
The roles of employee work well-being on innovative work behaviour mediated by organisational commitment

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Abstract: In the era of Industry 4.0, innovation has become more important for companies for maintaining their competitive advantages. In the digital business industry, innovative work behaviour has been considered as a key performance indicator. Individual performance becomes the basis of the company performance which will further increase the value of the company. This study employs the paradigm of positive psychology, focusing on how performance improvement can be achieved by increasing employee work well-being. Previous studies show that there is an inconsistency in the relationship between work well-being and performance. So, it needs to be understood further through the role of mediation variables that can explain when an employee work well-being can improve performance. This study aims to examine the role of employee organisational commitment as a mediator of the relationship between employee work well-being and innovative work behaviour. Taking the digital business industry in Indonesia as a research context, this research reveals that employee organisational commitment fully mediated the relationship between employee work well-being and innovative work behaviour.

Keywords: Industry 4.0; innovative work behaviour; organisational commitment; positive organisational behaviour; work well-being.

Reference to this paper should be made as follows: Nangoy, R., Hamsal, M., Setiadi, N.J. and Pradipto, Y.D. (2019) 'The roles of employee work well-being on innovative work behaviour mediated by organisational commitment', *Int. J. Economics and Business Research*, Vol. 18, No. 3, pp.314–327.

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This paper is a revised and expanded version of a paper entitled 'The roles of employee work well-being on innovative work behavior mediated by organizational commitment' presented at International Conference on Management Studies, Social Sciences and Economic Review (ICONMASTER), Bandung, 19 July 2018.

1 Introduction

In the era of Industry 4.0, innovation has become more important for companies for maintaining their competitive advantages (Schwab, 2016). In the rapidly growing digital business industry in Indonesia, with a growth rate of more than 40% per year (<http://www.kominfo.go.id>), employee creativity and innovative behaviour are needed to achieve maximum performance and win the competition (Chaffey, 2015; Moore, 2017). Kuratko et al. (2014b) explained that employee innovative work behaviour is the foundation for the successful implementation of innovation in companies and it has been considered as a key performance indicator (Colquitt et al., 2017). Nevertheless, research shows that it is challenging to implement innovation (Kuratko et al., 2014a). Individual performance becomes the basis for company performance which will further increase the

value of the company (Edmans, 2012). Corporate innovation can be explained both at macro level, through corporate strategy and organisational culture, or at micro level, through a deeper understanding of employee behaviour (Anderson et al., 2004; Dörner, 2012; Yuan and Woodman, 2010). This study employs the paradigm of positive psychology (Seligman and Csikszentmihalyi, 2000). It focuses on how performance improvement can be achieved by enhancing employee work well-being (Schneider et al., 2003; Moore and Tenney, 2012). Previous studies have shown that there was an inconsistency in the relationship between work well-being and performance (Judge et al., 2010; Kagan, 2016; Oswald et al., 2015). It needs to be understood further through the role of mediating variables that can explain when an employee work well-being can improve performance (Tenney et al., 2016).

Previous studies have described some constructs that may mediate the relationship between employee well-being and performance such as better health, lower absenteeism, greater self-regulation, stronger motivation, enhanced creativity, positive relationships, and lower turnover (Call et al., 2015; Hausknecht and Holwerda, 2013; Moore, 2017; Diener and Tay, 2015; Diener et al., 2015; Tenney et al., 2016). Nevertheless, it is quite challenging to find research that places organisational commitment as a mediator between work well-being and innovative work behaviour. Thus, there is still an opportunity for this research to fill the gap in the literature as well as to seek clarity for the inconsistencies that occur in the relationship between work well-being and performance.

Research conducted by Montani et al. (2017) has proven that employee organisational commitment can improve innovative behaviour even in stressful situations, while Albrecht (2012) showed that work well-being can predict affective commitment. Hence, this study aims to examine the role of employee organisational commitment as a mediator in the relationship between employee work well-being and innovative work behaviour.

2 Literature review

2.1 Innovative work behaviour

Research on innovation in business has two streams: creativity and innovative behaviour (Anderson et al., 2014). Research has recognised creativity as an aspect of innovative behaviour (Pieterse et al., 2010). Anderson et al. explained that creativity focuses on idea generation, while innovation deals with the implementation of ideas. In this research, we define innovative work behaviour as the ability of individuals to generate, promote, or implement new ideas in their work (De Jong and Hartog, 2010; Spanuth and Wald, 2017). Previous research has also linked innovative work behaviour with behaviours that exceed job descriptions and role expectations (Seibert et al., 2001). However, in the era of Industry 4.0, innovation has become an imperative for organisations to maintain their existence in the competition (Schwab, 2016).

