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The Employee Innovation Intervening Role on Relationship between Work Engagement and Employee Performance

Agus Diyanto¹, Evi Susanti², Tantri Yanuar R Syah¹

¹Department of Management, Faculty Economics and Business, Universitas Esa Unggul, Bekasi, Indonesia

²STIE Jakarta International College, Jakarta, Indonesia

The main objective of this study is to examine the effect of work engagement on employee performance through employee innovation as an intervening variable. 167 employees from the health and beauty retail industry in Indonesia were used as correspondent, while the WarpPLS 6.0 analysis showed that work engagement was positively related to employee innovation and performance. Other results also confirm that innovation mediates the relationship between work engagement and employee performance. Thus, the effect of performance engagement on employee performance is very good, not only by examining how work engagement affects employee performance, but also by revealing how this relationship depends on innovation.

Keywords: Work involvement; Innovation; Employee Performance, WarpPLS 6.0.

1. INTRODUCTION

Innovation it's one of the most challenging aspects of organizational life. Economic prospects have been changed and now innovation is inevitable for company development and becomes a competitive advantage [1, 2]. Innovation quickly changes the business world because it can be provide a huge profits for companies. Communication and information technology is one of the factors determine the success of the service [3].

Employees have an integral role to contribute to performance outcomes such as innovation, productivity, and company performance [4]. The results of this company level come from the individual level. The engagement might indeed help employers to improve or maintain their competitive advantage [5]. It is important to distinguish between creativity and Innovation Work Behavior (IWB), two related ideas that often tend to overlap. Although by definition, innovative behavior involves, generation and implementation of new ideas [6]. Work Involvement is the psychological relationship of an employee with his work assignments that allows them to

invest their personal energy and resources into their work performance [7]. This self-investment, enthusiasm and energy from the employees involved translates into extra levels of performance and higher roles. Involvement is only a "driver" needed for someone to do work [8, 9]. A various behavioral conditions and psychological assets that the link work engagement and performance are found in the literature (e.g. proactive behavior, commitment, citizenship behavior, etc.), however this is usually a special context [10, 11]. However, one of these factors, which can become a necessity for fiscal sustainability and performance is innovative work behavior (IWB) provided by its employees [12]. Given that employees need to be at the forefront of their respective disciplines, being innovative is the only way to maintain competitive advantage in the market [13]. In the highly volatile, highly dynamic, competitive, and rapidly changing business environment, a highly involved professional can make a deliberate effort to produce, develop, implement and apply new ideas, product processes or procedures to

*Email Address: agus1087@gmail.com

improve the efficiency, function, effectiveness, and competitiveness of organizations which can improve performance related to their tasks [14, 15]. This study addresses gaps by examining and explaining the relationship of work engagement on employee performance through innovation. Because innovation involves the creation and evaluation of innovative ideas, overall, the aim of this study is to explore the role of innovation as an intervening variable in the relationship between work engagement and employee performance.

2. METHODOLOGY

A. Relationship between Work Involvement and Employee Performance

Work engagement is defined as a state of mind that is positive, satisfying, and work related which is characterized by enthusiasm, dedication, and absorption [16]. Work engagement is not a momentary mood, but a state of mind that is more persistent and not directly focused on certain objects, events, individuals or behaviors [17]. Work engagement was positively related to organizational results such as high performance, high customer loyalty, low turnover and also low attendance [18]. When employees are involved with their work, there is a match between employee priorities and organizational goals. There are indications that the level of work involvement is positively related to job performance [19, 20]. Previous literature shows that work engagement has many positive consequences, such as dedication to better organizational work task performance, initiatives, and innovative behavior. Several qualitative studies have emphasized the impact of work features such as workload, control, respect, fairness, community and values, on work engagement [21]. This is supported by stating that there are indications that work involvement is positively related to job performance [22]. The above description leads us to the following hypothesis:

H₁: Work Involvement has a significant positive effect on performance

B. Relationship between Work Engagement and Innovation

Employee involvement can be defined as a state of mind, a psychological state that is engrossed in one's role as an employee and team member [23]. Likewise, the employee engagement as "positive fulfillment, work-related states of mind that are characterized by enthusiasm, dedication, and absorption". Therefore, it can be considered as an integral part of human resource management. In particular, employee engagement is important, because "the employees involved go beyond the call of duty to perform their role in excellence" [24].

