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INNOVATIVE BEHAVIOR AS A MEDIATOR: SELF-EFFICACY, SUPPORTIVE ENVIRONMENT, AND CREATIVITY ON EMPLOYEE PERFORMANCE

Comportamento inovador como mediador: autoeficácia, ambiente de apoio e criatividade no desempenho dos funcionários

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ABSTRACT

This study examines the impact of self-efficacy, supportive work environment, individual creativity, and perceived organizational support on innovative behavior and employee performance among graphic design employees in digital printing companies across East Java, Indonesia. Data were collected through a survey of 160 graphic design employees from five regions: Surabaya, Malang, Madiun, Bojonegoro, and Besuki, using judgment sampling to target employees with at least two years of experience. The study employs Structural Equation Modeling (SEM) with Smart PLS to analyze the relationships between variables, testing validity, reliability, and structural models. The findings indicate that self-efficacy positively mediates the relationship between innovative behavior and employee performance, in line with Bandura's theory that higher self-efficacy boosts innovation and performance. Conversely, a supportive work environment negatively mediates this relationship, suggesting that too much support may dampen innovation by reducing employees' autonomy. Moreover, individual creativity does not directly improve performance unless effectively implemented as innovation. Surprisingly, perceived organizational support does not significantly moderate the relationship between innovative behavior and employee performance, implying that organizational support alone may not be sufficient to amplify the impact of innovation on performance. This study provides valuable insights for the graphic design sector in digital printing companies, highlighting the importance of balancing self-efficacy and support to foster innovative behavior. Management should focus on enhancing employees' self-efficacy while providing a supportive yet not overly restrictive environment. The results contribute significantly to understanding the factors that shape innovation and performance in graphic design, offering a nuanced perspective that differs from other industries.

Keywords: Self-efficacy, Innovative behavior, Employee performance, Supportive work environment, Individual creativity.

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COMPORTAMENTO INOVADOR COMO MEDIADOR: AUTOEFICÁCIA, AMBIENTE DE APOIO E CRIATIVIDADE NO DESEMPENHO DOS FUNCIONÁRIOS

Innovative behavior as a mediator: self-efficacy, supportive environment and creativity in employee performance

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RESUMO

Este estudo examina o impacto da autoeficácia, ambiente de trabalho de apoio, criatividade individual e suporte organizacional percebido sobre o comportamento inovador e o desempenho dos funcionários entre designers gráficos em empresas de impressão digital em toda a província de Java Oriental, Indonésia. Os dados foram coletados por meio de uma pesquisa com 160 designers gráficos de cinco regiões: Surabaya, Malang, Madiun, Bojonegoro e Besuki, utilizando a amostragem por julgamento para selecionar funcionários com pelo menos dois anos de experiência. O estudo emprega a Modelagem de Equações Estruturais (SEM) com o software Smart PLS para analisar as relações entre as variáveis, testando validade, confiabilidade e modelos estruturais. Os resultados indicam que a autoeficácia medeia positivamente a relação entre comportamento inovador e desempenho dos funcionários, de acordo com a teoria de Bandura, segundo a qual uma maior autoeficácia impulsiona a inovação e o desempenho. Por outro lado, um ambiente de trabalho de apoio medeia negativamente essa relação, sugerindo que muito suporte pode diminuir a inovação ao reduzir a autonomia dos funcionários. Além disso, a criatividade individual não melhora diretamente o desempenho, a menos que seja efetivamente implementada como inovação. Surpreendentemente, o suporte organizacional percebido não modera significativamente a relação entre comportamento inovador e desempenho dos funcionários, o que implica que o suporte organizacional por si só pode não ser suficiente para amplificar o impacto da inovação no desempenho. Este estudo oferece valiosas percepções para o setor de design gráfico em empresas de impressão digital, destacando a importância de equilibrar a autoeficácia e o suporte para promover o comportamento inovador. A gestão deve se concentrar em aumentar a autoeficácia dos funcionários, proporcionando um ambiente de apoio, mas sem ser excessivamente restritivo. Os resultados contribuem significativamente para o entendimento dos fatores que moldam a inovação e o desempenho no design gráfico, oferecendo uma perspectiva diferenciada de outros setores.

Palavras-chave: Autoeficácia, Comportamento inovador, Desempenho dos funcionários, Ambiente de trabalho de apoio; Criatividade individual.

