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PROACTIVE PERSONALITY AND INNOVATIVE BEHAVIOR: ROLE OF TASK CONFLICT AND WORK AUTONOMY (STUDY ON STATE CIVIL PERSONNEL IN THE CITY GOVERNMENT OF SURAKARTA)

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Abstract

This study aims to determine the effect of proactive personality on innovative behavior through task conflict and job autonomy (study on Civilian Personnel in The City Government of Surakarta). This study uses a quantitative approach with a causal comparative design. The research was conducted on 203 Regional Device Operation employees of the City Government of Surakarta. Sampling technique with cluster sampling. Data is collected by a survey using an electronic questionnaire in the form of a google form. Data are analyzed by SEM PLS analysis. The results show that proactive personality has a significant and positive effect on innovative behavior. Proactive personality has a significant and positive effect on task conflict. Task conflict proved to have a significant and positive effect on innovative behavior. Job autonomy has been shown to have a significant and positive effect on innovative behavior. Task conflict has been shown to mediate the relationship between proactive personality and innovative behavior with a reinforcing effect. Job autonomy has not been shown to moderate the relationship between proactive personality and task conflict. The further research could be conducted to investigate other factors that mediate and moderate work innovation such as self-efficacy and job involvement.

Keywords: innovative behavior, job autonomy, proactive personality, task conflict

INTRODUCTION

Innovative behavior is the intentional behavior of individuals to introduce or apply new ideas to assigned work roles. One of the components that influence innovative work behavior is opportunity exploration, which involves awareness of opportunities to find something new from the occurrence of problems (Chatchawan et al., 2017). Innovative behavior as a form of applying one's own creativity is able to produce new products. Products resulting from this innovation behavior have their own advantages and characteristics compared to existing products so that the results of an innovation are considered to have more value for the organization. The results of innovative behavior are expected to further increase productivity and organizational performance. These conditions make innovative behavior a very important and needed behavior for organizations including government institutions.

One of the factors considered to be able to influence innovative behavior is proactive personality (Li et al., 2016). Proactivity is a very important behavior in organizations and has been shown to be positively correlated with organizational and individual outcomes. Proactive personality has

Vol. 5, No.07; 2021

ISSN: 2456-7760

been identified as a stable personality attribute that can predict some positive behaviors and work outcomes. Proactively actively seek opportunities and take advantage of them, show initiative, take action, and be persistent in implementing change (Joo et al., 2018).

Proactive personality is stated to positively influence innovative behavior (Giebels et al., 2016; Joo et al., 2018). According to Joo et al. (2018), proactive personality has a positive effect on the level of creative behavior, organizational commitment, and job performance. Organizations need proactive employees who actively seek to change and improve the work environment and seek to leverage and make things happen to achieve greater organizational success (Ghitulescu, 2018; S. Parker & Wang, 2015; Wihler et al., 2017). Proactive employees will come up with original ideas more often, and will be more motivated to ensure those ideas are implemented. Employees with proactive personalities become more initiative and have ideas related to tasks which are prerequisites for forming innovative behavior (Giebels et al., 2016).

Proactive personality is also stated to have a positive effect on task conflict (Giebels et al., 2016). Task conflict is a duty-related conflict which could have a detrimental effect, but could also encourage the exchange of ideas and improve the quality of decisions (Guenter et al., 2016). Proactive employees have the initiative before their co-workers, and this condition could lead to disagreements among employees so that there will be conflicts between employees and among other similar jobs (Giebels et al., 2016).

Task conflict is considered a challenging factor which has the power to increase creativity and innovation. It is because employees who experience task conflicts will have various perspectives on how a job should be done (Petrou et al., 2019). De Clercq et al. (2017) state that there is a positive relationship between task conflict and employee creativity. It is because the existence of a task conflict creates a dispute between various ideas which spur creativity.

Several studies examine various interventions which underlie proactive personality in innovative work behavior. Li et al. (2016) states that the impact of proactive personality on teachers' innovative work behavior is mediated by self-efficacy on creativity. Another study is conducted by Kong & Li (2018) with the results that job involvement moderates and mediates the relationship between proactive personality and innovative behavior. Giebels et al. (2016) proves to explain that proactive personality is positively related to task conflict and its consequences for innovative work behavior.

Giebels et al. (2016) have investigated the critical roles of task conflict and job autonomy in the relationship between proactive personalities and innovative employee behavior, but this research has not studied the effect of job autonomy on innovative behavior. Purc & Lagun (2019) reports that job autonomy has a significant effect on innovative behavior. This study carried out the research development of Giebels et al. (2016) by adding studies from the research of Purc & Lagun (2019).

This research is interesting to be studied because innovative behavior of employees is very important for the organization. This is because the greater the innovative behavior of employees, not only increases organizational performance but also organizational productivity. Thus, this

Vol. 5, No.07; 2021

ISSN: 2456-7760

study aims to determine the effect of proactive personality on innovative behavior through task conflict and job autonomy.

