THE ANTECEDENTS TO PERFORMANCE OF CREATIVE BEHAVIOUR: A CASE STUDY

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Abstract. The main objective of the current study is to examine the antecedents of the performance and creative behaviour. Performance is a component, which is used for evaluation of behaviour. It means that performance of behaviour can be positive or negative. It has been postulated in this research that a relation between work motivation and autonomy exists when there is high job involvement of employees. This hypothesis has not been supported by the study findings. It can be because of two different constructs in theoretical terms i.e. autonomy and job involvement. There is no similarity in the two constructs theoretically. However, the items of measuring the constructs have been defined to have the similar meaning. For instance, the items for autonomy measurement involve the information about work autonomy and freedom to make decision. PLS structural equation modelling has been used in the study, which does not require normal distributive data. This study employed PLS Structural Equation Modelling that does not require data with normal distribution. The response rate of the study is 63 percent. The findings of the study have provided support to the study. When employees have high job involvement, the rule of supportive leaders can be undermined. The level of motivation for a person who has greater job involvement can make efforts for problem solving and working through intellectual way. In this research, the researchers have been taken as respondents. It was assumed that the respondents possess specific qualities related to individuals, who have creative minds.

Keywords: creative behaviour; autonomy; Indonesia

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1. Background

For achieving competitive advantage, organizations across the world enhance their ability to produce, innovate and sustain their position for survival (Dereli, 2015; Haseeb, Hussain, Kot, Androniceanu, & Jermisittiparsert, 2019; Ploenhad, Laoprawatchai, Thongrawd, & Jermisittiparsert, 2019). Organizations can achieve competitive edge through innovation. Innovation refers to the development of improved technologies, ways of performing, and designing new products and processes. Moreover, innovative marketing techniques are included in it. Several factors determine the level with which an organization can do innovation and sustain its competitive position. The creative ideas generated by employees, results in innovation (Hon & Lui, 2016; Sokół & Figurska, 2017). Organizations are motivated to explore different ways to use the skills of their employees in an efficient manner to create, sustain and enhance their competitive edge.

To improve the creativity of employees can result in competitive advantage. It is necessary for the success of organization to improve the creativity of employees (Shanker et al., 2017). Organizations can generate and produce new and useful ideas through innovative and creative employees, which are an invaluable resource for the

organization. These ideas can be implemented for the betterment and improved processes of the organization (Bryson, 2018).

A developing Asian economy, Indonesia, is working on becoming NIE (newly industrialized economy) in the region. It has a stable growth in the economy and possesses the ability to work in line with the success of NIEs including Korea, Taiwan, Singapore, and Hong Kong. The economy of Indonesia is based on S & T (science and technology) for improving socio-economic growth and become a developed economy by 2020 (Jomo, 2019). Innovation will be developed through S & T, which can improve the competitive advantage of the country. Currently, the economy of Indonesia is the third National Science and Technology Policy (2013–2020), which is focused on the significance of its generation and knowledge utilization. Moreover, it works on promoting talent through development program and innovation in the sector (Mohamed et al., 2018). Therefore, it works on improving the framework of governance for Science and Technology. The framework is set by SDT to understand the behaviour creativity. The creative behaviour is determined through contextual factors. The significance of stimulants is emphasized by this theory promoting work motivation. Therefore, it improves the positive outcome among the individual including creative behaviour (Kwon & Kim, 2019). These contextual factors are not explicitly specified by SDT being a general framework. Therefore, these factors are identified through OST (organizational support theory). It is argued by OST that support should be provided by the organization in achieving job performance of an individual.

It is implied that obstacles should be removed by the support of an organization, which can affect the performance. It is appropriate to use OST because high job performance is shown by employees when they feel they are supported by the organization including creative behaviour (Branco, 2019). Different types can exist for support of organization. However, it has been suggested by the literature studies on creativity that the characteristic of autonomy dimension of job and supervisory style are the key factors, which can create an influence on the creative behaviour and work motivation (Lu et al., 2019).