Through extensive literature reviews, we found that scholars also use some similar terms to describe innovative work behaviour, such as on-the-job innovation (Dorenbosch et al., 2005), employee innovativeness (Huhtala and Parzefall, 2007), and innovative job

performance (Hammond et al., 2011). Basically, employee innovative work behaviour could start from small development and improvement to finding a new product and method completely different from the existing product or method (Axtell et al., 2000). Nevertheless, scholars have long assumed that innovation involves complex processes and requires strong skill and personal attachment between individuals and organisations (Abra, 1994). Recent research by Dörner (2012) concluded that although environmental dynamics is increasingly uncertain, research on innovative work behaviour can still be undertaken, especially studying how this behaviour can be developed within the organisation.

2.2 Organisational commitment

Many organisational commitment studies have utilised constructs developed by Meyer and Allen (1997), as did Tsoumbris and Xenikou (2010), Meyer et al. (2013), and Fu and Deshpande (2014). According to Meyer and Allen (1997), organisational commitment consists of three components, namely affective commitment, continuance commitment, and normative commitment. Affective commitment is an emotional bonding between employees and an organisation. Employees work because of the will from within themselves. On the other hand, continuance commitment is a psychological bonding between employees and an organisation because of economic considerations and costs incurred when the employees leave the organisation. Normative commitment is related to moral obligation of employees to an organisation.

In this study, we defined organisational commitment as a psychological bonding between employees and organisations characterised by the willingness to remain working in the organisation, contribute actively, and be responsible for the tasks assigned (Meyer and Allen, 1997; Klein et al., 2012; Montani et al., 2017).

2.3 Employee work well-being

The role of employee well-being on performance has attracted the attention of researchers primarily in the last decade (Bowling et al., 2010; Diener et al., 2018; Riketta, 2008). Tenney et al. (2016) define employee well-being as a subjective assessment of employees as individuals to their lives, both cognitively and affectively. Research related to well-being can be focused on general life satisfaction, or on specific facets, such as well-being associated with work-life (domain life satisfaction). Well-being can be regarded as an umbrella term that concerns many specific things (e.g., life as a whole, as well as only one specific aspect such as work-life), encompassing various constructs (happiness, positive affect, mental health, as well as the absence of negative effects), either as a trait or a level of stability (Tenney et al., 2016). The goal of measuring individuals' well-being level is to assess how the individuals evaluate their lives (or specific aspects) focusing on how they feel and how satisfied they are (Diener et al., 1999). According to Diestel et al. (2014), level of well-being can be influenced by both individual and social context factors.

3 Hypotheses development

3.1 Employee work well-being and organisational commitment

Following the affective event theory (Weiss and Cropanzano, 1996), work can be a stimulus of individual affective reactions, which in turn will affect attitude and behaviour. Events that trigger positive feelings will increase job satisfaction, which is an essential part of work well-being. Positive affection will also stimulate the emergence of positive emotions. According to positivity theory (Fredrickson, 2009), positive emotions will arouse the ability of individuals to build broad reasoning and even create the psychological resources needed to face the challenges of work. These resources are likely to be retained by individuals, as loss of resources causes stress and strain, a condition that is not favourable both physically and mentally (Hobfoll, 2011). Therefore, employees will tend to retain jobs that can give well-being. Well-being will encourage the formation of psychological attachment between employees and companies, which then will create affective commitment. Besides, research also showed that satisfied employees tend to feel obliged to remain members of the organisation (Cooper-Hakim and Viswesvaran, 2005; Harrison et al., 2006). Previous research, such as Albrecht (2012), Aminikhah et al. (2016), Fu and Deshpande (2014) and Top et al. (2015), has shown the positive and significant relationship between employee work well-being and organisational commitment. Hence, we propose the following hypothesis:

- H1 Employee work well-being is positively associated with organisational commitment.