INTRODUCTION

In the rapidly evolving digital era, innovative behavior has become a key factor in achieving competitive advantage and improving organizational performance. This research focuses on business innovation, particularly product development as a critical factor in business success. According to (Zahoor et al., 2023), digital literacy, business innovation, and competitive advantage significantly impact the sustainability of SMEs. Sustainable innovation, based on digital technology, is prioritized to create unique manufacturing processes and achieve competitive advantage (Asif et al., 2024). Employees capable of innovating not only improve work processes but also contribute to achieving the strategic goals of the company, as described by (Bataineh et al., 2023) in the context of companies in Spain.

This study is important as it highlights how innovative behavior can mediate the relationship between self-efficacy, a supportive work environment, and individual creativity on employee performance. Additionally, the role of organizational support as a moderating variable will be explored in the context of the relationship between innovative behavior and employee performance, particularly among graphic design employees in digital printing companies. Many organizations today struggle to optimize the innovative potential of their employees, especially in developing countries such as Vietnam, as discussed by (Hung et al., 2024) in their study on innovation challenges in Vietnamese.

Self-efficacy, a supportive work environment, and individual creativity are known to influence innovative behavior, but this relationship is not fully understood in the context of graphic design. Moreover, the role of organizational support as a moderating variable in the relationship between innovative behavior and employee performance is still under-researched. (Ariprabowo, 2022) argued that self-efficacy has a strong influence on an individual's desire to innovate. (Vitapamoorthy et al., 2021) further suggested that self-efficacy plays a crucial role in enhancing creativity and innovative behavior. Additionally, (Damanpour, 2018) emphasized the importance of a supportive work environment in facilitating workplace innovation. (Tripathi & Kalia, 2024) added that a supportive work environment and an organizational learning culture can enhance learning agility and innovation within companies. Explained that individual creativity is a key component of innovative behavior (Amabile et al., 2004). However, individual creativity alone is insufficient if not supported by a work environment that allows for the implementation of creative ideas. (Adhelia Putri Salwa & Anak Agung Ketut Diatmika, 2024) argued that organizational support can strengthen the relationship between individual creativity and innovative behavior. (Kumar et al., 2024) also showed that organizational information technology support influences knowledge-sharing behavior and innovation performance, particularly in the hospitality sector.

Leadership support is also crucial in fostering innovation. (Wiroonrath et al., 2024) suggested that leadership support in the organizational culture can enhance a company's innovation capacity. Furthermore, (Al Daboub et al., 2024) stated that good human resource practices, psychological empowerment, and a supportive organizational culture can encourage innovative behavior in the workplace.

This study has several objectives: (1a) to analyze how self-efficacy affects innovative behavior, (1b) to examine the influence of a supportive work environment on innovative behavior, and (1c) to assess the impact of individual creativity on innovative behavior; (2a) to investigate the effect of self-efficacy on employee performance, (2b) to explore how a supportive work environment impacts employee performance, (2c) to evaluate the effect of individual creativity on employee performance, (2d) to determine how innovative behavior influences employee performance, and (2e) to analyze the impact of organizational support on employee performance; (3a-c) to examine the mediating role of innovative behavior in the relationships between self-efficacy, supportive work environment, and individual creativity on employee performance; and (4) to identify how organizational support moderates the relationship between innovative behavior and employee performance. Key research questions include how innovative behavior mediates these relationships and how organizational support moderates the effect of innovative behavior on performance.

1 THEORETICAL REFERENCE

1.1 Theoretical review

According to (Watkins & Wentzel, 2008), self-efficacy refers to an individual's belief in their ability to successfully execute specific tasks or actions to achieve desired outcomes. This concept encompasses one's confidence in managing motivation, behavior, and their social environment to exert control and achieve goals. Individuals with strong self-efficacy tend to engage more effort and persistence when facing challenges, ultimately increasing their likelihood of success. Self-efficacy refers to an individual's belief in their ability to complete tasks or achieve specific goals. Employees with high self-efficacy tend to be more confident in overcoming challenges and strive to achieve optimal job performance (Wijaya et al., 2019). The indicators were adapted from (Purnama et al., 2022), (Yanti et al., 2023), and (Wayuhana et al., 2023). These include: confidence in handling difficult tasks, the ability to handle work pressure, initiative in completing tasks, confidence in decision-making, and mental resilience in facing failure.