Theory & Hypothesis Development

Innovative Behavior

Innovative behavior is defined as intentional behavior, promoting, and realizing new ideas in work roles, groups, or organizations. Innovative work behavior is defined as the intentional behavior of an individual to introduce or apply new ideas to an assigned work role (Chatchawan et al., 2017). Khodakarami & Zakaria (2015) define innovative behavior as the ability of employees to work towards the achievement of a deliberate generation and the achievement of newer and more useful ideas relevant to various processes, products or procedures individually or in a team environment.

Innovative work behavior consists of four stages: idea generation, opportunity exploration, idea champion, and application, which leads to new products (Li-Ying et al., 2016). Innovative work behavior among employees contributes to organizational innovation (Afsar, 2016). Innovative work behavior among employees provides opportunities for employees so that they can contribute to improving service quality, and work efficiency (Sonmez et al., 2019; Weng et al., 2016).

The components that influence innovative work behavior are opportunity exploration, which involves awareness of opportunities to find something new from the occurrence of problems, idea generation, which involves the process of combining existing ideas with new concepts to find solutions to problems that arise in the organization; championing which involves the process of broadcasting ideas to voice, share, and disseminate ideas to others; and application which enables new ideas to be leveraged within the organization as well as looking for ways to further improve existing ideas or procedures (Chatchawan et al., 2017).

Proactive Personality

Proactive personality is defined as anticipatory actions taken by employees that have an impact on themselves and/or the environment (Takaishi et al., 2019). Individuals with proactive personalities tend to take the initiative to influence and even significantly change the environment. In other words, having a proactive personality can help individuals release situational pressures, identify opportunities for profit, make proactive moves, and thereby influence the environment to create meaningful change (Hu et al., 2018). Proactive personality is also defined as people who try to hit the target and become successful by really trying to get whatever it takes to get done. In other words, a proactive personality will not only change the existing conditions but will also try to develop the existing conditions according to their goals to achieve successful results (Ozkurt & Alpay, 2018).

Individuals with proactive personalities perceive life as full of opportunities. Proactive attitude is also related to self-efficacy (Lorenz et al., 2016). The same thing was stated by Vermooten et al. (2019) that proactive employees are employees who adapt to, react to and are shaped by the

Vol. 5, No.07; 2021

ISSN: 2456-7760

work environment. Employees who have a proactive personality recognize opportunities, take personal initiative and persist until they bring about meaningful change in the work environment.

Task Conflict

Task conflict is defined as disagreement among group members about task content work (Petrou et al., 2019). Task conflict is a task related conflict, and has the detrimental effect of encouraging the exchange of ideas and improving the quality of decisions. Task conflicts arise when employees disagree about the work to be done, including issues such as strategy and policy development. Task conflict improves understanding and decision quality and fosters team creativity (Guenter et al., 2016).

Task conflicts represent conflicts about the distribution of resources, procedures and policies as well as the assessment and interpretation of facts that have a significant impact on team creativity (Lee et al., 2019). Task conflict is a unique feature of cognitive control, which differs from other types of conflict and produces certain neuronal and behavioral signals. Task conflict has been shown to manifest under Stroop tasks and additional tasks including task switching, object intervention, and affordability tasks, and to be strongly associated with the concept of stimulus-driven behavior (Littman et al., 2019).

Job Autonomy

Job autonomy is defined as the amount of independence, initiative, and work-related freedom that is permitted or required in daily work activities (Terason, 2018). Job autonomy refers to the extent to which work gives workers freedom and independence in scheduling work and determining how work will be done (Joo et al., 2018). High job autonomy can give employees time, energy, and freedom to engage in certain behaviors, thereby increasing willingness and motivation to develop and plan for the future (Zhou et al., 2019).

Job autonomy reflects the employee's level of freedom and independence when handling regular work. Employees who maintain high job autonomy, will enjoy more opportunities to complete the work as favored by time, method, or procedure. In addition, employees with higher job autonomy will be relatively free to handle work. This means that employees do not need to report some decisions to their superiors so that employees can cope with work tasks effectively (Yang & Zhao, 2018). Autonomy is actually one of the characteristics of job design. Job autonomy improves performance because when employees can exercise job autonomy at a certain level, employees assume that they are trusted to do their jobs well (Terason, 2018).

Hypotheses

Proactive employees will come up with original ideas more often, and will be more motivated to make sure those ideas are implemented. Proactive personality becomes more initiative and has ideas related to tasks which are prerequisites for forming innovative behavior (Giebels et al., 2016). Proactive personality is stated to positively influence innovative behavior (Giebels et al., 2016; Kong & Li, 2018). Employees with a higher proactive orientation tend to engage in more innovative behaviors, such as revising work procedures, generating new ideas for products or

Vol. 5, No.07; 2021

ISSN: 2456-7760

services, or implementing ideas, compared to employees with low proactive personalities (Takaishi et al., 2019).

H1: Proactive personality has a significant effect on innovative behavior.