Based on previous studies, there is reason to suspect that employee involvement can be a factor that partly explains the innovation performance of individual employees. Instead of just doing what is expected of them, the employees involved are more likely to develop new ways of working and new ideas that benefit their organizations, and share them with others. The energy and focus brought by employee involvement increases the quality of their core work responsibilities - be it innovation or anything else. Individual innovation performance - which can be enhanced by employee engagement in this way - can promote innovation performance throughout the company [24]. Employee involvement has a close relationship with innovative behavior, according to an empirical demonstration based on observing work autonomy, implementing strategies and perceived role benefits. In this sense, the authors suggest that the positive emotional state implicit in employee engagement has two effects that drive innovative behavior: a more positive attitude facing work opportunities, which leads to service calls, and positive emotions related to creativity [25]. Thus employees will have the ability to be creative in service delivery and, also, employees will express their involvement in job performance [25]. The above description leads us to the following hypothesis:

H₂: Work Engagement has a significant positive effect on innovation

C. Relationship between Innovation and employee performance

Employee performance is very important for any organization because it is a measurement of company success [26, 27]. The measuring non-financial indicators of the company such as teamwork, motivation, productivity index, service quality, and competence has been studied to achieve innovation over employee performance [28, 29]. There are various methods or approaches to improve employee performance and one of them is through innovation. It was found that employee performance increases company performance indirectly through innovation when employees generate ideas from new products or services to improve company competitiveness. Innovation activities is process to improve administrative processes, improve efficiency and make work management more effective [30]. Researchers have identified processes, products technological and organizational innovation to have an impact on employee performance [31, 32]. Innovation through the idea of employee generation for new products and services will

ultimately increase competitiveness, improve administrative processes, improve efficiency and effective work (see table I).

Table I. Demographic Characteristics of the Respondents

	Frequency	Percentage
Sex		
Male	102	61.08
Female	65	38.92
Age		
20-29	65	38.92
31-40	83	49.70
41-50	19	11.38
Job Level		
Staff	62	37.13
Supervisor	46	27.54
Assist. Manager- Manager	57	34.13
Senior Manager - GM	2	1.20
Degree		
Senior High School	27	16.17
Diploma	7	4.19
Bachelor	124	74.25
Master	9	5.39

management, improve organizational fitness [33], improve quality performance and lead to increased productivity [34]. Figure 1 shows the conceptual framework model in this study over description leads us to the following hypothesis:

H₃: Innovation has a significant positive effect on performance.

H₄: Innovation has a role as an intervening variable on the relationship between Employee Engagement and Employee Performance.