Supportive Work Environment by (Bateman & Crant, 2017), defines a supportive work environment as a workplace atmosphere where employees feel valued, respected, and supported by their organization. This type of environment promotes employee well-being and fosters personal growth, job satisfaction, and organizational commitment. By creating a positive and encouraging setting, organizations enable their employees to thrive both professionally and personally, increasing overall engagement and performance. A supportive work environment includes physical and non-physical conditions in the workplace that help employees feel comfortable, supported, and motivated to achieve both personal and organizational goals. This environment includes relationships with colleagues, leadership, and a well-structured organization (Avrilia, 2024). The indicators were adapted from (Ramadhan & Hadi Ryandono, 2015), (Azizah & Sitohang, 2022), and (Avrilia, 2024).

Individual Creativity by (Reiter-Palmon et al., 2018), defines individual creativity as the ability to produce ideas or solutions that are both original and useful. Creativity is seen as a cognitive process involving divergent thinking, where individuals generate unique and innovative ideas that deviate from standard norms and practices. This creative process is essential for problem-solving and innovation within various contexts, allowing individuals to think beyond conventional approaches and contribute valuable insights and advancements. This creativity is often associated with thinking outside the box to solve problems (Anggraini & Mansyur, 2024). Indicators were adapted from (Anggraini & Mansyur, 2024), (Ratna Sari, 2020), and (Kurniawan, 2016). These include the ability to find unique solutions, think creatively, innovate, improve work efficiency, and drive change in the workplace.

Innovative Behavior According to (Robben, 2019), innovative behavior encompasses all the actions individuals take to generate, promote, and implement new and beneficial ideas within the workplace. This behavior includes key activities such as identifying problems, creating ideas, and adopting and implementing new solutions. It is a critical component in driving innovation and improving organizational processes, as employees actively contribute to the introduction of fresh perspectives and strategies. Innovative behavior refers to individual efforts to introduce, initiate, and implement new ideas, processes, or products within the scope of their work. This behavior includes exploring opportunities and developing creative solutions that positively impact organizational performance (Adhelia Putri Salwa & Anak Agung Ketut Diatmika, 2024). Indicators were adapted from (Adhelia Putri Salwa & Anak Agung Ketut Diatmika, 2024), (Avrilia, 2024), and (Anggraini & Mansyur, 2024).

Perceived Organizational Support (Rhoades & Eisenberger, 2002), as cited by (Dukungan et al., 2023), define perceived organizational support as the extent to which employees believe that their organization values their contributions and cares about their well-being. This perception is based on employees' belief that the organization is committed to them by providing support, resources, and recognition. In turn, this belief positively impacts employees' job satisfaction and performance, as they feel more appreciated and motivated to contribute to organizational success. Perceived organizational support is employees' belief that their organization values their contributions and cares about their well-being. This is related to the organization's commitment to its employees,

which affects increased motivation and performance (Ariprabowo, 2022). Indicators were adapted from (Ariprabowo, 2022), (Ayyah & Murniningsih, 2021), (Wolly Sandria et al., 2022).

Employee Performance by (Management Association, 2017), describes employee performance as the extent to which individuals successfully fulfill their assigned tasks, responsibilities, and job roles. Employee performance is typically measured based on efficiency, quality, and effectiveness in completing tasks. These performance metrics contribute to the overall success and productivity of an organization, as high-performing employees help the organization meet its objectives and maintain competitiveness. It is assessed from aspects such as quantity, quality, and speed in completing assigned tasks (Yanti et al., 2023). Indicators were adapted from (Rahmah et al., 2023), and (Aggarwal et al., 2013).

1.2 Hypothesis Development

This study examines the influence of self-efficacy, supportive work environment, individual creativity, and perceived organizational support on innovative behavior and employee performance, with innovative behavior serving as a mediating factor. The focus is specifically on graphic design employees within digital printing companies.

Hypothesis 1a investigates the impact of self-efficacy on innovative behavior, with support from research indicating a positive correlation between these variables (Adhelia Putri Salwa & Anak Agung Ketut Diatmika, 2024), (Susanti & Ardi, 2022), (Wahyuningrum et al., 2012). Hypothesis 1b explores how a supportive work environment influences innovative behavior, drawing on studies that underscore its importance in fostering innovation (Maulana & Azhar Wijanarko, 2023), (Avrilia, 2024), (Endarwati et al., 2022). Hypothesis 1c evaluates the relationship between individual creativity and innovative behavior, citing relevant research (Syarif, 2023), (Miao et al., 2020).

