

# THE INFLUENCE OF CREATIVE SELF EFFICACY & AUTONOMY ON INNOVATIVE WORK BEHAVIOR IN A TELEWORKING CONTEXT



## Introduction

In today's fast changing business environments, companies must permanently innovate new products and services to meet customer demands (Thornhill, 2006). One promising way might be utilizing the innovative potential of their employees. Prior research indicated that environmental factors such as autonomous working environments might encourage employees' innovativeness. In specific, research on Self Determination Theory (SDT) indicates that satisfaction of the need for autonomy can benefit employees' intrinsic motivation, which is related to innovative work behaviors (IWB) (De Jong & Den Hartog, 2010). This might be especially true if a high degree of job autonomy is perceived, and employees can decide when to work and which methods to use (De Spiegelaere et al., 2016). For this reason, teleworking which provides a great deal of job autonomy might benefit employees' innovativeness. In addition, creative self-efficacy (CSE)- a person's belief in his or her ability to generate a creative outcome – might equally contribute to a person's perceived capability to innovate effectively (Abdullah et al., 2019). However, despite the growing evidence that CSE and intrinsic motivation might contribute to IWB, there is a lack of research how these variables interplay in the very context of teleworking. Accordingly, this research project tried to investigate this gap.

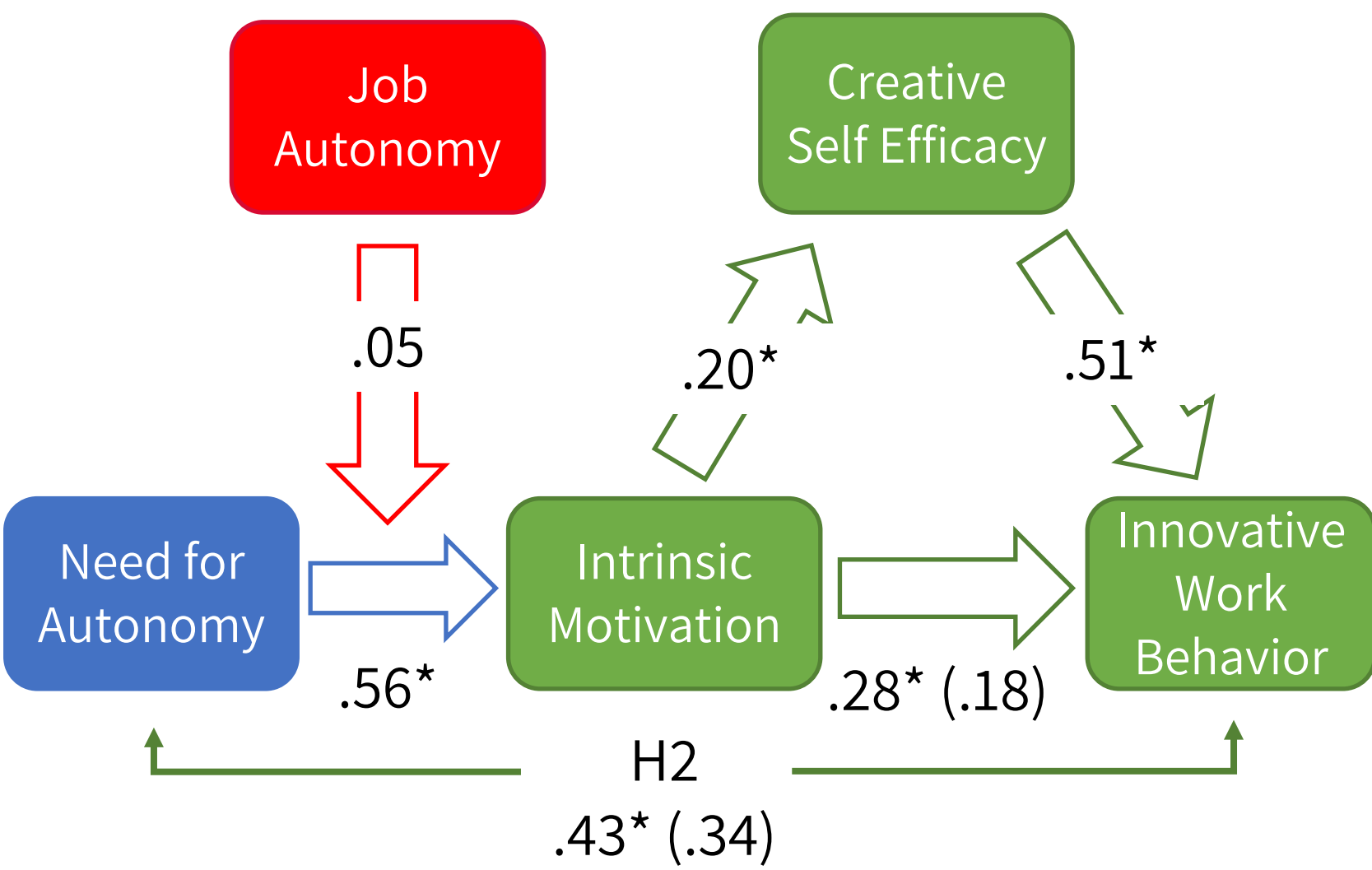
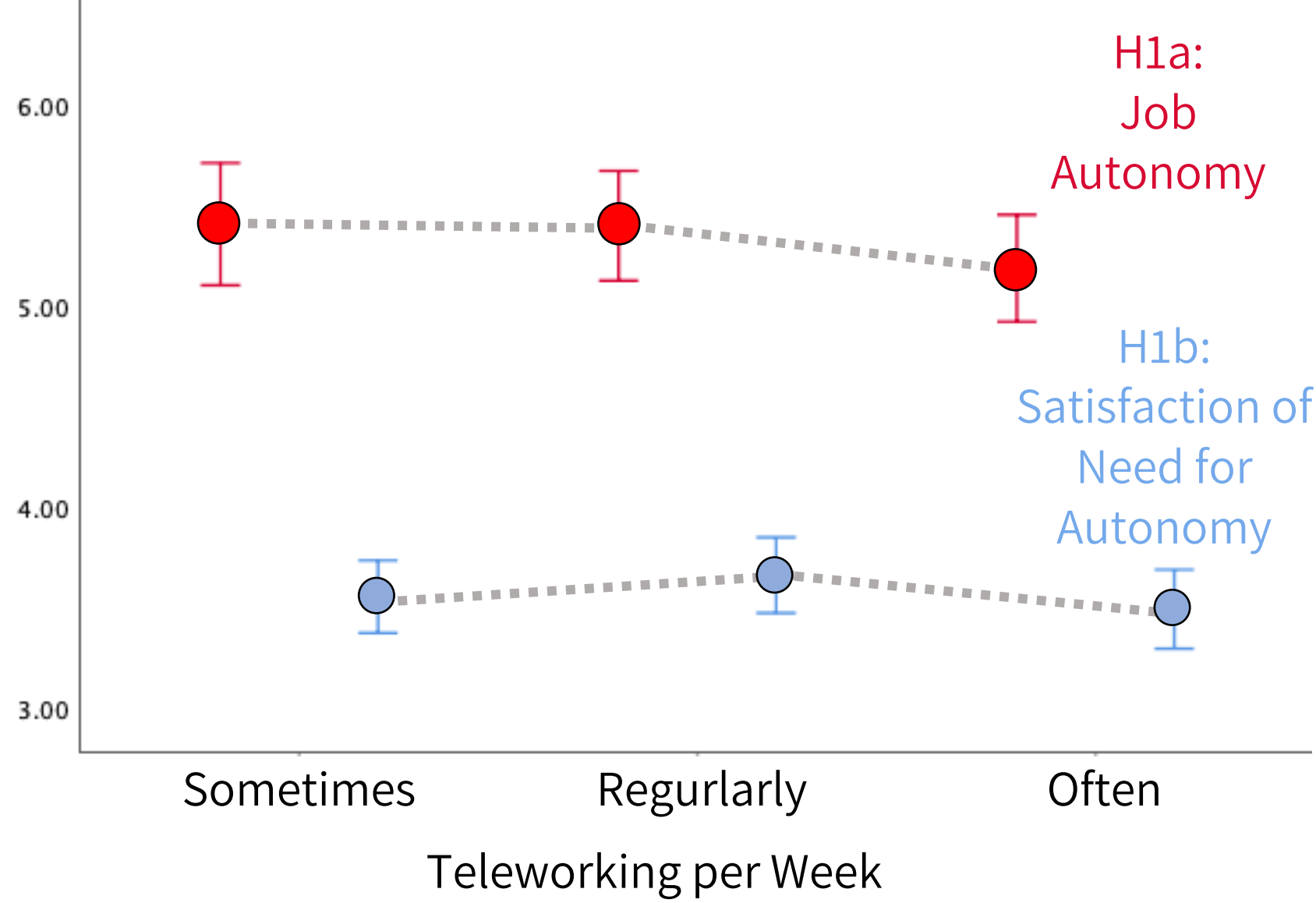
## Hypotheses