The effective of these two variables will be analysed to reveal their influence on the creative behaviour of employees. Moreover, other than these two forms of organization support, it is expected that reward can create an effect on employees' creative behaviour. However, this influence can be in a controversial manner. As per OST, positive valuation of contributions of employees is served through pay, recognition, and promotion, which are the favourable reward opportunities.

It has been shown by previous studies that the findings of influence of reward on employees' creative behaviour are not consistent. However, a positive effect has been found by some studies and some have found negative influence (Chen, Li, & Leung, 2016). It has been suggested by the previous studies on creative behaviour that further analysis is required on the influence of rewards on motivation and employees' creative behaviour. Therefore, this study has incorporated reward for analysis.

2. Literature Review

2.1 Performance and Creative Behaviour

Performance was defined by Harari et al. (2016) as the total value expected for the total episodes of behaviour carried by an individual over a specific time period in the organization (p.1). The definition above leads to the following assumptions.

- 1) A performance is a behavioural construct, which is multidimensional

- 2) The behaviour of performance is episodic
- 3) Evaluative elements are included in the episodes of performance behaviour

Therefore, it is a construct of behaviour with multi-dimensions because various individual factors interact with environmental factors to result in performance. Hence, excellent abilities, knowledge, and skills of individuals result in good performance along with a supportive and conducive working environment. Moreover, an individual gets involved in a number of behaviours at workplace. When a person is involved in behaviours, which support or restrict the achievement of a goal, this considers the episodic behaviour. The performance is not determined by taking other behaviours in consideration, as they are not linked with the achievement of goal.

Performance is a component, which is used for evaluation of behaviour. It means that performance of behaviour can be positive or negative. However, it is desired to get positive performance, which contributes in the achievement of goals (Redfern, 2019). In contrast, the negative performance is not desired, and it restricts employees towards attaining organizational goals. It was argued by Shin and Konrad (2017) that a better explanation of performance is provided by behavioural perspective in contrast to the result perspective.

For even a better understanding of performance, the taxonomy of the performance construct can be examined. There are few types of performance based on the concepts given by various researchers. A key concept was suggested by Bozionelos and Singh (2017), which stated that there are two behaviour classes in performance, which include contextual and task. The behaviour, which results in manufacturing of organizational goods, is referred as the concept of task performance. On the other hand, contextual performance is a set of behaviours, which can support or restrict the effectiveness of an organization by supporting the social, organizational, and psychological work context.

The overall job performance of employees is based on several factors of behaviour. Among these factors, task performance is a distinct side of the entire performance of job. The effectiveness with which activities are performed by employees, which contribute to the core values of an organization through implementing the process of technology is referred as task performance (Mone & London, 2018). In order to implement technical aspect of a job, it is required to focus on the technical proficiency of job along with fulfilment of the requirements of job. This is referred as good performance. Behaviours, which are specific to job, are included in task performance. Creative behaviour was identified by Mitchell et al.(2019) as a specific category of task performance. The creative behavior is different from other behaviours in particular jobs such as of researcher. In such jobs, it reflects the efficiency of performing tasks related to the researchers' work. There is need for researchers to engage in activities, which combine different ideas to recognize the associations, which were not realized previously (Collins, 2018). It was claimed by Paul and Elder (2019) that it is not enough for novelty to be named as creativity. The formation of human mind is highly complex. Similarly, several ideas are there, which can be linked through mental processes. These mind processes can be regarded as generative rules. The newness in these rules results in creativity. Moreover, it was argued by Mitchell et al.(2019) that when human grow up, they develop certain habits. Matrices are referred as the repetitive and predictable patterns, which influence their actions, emotions, perception, and thinking to a given stimulus. When a connection is made between two previous matrices, which were not related, this builds up a tension. This process is regarded as bisociation. The development of new concept and tension resolution following bisociation is regarded as creative action.