Task conflict is a task-related conflict that can have a detrimental effect, but can also encourage the exchange of ideas and improve the quality of decisions (Guenter et al., 2016). Task conflict occurs where there are different statements between employees in performing tasks that include different points of view, ideas, and opinions. Proactive employees will take the initiative first before their co-workers, and this condition can lead to disagreements among employees so that conflicts will occur between employees and among other similar jobs. Proactive personality has a positive effect on task conflict (Giebels et al., 2016).

H2: Proactive personality has a significant effect on task conflict.

Task conflict should encourage employee creativity by promoting identification of organizational problems and encouraging new solutions to problems Disputes among ideas spur creativity by triggering constant re-examination of each dominant point of view at a given point in time (De Clercq et al., 2017). Task conflict was found to be positively related to employee creativity. Task conflicts trigger employees to research organizational problems in more detail, increase the variety of possible solutions to problems, increase employee motivation to collaborate with each other to find new ideas and insights that solve common problems (Giebels et al., 2016; Petrou et al., 2019).

H3: Task conflict has a significant effect on innovative behavior.

Job autonomy is important for creativity and innovation. Autonomy is believed to be an important element to increase creativity as well as organizational commitment and job performance. Job autonomy was found to significantly affect the three outcome variables (creativity, organizational commitment, and work performance) (Joo et al., 2018). Autonomy is a critical situational determinant of employee innovative behavior (Takaishi et al., 2019). Autonomy is considered to have special value in so-called democratic cultures where idealistic and new visions encourage members to be creative and take risks resulting in enhanced risk taking and greater and innovative adaptability (Theurer et al., 2018).

Employees can freely choose when and in what order to work on different tasks, intrinsic motivation is activated, which positively impacts innovative work behavior in terms of idea formation, idea promotion, and idea implementation and employees can freely make decisions about the direction for continuing rather than having to seek supervisor approval or complying with limits, there is a positive influence on innovative work behavior and performance (Theurer et al., 2018). Purc & Lagun (2019) stated that there is a positive relationship between job autonomy and innovative behavior.

H4: Job autonomy has a significant effect on innovative behavior.

Vol. 5, No.07; 2021

ISSN: 2456-7760

Proactive personality is stated to positively influence innovative behavior (Giebels et al., 2016; Kong & Li, 2018). Employees with a higher proactive orientation tend to engage in more innovative behaviors, such as revising work procedures, generating new ideas for products or services, or implementing ideas, compared to employees with low proactive personalities (Takaishi et al., 2019). Meanwhile, proactive personality significantly influences innovative behavior and partially mediated task conflict and job autonomy decreases the relationship between proactive personality and task conflict. Job autonomy has an important role in reducing task conflicts. The mediating role of task conflict in the relationship between proactive personality and innovative behavior has been reported by Giebels et al. (2016).

H5: Task conflict mediates the relationship between proactive personality and innovative behavior.

Employees with high proactive personalities can respond to autonomous situations and engage in more innovative behavior than employees with low proactive personalities. On the other hand, even when high autonomy is allowed for employees who are passive or low in proactive tendencies, the effect is weak (Takaishi et al., 2019). According to Giebels et al. (2016), a high level of job autonomy allows employees to decide how to do a job and has been found to be an important predictor of proactive outcomes. Job autonomy can affect the relationship between proactive-conflict-innovative behavior by influencing the likelihood that proactive behavior will lead to conflict.

Proactive employees work in an environment where employees have low freedom (low job autonomy) to decide when and how to do work, while proactive actions will increase task conflicts with coworkers. The more proactive people are constrained by rules and procedures, the higher the likelihood that venting new ideas will result in conflict with other organizational members (Westaby et al., 2014). Thus, the extent to which proactive employees actually experience conflict with coworkers depends on the degree of autonomy experienced in carrying out work tasks.

H6: Job autonomy moderates the relationship between proactive personality and task conflict.

