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EVALUATION AND EXPLORATION OF MANAGEMENT CONTROL SYSTEMS IN VILLAGE OWNED ENTERPRISES

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THE INNOVATIVE WORK BEHAVIOR OF SECOND-GENERATION LEADERS: THE CASE OF FAMILY BUSINESS

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HOW INTERACTIVITY OF INSTAGRAM ADS THROUGH HEDONIC MOTIVATION CAN AFFECT PURCHASE INTEREST

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THE EFFECT OF PERCEIVED USEFULNESS, PERCEIVED EASE OF USE, AND SOCIAL INFLUENCE TOWARD INTENTION TO USE MEDIATED BY TRUST

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Abstract: Innovation has been proven to be one of the main keys to reaching sustainability. This study aims to analyze the impact of creative self-efficacy and organizational climate for innovation on innovative work behavior in the family business setting to enrich the studies of innovation in the family business. This study also tests the indirect effect of Entrepreneurial Leadership in increasing the impact of creative self-efficacy on innovative work behavior. This study uses the quantitative method by delivering questionnaires to more than 400 family firms in Surabaya. This study indicated that creative self-efficacy and organizational climate for information positively and significantly impact innovative work behavior. However, the impact of creative self-efficacy on innovative work behavior is stronger than the organizational climate for innovation. This study also proves the impact of creative self-efficacy on innovative work behavior will increase by enhancing entrepreneurial leadership. The implications of this study also are discussed both academically and practically.

Keywords: Innovative work behavior, Creative Self Efficacy, Entrepreneurial Leadership, Organizational Climate, Family Business Succession

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One of the main challenges in the family business is succession to the next generation. Several factors might contribute to the challenges, such as complexities of the business transfer process, no previous experience of handling possible challenges, or even national legislation (Vassiliadis and Vassiliadis, 2014). According to research

conducted by Deloitte, the majority of the next generation leader will succeed without a formal succession plan (Deloitte, 2016). Furthermore, only 30% of family-owned businesses survive after the first generation (Alshaikh, 2019; Walsh, 2011).

Some research suggests innovation as the key to sustaining the family business to overcome this challenge (Robertsson, 2018; Walsh, 2011). However, other research found that innovation tends to flourish in the early stage of business but becomes less innovative later (Laforet, 2013). Moreover, another research also found that older family firms

tend to be less innovative than younger ones (Rau et al., 2018). Despite the overwhelming result, several family firms managed to stay innovative, even in their next-generation ownership (Ward, 2016). These researches suggest a paradox of innovation in the family firm (Craig and Moores, 2006). However, other research suggested that innovation is inevitably linked with a firm's internal support of innovation, widely referred to as organizational climate for innovation (Nybakk et al., 2011; Shanker et al., 2017).

In addition to the internal climate that supports innovation, some studies suggest that creative self-efficacy is a key driver of innovative work behavior (Michael et al., 2011). Besides self-efficacy, it has also been proven that the organizational climate predicts innovative work behavior (Imran et al., 2010). Another recent research also found that entrepreneurial leadership may accentuate the effect of self-efficacy toward innovation (Newman et al., 2018). However, further research might be needed as few pieces of research have been conducted. Hence, this research aims to analyze the relationship between these four variables in building innovative culture in the family business setting.

Despite the importance of innovation in achieving sustainability, a study proves that family-related antecedents of innovation have been overlooked in the mainstream innovation debate, which could provide novel insights that innovation scholars should consider in their research (Calabrò et al., 2019). It also stated that it is exactly a surprise that innovation's role in family businesses has been largely ignored in previous academic research (Kraus et al., 2012). Consequently, this study aims to analyze the antecedent of innovation in the family business setting. The antecedents analyzed are creative self-efficacy and organizational climate for innovation that both have been proven to increase innovative work behavior (Imran et al., 2010; Michael A et al., 2011).

This study also tests the role of entrepreneurial leadership in enhancing the impact of creative self-efficacy on innovative work behavior that has been proven by previous research (Miao et al., 2018).