It is difficult to express creativity by behaviour and creative act. It is an intriguing process, which includes the development of newness and new concepts. The job of a research requires the involvement of such processes. A researcher is required to be creative. A distinct form of task performance is creative behaviour. It can be defined

with the effect of environment and the individual. The effectiveness of creative behaviour can be used to overview it in the achievement of individual and organizational objectives. Creative behaviour has been used as endogenous variable in this research.

2.2 Work Stressors

In this study, work stressors have been examined as predictors. The environmental factors, which can be dangerous for the welling being of an individual, are referred as work stressors from the perspective of a stimulus (Andrew et al., 2017). It was argued by Abbas and Raja (2015) that a positive influence can be created by stressors on individuals, which improves work performance. The relation among the circumstances and an individual is referred as Stress. For understanding individuals' reactions, the person is involved in situation's cognitive evaluation psychologically and emotionally. When environment creates demand, which is greater than the resources of an individual, this leads to stress. Therefore, stress is a reaction type, which is developed when stressors or threats are experienced by an individual.

The way in which a condition necessitating the adaptive response of an individual is triggered by an environment is sought by stimulus approach (Villada et al., 2016; Bernardi, 2019; Reinhold, Jarvis, Prause, 2019).

The key examples of stressors include overload, conflicting demand, conflict role, constraint of time, competition and ambiguity in doing workplace hazards and tasks. It was suggested by Redfern (2019) that two types of stressors can be categorized including hindrance stressors and challenge stressors. The stressor type, which creative positive influence on performance and motivation of an individual including creative behaviour are referred as challenge stressors. Challenge stressors including pressure of time, high workload and responsibility create demand, which is stressful. Therefore, managers consider these stressors as hindrance in learning and development. When challenge stressors come across individuals, they are influenced to work for the achievement of goals (Chen et al., 2016). Hindrance stressors are the second type, which are regarded as stressful demand. Individuals consider these stressors to negatively influence their level of motivation and hinder growth.

The hindrance stressors include conflict role, ambiguity role, and politics in an organization. It was suggested by Montani et al. (2019) that stressors could create a positive effect on the level of motivation. In this way, creative behaviour is supported. Arousal is increased by these stressors, which enable the use of innovative thinking and encourage engagement in creative working. When challenge stressors come across individuals, the situation is evaluated by them for learning and efficient problem solving (Zhang et al., 2018). The needs of autonomy and competence can be fulfilled by these stressors from the aspect of self-determination. Resources, time and efforts are made by individuals to show creative behaviour to deal with challenges. Alternatively, it is postulated by the theory of arousal distraction that motivation can be negatively influenced by hindrance stressors, which reduces the creative performance (Andrew et al., 2017). Cognitive resources are limited for humans and they respond in a suitable manner in a specific situation as per the theory. Suitable strategies are used by humans to deal with the situation and solve issues. When resources are used to deal with unnecessary stressors such as work conflict, this will result in less available cognitive resources for crucial tasks i.e. job performance. Subsequently, simple cognitive strategies are made by individuals while job performance, which creates a negative effect on creative behaviour (Tams et al., 2018)

2.3 Autonomy

Autonomy has been analysed in this research as a critical aspect of job characteristics other than the styles of supervisory ((Heberer, 2017). Several scholars have argued that it can create an influence on creative behaviour and work motivation. It was suggested by (Preenen et al.(2016) that experienced responsibility of an employee is elicited by autonomy. It is regarded as the level with which independence, freedom, and job incumbent is provided by a job to show a high discretion level in making decisions about the processes for job performance. It is believed that when an individual performs job with high level of autonomy, the responsibility of outcomes is owed by him. Therefore, accountability is experienced for the outcomes of work argued that the ability to choose is the crucial element of self-determination. The belief of accountability, responsibility and freedom results in the fulfilment of needs of competence and autonomy, ultimately improving the work motivation (McAllister et al., 2017). It is expected that an employee with high motivation focus on making efforts on job and expected transpires of work performance. It shows that discretion and freedom in job performance, which makes creative behaviour evident.