- ✗ H1: Job autonomy (H1a) and satisfaction of need for autonomy (H1b) differ significantly between the teleworking groups
- ✓ H2: Need for autonomy is positively related to intrinsic motivation which contributes to innovative work behavior. (full mediation)
- ✗ H3: Job autonomy moderates the effect of need for autonomy on intrinsic motivation
- ✓ H4: The effect of intrinsic motivation on innovative work behavior is mediated by Creative self efficacy

## Results

In order to identify group differences an analysis of variance (ANOVA) with the grouping variable of teleworking per week has been performed. Results did not indicate any statistical difference between the groups on the dimensions.

H1: (a/b)



## Sample & Measures

Convenience Sample: N = 168 ( ♀ = 65, ♂ = 103); Age groups: (>35) N = 89; (35 - 45) N = 31; (45<) N = 48  
Participation Criteria: 1) Min 20h/week, 2) opportunity for teleworking  
Teleworking per week: sometimes (2 ≥) N = 59; regularly (3 - 4) N = 51; often (5 ≤) N = 58

Dimension	Items	Sample Item	α	Descriptives	Source
Satisfaction of Need for Autonomy	7	The tasks I have to do at work are in line with what I really want to do	.81	Range: 1 - 5 M: 3.56 SD: .70	Van den Broek et al. (2010)
Job Autonomy	8	I have some control over the sequencing of my work activities (when I do what)	.86	Range: 1 - 7 M: 5.33 SD: 1.0	De Spiegelaere et al. (2016)
Intrinsic Motivation	3	To what extend do you get involved in your job... Because the work I do is interesting	.84	Range: 1 - 7 M: 5.61 SD: .97	Gagné et al. (2015)
Creative Self-Efficacy	9	I am confident that I can develop creative ideas for almost any problem	.82	Range: 1 - 5 M: 3.98 SD: .55	Brockhus et al. (2014)
Innovative Work Behavior	6	In your job, how often do you produce ideas to improve work practices?	.71	Range: 1 - 5 M: 3.53 SD: .73	De Jong & Den Hartog (2010)

## Discussion

The hypothesis that job autonomy moderates the effect of need for autonomy on intrinsic motivation cannot be confirmed. The reasons for this might be twofold. Firstly, all participants reported a high amount of job autonomy and potential effects of job autonomy on the relationship between need for autonomy on intrinsic motivation might be only visible at lower levels. In addition, the group that was teleworking often showed the lowest amount of job autonomy and fulfilled need for autonomy. This might be the result of the autonomy paradox which states that excessive amount of teleworking in fact decreases perceived autonomy (Pérez-Zapata et al., 2016). Therefore, effects of the autonomy paradox might counteract the moderation effect of job autonomy. Furthermore, a mediation analysis could confirm the mediating role of CSE on IWB, as well as a direct effect of intrinsic motivation on IWB. Nevertheless, IWB was only assessed by self report measures. Hence a more objective measure might be needed to confirm the effects of CSE on actual innovativeness.

## Implications

- In order to promote innovativeness in their employees, companies should...
- redesign work setting to fulfill the need for autonomy
  - enable teleworking for 2 days a week, but not more
  - incorporate training programs that foster CSE

## References





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