Hence, this study proposed a relationship model between four variables which are creative self-efficacy (CSE), organizational climate for innovation (OCI), entrepreneurial leadership (EL), and its impact on innovative work behavior (IWB) in the family business setting. This proposed model has never been examined in a family business setting, which is the study's distinguishing feature. This study will also increase the number of research on innovation and enhance the knowledge on how to manage innovation in the family business setting.

Based on the previous research, it could be concluded that nurturing innovative work behavior is challenging, especially in older family firms. Hence, this research proposed to study innovative work behavior in the next-generation owner of family firms. This research aims to determine the factors that support the innovative work behavior in the family firms, which potentially bring impact to future family business on their business sustainability. The focus of the research will be limited to small-medium enterprises (SME) as nearly 97% of domestic employment is based on SMEs (OECD, 2018) with a focus in Surabaya city.

LITERATURE REVIEW

Organization Climate for Innovation

Nybakk et al. (2011) stated that an organization climate of innovation (OCI) could be described as an organizational climate that fosters innovation. Isaksen et al. (1999) stated that several dimensions define the climate for innovation, that are involvement, freedom, trust, idea time, humor, conflict, idea support, debate, and risk-taking. Those characteristics have been developed into a situational outlook questionnaire to assess the climate for innovation (Isaksen, 2008).

Creative Self Efficacy

Tierney and Farmer (2002) stated that Creative self-efficacy (CSE) is an ability to produce creative outcomes based on individual perception. Moreover, Michael et al. (2011) suggest that individual with high CSE can build up their motivation and skills to

meet the organizational goals. Tan et al. (2011) stated that some indicators proposed by idea generation, concentration, tolerance of ambiguity, independence, and work style to measure the CSE.

Entrepreneurial Leadership

Entrepreneurial Leadership (EL) is a type of leadership that influences and directs group performance to achieve their goals through recognizing and exploiting entrepreneurial opportunities (Renko et al., 2015). Esmer and Dayi (2017) stated that the common characteristics of EL are team player, vision, innovation, problem-solving, being persistent, taking a risk, adapting to change, knowing customer needs, decisiveness. Renko et al. (2015) stated that the EL key characteristics are innovativeness, creativity, passion, tenacity, bootstrapping, a vision of the future, and taking risks. In this research, we decided to use five characteristics based on combined literature as those characteristics were most supported in previous works. Those characteristics are innovativeness, creativity, passion, vision, and risk-taker.

Innovative Work Behaviour

Janssen (2000) stated that the definition of Innovative Work Behaviour (IWB) is “intentional creation, introduction and application of new ideas within work role, group, or organization, to assist role performance, the group, or the organization.” Moreover, Janssen also emphasizes that this definition put ‘IWB’ should be intentional efforts and delivering novel outcomes. This study then measures the IWB based on De Jong and den Hartog (2010) into four dimensions. Those are idea exploration, idea generation, idea championing, and idea implementation.

HYPOTHESIS DEVELOPMENT

Organizational Climate for Innovation and Innovative Work Behavior

In recent research conducted by Shanker et al. (2017), OCI significantly contributes to enhancing the IWB. Especially when people are granted freedom and autonomy, it improves the individual per-

ception that they are capable of improving their work circumstances (Krause, 2007). Moreover, other studies also suggest that support for innovation or idea support positively affect IWB (Scott and Bruce, 1994). Even though there was little research on the other factors, several pieces of research suggest a positive relationship between OCI and IWB (Shanker et al., 2017). Isaksen and Ekvall (2010) suggested that debate and conflict could be moderated into creativity technique as brainstorming, which helps to support innovative work behavior. Bos-Nehles et al. (2017) also suggested that new ideas need additional time, resources, and freedom which require trust from others, to increase the likelihood of successful IWB. Considering the previous findings across some pieces of research, this study proposes the following hypothesis:

Hypothesis 1. Organizational climate for innovation is positively related to innovative work behavior.

