

## THE ROLE OF INTRINSIC MOTIVATION ON INNOVATIVE WORK BEHAVIOR IN JAKARTA POST COVID-19 PANDEMIC

B. Medina Nilasari

Assistant Professor Magister Management, Faculty of Business and Economics  
Universitas Trisakti, Indonesia  
[medina@trisakti.ac.id](mailto:medina@trisakti.ac.id)

M. Nisfiannoor

Assistant Professor Faculty of Business and Economics  
Universitas Trisakti, Indonesia

Teuku Daffa Barizfallah

Student of Magister Management, Faculty of Business and Economics  
Universitas Trisakti, Indonesia

### Abstract

Companies that can adapt quickly will be able to survive during the COVID-19 pandemic, so employees who behave innovatively are very much needed. Can intrinsic motivation play a role in increasing employee innovative behavior? The analysis of this research was carried out using the Structural Equation Model (SEM) method using the AMOS version 24 program. The sample consisted of 274 people who were employees worked in the city of Jakarta, in Indonesia country. The results of the study found that role clarity did not have a positive effect on innovative work behavior but self-efficacy did. However, with the role of intrinsic motivation, there is a positive influence of role clarity on innovative work behavior and also strengthens the positive influence of self-efficacy on innovative work behavior. After the COVID-19 pandemic, where changes in community behavior and business activities will occur, self-efficacy and intrinsic motivation will continue to be maintained and even increased in order to increase employee innovative work behavior.

**Key words:** role clarity, self-efficacy, intrinsic motivation, innovative work behavior, employee performance.

### Introduction

The COVID-19 pandemic had a major impact on the world and claimed millions of human lives and also dis-

rupted the livelihoods of modern humans. Over time, the adaptation of society and the business world will bring many changes in the future according World Economic Forum (Aldila, 2022),

namely the emergence of 15-minute spaces (canteen facilities, polyclinics, sports rooms and others are only 15 minutes from the office), delivery services via applications, security systems using heartbeats, and even studying and working digitally. Organizations need to be careful in making decisions to make the right strategy, so that businesses can continue to run in the new economic situation in 2022 (Rahajeng, 2021). This pandemic period has brought many changes in the company's attitude to become more efficient. Technology investment is an important investment and makes business processes faster, more effect, and efficient (Rahajeng, 2021) Digitization has tremendous positive potential but also negative for organizations and employees, hence the current implications of digitization on employees must be understood as it is very important for organizations that depend on product and service innovation as a competitive advantage (Nohammer and Stichlberger, 2019).

Previous research has shown that innovation is beneficial for organizational performance because organizations can then respond to challenges faster and better in exploiting new product and market opportunities (Jiménez-Jiménez and Sanz-Valle, 2011). Despite the growing research interest in innovation at the enterprise level, there is a dearth of knowledge about how innovation can be fostered at the individual level, but it is knowledge that is needed if organizations are to pursue innovative strategies and align employee behavior with that strategy (Bos-Nehles, 2017). According to Agarwal (2014), one option for organizations to become more innovative is to encourage their employees to be innovative.

When employees know what is expected of their roles, they tend to perform better. It is important for employers to clearly highlight employee roles and responsibilities, what aspects are important, how employees will be evaluated and how assigning role responsibilities will help the organization achieve employee goals and success. Role clarity will increase job satisfaction and in turn employee performance. Employees have a structured role for their organization to be very instrumental in improving employee and organizational performance (Thangavelu & Sudhahar, 2017). High perceived self-efficacy will result in various motivational efforts, and allow individuals to improve performance (Talsma et. al., 2018). Intrinsic motivation includes pleasure, interest, novelty, aesthetic value, and challenge as opposed to external pressure or monetary rewards. Employees who are supported by their autonomy and competence are more likely to develop intrinsic motivation (Cetin and Askun, 2018). The results of research by Huur, Moon, and Lee (2020) show that the positive relationship between self-efficacy and job performance is partly mediated by creativity.

This research refers to previous research conducted by Kundu, Kumar and Lata (2019), as well as research by Cetin and Askun (2018). Research by Kundu, Kumar and Lata analyze the effect of perceived role clarity on innovative work behavior through the mediation of intrinsic motivation. Meanwhile, Cetin and Askun's research analyzes the role of intrinsic motivation which can be a mediator of self-efficacy on performance. This study will analyze the role of intrinsic motivation on the influence of role clarity and self-efficacy on innovation work behavior.