Vol. 5, No.07; 2021

ISSN: 2456-7760

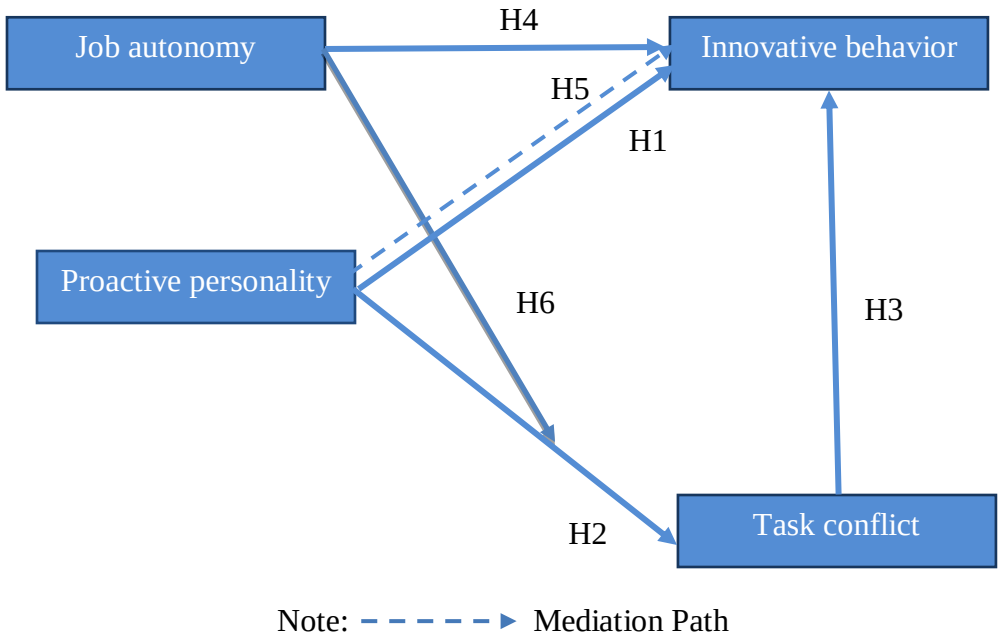

Figure 1. Research Framework

METHOD

This research was conducted with a quantitative approach with design causal comparative. Research was conducted on all employees of the Regional Apparatus Operations (OPD) of the Surakarta City Government as many as 23 people. The sampling technique is in the form of cluster sampling. Data retrieval using an electronic questionnaire in the form of a google form. Proactive personality was measured using the Giebels et al. (2016) scale consisting of 17 question items with 5 answer choices on a Likert scale of 1-5 including: (1) Strongly Disagree, (2) Disagree, (3) Neutral, (4) Agree, and (5) Strongly Agree. Task conflict was measured using the Giebels et al. (2016) scale consisting of 8 question items with 5 answer choices on a Likert scale of 1-5 including: (1) Never, (2) Rarely, (3) Sometimes, (4) Often, and (5) Always. Job autonomy is measured using the Parker et al. (2006) scale which consists of 9 question items with 5 answer choices on a Likert scale of 1-5 including: (1) Never, (2) Rarely, (3) Sometimes, (4) Often, and (5) Always. Innovative behavior is measured using the June & Kheng (2014) scale which consists of 8 question items with 5 answer choices on a Likert scale of 1-5 including: (1) Never, (2) Rarely, (3) Sometimes, (4) Often, and (5) Always. The collected data were analyzed using Structural Equation Modeling (SEM). The analysis was done using SEM PLS version 3.

Vol. 5, No.07; 2021

ISSN: 2456-7760

Table 1 Variable measurement indicator

Variable	Code	Indicator	Source
Proactive personality	KP1	I am constantly looking for new ways to improve my work	Giebels et al. (2016)
	KP2	I feel compelled to make a difference in the institution where I work	
	KP3	I tend to let other people take the initiative to start new projects	
	KP4	Wherever I am, I have become a powerful force for constructive change	
	KP5	I enjoy facing and overcoming obstacles to my ideas	
	KP6	Nothing is more interesting to me than seeing my ideas turn into reality	
	KP7	If I see something I don't like, I fix it	
	KP8	No matter what the odds are, if I believe in something I will make it happen	
	KP9	I like to be victorious for my ideas, even against other people's opposition	
	KP10	I excel at identifying opportunities	
	KP11	I'm always looking for a better way to do my job	
	KP12	If I believe in an idea, no obstacle will prevent me from realizing it	
	KP13	I like to challenge the status quo	
	KP14	When I have a problem, I deal with it directly	
	KP15	I am an expert at turning a problem into an opportunity	
	KP16	I can see good opportunities long before anyone else can	
	KP17	If I see someone in trouble, I help in any way I can	
Task conflict	KT1	How much friction is there between members in your work unit?	Giebels et al. (2016)
	KT2	How often do personality conflicts occur in your work unit?	
	KT3	How much tension exists among the employees in your work unit?	
	KT4	How many emotional conflicts occur among employees in your work unit?	
	KT5	How often do coworkers in your work unit disagree about what you think about the work you do?	
	KT6	How often are there conflicts about ideas in your work unit?	
	KT7	How many conflicts about work do you do in your work unit?	
	KT8	To what extent are there differences of opinion in your work unit?	
Job autonomy	OK1	I help to decide how much work the work team will do.	Parker et al. (2006)
	OK2	I help allocate work among team members.	
	OK3	I am involved in the selection of new team members.	
	OK4	I arranged protection for other workers.	
	OK5	I am involved in team improvement	
	OK6	I help monitor the overall performance of the team.	
	OK7	I help train other people.	
	OK8	I am involved in disciplining other team members.	
	OK9	I help manage the team's budget.	
Innovative behavior	PI1	I create new ideas in working on difficult problems.	June & Kheng (2014)
	PI2	I am looking for new technologies, processes, work methods, techniques and/or ideas at work.	
	PI3	I generate original solutions from my thoughts to solve problems at work.	
	PI4	I introduce ideas into the work environment systematically.	
	PI5	I evaluate the usefulness (benefits) of innovative ideas.	
	PI6	I turn innovative ideas into useful applications.	
	PI7	I get other employees excited with my innovative ideas.	
	PI8	I try to get my boss's approval for my innovative ideas	

Vol. 5, No.07; 2021

ISSN: 2456-7760

FINDING AND DISCUSSION

The participants were 203 employees in the Surakarta City Government. The participants were 22 to 57 years old with an average of 31.89 years old and 52.2% of them were 22-28 years old. Among them, 67.5% are female; 56.1% have bachelor degree; and 80.8% have worked for 0-5 years.