Creative Self-Efficacy and Innovative Work Behavior

Innovation is not a passive process requiring individual drivers (Felin and Hesterly, 2007). Creative self-efficacy is one factor that drives individuals to achieve creative outcomes (Tierney and Farmer, 2002). Newman et al. (2018) stated that the high CSE would provide two advantages that lead to a higher level of innovative behavior. It is indicated by spending more time on the creative cognitive process and better addressing the challenges and uncertainty in developing new ideas.

In addition to CSE, there is rising recognition of the significant effect of leadership on innovative behavior. Meijer (2014) stated that entrepreneurship leadership is demonstrated as a role model to their subordinates, thus emulating innovative behavior to the organization. Other research from Scott and Bruce (1994) also implied that entrepreneurial leaders brought critical foundations for innovation, such as time, equipment, and facilities.

However, recent research suggests that another factor might influence the relationship between CSE and IWB. In their recent research, Newman et al.

(2018) suggested that the CSE had a significantly stronger influence on IWB when the EL was high. In addition, entrepreneurship leadership has been indicated as a key factor that influences IWB (Bagheri and Akbari, 2018; Miao et al., 2018). Even though many pieces of research indicate positive relationships between them, there was only a little research that has been conducted specifically on EL as moderating factor between CSE and IWB. Therefore, this study will focus on proposing the following hypothesis:

Hypothesis 2. Creative self-efficacy is positively related to innovative work behavior.

Hypothesis 3. The effect of creative self-efficacy on innovative work behavior will be positively influenced by entrepreneurial leadership as entrepreneurial leadership will enhance the effect of creative self-efficacy on innovative work behavior.

Proposed Model

This study proposed a research model shown in Figure 1.

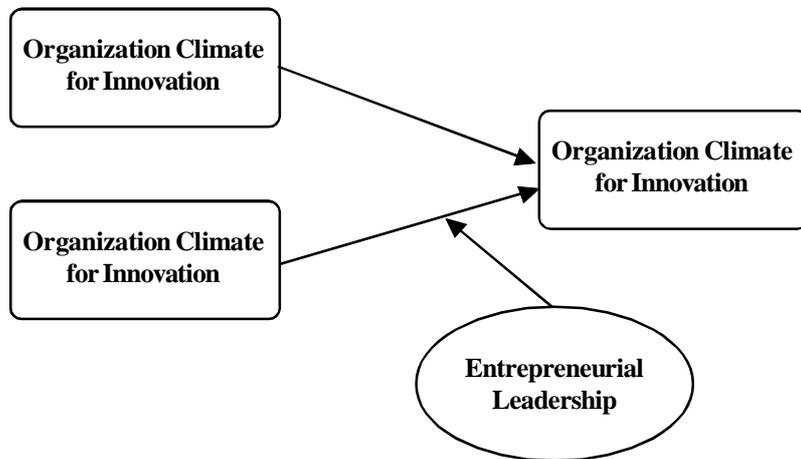


Figure 1. Innovative Work Behavior Model Development

Climate for Innovation

Isaksen et al. (1999) stated that Situational Outlook Questionnaire (SOQ) was used as the framework to rate the innovation climate. The dimension that is used in this research are 1) involve-

METHODS

Sample and Procedure

A total of 404 people from second-generation family business SMEs in Surabaya had participated in this study. The method of collecting and selecting the samples are purposive sampling, as certain qualification need to be fulfilled to participate in the study. The questionnaires were delivered through business communities in Surabaya. Forty-eight questions need to be answered.

Based on Kline (2005), the recommended sample size to effectively employ Structured Equation Modelling (SEM) exceeds 200, suitable for this study. The response rate was high as only 23 respondents were omitted as the answers were mostly missing. Hence it is eliminated from the research.