## Literature Review

According to Nandal and Krishnan (2000), Role serves as a boundary between individuals and organizations and represents the expectations of individuals and organizations. According to Role Theory (Rizzo et. al., 1970), role clarity is defined as the extent to which the necessary information is provided about how employees are expected to perform their jobs. Niu (2010) states that self-efficacy is the result of the interaction between the external environment, adjustment mechanisms and personal abilities, experience and education. High perceived self-efficacy will result in various motivational efforts, and allow individuals to improve performance (Talsma et. al., 2018). Motivation can be used as a catalyst for employees to improve their performance to achieve organizational performance (Sekhar et al., 2013). Innovative work behavior is defined as the intentional behavior of individuals to generate and implement new and useful ideas that are explicitly intended to benefit individuals, groups or organizations (Bos-Nehles, 2017).

When employees have clarity about their roles, employees do not need repetitive instructions about daily work tasks and employees can use their free time and cognitive resources to generate and implement new ideas (Ohly et al., 2006). When employees do not have clear roles, employees will spend more time figuring out what they have to do than doing work tasks effectively (Onyemah, 2008). Chu, Lee, and Hsu (2006) found that when employees had unclear roles, they exhibited fewer extra-role behaviors. Therefore, the hypothesis is:

H1: Role clarity has a positive effect on innovative work behavior.

Role clarity increases intrinsic motivation among employees because employees know that their efforts will produce certain results (Tubre & Collins, 2000). Mukherjee and Malhotra (2005) found that role clarity made a positive impact on various employee outcomes such as job satisfaction and organizational commitment. So, to clarify this relationship, the hypothesis is:

H2: Role clarity has a positive effect on intrinsic motivation

Creative Self Efficacy (CSE) is positively related to creativity in the workplace (Tierney & Farmer, 2011). Individuals high in CSE tend to choose to engage in innovative behavior, because individuals will feel confident in their behavior, knowledge, and skills to generate ideas and apply these ideas in work (Jiang & Gu, 2017). The results of research by Klaijnsen, Vermeulen & Martens (2017) reveal that teachers who experience higher levels of support from basic psychological needs will be more confident in their own abilities to effectively deal with changes during work. Klaijnsen, Vermeulen & Martens (2017) also stated that both intrinsic motivation and self-efficacy serve as predictors for innovative behavior. However, the relationship between intrinsic motivation and innovative behavior is significant but weak, while the relationship between job self-efficacy and innovative behavior is much stronger. Based on that, the third hypothesis is formulated as follows:

H3: Self efficacy has a positive effect on innovative work behavior.

Fu et al. (2009), while studying the antecedents for sales effort and new product sales, found that self-efficacy

increases new product sales indirectly through self-set efforts and goals. Cetin and Askin's research (2017) with a sample of 76 employees from various organizations operating in organized industrial areas in Turkey resulted in an increase in intrinsic motivation with employee self-efficacy. Therefore, the fourth hypothesis is formulated as follows:

H4: Self efficacy has a positive effect on intrinsic motivation.

In a longitudinal research design, Devloo, Anseel, Beuckelaer, and Salanova (2015) found that the effect of basic need satisfaction on innovative work behavior was mediated by intrinsic motivation. In the context of Pakistan, Bibi and Afsar's (2018) study found that leader-member exchange (LMX) has a strong effect on innovative work behavior when levels of intrinsic motivation and psychological empowerment are high among employees. Bysted and Hansen (2013) also explain that employees become more innovative when they are intrinsically motivated. Challenging work encourages employees to enjoy innovative work behavior by increasing their intrinsic motivation (Sanders, Moorkamp, Tprka, Groeneveld, & Goeneveld, 2010). So, the hypothesis is:

H5: Intrinsic motivation has a positive effect on innovative work behavior.

Many studies have proven that organizational and environmental factors influence employee creativity and innovation through the mediation of intrinsic motivation (Hon, 2012). In a study, Hon

(2012) found that the influence of contextual factors on employee creativity is mediated by intrinsic motivation. Saeed, Afsar, Shahjehan, and Shah (2019) found that transformational leadership made a strong impact on innovative work behavior when intrinsic motivation and psychological empowerment were high among employees. Caillier (2016) found that goal clarity has a positive effect on organizational commitment and extra-role behavior by mediating public service motivation. Role clarity also has a positive impact on work engagement which in turn leads to more innovative work behavior (Tastan, 2013). Therefore, the following hypothesis is proposed:

H6: Intrinsic motivation mediates the positive effect of role clarity on innovative work behavior.