2.4 Innovation-oriented Value Culture (IOVC)

The set of shared values, assumptions, beliefs, heroes, rules, ad artefacts, which form the creative identity of an organization resulting in creative thinking, outcomes, and behaviour, is referred as IOVC (Innovation-oriented value culture). The perceive level of creative thinking developed in the environment of organization is reflected by IOVC. Efforts and activities resulting in creative outcomes are supported and nurtured by organizations having IOVC through resource allocation, slacks' allowance, motivating decision-making and autonomy of employees (Bhattarai, 2017). The trait of innovation in internal culture of firm supports the organization and is the main driver of innovation and invention to deal with environmental challenges. Therefore, creative efforts are flourished (Palazzeschi et al.,2018). According to the perspective of self-determination, work environment characteristics are the nutriments, which result in improving work motivation and fulfilment of needs. The statement is in line with the assertion of Collins (2018) that there is direct and positive relation of IOVC with the perception level of employees on their competence level, and self-determination hat explains the employee's motivation. Consequently, employees can show creative behaviour within an organization, which promotes IOVC.

2.5 Supervisory Styles

It was argued by Boehe (2016) that motivation of employees to work and their creative behaviour is influenced by supervision style. Work motivation of employees and creativity is enhanced through non-controlling and supportive or non-controlling supervision (Jeong et al., 2017). The style of supervision, which is controlling or limited can be harmful for motivation and creative behaviour of employees. According to the research conducted by Strobl et al.(2019) it was found that supportive or non-controlling supervisors had more creative sub-ordinates than the supervisions of controlling behaviour. The supervision with great concern for the emotions and needs of employees motivates them to raise their issues. The employees are provided with positive feedback to improve their performance and support in career development. It was contented by (Shu et al. (2018) that required information can be willingly provided by supervisors, who are supportive. Moreover, subordinates are independent to perform their tasks, when the supervisors are supportive.

These attributes of supportive supervisors improve the sense of self-determination among employees, which influences their working capabilities. Moreover, the motivation and interest level of employees is improved (Caspar et al., 2019). It was argued by Hon and Lui (2016) that effort and time is invested by employees in performing tasks, which result in creative outcomes such as creative behaviour. Alternatively, the controlling style of supervisory reduces the motivation for work and negatively affects the creative behaviour. Controlling supervision style

monitors the working of subordinates closely and inputs of employees are rejected in decision-making. Employees are pressurized to work in the prescribed way. As noted by Huggins (2017) When the action of employees is limited, low level of creativity is shown in their working activities. This is because of their energy and attention on compliance with the supervisor's demand rather than creativity. Moreover, pressure is levied on employees to focus on other concerns, which are not related work, to deal with friction and conflict (Shu et al., 2018). In this way, the motivation for work is decreased, which results in less creative behaviour. Therefore, the following hypothesis has been developed:

H1: CB has significant impact on the PCB.

H2: WS has significant impact on the PCB.

H3: AT has significant impact on the PCB.

H4: SS has significant impact on the PCB.

H5: SS mediates the relationship between CB and PCB.

H6: SS mediates the relationship between WS and PCB.

H7: SS mediates the relationship between AT and PCB.

3. Methodology

This study is aimed at exploring the association between unobserved variables. It is crucial to select the right approach for research analysis. Therefore, the research approach chosen in this study is covariance-based SEM approach. However, there is need for normal distributive data (Hair Jr et al., 2014). PLS structural equation modelling has been used in the study, which does not require normal distributive data. This study employed PLS Structural Equation Modelling that does not require data with normal distribution.