Measure

All measures consisted of five-point Linkert scales, where 1 = “strongly disagree” and 5 = “strongly agree” unless otherwise indicated. Each scale was originally designed in English and then translated into Bahasa Indonesia.

ment, 2) freedom, 3) trust, 4) idea time, 5) humor, 6) conflict, 7) idea support, 8) debate, 9) risk-taking. The Cronbach’s alpha for this scale was 0,978 indicating a higher degree of consistency.

Creative Self Efficacy

To measure creative self-efficacy, the Multidimensional Creative Self-Efficacy Scale that has been developed by Tan et al. (2011) is used as a framework. Five subscales addressed to CSE are 1) idea generation, 2) concentration, 3) independence, 4) tolerance of ambiguity, 5) working style. The Cronbach's alpha for this scale was 0,962 indicating a higher degree of consistency.

Entrepreneurial Leadership

In this research, our study used Renko et al. (2015) that is the ENTRELEAD scale, to rate entrepreneurial leadership. However, instead of 8 dimensions were used, our study will be focused on 5 elements instead, which are 1) innovativeness, 2) creativity, 3) passion, 4) vision, 5) taking the risk, as some indicators were not supported with a wide range of works. The Cronbach's alpha for this scale was 0,962 indicating a higher degree of consistency

Innovative Work Behaviour

De Jong and den Hartog's (2010) work on developing multidimensional measures of innovative work behavior was used as our IWB framework. Four subscales have been proposed in this framework those are 1) idea generation, 2) idea exploration, 3) idea championing, 4) idea implementation. The Cronbach's alpha for this scale was 0,954 indicating a higher degree of consistency.

Data Analysis

The hypotheses were tested using the partial least square structural equation modeling (PLS-SEM) technique. This approach is increasingly adopted as it offers a flexible SEM technique without dependency on data distribution. Moreover, Jung et al. (2003) mentioned that PLS has a major advantage as it does not require a large sample for data analysis. Hence it is helpful to study issues at an organizational level.

RESULTS

Assessing Measurement Model

This study started with examining the outer load-

ing, composite reliability (CR), average variance extracted (AVE = convergent validity), and discriminant validity to evaluate reflectively measured models. It is proven that all outer loadings are above 0,7. They also reached more than 0.9, which exceeds the minimum threshold value. Moreover, both AVE and CR values for all constructs are more than 0.7. For OCI, their AVE and CR values are 0.852 and 0.981, respectively. For CSE, their AVE and CR values are 0.867 and 0.970, respectively. For IWB, their AVE and CR values are 0.878 and 0.966, respectively. For EL, their AVE and CR values are 0.868 and 0.970, respectively. While for EL-CSE, their AVE and CR values are 0.894 and 0.995, respectively. These results demonstrated a high internal consistency and convergent validity for all constructs.

Furthermore, the results of comparing the cross-loading values indicate that all outer loading values were higher than their respective cross-loadings. To make it clearer, the cross-loading value of OCI1-OCI is the highest (0,868) among other cross-loading values (0.139, -0.011, 0.079, 0.189). These similar results can be found in all items. It indicates the presence of discriminant variables. Thus, the result suggests discriminant validity between all constructs, and all indicators were accepted.

Assessing Structural Model

Direct Effects

As the constructed measure has been confirmed as valid and reliable, the next step will be assessing the structural model. Examining the model's predictive capabilities and relationships between the construct portray the hypotheses evaluation (Hair et al., 2013). However, an analysis of collinearity issues needs to be conducted. For this study, our result shows that the average VIF number is 2,6, which is clearly below the maximum threshold.

Accordingly, we moved into testing the hypotheses by checking the path coefficient. As depicted in *Figure 6*, Hypothesis 1 ($\beta=0,27$, $p<0,01$) shows a positive relationship between OCI and IWB. However, the values indicate that the relationship between them is rather weak. Although hypothesis 1

suggests a weak relationship, hypothesis 2 ($\beta=0,63$, $p<0,01$) shows a better result. The result suggests a significant positive contribution of CSE to IWB.