Cetin and Askin's research (2017) with a sample of 76 employees from various organizations operating in organized industrial areas in Turkey resulted in an increase in intrinsic motivation with employee self-efficacy. Then Bysted and Hansen (2013) explain that employees become more innovative when they are intrinsically motivated. Challenging work encourages employees to enjoy innovative work behavior by increasing their intrinsic motivation (Sanders et al., 2010). Based on the previous research above, the seventh hypothesis can be formulated, namely:

H7: Intrinsic motivation mediates the positive effect of self-efficacy on innovative work behavior.

### Figure 1. Conceptual Framework

#### Methodology

The design in this study uses a hypothesis test. The unit of analysis is individual, namely respondents who are employees. Time horizon uses cross-sectional meaning that information is collected only once even though it may be carried out for a certain period so it is often known as one-shot (Sekaran & Bougie, 2016). One shot is done at a certain time in November – December 2021.

This research uses primary data. Data were collected by using a questionnaire technique. This questionnaire is closed in nature where the answers are already available. The questionnaire was created using a google form and distributed online to facilitate data collection. Respondents provide responses to the questions given. The questionnaire used a Likert scale of 1-5 where a scale of 1 is strongly disagree, 2 means disagree, 3 means quite agree, 4 means agree, and 5 means strongly agree. Specifically for the motivational variable questions, scale 1 is very dissatisfied, 2 means not happy, 3 means quite happy, 4 means happy, and 5 means very happy. The respondent are

employees in the city of Jakarta, Indonesia. 274 respondents filled out the google form, but 3 respondents did not fill it completely so that only 271 questionnaires could be used.

The number of female respondents was more than male, namely 150 women (55.4%) and 121 men (44.6%). This shows that more women are working in the company. Based on the status, it shows that the largest respondent with unmarried status is 203 people (74.9%) and the smallest respondent with divorced status is 3 people (1.1%). This shows that more employees are prioritizing careers than getting married at a young age (19-21 years). Based on age, it shows that the largest respondents are aged 21-35 years, namely 209 people (77.1%) and the smallest respondents are aged > 45-50 years, namely 8 people (3%). This shows that most of the respondents are on productive age who are the millennial generation. Seen by position, it shows that the largest respondent has a staff position, namely 198 people (73.1%) and the smallest respondent has a director position, namely 9 people (3.3%). This is consistent with the fact

that the largest number of employees in each company is staff positions. Based on education, it shows that the largest respondent has a Bachelor's education (S1), namely 207 people (76.4%) and the smallest respondent has a Doctoral education (S3), namely 2 people (0.7%).

This shows that there are more highly educated employees in Jakarta.

### Results and Analysis

The results of the validity test can be seen in table 1 below:

**Table 1. Validity Test Results**

Variable	Item	Corrected Item-Total Correlation	Criteria	Decision
Role Clarity	RC1	0.527	> 0.4	Valid
	RC2	0.575	> 0.4	Valid
	RC3	0.625	> 0.4	Valid
	RC4	0.604	> 0.4	Valid
	RC5	0.579	> 0.4	Valid
Self-efficacy	SE1	0.623	> 0.4	Valid
	SE2	0.693	> 0.4	Valid
	SE3	0.675	> 0.4	Valid
	SE4	0.662	> 0.4	Valid
	SE5	0.598	> 0.4	Valid
	SE6	0.680	> 0.4	Valid
Innovative Work Behaviour	IWB1	0.693	> 0.4	Valid
	IWB2	0.630	> 0.4	Valid
	IWB3	0.718	> 0.4	Valid
	IWB4	0.637	> 0.4	Valid
	IWB5	0.717	> 0.4	Valid
Intrinsic Motivation	MI1	0.614	> 0.4	Valid
	MI2	0.650	> 0.4	Valid
	MI3	0.707	> 0.4	Valid
	MI4	0.664	> 0.4	Valid

Source: Processing Results with SPSS 25 (2022)

Based on the table above, it can be seen that all Corrected Item-Total Correlation values are greater than 0.4, so it can be stated that all statements are valid. Testing the reliability of the questionnaire instrument using the Alpha

Cronbach technique. The questionnaire is declared reliable if the test results obtained have a Cronbach Alpha value greater than 0.6. The results of the reliability test can be seen in table 2 below:



**Table 2. Reliability Test Results**

Variable	Cronbach Alpha
Role Clarity	0.795
Self-efficacy	0.862
Innovative Work Behaviour	0.859
Intrinsic Motivation	0.830

Source: Processing Results with SPSS 25 (2022)

