The Effect of Work Engagement, Self Efficacy and Work Involvement on Innovative Behavior and Its Implications on Employee Performance In Aceh Highway Agency

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Abstract

This study is to prove the effect of work engagement, self-efficacy, and work involvement on innovative behavior and its implication on employee performance. This object the Aceh Highways Agency and the population is all of its employees as much as 439 people. In this study, the sampling is determine using the proportionate stratified random sampling method, that provides 140 as respondents. The result shows work engagement effects employee innovative behavior, self-efficacy effects employees innovative behavior, work involvement effects employee innovative behavior, work engagement effects employee performance, self-efficacy effects employee performance, work involvement effects employee performance, and the innovative behavior effects employee performance. The research provides the new premises from the previous causality theories. The novelty resides in the integration of some variables that have relationship, and with the new object. The limitation lies in the object scope and variable amount. The model provided in this research can contribute to the realm of science and for the practical managers as well, especially the object in this study.

Keywords: Work Engagement, Self Efficacy, Work Involvement, Innovative Behavior and Employee Performance.

1. Introduction

The current phenomenon related to organizational performance in the Aceh Highways Agency is the poor performance of an organization in realizing government plans that are directly related to the community. This can be seen from the target performance per year that has been determined that it has not been achieved. The work target achieved is only 84.54% of the work target plan. The work achievement can be seen from the budget realization at the Aceh Highways Agency during the period 2008-2012, the total budget for the Aceh Highways Agency is allocated Rp 645.00 billion with the realization of Rp 434.00 billion or 67.28%. While the realization of the budget for 2015 to September 2015 amounted to Rp 316.00 billion or 45.14% of the allocated ceiling of Rp 700.00 billion.

The performance of the employees of the Aceh Highways Agency resulting from the work obtained from the process of quantity and quality achieved by employees of the Aceh Highways Agency is in accordance with their responsibilities in their respective fields of duty. The author observes the performance of employees at the Bina Marga Office in Aceh who have
not provided the desired performance. The current phenomenon is the frequent decline in the level of performance of employees at the Aceh Highways Agency, due to the tendency of employees who do not care about their existence as public servants, thus making employees less enthusiastic in carrying out their duties, functions and responsibilities optimally and well in provide the best service for the community.

To support employee performance achievement, the Aceh Highways Agency is supported by 439 employees with adequate qualifications and occupying parts or work units in accordance with the work expertise possessed by these employees.

It can be explained that the work units in the Aceh Highways Agency are divided into 8 main work units, then the employees who occupy the work unit at the Secretariat occupy the highest number of employees followed by the Work Unit Program, Planning and Evaluation and the least are work units Subdivision of Staffing and Management with 42 employees.

In order to achieve the organization's goal of collecting optimal tax revenues, all HR in the Aceh Highways Agency are expected to work well, namely having commitment to work, having high ability / competence and innovative behavior in work, so as to produce, introduce and apply new ideas for the progress of the Aceh Highways Agency. Having high commitment and competence in carrying out work is an element of work engagement, the better the work engagement, the better the outcomes (results) of the work, and vice versa the worse the work engagement, the worse the results of work.

The phenomena related to employee performance can be explained in the following Table:

**Table 1. Employee Performance Initial Survey**

<table>
<thead>
<tr>
<th>No</th>
<th>Indicator</th>
<th>Likert Scale</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Strongly Disagree</td>
<td>Disagree</td>
</tr>
<tr>
<td>1</td>
<td>Quality</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>2</td>
<td>Quantity</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>3</td>
<td>Supervision</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>4</td>
<td>attendance</td>
<td>0</td>
<td>8</td>
</tr>
<tr>
<td>5</td>
<td>Independence</td>
<td>0</td>
<td>6</td>
</tr>
<tr>
<td>6</td>
<td>Commitment</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>7</td>
<td>Responsibility</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Average</td>
<td>3.66</td>
<td></td>
</tr>
</tbody>
</table>

Source : Initial Survey (2018)

Based on Table 1 above, it explains that the performance produced by Aceh Highways Agency employee is relatively good even though there are still indicators of employee performance whose values are low, namely attendance and independence. This indicates that the performance of employees has not reached the target expected by the organization. Research, (Fairuz, 2016) proves that the innovative behavior of Sabang BPKS employees influences employee performance. Research (Idawani, 2018) proves that work engagement has an influence on improving employee performance. The results of research conducted by (Alfian, Adam and Ibrahim, 2017) prove that work involvement has an influence on improving employee performance. So in this research authors need to prove the factors that affects the employee performance.
performance based on the literatures that are discussed below.