Before testing the hypothesis, the validity and reliability were tested first. Convergent validity test is an outer model test that describes the extent to which the construct converges to explain the item variance. The metric used to evaluate the convergent validity of a structure is the extracted average variance (AVE) for all elements in each structure and factor loading. The accepted AVE value is > 0.50 and the accepted loading value is > 0.700 (Yahaya et al., 2019).

Table 2 Convergent Validity Test

Variable	Items	Loading value	Information
Proactive personality (AVE= 0.633)	KP1	0.773	Valid
	KP2	0.867	Valid
	KP3	0.735	Valid
	KP4	0.754	Valid
	KP5	0.886	Valid
	KP6	0.723	Valid
	KP7	0.855	Valid
	KP8	0.703	Valid
	KP9	0.887	Valid
	KP10	0.775	Valid
	KP11	0.883	Valid
	KP12	0.732	Valid
	KP13	0.861	Valid
	KP14	0.748	Valid
	KP15	0.707	Valid
	KP16	0.706	Valid
	KP17	0.872	Valid
Task conflict (AVE= 0.670)	KT1	0.876	Valid
	KT2	0.877	Valid
	KT3	0.832	Valid
	KT4	0.852	Valid
	KT5	0.740	Valid
	KT6	0.827	Valid
	KT7	0.788	Valid
	KT8	0.741	Valid
Job autonomy (AVE= 0.680)	OK1	0.817	Valid
	OK2	0.839	Valid
	OK3	0.823	Valid
	OK4	0.845	Valid
	OK5	0.796	Valid
	OK6	0.862	Valid
	OK7	0.808	Valid
	OK8	0.873	Valid
	OK9	0.755	Valid

Innovative behavior (AVE= 0.792)	PI1	0.892	Valid
	PI2	0.865	Valid
	PI3	0.907	Valid
	PI4	0.923	Valid
	PI5	0.903	Valid
	PI6	0.864	Valid
	PI7	0.903	Valid
	PI8	0.858	Valid

Table 2 shows that all of the variables in this study have an AVE value > 0.50, meaning that at least 50% of the product variance is explained by the construct. The AVE values for all these variables indicate that all indicators in each construct have met the required convergent validity. Score factors in all indicators of this study > 0.700, meaning that all indicators have been able to explain the variables.

Discriminant validity is the outer model describing the extent to which the structural model empirically distinguishes the structure from other constructs assessed from the AVE square root of each structure compared to the correlation between same constructs (as a measure of shared variance) and all constructs measured in the structural model. Square root value of AVE between the same construct must be greater than the other constructs and must be greater than 0.7 (Yahaya et al., 2019).

Table 3 Variable discriminant validity

	Proactive personality	**Task conflict**	**Job autonomy**	**Innovative behavior**
Proactive personality	**0.795**			
Task conflict	0.435	**0.818**		
Job autonomy	0.648	0.392	**0.825**	
Innovative behavior	0.783	0.471	0.798	**0.890**

Note: The bold number is the square root value of AVE in the same construct

Validity test results discriminant shows that the square root of AVE in all variables have value > 0.7. Root value square AVE between the same variables/constructs also shows the greatest value compared to the square root value between construct different (Table 3). Thus, this research structure model has validity discriminant good variable. The discriminant validity test of research items can be observed based on the cross-loading value between the indicators/items and their constructs/variables. Validity discriminant a good item if the cross-loading value between the item and its construct is greater than that of the other constructs.

