value of 0.780 (>0.5). This shows that the variable innovative work behavior meets the criteria for convergent validity. Furthermore, the discriminant validity test on innovative work behavior variables can be seen in the table below.

Table 2: Discriminant validity of innovative work behavior

Item	Idea exploration	Idea generation	Idea championing	Idea implementation
IWB1	0.692	**0.904**	0.794	0.692
IWB2	0.766	**0.910**	0.783	0.715
IWB3	**0.829**	0.698	0.735	0.661
IWB4	**0.875**	0.678	0.696	0.640
IWB5	**0.830**	0.661	0.670	0.638
IWB6	0.748	0.674	**0.698**	0.901
IWB7	0.617	0.715	**0.652**	0.888
IWB8	0.703	0.755	0.870	**0.709**
IWB9	0.751	0.757	0.901	**0.642**
IWB10	0.744	0.789	0.877	**0.650**

Based on Table 2, the cross-loading value on the construct of items representing each aspect is greater than the value of other aspects. This indicates that the items innovative work behavior in this study have described the latent variable appropriately, so all items are valid. Furthermore, the reliability test of the innovative work behavior scale is presented in the table below.

Table 3: Reliability test of innovative work behavior

Cronbach's Alpha	Composite Reliability	AVE
0.943	0.951	0.660

Based on Table 3, it can be seen that the Cronbach's Alpha value is 0.943 (>0.6) and the Composite Reliability value is 0.951 (>0.7). This shows that the innovative work behavior scale has a high level of reliability.

Tabel 4: Participants by gender

Gender	Frequency (n)	Percentage (%)
Male	102	69.86%
Female	44	30.14%
Total	**146**	**100%**

Based on Table 4, it can be seen that most participants are male, namely 102 employees (69.86%), while female participants amounted to 44 employees (30.14%).

Tabel 5: Participants by Age

Age Category	Frequency (n)	Percentage (%)
Generation X Years (1965-1980)	8	5.5%
Generation Y Years 1981-1994	94	64.4%
Generation Z (1995-2010)	44	30.1%
Total	**146**	**100%**

Based on Table 5, it shows that the most participants are subjects in the generation Y category with a birth year range of 1981 to 1994, namely 94 employees (64.4%), while the least subjects are participants in the generation X category with a birth year range of 1965 to 1980, namely 8 employees (5.5%).

Tabel 6: Participants by Work Experience

Work Experience	Frequency (n)	Percentage (%)
1-5 years	57	39.0%
5-15 years	81	55.5%
>15 years	8	5.5%
Total	**146**	**100%**

The stages of career development according to Tarwaka (2015) categorize the working period based on changes in work factors that occur as experience increases. Career development stages are divided into three stages, namely the early stage (0-5 years), the middle stage (6-15 years), and the advanced stage (>15 years). Based on Table 6, the most participants are employees with a work period of 5 to 15 years, namely 81 employees (55.5%).

Tabel 7: Kategorisasi Innovative Work Behavior

Reach	Categorization	Frequency (n)	Percentage (%)
X < 23	Low	14	9.58%
23 ≤ X < 37	Medium	26	17.80%
37 ≤ X	High	106	72.60%
Total		**146**	**100%**

Based on Table 7, it can be seen that there are 14 participants (9.58%) who are in the low innovative work behavior category, 26 participants (17.80%) are in the medium category, and 106 participants (72.60%) are in the high innovative work behavior category. This data shows that the majority of subjects show a high level of innovative work behavior.

4. Conclusion

This study provides a descriptive picture of innovative work behavior in employees. The results of the analysis of 146 participants showed that most employees (72.6%) had a high level of innovative work behavior. This indicates that employees are active in generating new ideas, improving work processes, and making a real contribution to improving organizational performance and competitiveness.

The findings also show that most participants are from generation Y (64.4%), have 5-15 years of service (55.5%), and the majority are male (69.9%). This composition shows that employees with medium experience and are at a productive age tend to show a higher tendency of innovative work behavior.

Overall, the results of this study confirm the importance of supporting and facilitating innovative work behavior in the organizational environment. Organizational efforts to create a work culture that encourages idea exploration, generation, defense, and implementation can strengthen employee contributions to success and sustainable innovation.

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