The results of the descriptive statistics in table 3 explain that the role clarity variable shows that respondents perceive role clarity well, and the average score is 4.45. The lowest mean on the indicator "I feel confident with the level of authority I have" with a value of 4.24. The lowest mean indicates that employees are still not quite sure of the authority they have in accordance with their work. While the results of the self-efficacy variable show that respondents perceive self-efficacy well, the average score is 4.35. The lowest mean on the indicator "Whatever obstacles in my work, I can usually overcome" with a value of 4.26. The lowest mean indicates that employees feel that not all obstacles they face at work can be overcome. Then the results

of the innovative work behavior variable show that respondents perceive innovative work behavior well, the average score is 4.22. The lowest mean for the indicator "I can find new work methods, techniques, and instruments" with a value of 4.17. The lowest mean indicates that not all employees are able to develop new methods, techniques, and instruments. Furthermore, the results of the intrinsic motivation variable show that in general respondents perceive intrinsic motivation quite well, the average score is 4.11. The lowest mean for the indicator is "I create a new procedure to complete the job" with a value of 4.04. The lowest mean indicates that not all employees can create new procedures to complete their work.

**Table 3. Descriptive Statistics of Research Variable Indicators**

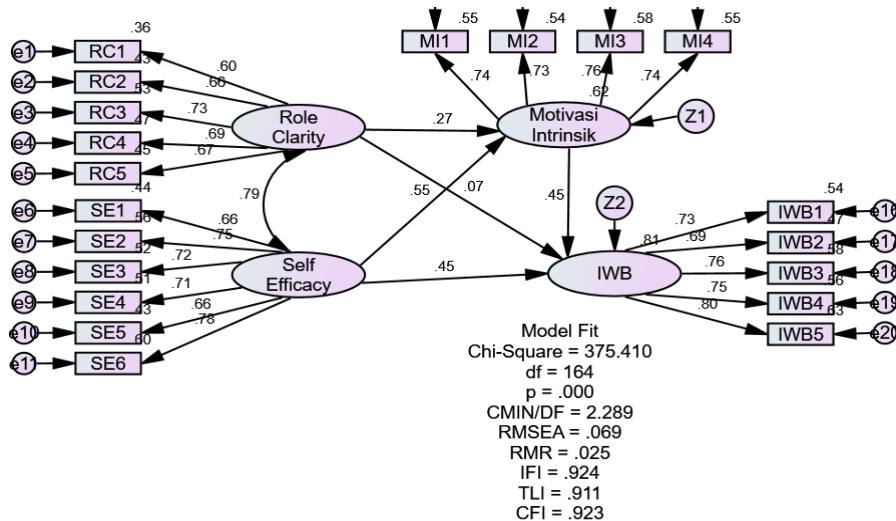
Code	Indicators	Mean	SD
RC1	I know how my performance is going to be evaluated.	4.39	0.68
RC2	I feel certain about the level of authority I have	4.24	0.75
RC3	I know exactly what is expected of me in my job	4.51	0.62
RC4	Clear planned goals/objectives exist for my job	4.47	0.65
RC5	I know what my responsibilities are	4.64	0.53
<b>Role Clarity</b>		<b>4.45</b>	<b>0.48</b>
SE1	I can remain calm when facing difficulties in my job because I can rely on my abilities.	4.34	0.71
SE2	When I am confronted with a problem in my job, I can usually find several solutions.	4.32	0.62
SE3	Whatever comes my way in my job, I can usually handle it.	4.26	0.73
SE4	My past experiences in my job have prepared me well for my occupational future.	4.45	0.67
SE5	I meet the goals that I set for myself in my job.	4.38	0.69

SE6	I feel prepared for most of the demands in my job.	4.33	0.69
<b>Self-Efficacy</b>		<b>4.35</b>	<b>0.53</b>
IWB1	I show innovative and creative behaviors.	4.24	0.77
IWB2	I am able to take the risk of being innovative and creative.	4.20	0.84
IWB3	I am able to search for new working methods, techniques, and instruments.	4.17	0.82
IWB4	I am able to anticipate problems and problems and opportunities.	4.26	0.68
IWB5	I show innovative and creative behaviors.	4.23	0.72
<b>Innovative Work Behaviour</b>		<b>4.22</b>	<b>0.62</b>
MI1	I enjoy finding solutions to complex problems.	4.09	0.78
MI2	I enjoy creating new procedures for work tasks.	4.04	0.84
MI3	I enjoy improving existing processes or products.	4.21	0.79
MI4	I enjoy finding solutions to complex problems.	4.10	0.87
<b>Intrinsic Motivation</b>		<b>4.11</b>	<b>0.67</b>

Source: Processing Results with SPSS 25 (2022)

Based on the Goodnes of Fit values obtained from data processing, there are several measures that are included in the Good Fit criteria, namely RMR (0,043), IFI (0,885) and CFI (0,902), it can be concluded that the

model proposed in this study meets the Goodnes of Fit criteria. The results of the SEM test can be seen from the following AMOS 24 output image, which is a standardized solution image.