Vol. 5, No.07; 2021

ISSN: 2456-7760

Table 4 Item Discriminant Validity

Items	Proactive personality	Task conflict	Job autonomy	Innovative behavior
PP1	**0.773**	0.331	0.580	0.638
PP2	**0.775**	0.328	0.574	0.632
PP3	**0.883**	0.363	0.475	0.654
PP4	**0.732**	0.346	0.570	0.560
PP5	**0.861**	0.394	0.470	0.603
PP6	**0.748**	0.342	0.589	0.638
PP7	**0.707**	0.429	0.462	0.577
PP8	**0.706**	0.343	0.479	0.611
PP9	**0.872**	0.365	0.478	0.652
PP10	**0.867**	0.324	0.452	0.635
PP11	**0.735**	0.342	0.581	0.573
PP12	**0.754**	0.344	0.597	0.645
PP13	**0.886**	0.359	0.490	0.659
PP14	**0.723**	0.321	0.560	0.550
PP15	**0.855**	0.287	0.443	0.621
PP16	**0.703**	0.309	0.458	0.628
PP17	**0.887**	0.340	0.494	0.676
TC1	0.352	**0.876**	0.335	0.425
TC2	0.425	**0.877**	0.381	0.467
TC3	0.414	**0.832**	0.351	0.386
TC4	0.382	**0.852**	0.361	0.393
TC5	0.292	**0.740**	0.297	0.401
TC6	0.351	**0.827**	0.269	0.359
TC7	0.359	**0.788**	0.302	0.361
TC8	0.214	**0.741**	0.228	0.231
JA1	0.546	0.260	**0.817**	0.634
JA2	0.563	0.328	**0.839**	0.653
JA3	0.464	0.287	**0.823**	0.555
JA4	0.465	0.252	**0.845**	0.624
JA5	0.609	0.388	**0.796**	0.752
JA6	0.501	0.363	**0.862**	0.680
JA7	0.579	0.329	**0.808**	0.708
JA8	0.582	0.338	**0.873**	0.688
JA9	0.462	0.339	**0.755**	0.578
IB1	0.761	0.466	0.719	**0.892**
IB2	0.720	0.435	0.669	**0.865**
IB3	0.703	0.415	0.715	**0.907**
IB4	0.689	0.436	0.767	**0.923**
IB5	0.716	0.405	0.711	**0.903**
IB6	0.681	0.382	0.657	**0.864**
IB7	0.657	0.419	0.750	**0.903**
IB8	0.643	0.389	0.684	**0.858**

Description: The bold value represents the item load of the construct that is intended to be measured. PP = Proactive Personality, TC = Task Conflict, JA = Job Autonomy, IB = Innovative Behavior

Vol. 5, No.07; 2021

ISSN: 2456-7760

Item discriminant test results show that the value of the cross loading between items and their constructs as indicated by the bold value in Table 4 produces a greater value than the values in other constructs. These results indicate that this research model has good discriminant validity items.

Table 5 Reliability Test

Variable	**Composite reliability**	**Cronbach's Alpha**
Proactive personality	0.967	0.963
Task conflict	0.942	0.929
Job autonomy	0.950	0.941
Innovative behavior	0.968	0.962

Reliability test is test outer model, where in this study, it was assessed based on the composite reliability test and Cronbach's alpha reliability test. The results of the reliability test obtained composite reliability values and Cronbach's alpha reliability > 0.70 on all research variables (Table 5). Thus, all of the variables in this study were reliable.

Table 6 Test Model

	Saturated Model
SRMR	0.085
d_ULS	6.574
d_G	11,317
Chi-Square	6567,317
NFI	0.528

Based on Table 6 shows the Standardized Root Mean Residual (SRMR) value of 0.085, where the value is <0.1, the model is declared fit according to Ghozali (2016). The chi-square value obtained is 6567,317 where the value is > 0.05 so that the empirical data used is in research is stated to be very identical with theory used. The value of the Normed Fit Index (NFI) is 0.528, which indicates a good model, because the range of NFI values is < 0.90. Based on the results of the SRMR, chi-square and NFI values, it can be stated that the model in this study is fit.

Table 7 R-Square

Variable	R-square
Task conflict	0.212
Innovative behavior	0.766

Analysis R-square in Table 7 to determine the goodness of the structural equation model, the larger the R-square number indicates the greater the exogenous variable can explain the endogenous variable so that the better the model predicts the structural equation. The results of the R-square analysis on the task conflict variable are 0.212. This means that it is obtained that task conflict can be explained by a proactive personality and job autonomy of 21.2%. The results of the R-square analysis on the innovative behavior variable are 0.766. This means that

Vol. 5, No.07; 2021

ISSN: 2456-7760

innovative behavior can be explained by proactive personality, job autonomy, and task conflict of 76.6%.

Hypothesis test done based on the results of path analysis. Estimated path coefficients are considered different by statistic at the significant level of 5% when the p value is below 0.05 or has at count > t table. The test uses a significance level of 5%, has at-table value of 1.96 for the 2-way hypothesis.

Table 8 Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	*p-values*
PP → IB	0.430	0.437	0.048	8,909	0.000***
PP → TC	0.320	0.321	0.084	3,827	0.000***
TC → IB	0.095	0.091	0.039	2,436	0.015**
JA → IB	0.482	0.479	0.046	10,449	0.000***
PP → TC → IB	0.030	0.030	0.015	2.007	0.045**
Moderation PP*JA→TC	0.037	0.038	0.060	0.610	0.542

** p < 0.05; *** p < 0.001

PP = Proactive Personality, TC = Task Conflict, JA = Job autonomy, IB = Innovative Behavior