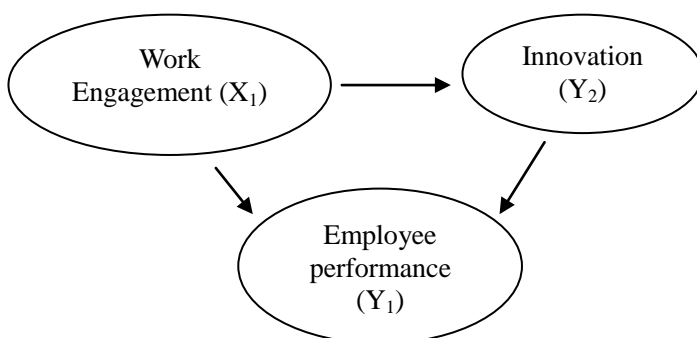


Figure 1. Conceptual Framework Model

3. RESULT AND DISCUSSION

The design in this study is a quantitative method. Quantitative research aims to examine the research model, the significance of the relationship between variables and factors, and hypotheses [35]. This stage consists of four activities: a pre-test survey, the formation of a research model, confirmation studies, and data analysis [36]. This research was conducted at the Health and Beauty retail industry in Indonesia. In a quantitative approach, researchers generally apply probability sampling techniques. The population for this survey consists of all employees in the Health and Beauty retail industry in Indonesia. Quantitative methods are used to involve administering questionnaires and selected respondents included. The survey was conducted by distributing questionnaires containing closed initial questions using a six-point Likert scale for target participants from the Health and Beauty retail industry in Indonesia. The data collected was analyzed using a partial quadratic version 3 structural equation modeling (PLS-SEM) computer program with two-phase such as analytical methods and techniques. The first is a measurement model, and the second is a structural model [37]. Employees of pharmaceutical and beauty retail companies over population in this research target and samples will be identified based on the simple random sampling method. The data observation will be done via email or by interviewing methods. The unit of analysis over organization and employee perceptions will be measured to identify the quality of entrepreneurial leadership and the level of organizational demand for innovation. The partial least squares technique - structural equation modeling (PLS-SEM) will be used to test hypotheses and the WarpPLS 6.0 software package to analyze measurements and structural models. All the items in the three constructs were measured using a 5-point Likert scale where 1 means never and 5 as usual. The validity and reliability of the construct were measured as shown in Tables 3 and 4.

This study uses PLS-SEM to investigate the relationship of four variables such as entrepreneurial leadership, employee involvement, employee performance, and innovation. In PLS-SEM, evaluation of the pathway model involves two phases e.g. the measurement and structural model is being assessed. Here, in this phase the reliability and validity of the variables are measured. In the second phase, structural models are being evaluated in which hypothetical relationships between variables are analyzed [38, 39]. For the model to be accepted, the p-value of the average path coefficient (APC), the average R-squared (ARS), and the average R-squared adjustment (AARS) must be equal to or lower than 0.05.

Regarding the average VIF block (AVIF) and the average full collinearity VIF index, the recommended value is 3.3 or less [40]. In this case, the Tenenhaus goodness of fit (GoF), an index that shows the explanatory power of the model, the following threshold is followed: small if equal to or more than 0.1, moderate if equal to or greater than 0.25 and large if equal to or more than 0.36 [40], [41]. GoF is the square root of the product between the average communality index and ARS [42]. With the results shown in Table II shows the suitability index and model quality are in an acceptable range.

Table II. Model Fit and Quality Indices of SEM

Indices	Coefficients
APC	0.397, $p < 0.001$
ARS	0.379 $p < 0.001$
AARS	0.374, $p = 0.101$
AVIF	1.022
AFVIF	1.728
Tenenhaus GoF	0.444

To assess the measurement model, the results of reliability and validity (convergent and discriminant) were analyzed. Construction reliability assessments allow the evaluation of the consistency of reflective items or sets of items in terms of what they want to be measured. Reliability of Cronbach's composites and alpha is commonly used in assessing construction reliability [40, 43]. Composite reliability (CR) and Cronbach's alpha (CA) values must be equal to or greater than 0.7 to reflect good reliability [44]. In Table 3, the results reveal that the work engagement (WE), Innovation and employee performance (KK) variables meet the criteria for the reliability of the research construction. In the other hand, the convergent validity measures the quality of sets of items or question statements in research instruments. This means that the item or question statement in each construction is understood by the questionnaire filler in the same way as intended by the item designer or question-statement. To achieve an acceptable level of convergent validity, the p -value for each item must be equal to or lower than 0.05 and loading must be equal to or higher than 0.5 while the correlation between items and construction is higher. In Table 3, the item loading of all variables is statistically significant and is higher than the 0.5 requirement [44]. In addition, the mean variance extracted (AVE) measures the amount of variance of each construct of its items relative to the amount due to measurement error. AVE for each latent variable is greater than 0.5, the recommended threshold for acceptable validity. The AVE coefficient meets acceptable validity [44]. Table III shows Square Roots of AVE Coefficients and Correlation Coefficients from observation correspondents.