**Table 4. Hypothesis Testing**

Path	Beta	C.R.	P Value	Decision
Role Clarity → Innovative Work Behaviour	0.069	0.745	0.456	Not Supported
Role Clarity → Motivasi Intrinsik	0.271	2.357	0.018	Supported
Self Efficacy → Innovative Work Behaviour	0.451	4.142	0.000	Supported
Self Efficacy → Motivasi Intrinsik	0.552	4.614	0.000	Supported
Motivasi Intrinsik → Innovative Work Behaviour	0.446	4.926	0.000	Supported
Role Clarity → Motivasi Intrinsik → Innovative Work Behaviour	0.121	2.126	0.034	Supported
Self Efficacy → Motivasi Intrinsik → Innovative Work Behaviour	0.246	3.368	0.000	Supported

Source: Results of Data Processing with AMOS 24 (2022)

Analysis of data obtained from the results of testing the hypothesis can be seen above. Based on the results obtained, it is known that not all the findings of the research hypothesis test have similarities with the proposed research hypothesis and are based on the findings of the journals referred to. The results of hypothesis testing 2, 3, 4, 5, 6, 7 have similarities with the proposed research hypothesis. However, the results of hypothesis 1 test have no similarities with the proposed research hypothesis and are not in accordance with the findings of the journals referred to.

The results of the first hypothesis test, show that role clarity in work does not cause an increase in innovative work behavior. The extent to which employees have a clear understanding of the duties, responsibilities, and processes in the workplace does not lead to an increase in innovative work behavior. In other words, the behavior of employees who generate and implement new and useful

ideas to benefit individuals, groups or organizations is not affected by increased employee role clarity.

The results of the second hypothesis test show that role clarity causes an increase in intrinsic motivation. Thus, it can be concluded that if employees have a clear understanding of the tasks, responsibilities, and processes in the workplace, it will further increase the drive to find solutions to complex problems, create new procedures to complete work, improve existing work processes, and improve existing products/services.

The results of the third hypothesis test, show that self-efficacy causes an increase in employee innovative work behavior. Thus, it can be concluded that if employees remain calm when facing difficulties at work, employees can find solutions when faced with problems, employees can overcome anything that gets in the way of their work, employees

have clear goals in their work, and employees feel ready for all demands in their work, then employees will increasingly generate and implement new ideas that are useful for the company.

The results of the fourth hypothesis test, show that employee self-efficacy causes an increase in intrinsic motivation. Thus, it can be concluded that if employees remain calm when facing difficulties at work, employees can find solutions when faced with problems, employees can overcome anything that gets in the way of their work, employees have clear goals in their work, and employees feel ready for all demands in their work, then increasing employees find solutions to complex problems, create new procedures to complete work, improve existing work processes, and improve existing products/services.

The results of the fifth hypothesis test, show that Intrinsic motivation causes an increase in employee innovative work behavior. Thus, it can be concluded that if employees find solutions to complex problems, create new procedures to complete work, improve existing work processes, and improve existing products/services, it will further increase the behavior of generating and implementing new ideas that are useful for the company.

The results of the sixth hypothesis test, show that intrinsic motivation functions as a mediator in the influence of role clarity and innovative work behavior. Thus, it can be concluded that if intrinsic motivation is high, it will strengthen the influence of role clarity and innovative work behavior. It means that the mediating variable of intrinsic

motivation here is a full mediation role because role clarity will not affect innovative work behavior without going through intrinsic motivation.

The results of the seventh hypothesis test, show that intrinsic motivation functions as a mediator in the influence of self-efficacy and innovative work behavior. Thus, it can be concluded that if intrinsic motivation is high, it will further strengthen the influence of self-efficacy on employee innovative work behavior. This result is a novelty in this study, because no one has ever examined intrinsic motivation as a mediator between self-efficacy and innovative work behavior.