It was stated by Hair et al. (2014) that PLS method can be used as an alternative approach to SEM method including AMOS and LISREL. PLS path modelling can be used on complicated models having a number of constructs and role of moderating and mediating variables. The use of PLS modelling is done before theoretical development in order to validate and assess exploratory models. Moreover, PLS model is suitable for research, which is focused on prediction. The researcher becomes able to define the dependent constructs. Another important attribute of PLS method is its ability to check deal with multicollinearity. Moreover, the structural models and measurement models are determined through PLS using multiple regressions. The estimates of multiple regressions can involve the multicollinearity issue. Further, both formative and reflective measurement models can use PLS path modelling.

3.1 Results

Before the selection of technique for analysis, the following assumptions have been tested in SPSS. There are three main steps involved in data analysis phase of a research. The initial step is to organize and clean data for further analysis. After organizing data, the second step is to describe data and hypotheses are tested in the final step along with identifying the relation among the variables. The step of testing research hypotheses is referred as inferential statistics. The data is checked and analysed in the phase of preparing data. The accuracy of data is checked. Alternatively, the basic features of data are described through descriptive statistics. This supports in providing basic summaries regarding the sample nature adopted in study. There are two types of techniques for analysis of data including inferential and descriptive. This allows defining the variables and determining the relations among the variables. In order to define the data, SPSS (Statistical Package for Social Sciences) has been used. However, the relation among the variables has been tested through PLS-SEM method. See Figure 1 and Table 1.

Figure 1. Measurement Model

Table 1. Outer Loadings

	AT	CB	PCB	SS	WS
AT1	0.876				
AT2	0.837				
AT3	0.904				
AT4	0.908				
AT5	0.869				
CB2		0.891			
CB3		0.902			
CB4		0.883			
CB5		0.916			
CB6		0.882			
PCB1			0.896		
PCB10			0.895		
PCB11			0.728		
PCB12			0.771		
PCB2			0.863		
PCB3			0.875		
PCB5			0.884		
PCB6			0.807		

PCB8			0.887		
PCB9			0.879		
SS1				0.924	
SS2				0.904	
SS3				0.876	
SS4				0.893	
SS5				0.841	
WS1					0.915
WS2					0.872
WS3					0.930
WS4					0.905
WS5					0.929
CB1		0.889			

There are two steps in determining the goodness of fit for the model. The factor loadings, Cronbach's alpha, composite reliability, and convergence validity are ensured in construct validity. Composite reliability values have been shown in Table 5.9, which are greater than the standard 0.7 value (Fornell & Larcker, 1981). A good level of validity is indicated when the value of AVE is greater than the recommended range. It is confirmed through the results that outer model has convergent validity. The criterion given by Fornell and Larcker (1981) was used to determine the measures' discriminate validity. Table 5.10 shows the value of AVE square root for all constructs placed in the correlation matrix at diagonal elements. The diagonal elements were greater than the elements in the column and row, which ensures the outer model's discriminant validity. Concluding, it is assumed by ensuring the construct validity of the measurement model that results of testing hypotheses will be reliable and valid. See Table 2.

Table 2. Reliability

	Cronbach's Alpha	rho_A	CR	(AVE)
AT	0.926	0.928	0.944	0.773
CB	0.950	0.951	0.960	0.799
PCB	0.957	0.961	0.963	0.723
SS	0.933	0.937	0.949	0.789
WS	0.948	0.952	0.960	0.829

The model's discriminant validity is determined through criterion of Fornell-Larcker (1981). The measure's consistency has been shown by the reliability of construct. Other variables in the model are controlled to measure reliability. Moreover, empirical evidence is provided through same questionnaire scores by the participants. When support is provided by individual items or sets for consistency with overall questionnaire, this ensures reliability. The level with which the items developed measure the related concept is referred as construct validity (Henseler et al., 2015). In specific terms, higher loading should be reflected by all the items, which are designed to determine a specific construct in contrast to the loadings on other constructs. The items have been generated through literature review, which were used by previous studies. See Table 3.