3.2 Employee organisational commitment and innovative work behaviour

Employees who are committed to their organisation tend to work more than just in-role job responsibilities; they provide extra-role contributions such as constantly searching for, generating, and implementing new ideas to solve problems faced in the job (Gu et al., 2017). Innovative work behaviour has been considered as proactive behaviour (Parker et al., 2006) or voluntary behaviour (Unsworth and Clegg, 2010). Several studies have shown the significant positive relationship between employee organisational commitment and innovative work behaviour in various industries and countries (Dhar, 2015; Montani et al., 2017; Pons et al., 2016; Xerri and Brunetto, 2013). Hence, we propose the following hypothesis:

- H2 Employee organisational commitment is positively associated with innovative work behaviour.

3.3 Employee work well-being and innovative work behaviour

Previous research has shown that happy employees are more likely to get better performance rated by supervisors as well as better income (Warr and Nielsen, 2018). Tenney et al. (2015) found that happy employees are more competent, and their high performance could be recognised by customers, peers, and supervisors. They will be more creative and foster innovative ideas during completing their tasks (Kaufman and Sternberg, 2010). Johnson et al. (2010) conclude that people with a positive affection would have better mental flexibility and broader attention, which are essential for

innovative problem-solving. Shipton et al. (2006) found that employees who have job satisfaction will generate more creative ideas. They are not resistant to innovation, and more likely to solve problems in teamwork. Hence, we propose the following hypothesis:

H3 Employee work well-being is positively associated with innovative work behaviour.

4 Research method

The setting of this research is digital business industry in Jakarta, Indonesia. By using a random sampling technique, 400 questionnaires were distributed to the targeted respondents. However, only 326 questionnaires could be analysed further. The average age of the respondents was 31 years old ($SD = 2.31$). They comprised 57% of men and 43% of women. Generally, most of the respondents have worked in the current company for a minimum of two years. However, since the questionnaire in this study uses single informant design (both independent and dependent variables in the questionnaire were filled by the same person), it should be recognised that the method used was exposed to the risk of common method bias which can decrease construct validity (Doty and Glick, 1988).

The questionnaire consists of four parts. It starts with questions related to demographic information, then followed by constructs measurement items. Innovative work behaviour was measured by using the items adapted from Spanuth and Wald (2017) with a sample item of "I convinced colleagues and supervisors about my ideas." Work well-being was measured by using the items adapted from Diener et al. (2013) with sample item "So far, I enjoy working in this company." Employee organisational commitment was measured by using the items adapted from Meyer and Herscovitch (2001) with a sample item "I would be pleased to spend the rest of my career with this organisation." All responses were given on 6-point Likert scale ranging from 1 (strongly disagree) to 6 (strongly agree).

To test the hypotheses and the fit of the model with data, this research employed structural equation modelling with Lisrel 8.8. Structural equation modelling techniques consist of two stages of analysis (Anderson and Gerbing, 1988), namely the analysis of the measurement model and the analysis of the structural model. Firstly, the analysis of the measurement model was conducted through confirmatory factor analysis (Doll et al., 1994) to ascertain whether the research indicator on each latent variable has validly measured the latent variable by looking at the standardised factor loadings (SFL) for each indicator which must be higher than 0.5 (Igbaria et al., 1997).

However, since all variables in this study are multi-dimensional, the measurement model analysis was calculated through parcelling technique in order to simplify the structural model analysis (Little et al., 2002). Initially analysed at the dimension level, all indicators were valid with a minimum standardised loading factor of 0.5. After that, we calculated the score for each dimension by using latent variable score method. Furthermore, each dimension that has had the score then can be treated as an indicator for the latent variables (Wijanto, 2015). As shown in Table 1, all indicators in this research were concluded as valid indicators that measure each latent variable. Besides the validity test, we also calculated construct reliability and variance extracted for each latent variable to test the reliability of measurement. The test results, shown in Table 2, indicate that all

latent variables measurement in this research were reliable because the construct validity was higher than 0.7 and all variance extracted were higher than 0.5 (Wijanto, 2015).

Then, the structural model analysis was conducted to test whether the model has fit with the data. After confirming that this research model has fit with the data, hypothesis testing was conducted by comparing the t-value for each relationship between the latent variable that should be higher than the critical value ($t \geq 1.96$ with $\alpha = 0.05$) to be significantly correlated.