2. Literature Review

Employee Performance

Employee performance greatly influences the success of an organization, so each company in realizing its determined organizational goals will try to improve the performance of its employees. A well-maintained and well-maintained organizational culture will enhance and spur the development of the organization towards a better direction. On the other hand, in improving and empowering employee performance the ability of a leader will influence it.

(Mas’ud, 2004) stated that "Employee performance refers to someone's performance measured by the standards and criteria set by the company. Management to achieve high human resource performance is intended to improve the company as a whole ". According to (Ou et al., 2014) "performance is a combination of behavior with achievement of what is expected and choice or part of the assignment requirements that exist in each individual in the organization". Whereas according to (Mangkunegara, 2013) "performance can be defined as work results in the quality and quantity that can be achieved by an employee in carrying out tasks in accordance with the responsibilities given to him". (Thoha, 2010) said that "performance is the result of the work of an employee for a certain period compared to various possibilities, for example standards, targets/criteria that have been determined in advance and have been agreed upon".

Innovative Behavior

According to (Jong and Kemp, 2003) "the notion of innovative behavior is all individual behavior directed at producing, introducing, and applying things" new ", which are useful in various levels of the organization. Some researchers call it the shop-floor innovation "(Jong and Kemp, 2003). Similar opinion expressed by (Woodman, Sawyer and Griffin, 1993) in (Brazeal and Herbert, 1999) says that "innovation is a successful implementation of creative ideas". (Byrd and Brown, 2002) said that "there are two dimensions that underlie innovative behavior, namely creativity and risk taking".

Likewise, the opinion of Amabile et al (Jong and Kemp, 2003) that "all innovations start from creative ideas. Creativity is the ability to develop new ideas consisting of 3 aspects, namely expertise, the ability to think flexibly and imaginatively, and internal motivation ". (Byrd and Brown, 2002) states that "in the process of innovation, individuals have new ideas, based on imaginative thinking processes and supported by high internal motivation. However, often, the innovation process stops at the level of producing creative ideas only and this cannot be categorized as innovative behavior. ".

Interwoven relationships are increasingly strong and the compatibility between the environment with individual employees in an organization or with other communities from outside an organization, and the sacrifice that must be made is greater if you leave the organization or other communities in the scope around the employee, thus getting stronger too the individual will trust himself to be tied to his work and to the organization.

Work Involvement

The results of research conducted by (Alfian, Adam and Ibrahim, 2017) prove that work involvement has an influence on improving employee performance. Work involvement is the
degree of participation of the employee in performing a work. This is important thing in managerial because the motivation, it constitutes to build their motivation, personal growth, and so on. In this study, the work involvement is a predictive variable to predict the innovative behavior and employee performance.

**Self Efficacy**

(Bandura, 1993) defined "self efficacy as a person's belief in his ability to regulate and carry out actions to achieve set goals, and strives to assess levels and strength in all activities and contexts". (Myers and Feltz, 2012) also says that "self-efficacy is how one feels capable of doing something".

Likewise (Schunk, 1989) in (Komandyahrini, Hawadi and Freyani, 2008) also said that "self-efficacy is very important in influencing the business done, how strong the business is and predicting the success that will be achieved". This is similar to that stated by (Bartolo and Furlonger, 2000) that "self-efficacy is a person's assessment of himself or the level of confidence regarding how much his ability to do a particular task to achieve certain results".

From the above theoretical basis, it concludes that self-efficacy is an individual's confidence in his expertise in implementing and regulating each action in achieving a predetermined target / goal where the individual believes that he is capable of predicting how much effort is needed to face all obstacles and able to reach the intended target / goal.

**Work Engagement**

(Robertson and Cooper, 2010) stated that "work engagement is an idea in organizational behavior that has become an attraction in recent years. This attraction arises because employee engagement has an effect on the overall performance of the company. In fact, even though there are many opinions regarding the factors included in employee engagement, there is still a lack of clarity in the definition and measurement of employee engagement. Many experts and practitioners provide definitions and measurements in different ways ".

According to (Baumruk, 2004); (Richman, 2006); (Shaw, 2005) "Most employee engagement are defined as emotional and intellectual commitment to the organization or a number of businesses exceeding the work requirements (discretionary effort) shown by employees in their work", as quoted by (Saks, 2006) "Employees who have an engagement to the company will commit emotionally and intellectually to the company and will give their best effort beyond what is targeted at a work".

**Research Hypothesis**

From the discussion above, authors build the hypothesis formulation as follows

H1 : work engagement effects employee innovative behavior
H2 : self-efficacy effects employees innovative behavior
H3 : work involvement effects employee innovative behavior
H4 : work engagement effects employee performance
H5 : self-efficacy effects employee performance
H6 : work involvement effects employee performance
H7 : innovative behavior effects employee performance
3. Research Method

The research is carried out at the Aceh Highways Agency, Indonesia. The population is all employees at the Aceh Highways Agency, as much as 439 people. In this study, the sampling is determined using the proportionate stratified random sampling method that provides 140 as respondents.