Table III. Square Roots of AVE Coefficients and Correlation Coefficients

	WE	Inovasi	KK
WE	0.713	0.048	0.143
Inovasi	0.048	0.715	0.715
KK	0.143	0.715	0.734

PS: Diagonal elements are the square root of AVE of constructs while the off-diagonal elements are the correlation between constructs.

Table III illustrates the correlation between variables with the square root AVE coefficient to measure the discriminant validity of the instrument. It measures discriminant validity if statements related to each latent variable are not confusing when the respondent answers the questionnaire given to them. In addition, he tests whether statements related to one variable, for example, are not confusing with statements that are connected with other variables. For each variable, the square root of AVE must be greater than any correlation involving the variable. Thus, Figure 2 shows the results over steps used in this study have discriminant validity [44].

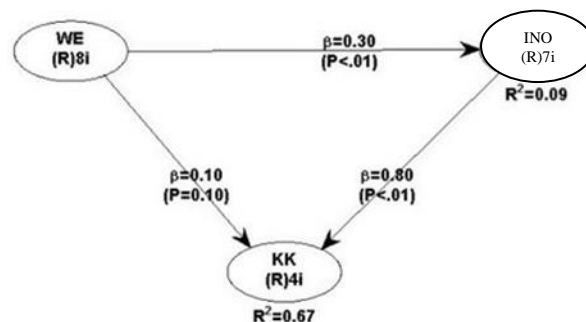


Figure 2. Testing Model

Figure 2 presents a model for testing the significance of the intervening effect. The path between work engagement and employee innovation is significant ($\beta = 0.30$, $p < 0.01$). In addition, the path between innovation and employee performance was also significant ($\beta = 0.80$, $p < 0.01$), the path between employee involvement and employee performance was also significant ($\beta = 0.10$, $p = 0.10$). Here, Table IV explains the estimated parameters of the intervening model. Data analysis showed that work involvement significantly affected employee innovation ($\beta = 0.23$, $p < 0.001$). The positive path coefficient indicates that the value of employee involvement in the organization increases employee innovation. The effect size of the path from employee involvement to employee innovation is small (Cohen $f^2 = 0.067$). Thus, H2 is supported.

Table IV. Item Loadings, AVE, and Reliability of the Variables

Constructs/Items	Item Loading	AVE	CR	CA
Work Engagement				
X2.1	0.856			
X2.1	0.848			
X2.1	0.782			
X2.2	0.820	0.509	0.885	0.846
X2.2	0.852			
X2.2	0.866			
X2.3	0.815			
X2.3	0.813			
Innovation				
Y1.1	0.854			
Y1.1	0.807			
Y1.2	0.853	0.511	0.876	0.832
Y1.2	0.778			
Y1.3	0.843			
Y1.4	0.833			
Y1.4	0.869			
Employee Performance				
Y2.1	0.889			
Y2.2	0.821	0.538	0.790	0.642
Y2.3	0.814			
Y2.4	0.933			

Table V. Parameter Estimates of the Intervening Model

	B	SE	P-value	f ₂
H1: WE→INO	0.288	0.073	<0.001	0.098
H2: INO→KK	0.712	0.067	<0.001	0.579
H3: WE→KK	0.218	0.074	0.002	0.116
H4:				
Total Effect (c):	0.228	0.074	0.001	0.049
Direct Effect (c'):	0.066	0.076	0.193	0.014
WE→KK				
Path a: WE→INO	0.228	0.074	0.001	0.067
Path b: Inovasi→KK	0.712	0.067	<0.001	0.579
Indirect Effect (a*b):	0.162	0.053	0.001	0.035
WE→INO→KK				

PS: f_2 is the Cohen's (1988) effect size: 0.02=small, 0.15=medium, 0.35=large; SE = standard error, β =standardized path coefficient. Total effect c is equal to the sum of direct effect c' and indirect effects; i.e. $c = c' + (a*b)$