Moderating Effects

As depicted in hypothesis 3, we tested the moderating effect of entrepreneurial leadership between CSE and IWB (Hypothesis 3). At first, we calculated the p significance in moderation. A result of

0.05 suggested that there is a significant effect. Moved into testing the R^2 , our study compared the result between before moderation ($R^2 = 0,91$) and after moderation ($R^2 = 0,95$). This result implies that EL can be considered moderate as there is an improvement in the values. However, similar to hypothesis 1, hypothesis 3 ($\beta=0,18$) suggests a weak relationship, although it is still significant. Figure 2 below shows the values of the tested hypotheses in this study.

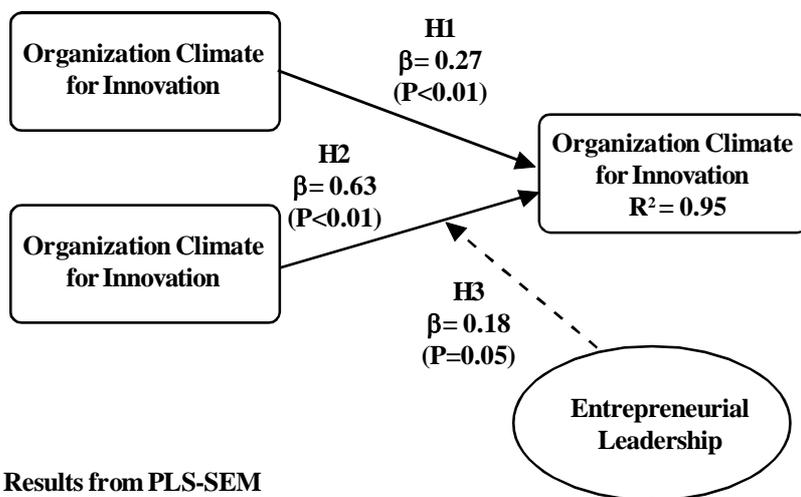


Figure 2. Analyzed Results from PLS-SEM

DISCUSSIONS

Organizational Climate for Innovation and Innovate Work Behavior

This research has suggested that organizational climate for innovation (OCI) positively impacts innovative work behavior (IWB). These hypotheses were supported by Shanker et al. (2017), in which their research was based on managers in Malaysian companies. This result is also in line with the recent research from Battistelli et al. (2021), which provided empirical evidence on the relationship between organizational climate and innovative behaviors. A study from Yu et al. (2013) also supports this finding since it stated that there is a positive association between organizational innovation climate and innovative behavior.

Although there is a positive relationship between OCI to IWB, as suggested, our research found that the impact of OCI on IWB is weak. These findings

might suggest that there might be other factors that moderate the relationship. We suggest that the culture is the possible explanation for this weak effect of OCI on IWB. Our samples are based on the second-generation family business, which some firms might be struggling to innovate (Rau et al., 2018). It resulted in the firms becoming less innovative, especially when already established (Laforet, 2013). Therefore, the innovation climate might not be as strong as in the companies led by first-generation.

Creative Self-Efficacy and Innovative Work Behavior

On the other hand, our study is consistent with previous research findings as the relationship between CSE and IWB is strong and positive. This result provides additional empirical evidence in family-business settings. Previous research had been conducted in different backgrounds such as manu-

facturing (Tierney and Farmer, 2002), information systems development (Yang and Cheng, 2009), schools (Beghetto, 2006), insurance (Gong et al., 2009), and service companies (Michael A, Sheng-Tsung and Hsueh-Liang, 2011).

The Role of Entrepreneurial Leadership on Relationship between Creative Self-Efficacy and Innovative Work Behavior

Similar to hypothesis 1 regarding the effect of OCI on IWB, hypothesis 3 also suggests that there is weak moderation between CSE and IWB. Although Newman et al. (2018) suggested that compared to other types of leadership, EL has significantly strengthened the effect of CSE, our study found weak moderation. However, it still needs deeper investigation as our study didn't include other types of leadership. Moreover, Newman et al. (2018) also suggested that future research might be conducted differently to check future implications.