The results of the first hypothesis test are not the same as the results of previous studies conducted by Ohly et al. (2006); Chu, Lee, and Hsu (2006); Onyemah (2008). Maybe the difference in results is due to when this research was carried out during the COVID-19 pandemic. Unlike previous studies, this research was carried out during the COVID-19 pandemic and was not over yet. Although there is currently a vaccine, not all Indonesians have received the vaccine. The death rate can be reduced, but the spread of the virus is still there. Then at the end of 2021, new variants of the COVID-19 virus appeared, such as: delta, omicron, and neocov, thereby increasing the number of infected again. This has caused the Indonesian government to re-enact the rules for the Enforcement of Community Activity Restrictions, which have an impact on the company's operational activities. Work From Home is back in effect so that communication with superiors is no longer carried out directly (face to face) but online through the application. Work processes and work

methods also change, adapting to existing conditions. Companies must adapt quickly and immediately create new methods to keep the company's operations running well. Therefore, in this study it was found that role clarity does not have a positive effect on employee innovative work behavior. Innovative work behavior is no longer influenced by task clarity, but is influenced by increased employee self-efficacy and intrinsic motivation.

### Conclusion

This study resulted in the following conclusions:

1. Role clarity does not have a positive effect on innovative work behavior, meaning that the higher/better the role clarity is, the higher/better the innovative work behavior is, on the contrary, the lower/bad role clarity is not necessarily the lower/bad innovative work behavior.
2. Role clarity has a positive effect on intrinsic motivation, meaning that the higher/better the role clarity, the higher/better the intrinsic motivation, on the contrary, the lower/bad the role clarity, the lower/bad the intrinsic motivation.
3. Self-efficacy has a positive effect on innovative work behavior, meaning that the higher/good the self-efficacy, the higher/better the innovative work behavior, on the contrary, the lower/bad self-efficacy, the lower/bad innovative work behavior.
4. Self-efficacy has a positive effect on intrinsic motivation, meaning that the higher/good self-efficacy, the higher/better Intrinsic Motivation, on the contrary, the lower/bad self-efficacy, the lower/worse Intrinsic Motivation.
5. Intrinsic motivation has a positive effect on innovative work behavior, meaning that the higher/better the intrinsic motivation, the higher/better the innovative work behavior, on the contrary, the lower/bad the intrinsic motivation, the lower/bad the innovative work behavior.
6. Intrinsic motivation mediates the positive influence of role clarity on innovative work behavior, meaning that the higher/positive intrinsic motivation, the stronger the influence of role clarity on innovative work behavior.
7. Intrinsic motivation mediates the positive influence of self-efficacy on innovative work behavior, meaning that the higher/positive intrinsic motivation, the stronger the influence of role clarity on innovative work behavior.

### Managerial Implications

Although the first and second waves of the surge in COVID-19 cases in Indonesia have ended, self-efficacy still affects employees' intrinsic motivation and innovative work behavior. Likewise, the role of intrinsic motivation is very important in increasing innovative work behavior, especially in strengthening the influence of role clarity on innovative work behavior, because role clarity cannot influence employee innovative work behavior without being mediated by intrinsic motivation.

After the COVID-19 pandemic, where changes in community behavior and business activities will occur, self-efficacy will continue to be maintained and even increased in order to increase employee innovative work behavior. Companies today must focus more on making employees prepare themselves well for future jobs, and enabling em-

ployees to overcome whatever gets in their way.

Companies must continue to increase the intrinsic motivation of their employees because it is proven to be able to improve employee innovative work behavior. In fact, the intrinsic motivation variable has a mediating role that strengthens the influence of self-efficacy and role clarity on innovative work behavior.

Managers increase intrinsic motivation by encouraging employees to create new work procedures to get the job done. Managers maintain employee intrinsic motivation by encouraging employees to improve existing work processes. Companies must continue to improve the innovative work behavior of employees because in the post-pandemic situation like now, companies need to create innovations and new ideas.

Companies should focus more on maintaining and improving innovative work behaviors such as: looking for new work methods, techniques, and instruments, and being able to anticipate problems. Therefore, the policies that companies can do to facilitate innovative work behavior are to create a creative culture through brainstorming techniques, and promote lateral thinking.

Suggestions for further research are that samples can be taken from employees in the same industry and with the same profession so that the results can be more accurate. Then add independent variables such as Basic Psychological Need Satisfaction at Work that can affect self-efficacy and innovative work behavior (Klaeijnsen et. al., 2017) or add moderator variables such as entrepreneurial leadership that can moderate the effect of

self-efficacy on innovative work behavior (Newman et al., 2018).

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