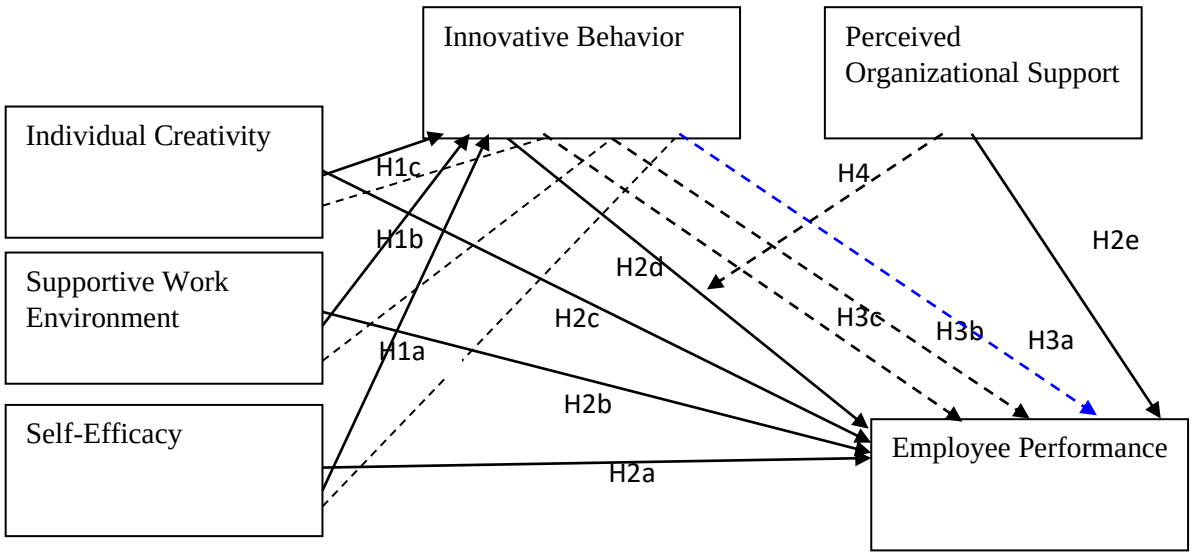
Hypothesis 2a assesses the effect of self-efficacy on employee performance, referencing studies that highlight this connection (Wiranegara & Kartini, 2023), (Dwi Aji Pangestu & I Dewa Ketut Raka Ardiana, 2024). Hypothesis 2b focuses on the influence of a supportive work environment on employee performance, supported by recent findings (Öngel et al., 2024), (Ramadhani et al., 2024). Hypothesis 2c investigates how individual creativity impacts employee performance, backed by research findings (Gilang Pratama Hafidz & Az-Zahra Al-May, 2024), (Setiawan et al., 2024). Hypothesis 2d examines the direct link between innovative behavior and employee performance, supported by studies (Sagbas et al., 2023), (Balkar, 2015), (Alarifi & Adam, 2023). Hypothesis 2e explores the role of perceived organizational support in enhancing employee performance, drawing on recent research (Khairunnisa, 2023), (Pancasasti, 2023), (Gede et al., 2024).

Hypothesis 3a analyzes the mediating role of innovative behavior between self-efficacy and employee performance, referencing studies (Zhafirah Hanan et al., 2024), (Setyorini et al., 2022). Hypothesis 3b examines the mediating influence of innovative behavior between supportive work environment and employee performance, with support from research (Wu & Li, 2023). Hypothesis 3c investigates the mediating role of innovative behavior between individual creativity and employee performance, backed by studies (Magfijar & Ekhsan, 2024), (Sjahruddin et al., 2024).

Finally, Hypothesis 4 explores how perceived organizational support moderates the relationship between innovative behavior and employee performance, emphasizing its reinforcing role as highlighted in recent literature (Sueb Sueb & Sopiah Sopiah, 2023), (Tamimi et al., 2023), (Ariprabowo, 2022).

The conceptual framework of the research is presented in Figure 1.

Figure 1- Research Conceptual Framework



2 RESEARCH METHODOLOGY

We collected primary data through a survey targeting graphic design employees working in digital printing companies across East Java, Indonesia. The regions selected correspond to the administrative areas in East Java, which include: the Surabaya, Malang, Madiun, Bojonegoro, and Besuki Residencies. The sampling process was carried out in two stages: first, determining the sample size. The sample size in this study was aligned with the analysis method employed, namely Structural Equation Modeling (SEM). In SEM, the minimum required sample size is at least five times the number of indicators (Sebagai & Intervening, 2018). With 30 indicators used in this study, a minimum sample size of 160 was required (30 x 5). Second, the sample was proportionally distributed across each Residency, with 30 respondents from each. The selection of respondents was done using judgment sampling, with criteria including graphic design employees who had worked for at least two years and were willing to participate.