Data analysis also revealed that employee innovation and employee performance were positively related ($\beta = 0.71$, $p < 0.001$). The positive path coefficient indicates that the value of employee innovation in organizations increases employee performance. The effect size of the path from employee innovation to employee performance is large (Cohen's $f_2 = 0.579$). As such, H_3 is supported. Data analysis also revealed that work engagement and employee performance were positively related ($\beta = 0.07$, $p = 0.19$). The positive path coefficient indicates that the level of employee involvement in the organization increases employee performance. The effect size of the path from employee innovation to employee performance is small (Cohen's $f_2 = 0.014$). As such, H_5 is supported. The indirect effect of employee innovation on the relationship between work engagement and employee

performance was statistically significant ($\beta = 0.162$, $p = 0.001$). This shows that employee innovation mediates the relationship between employee involvement and employee performance with a small mediating effect (Cohen $f_2 = 0.035$). It was employee involvement that was positively related to employee innovation ($\beta = 0.23$, $p < 0.001$, Cohen $f_2 = 0.067$) which in turn affected employee performance positively ($\beta = 0.22$, $p < 0.001$, Cohen $f_2 = 0.116$); therefore, H_7 is supported.

In terms of work involvement and employee performance, the findings show that these two variables have a significant and positive relationship [45]. This is also the case in previous studies. This indicates that the employees involved will improve their performance. In accordance with the opinion, that a high level of work involvement will improve job performance, task performance, organizational citizenship behavior, discretionary efforts, affective commitment, productivity, commitment to sustainability, customer service and also the level of the psychological condition.

In addition, the intervening model also revealed that employee innovation mediates a positive relationship between work engagement and employee performance, and the effect size is small. It is validated that work engagement had positively related to employee innovation with small effect sizes, which in turn affects employee performance positively, with small effect sizes. Therefore, employee innovation helps the presence of entrepreneurial leadership in organizations in improving employee performance.

4. CONCLUSIONS

This study investigates work engagement with employee performance, through innovation as an intervening variable. Employee involvement influences functional abilities and potential opportunities in achieving completed tasks; it stands out among the important actors. Self-efficacy is called personal belief in the skills and talents associated with certain activities. Leaders and followers share their interests, make real-life connections and identify potentially valuable opportunities through a knowledge platform. This research makes an important contribution to our understanding of improving employee performance through entrepreneurial leadership and employee involvement through innovation as an intervening variable. There are several limitations in this study. The first limitation is the time limit because the period to complete this research paper is only a short period which must be completed in two semesters of less than one year. Therefore; this research is only conducted in Jakarta and cannot be done in other parts of the geographical area in Indonesia. Second, the cost constraint due to this research is carried out within the available budget of researchers. In terms of scope of work, researchers only conduct surveys among one particular occupational profession, namely employees in the health and beauty retail industry. As such, the results

of this study may not apply to other occupational professions or other industries or services. The fourth limitation is regarding the variables tested namely the variables of entrepreneurial leadership, employee involvement and innovations used that can limit the findings to employee performance only and may not apply to testing in other fields. Therefore, the limitations of the study can affect the findings in this study. This study of the intervening effect of employee innovation on the relationship of work engagement and employee performance establishes that the presence of work involvement in organizations increases employee performance. Current work also shows that employee innovation is a factor in the relationship between work engagement and improvement in employee performance. It has been noted that employee innovation mediates the relationship of work engagement and employee performance with a small effect size. This indicates that employee innovation helps work engagement in improving employee performance. In any workplace, the role of the leader and the energy, involvement, and efficacy of employees are important considerations whether workers will remain in the organization or not. After employee innovation increases, work involvement will improve employee performance. Similar studies can be carried out in the future by exploring work engagement, employee performance, and innovation in different industries. Other researchers can also conduct studies by comparing the health and beauty retail industry with other industries in terms of the three constructions identified.

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