Table 1 Measurement model with CFA results

<i>Construct</i>	<i>Dimension</i>	<i>Standardised factor loadings</i>	<i>Conclusion</i>
Work well-being	GLS	0.77 > 0.50	Valid
	DLS	0.60 > 0.50	Valid
	PA	0.89 > 0.50	Valid
Organisational commitment	Affcomm	0.96 > 0.50	Valid
	ConComm	0.82 > 0.50	Valid
	Norcomm	0.86 > 0.50	Valid
Innovative work behaviour	Probrec	0.87 > 0.50	Valid
	Ideagen	0.92 > 0.50	Valid
	Ideachamp	0.76 > 0.50	Valid
	Idearea	0.95 > 0.50	Valid

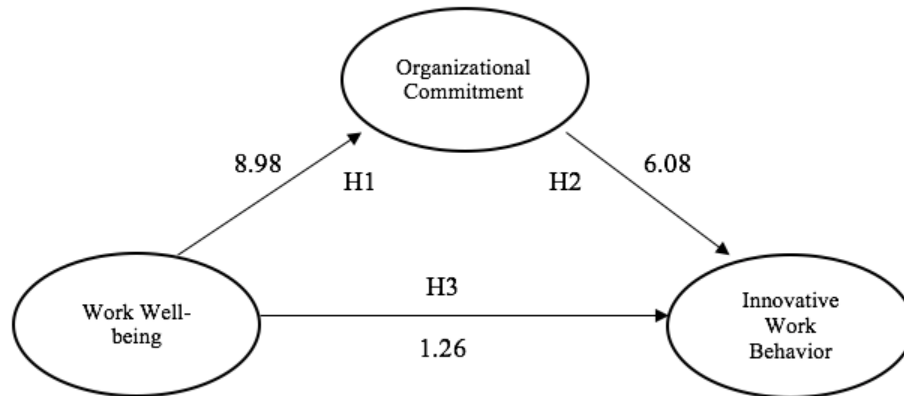
Table 2 Reliability testing

<i>Construct</i>	<i>Construct reliability</i>	<i>Variance extracted</i>	<i>Conclusion</i>
Work well-being	0.80 > 0.70	0.60 > 0.50	Reliable
Organisational commitment	0.91 > 0.70	0.78 > 0.50	Reliable
Innovative work behaviour	0.93 > 0.70	0.77 > 0.50	Reliable

5 Results

Confirmatory factor analysis shows that all measurement indicators, both at the dimension level and at the construct level, have SFL > 0.5 indicating that all indicators in this study validly measure each latent variable. Furthermore, the indicator on the goodness of fit test RMSEA = 0.047, NFI = 0.99, NNFI = 0.98, GFI = 0.98 indicates that the model theory proposed in this study has fit with the empirical data.

Then, the hypothesis testing was conducted by comparing the t-value specified by the model with the critical t-value for the 95% confidence level ($t \geq 1.96$). The results indicated that employee work well-being was positively and significantly correlated with organisational commitment ($t = 8.98$), employee organisational commitment was positively and significantly correlated with innovative work behaviour ($t = 6.08$), but employee work well-being was insignificantly correlated with innovative work behaviour ($t = 1.96$). Besides that, we also calculated the Sobel z-value to test the significance of mediation and found that there was a significant mediation in this research model. The results of the hypothesis testing can be seen in Table 3 and Figure 1 which describe the theoretical model with the t-values.

Figure 1 Research model with t-values ($p < 0.05$)**Table 3** Hypothesis testing

Hypothesis	t-value	Conclusion
H1 Employee work well-being is positively correlated with organisational commitment	8.98 > 1.96	H1 accepted, supported by empirical data
H2 Employee organisational commitment is positively correlated with innovative work behaviour	6.08 > 1.96	H2 accepted, supported by empirical data
H3 Employee work well-being is positively correlated with innovative work behaviour	1.26 < 1.96	H3 rejected, not supported by empirical data

Notes: Goodness of fit test (GOFI).

RMSEA = 0.047, NFI = 0.99, NNFI = 0.98, CFI = 97, GFI = 0.98.

6 Discussion and conclusions

Following the purpose of this study, we examined and analysed the relationship between employee work well-being and innovative work behaviour through organisational commitment mediation. The test results revealed that employee work well-being does not have a significant direct effect on innovative work behaviour. Nevertheless, this study shows that there is an indirect effect of employee work well-being on innovative work behaviour mediated by organisational commitment. Thus, organisational commitment can be said to have a mediating role in the relationship between work well-being and innovative work behaviour.