Data were collected through questionnaires using a five-point Likert scale, chosen for its ease of understanding and high reliability in assessing respondents' perceptions. A pre-test was conducted with 30 respondents to ensure the quality of the research instrument, followed by validity and reliability assessments. All indicators were found to be valid, with loading values exceeding 0.7.

Data analysis was conducted using Smart PLS (Partial Least Squares Structural Equation Modeling or PLS-SEM), which is appropriate for testing complex relationships between latent variables. Before testing the structural model, the measurement model was verified to ensure the validity and reliability of the indicators. Convergent validity was assessed using the Average Variance Extracted (AVE), with values above 0.5 indicating good validity (Henseler et al., 2015). Discriminant validity was tested using the Fornell-Larcker criterion or Heterotrait-Monotrait Ratio (HTMT). Reliability was tested using composite reliability and Cronbach's Alpha, with values above 0.7 indicating good internal consistency (Hair et al., 2017).

Once the measurement model was validated, the structural model was tested to assess the relationships between latent variables. Path coefficients were used to test the strength and direction of relationships, with p-values required to be significant (e.g., $p < 0.05$). R^2 (Coefficient of Determination) indicated the proportion of variance in the dependent variable explained by the independent variables. Q^2 (Predictive Relevance) was used to assess the model's predictive capability, with $Q^2 > 0$ indicating predictive relevance.

3 RESULTS AND DISCUSSION

3.1 Results

3.1.1 *Profil Respondent*

Table 1 presents the profile of graphic design employees. The majority are male (70.3%), with females comprising 29.7%. Age-wise, 44.7% are mid-career professionals aged 35-52, 37.5% are younger (17-34 years), and 17.8% are 53 and above. In terms of education, most employees have secondary education (45.5%), followed by bachelor's (27.5%) and master's degrees (13.7%), while 10.5% hold other qualifications, and 2.8% have primary education. Regarding work experience, 83.7% have 2-5 years of experience, indicating a relatively new workforce, with 16.3% having over 5 years of experience.

Table 1- Profil Respondent

Information	**N**	**%**	**Information**	**N**	**%**	**Information**	**N**	**%**
Gender			Education			Work		
Man	112	70.3	Primary	4	2.8	2 - 5 years	134	83.7
Woman	48	29.7	Secondary	73	45.5	≥ 5 years	26	16.3
Amount	160	100	Bachelor	44	27.5	Amount	160	100
Age			Masters	22	13.7			
17-34	60	37.5	Others	17	10.5			
35-52	71	44.7	Amount	160	100			
53>	29	17.8						
Amount	160	100						

Source: Data processed

3.1.2 *Measurement Model Testing*

Table 2- Measurement Model Testing Convergent Validity, Composite Reliability and Cronbach's Alpha

Construct	**λ**	**Cronbach's α**	**rho_A**	**CR**	**AVE**
Self-Efficacy		0.925	0.926	0.944	0.770
SEE1; confidence in facing difficult tasks	0.870				
SEE2; the ability to handle work pressure	0.878				
SEE3; initiative in completing tasks	0.908				
SEE4; confidence in decision-making	0.876				
SEE5; mental resilience in dealing with failure	0.854				
Supportive Work Environment		0.846	0.848	0.890	0.619
SWE1; open communication	0.843				
SWE2; harmonious employee-management	0.739				
SWE3; adequate facility support	0.814				
SWE4; career development opportunities	0.786				
SWE5; recognition of work results	0.749				
Individual Creativity		0.922	0.926	0.942	0.764
ICR1; the ability to find unique solutions	0.778				
ICR2; creative thinking	0.929				
ICR3; creating innovations	0.928				
ICR4; improving work efficiency	0.879				