Besides Newman et al. (2018), some studies also analyzed the impact of entrepreneurial leadership and other leadership types on innovative work behavior. All those studies stated that entrepreneurial leadership and other leadership types (such as transformational, inclusive, and ethical leadership) have significant impacts on IWB (Bagheri, 2017; Javed et al., 2019; Tu and Lu, 2013). However, all these studies put leadership as an independent variable directly impacting IWB. Hence the possible explanation for this difference is the leadership positions in the model. It means that leadership will give more impact to creative self-efficacy directly rather than increase the effect of CSE on IWB

CONCLUSIONS

This study has examined the impact of the organizational climate for innovation and creative self-efficacy on innovative behavior. In addition, this study also examined entrepreneurial leadership moderated the CSE-innovative behavior relationship. Using PLS-SEM, we have proved that both OCI and CSE bring positive results to IWB, even though the density is different as CSE brings a strong positive impact compared to OCI. Moreover, this study

also shows the moderating effect of EL between CSE and IWB, though it was weak. It implies that when entrepreneurial leadership was high, the effect of CSE on innovative behavior was stronger than when it was low.

These findings suggest that high creative self-efficacy might need to be promoted in the family business environment to develop stronger innovative behavior in the second-generation family business. Therefore, family business practitioners should focus on building creative self-efficacy in their respective firms since it has been proven to affect innovative work behavior strongly. However, this does not mean that practitioners neglected organizational climate and entrepreneurial leadership for the sake of enhancing creative self-efficacy. Practitioners still need to build an organizational climate for innovation and entrepreneurial leadership because although their impacts are weak, they still have significant effects on innovative work behavior.

IMPLICATIONS

This study advances the study of employees' innovative work behavior by extending research on creative self-efficacy, organizational innovation climate, and entrepreneurial leadership, especially in the family business setting. This study raised an important issue regarding the strong effect of creative self-efficacy on innovative work behavior. It means that creative self-efficacy is a positive predictor of innovative work behavior. This study also enriches the study on innovation in the family business setting neglected so far.

This study also gives practical implications for managers who want to strengthen or create a positive work environment for innovation. Based on empirical evidence, this study suggests that family business practitioners should focus on building creative self-efficacy to enhance the innovative work behavior of the employee. However, this study also suggests that practitioners should not neglect the impact of organizational climate on innovation and entrepreneurial leadership since they significantly enhance innovative behavior, although it is not as strong as the impact of creative self-efficacy.

LIMITATIONS

Furthermore, there are some limitations to this study. First, our study has not compared with other leadership styles. Hence, future studies should consider including many types of leadership in the proposed model to compare better what type of leadership is suitable in building innovative work behavior. We also suggest moving the leadership position as a mediator to become the independent variable that impacts the organizational climate for innovation. That will also enhance knowledge and enrich the study about leadership and innovation in the family business setting.

Second, all the samples had been limited to family business SMEs. Although this might provide more control in the industry, the finding might not be similar if it was conducted in other businesses. So, future studies may examine the proposed model in other business settings such as education or bigger companies to produce a more comprehensive and representative result on innovative work behavior.

Third, this study still needs to be conducted in a longitudinal study to find the consistency of the finding in the long run. Therefore, future studies might need to consider comparing the effect from the founder to the next generation. This study also does not analyze the impact of innovative work behavior on firm performance. Although it is known that innovation is very important in achieving sustainability, it should enhance companies' performances. Consequently, future research should also add the 'Firm Performance' as the end-result or final variable of the proposed model. That will give more comprehensive results and enrich the study of innovation in impacting the firm performance of the family business.

The last limitation is about the antecedent of innovative work behavior. This study only tested two antecedents that are creative-self efficacy and organizational climate for innovation.

RECOMMENDATIONS

Future research should also include other important factors that might impact innovative work behavior, such as human resource management and family influences. Therefore, a complete picture of

what impacts innovative work behavior and firm performance will be created.

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