Our finding of the non-significant relationship between employee work well-being and innovative work behaviour does not align with the findings of some previous research which identify a significant positive relationship between employee work well-being and innovative or creative work behaviour (Kaufman and Sternberg, 2010; Shipton et al., 2006). Nevertheless, the results of this study confirm the conclusion of Tenney et al. (2016), that positivity (well-being) does not always have a significant direct relationship with performance, including innovative or creative work behaviour. Tenney et al. (2016) asserted that there needs to be a mediating variable that bridges the relationship between well-being and work performance, including innovative work

behaviour. In this study, we found that in the context of digital business industry in Indonesia, organisational commitment can act as a mediator between work well-being and innovative work behaviour. This finding fills the identified gap in the literature.

Employee work well-being is found to have a significant positive relationship with organisational commitment. This is consistent with the findings of Albrecht (2012), Aminikhah et al. (2016), Fu and Deshpande (2014), as well as Top et al. (2015). The influence of work well-being on organisational commitment can be explained through various theories of sociology and psychology. The theories include affective event theory (Weiss and Cropanzano, 1996), positivity theory of positive emotion (Fredrickson, 2009), conservation of resources theory (Hobfoll, 2011), and the concept of psychological well-being (Ryff, 2014). In essence, employees will tend to retain the job that can give them well-being (Cooper-Hakim and Viswesvaran, 2005; Harrison et al., 2006). Well-being will encourage the formation of psychological attachment between employees and the company, creating affective commitment. Satisfied employees tend to feel obliged to remain members of the organisation (Cooper-Hakim and Viswesvaran, 2005; Harrison et al., 2006).

Furthermore, this study has also shown that employee organisational commitment has a significant positive effect on innovative work behaviour. This result is in line with the findings of Dhar (2015), Montani et al. (2017), Pons et al. (2016), as well as Xerri and Brunetto (2013). Employees who are committed to their organisation tend to work more than just their in-role job responsibilities by providing extra-role contributions such as continually searching for, generating, and implementing new ideas to solve problems faced in the job (Gu et al., 2017).

Finally, although employee work well-being does not have a significant direct effect on innovative work behaviour, employee work well-being can still predict innovative work behaviour through organisational commitment mediation. An employee who is satisfied with his/her work will show innovative work behaviour as long as he/she committed to the organisation. With organisational commitment defined as the psychological bonding between employees and organisations, the employees will work not only to fulfil the job description, but also to surpass it by showing the behaviour of generating, promoting, and implementing new ideas in completing the job.

7 Suggestions for management practice and future research

Based on the above conclusions, we can offer the following suggestions. First, practitioners in the digital business industry should develop and apply employee work well-being programs. The well-being improvement program does not merely improve job satisfaction through financial compensation or increased motivation, but also increase employee work well-being in the broader sense. For example, coaching and mentoring programs could improve employee self-acceptance, regulate the work environment that encourages teamwork and working experience that pay more attention to employee work autonomy.

Furthermore, a well-being program could also improve the awareness of employees to understand the purpose of their life better as well as encourage every leader to always recognise the progress of their subordinates and provide feedback. Besides, the organisation could also design a friendly work culture so that every employee can integrate with their work environment. The organisation can maximise embracing

technology to support any well-being program. For example, communication and business meetings can be held by using technology assistance or simply flexible working hour can be applied to certain jobs. These practices can be done to address the need for work-life balance, avoid drudgery at work, as well as increase the feeling of autonomy, especially for the millennial employees. However, since the employee work well-being does not directly affect the innovative work behaviour, but through organisational commitment, companies also need to develop human capital management programs that encourage the formation of organisational commitments.

Further research can complement the results of this study by testing various constructs that become antecedents for both employee work well-being and organisational commitment. Thus, it can further clarify the strategies which need to be done to improve innovative work behaviour, which will further improve the performance of both individuals and organisations.

8 Limitations of the study

This study uses self-report measures to assess the independent, mediating as well as dependent variables. Even though the measurements have been proved to be valid, this kind of testing poses a risk of a common method of bias. Future studies can use qualitative method to investigate emergent themes in this area.

The sample of this study was only limited to the Indonesian employees of digital business industry in Jakarta. There may be some culture-specific issues have been overlooked. Future research may benefit from an exploration of a broader range of employees at different organisational levels, cultures, and sectors.

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