Table 3. Discriminant Validity

	AT	CB	PCB	SS	WS
AT	0.879				
CB	0.811	0.894			
PCB	0.869	0.720	0.850		
SS	0.796	0.690	0.727	0.888	
WS	0.715	0.792	0.777	0.649	0.901

The hypothesis testing is done after determining the outer or measurement model. PLS-SEM method is used to determine the outer model in the study. See Figure 2 and Table 4.

Figure 2. Structural Model

Table 4. Regression Results

	(O)	(M)	(STDEV)	T Statistics	P Values
AT -> PCB	0.353	0.357	0.166	2.134	0.016
CB -> PCB	0.235	0.227	0.153	1.540	0.431
Moderating Effect 1 -> PCB	0.364	0.310	0.241	3.509	0.000
Moderating Effect 2 -> PCB	0.035	0.035	0.203	4.173	0.000
Moderating Effect 3 -> PCB	0.201	0.131	0.266	2.756	0.000
SS -> PCB	0.370	0.380	0.156	2.373	0.009
WS -> PCB	0.329	0.314	0.177	1.859	0.032

The model's reflective accuracy is explained by the coefficient. The square of the correlation between the forecasted dependent construct values and real dependent construct values is taken. It is stated by Hair et al. (2014) that the collective influences of explanatory unobserved constructs on the dependent unobserved constructs in the model is reflected by the coefficient. The value of coefficient of determination lies in the range of 0-1. The closer the value to 1, the predictive accuracy of the model is high. There is no standard rule for the value of R². Substantial prediction is revealed when the coefficient value is greater than 0.7, it is moderate when 0.5 and weak when less than 0.3 (Henseler et al., 2015). The value of R² is greater for the targeted construct, when there are more paths for that construct. The researchers prefer a parsimonious model for conducting a research study i.e. the model with few exogenous variables and explain the data well. See Table 5.

Table 5. R-square

	R Square
PCB	0.381

Conclusion

The findings of research are in line with the study of Rotenberry and Moberg (2007) who suggested that there is need to determine the effect of job involvement as a moderate on creative behaviour and work motivation. The relationship was also proposed by Rotenberry and Moberg (2007) and it was argued that a crucial influence of job involvement must be hypothesized on effort and motivation of employees. There is no previous study found, which support the findings of current research. However, some studies in literature have analysed the effect of job involvement as a moderator and recommended for further investigations. Hon and Lui (2016) analysed the influence of job involvement as a moderation among different organizational factors and motivation. The working environment becomes conducive with supportive leaders, who promote cooperation, trust and emotional support to the employees. Such an environment can result in several benefits for the welfare of organization and employees as well. Employees are motivated through supportive style of supervision to improve their concentration and performance.

When employees have high job involvement, the rule of supportive leaders can be undermined. The level of motivation for a person who has greater job involvement can make efforts for problem solving and working through intellectual way. In this research, the researchers have been taken as respondents. It was assumed that the respondents possess specific qualities related to individuals, who have creative minds. People who are scientifically creative are risk takers, intuitive risk taker, ego supervision strength and recognize autonomy and independence (Heberer, 2017). The relationship strength of work motivation and supervisory style is reduced through high level of job involvement. Autonomy is referred by Collins (2018) as the level with which substantial independence, freedom, and discretion provided by job to determine different procedures and work scheduling for use. On the other hand, job involvement is regarded as the level of concern and engagement of an individual in the present job and identification of job.

There is no similarity in the two constructs theoretically. However, the items of measuring the constructs have been defined to have the similar meaning. For instance, the items for autonomy measurement involve the information about work autonomy and freedom to make decision in job, etc. Further, the job involvement is measured by knowing about the focus of interest in job. The results of testing hypothesis will reflect it by showing the influence of job involvement as a moderator in the association between work motivation and autonomy. It was assumed that

stronger autonomy construct included the influence of job involvement. It was postulated that job involvement has a moderating influence on the relation of variables.

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