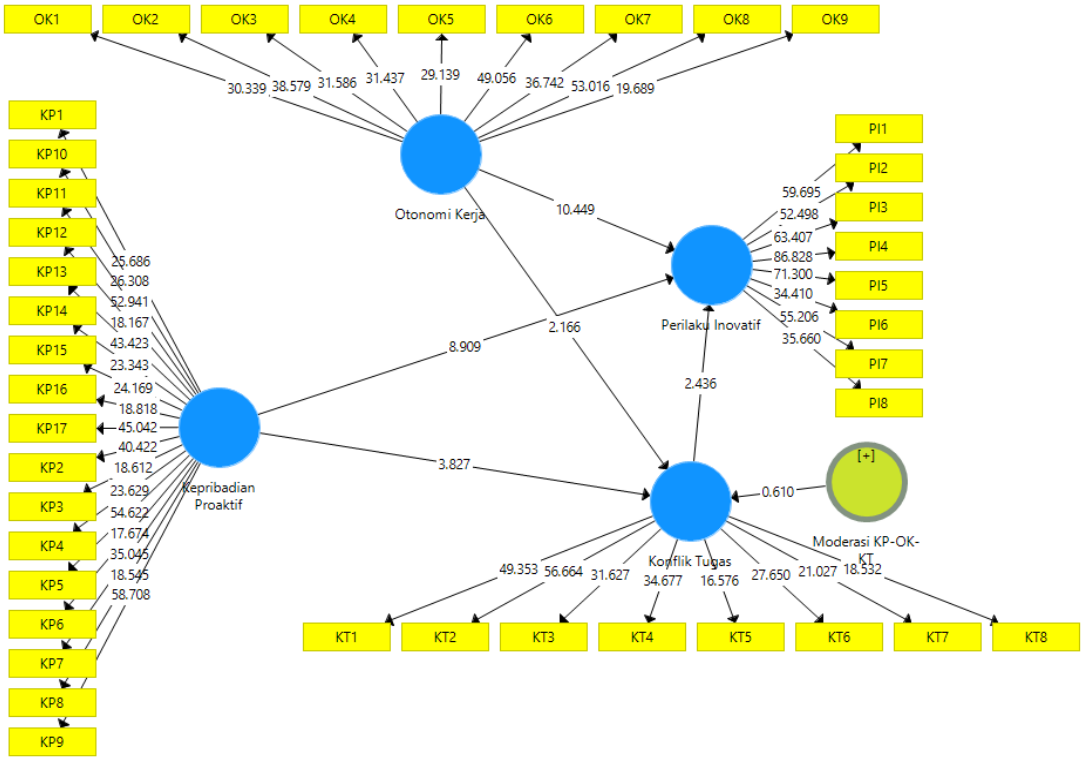

Figure 2. SEM PLS Bootstraping Results Structure Model

Vol. 5, No.07; 2021

ISSN: 2456-7760

Based on Table 8, the path coefficient value linking the proactive personality variable to innovative behavior has a t-statistic of 8.909 (> 1.96) and a p-value of 0.000 (< 0.05) so it is declared significant, and with a positive original sample value, namely 0.430. Thus, proactive personality has a significant and positive effect on innovative behavior in employees in the City Government of Surakarta. These results support hypothesis 1 which means the hypothesis 1 (H1) is supported.

These results support previous research in which proactive personality is stated to positively influence innovative behavior (Giebels et al., 2016; Kong & Li, 2018). Employees with a higher proactive orientation tend to engage in more innovative behaviors, such as revising work procedures, generating new ideas for products or services, or implementing ideas, compared to employees with low proactive personalities (Takaishi et al., 2019). Proactive employees will come up with original ideas more often, and will be more motivated to make sure those ideas are implemented. Proactive personality becomes more initiative and has ideas related to tasks which are prerequisites for forming innovative behavior (Giebels et al., 2016).

Based on Table 8, the path coefficient value linking the proactive personality variable to task conflict has a t-statistic of 3.827 (> 1.96) and a p-value of 0.000 (< 0.05) so it is declared significant, and with a positive original sample value, namely 0.320. Thus, proactive personality has a significant and positive effect on task conflict for employees in the City Government of Surakarta. These results support hypothesis 2 which means the hypothesis 2 (H2) is supported.

This result strengthens previous research which states that proactive personality has a positive effect on task conflict (Giebels et al., 2016). Task conflict is a duty-related conflict which could have a detrimental effect, but could also encourage the exchange of ideas and improve the quality of decisions (Guenter et al., 2016). Task conflict occurs where there are different statements between employees in performing duties which include different points of view, ideas, and opinions. Proactive employees will take the initiative first before their co-workers, and this condition may lead to disagreements among employees so there will be conflicts between employees and among other similar jobs (Giebels et al., 2016).

Based on Table 8, the path coefficient value linking the task conflict variable with innovative behavior has a t-statistic of 2.436 (> 1.96) and a p-value of 0.015 (< 0.05) so it is declared significant, and with a positive original sample value, namely 0.095. Thus, task conflict has a significant and positive effect on innovative behavior in employees in the City Government of Surakarta. These results support hypothesis 3 which means the hypothesis 3 (H3) is supported.

These results strengthen previous research in which task conflict has a positive effect on employee innovative behavior (Giebels et al., 2016; Petrou et al., 2019). Task conflicts trigger employees to research organizational problems in more detail, increase the variety of possible solutions to problems, increase employee motivation to collaborate with each other to find new ideas and insights that solve common problems (Petrou et al., 2019). Task conflict should encourage employee creativity by promoting identification of organizational problems and encouraging new solutions to problems Disputes among ideas spur creativity by triggering

Vol. 5, No.07; 2021

ISSN: 2456-7760

constant re-examination of each dominant point of view at a given point in time (De Clercq et al., 2017).