After collecting data, then it is analyzing the collected data using a method that can help in processing data, analyzing, and interpreting the data collected. The SEM models is used with AMOS program, and also SPSS to complete the analysis.

4. Result And Discussion

The analysis used is a Full Model Analysis of Structural Model (SEM), then an analysis of the level of unidimensionality of the indicators forming latent variables will be tested by confirmatory factor analysis. From processing the data can be obtained by doing statistical tests and conformity tests. The results can be seen in Figure 1 below.

![Figure 1. Results of Structural Equation Model (SEM) Testing](image)

**H1 : The Effect of Work Engagement on Innovative Behavior of Employees**

This hypothesis test indicates that the CR value is 6.949 and the probability value is 0.000. From these two values, it shows that it fulfills the requirements for acceptance of H1,
namely the value of CR is 6.949 greater than 1.97 and the probability value is 0.000 less than 0.05. So from the above test it concludes the work engagement influences innovative behavior at the Aceh Highways Agency.

**H2 : The Effect of Self-Efficacy on Employee Innovative Behavior**

This hypothesis proves that the CR value is 5.818 and the probability value is 0.000. From these two values it reveals that it fulfills the requirements for acceptance of H2, that is, the value of CR is 5.818 greater than 1.97 and the probability value is 0.000 smaller than 0.05. So from the above tests it describes the self-efficacy possessed by the guards influences innovative behavior at the Aceh Highways Agency.

**H3 : Effect of Work Engagement on Employee Innovative Behavior**

This hypothesis test results that the CR value is 6.722 and the probability value is 0.000. From these two values, it can be said that it fulfills the requirements for acceptance of H3, that is, the CR value is 6.722 greater than 1.97 and the probability value is 0.000 less than 0.05. So from the above test it states that work involvement can influence the innovative behavior of employees at the Aceh Highways Agency.

**H4 : The Effect of Work Engagement on Employee Performance (Accepted)**

This hypothesis test results shows that the CR value is 2.571 and the probability value is 0.000. From these two values, it concludes that it fulfills the requirements for acceptance of H4, namely the CR value is 2.571 greater than 1.97 and the probability value is 0.000 less than 0.05. So from the above test it says that work engagement will affect the improvement of the performance of the employees of Aceh Highways Agency.

**H5 : The Effect of Self Efficacy on Employee Performance**

This hypothesis test finds that the CR value is 2.433 and the probability value is 0.000. From these two values, it reveals that it fulfills the requirements for acceptance of H5, namely the value of CR is 2.433 greater than 1.97 and the probability value is 0.000 less than 0.05. So from the above tests it proves that self-efficacy that is in accordance with the expertise possessed by employees will affect the performance of employees of the Aceh Highways Agency.

**H6 : The Effect of Work Involvement on Employee Performance**

This hypothesis test finds that the CR value is 3.176 and the probability value is 0.000. From these two values, it proves that it fulfills the requirements for acceptance of H6, namely the CR value is 3.176 greater than 1.97 and the probability value is 0.000 less than 0.05. So from the test above, it shows a decision that work involvement can affect the performance of employees of the Aceh Highways Agency.

**H7 : The Effect of Innovative Behavior On Employee Performance**

This hypothesis test results that the CR value is 3.007 and the probability value is 0.000. From these two values, it says that it fulfills the requirements for acceptance of H7, namely the
value of CR is 3.007 greater than 1.97 and the probability value is 0.000 less than 0.05. So from the above test it reveals the innovative behavior will affect the performance of the staff of the Aceh Highways Agency.

5. Conclusion And Recommendations

The result shows work engagement effects employee innovative behavior, self-efficacy effects employees innovative behavior, work involvement effects employee innovative behavior, work engagement effects employee performance, self-efficacy effects employee performance, work involvement effects employee performance, and the innovative behavior effects employee performance. The research provides the new premises from the previous causality theories. The novelty resides in the integration of some variables that have relationship, and with the new object. The limitation lies in the object scope and variable amount. The model provided in this research can contribute to the realm of science and for the practical managers as well, especially the object in this study.

Some of views are mapped. Leaders and employees need approach the community, especially in providing services to the community. Employees must also have many ways to complete work and create innovation in completing work. To improve organizational performance, more attention is needed is in the leadership in order to be able to provide quality services, and improve the quality of work produced by employees, so that employees can provide maximum service to all employees.

References