Based on Table 8, the path coefficient value that connects the job autonomy variable with innovative behavior has a t-statistic of 10,449 (> 1.96) and a p-value of 0.000 (< 0.05) so it is declared significant, and with a positive original sample value, namely 0.482. Thus, the job autonomy has a significant and positive effect on innovative behavior in employees in the City Government of Surakarta. These results support hypothesis 4 which means the hypothesis 4 (H4) is supported.

These results strengthen previous research in which job autonomy has a positive effect on innovative behavior (Purc & Lagun, 2019). Autonomy is a critical situational determinant of employee innovative behavior (Takaishi et al., 2019). Autonomy is considered to have special value in so-called democratic cultures where idealistic and new visions encourage members to be creative and take risks resulting in enhanced risk taking and greater and innovative adaptability (Theurer et al., 2018). In employees with high job autonomy, employees may freely choose when and in what order to work on different assignments, the activated intrinsic motivation, which positively impacts innovative work behavior in terms of idea formation, idea promotion, and implementation of ideas and employees who are being able to freely make decisions about the direction to proceed rather than having to seek supervisor approval or comply with limits, there is a positive influence on innovative work behavior and performance (Theurer et al., 2018).

Based on Table 8, the path coefficient value which connects the proactive personality variable on innovative behavior with task conflict as a mediating variable has a t-statistic of 2.007 (> 1.96) and a p-value of 0.045 (< 0.05) so it is declared significant, and with a positive original sample value of 0.030. Thus, the task conflict mediates the relationship between proactive personality and innovative behavior in employees in the City Government of Surakarta where task conflict strengthens the relationship between proactive personality and innovative behavior in employees in the City Government of Surakarta. These results support hypothesis 5 which means the hypothesis 5 (H5) is supported.

The results of this study strengthen the research of Giebels et al. (2016) in which task conflict mediates the relationship between proactive personality and innovative behavior. Proactive employees will take the initiative first before their co-workers, and this condition may lead to disagreements among employees so there will be conflicts between employees and among other similar jobs, which means that it creates task conflicts between employees. The existence of task conflicts triggers employees to research organizational problems in more detail, increases the variety of possible solutions to problems, employee motivation to collaborate with each other in finding new ideas and insights which solve common problems (Petrou et al., 2019). Task conflict encourages employee creativity by promoting identification of organizational problems and encouraging new solutions to the problems of disagreement among various ideas which spur creativity by triggering constant re-examination of each dominant point of view at a given point in time (De Clercq et al., 2017).

Vol. 5, No.07; 2021

ISSN: 2456-7760

Based on Table 8, the path coefficient value which connects the proactive personality variable in task conflict with job autonomy as a moderating variable has a t-statistic of 0.610 (< 1.96) and a p-value of 0.542 (> 0.05) so it is not significant, and with a positive original sample value of 0.037. Thus, the job autonomy does not moderate the relationship between proactive personality and task conflict for employees in the City Government of Surakarta. These results do not support hypothesis 6 which means the hypothesis 6 (H6) is not supported.

This result is not in line with previous research which states that the extent to which proactive employees actually experience conflict with coworkers depends on the level of autonomy experienced in carrying out work duties (Giebels et al., 2016). Proactive employees work in an environment where employees have low freedom (low job autonomy) to decide when and how to do work, while proactive actions will increase task conflicts with coworkers. The more proactive people are constrained by, for example, rules and procedures, the higher the likelihood which venting new ideas which will create conflict to other organizational members (Westaby et al., 2014).

CONCLUSION AND RECOMMENDATION

This study acquired several conclusions. First, proactive personality has been shown to have a significant and positive effect on innovative behavior in employees in the City Government of Surakarta. Second, proactive personality has proved to have a significant and positive effect on task conflict. Third, task conflict has proved to have a significant and positive effect on innovative behavior. Fourth, the job autonomy has proved to have a significant and positive effect on innovative behavior. Fifth, task conflict has proved to mediate the relationship between proactive personality and innovative behavior with a reinforcing effect. Sixth, the job autonomy is not proven to moderate the relationship between proactive personality and task conflict.

The limitation of this research is during the COVID-19 pandemic, the questionnaire is filled out online using a google form which could not display the feature to verify the identity of the respondent. The results of this study indicate that job autonomy is not proven to moderate the relationship between proactive personality and task conflict.

Subsequent research uses an electronic questionnaire in the form of a Zoho form which provides a signature feature for each respondent who fills out. The further research is recommended to examine other variables which moderate proactive personality with task conflict such as self-efficacy (Li et al., 2017) and work engagement (Kong & Li, 2018). The practical implication shows that there is a necessary for Human Resources management support by carrying out various proactive personality development programs and task conflicts in increasing employee work innovation.

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Vol. 5, No.07; 2021

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