ICR5; driving change in the work environment	0.847				
Innovative Behavior		0.951	0.954	0.963	0.837
IBE1; the ability to generate new ideas	0.948				
IBE2; apply creative solutions	0.827				
IBE3; take the initiative in development	0.920				
IBE4; the courage to take risks	0.940				
IBE5; innovative collaboration with teams	0.935				
Perceived Organizational Support		0.935	0.940	0.951	0.794
POS1; recognition of employee contributions	0.917				
POS2; concern for well-being	0.892				
POS3; moral and material support	0.835				
POS4; involvement in career development	0.937				
POS5; responsiveness to employee needs	0.872				
Employee Performance		0.985	0.985	0.988	0.943
EPE1; quality of employee contributions	0.974				
EPE2; employee satisfaction and well-being	0.979				
EPE3; work support and facilities	0.968				
EPE4; career development	0.982				
EPE5; and responsiveness to employee needs	0.951				
Moderating IBE*POS	0.970	1.000	1.000	1.000	1.000

Source: Data processed

Table 2 provides a comprehensive assessment of the measurement model, focusing on convergent validity, composite reliability, and Cronbach's Alpha for the constructs.

Convergent Validity (λ and AVE): Convergent validity is evaluated through factor loadings (λ) and Average Variance Extracted (AVE). Constructs with factor loadings above 0.70 and AVE values above 0.50 exhibit strong convergent validity. For Self-Efficacy, factor loadings exceed 0.85 with an AVE of 0.770, indicating robust validity. The Supportive Work Environment shows loadings between 0.739 and 0.843 and an AVE of 0.619, confirming its validity. Individual Creativity has loadings ranging from 0.778 to 0.929, with an AVE of 0.764, demonstrating excellent validity. Innovative Behavior shows factor loadings from 0.827 to 0.948 and an AVE of 0.837, affirming its effectiveness. Perceived Organizational Support exhibits loadings between 0.835 and 0.937, with an AVE of 0.794, confirming its validity. Employee Performance shows very high loadings (0.951 to 0.982) and an AVE of 0.943, indicating strong convergent validity. The moderating variable (IBE*POS) has an AVE of 1.000, reflecting perfect alignment in the interaction.

Composite Reliability (CR) and Cronbach's Alpha: CR values and Cronbach's Alpha above 0.70 confirm internal consistency. Self-Efficacy, Supportive Work Environment, Individual Creativity, Innovative Behavior, Perceived Organizational Support, and Employee Performance all demonstrate high reliability. The moderating variable (IBE*POS) also shows perfect consistency. rho_A: All constructs have rho_A values above 0.848, indicating high reliability.

Overall, the model demonstrates strong convergent validity and reliability, ensuring that the constructs are well-measured and reliable for further analysis

Table 3 - Discriminant Validity

Construct	Employee Performance	Individual Creativity	Innovative Behavior	Moderating Ibe*Pos	Perceived Organizational Support	Self-Efficacy	Supportive Work Environment
Fornell–Larcker criterion							
Employee Performance	0.971						
Individual Creativity	0.789	0.874					
Innovative Behavior	0.444	-0.075	0.915				
Moderating IBE*POS	-0.127	-0.105	-0.072	1.000			
Perceived Organizational Support	0.876	0.848	0.138	-0.131	0.891		
Self-Efficacy	0.970	0.783	0.474	-0.146	0.859	0.878	
Supportive Work Environment	0.860	0.754	0.097	-0.080	0.861	0.848	0.787
HTMT 0.90 Criterion							
Employee Performance							
Individual Creativity	0.828						
Innovative Behavior	0.459	0.080					
Moderating IBE*POS	0.129	0.115	0.073				
Perceived Organizational Support	0.807	0.821	0.187	0.133			
Self-Efficacy	0.816	0.850	0.502	0.151	0.820		
Supportive Work Environment	0.841	0.845	0.137	0.087	0.861	0.808	

Source: Data processed

Table 3 presents an analysis of the discriminant validity of constructs using two methods: the Fornell-Larcker criterion and the HTMT 0.90 criterion.

Fornell-Larcker Criterion: This criterion compares the square root of the Average Variance Extracted (AVE) for each construct (diagonal values) with the correlations between constructs (off-diagonal values). For a construct to demonstrate discriminant validity, its diagonal value should be greater than its correlations with other constructs. Employee Performance has a diagonal value of 0.971, exceeding its correlations with other constructs (e.g., 0.789 with Individual Creativity and 0.444 with Innovative Behavior), confirming its distinctiveness. Individual Creativity shows a diagonal value of 0.874, higher than its correlations with other constructs (e.g., 0.789 with Employee Performance and -0.075 with Innovative Behavior), ensuring its unique role. Innovative Behavior has a diagonal value of 0.915, surpassing its correlations with variables like 0.474 with Self-Efficacy and 0.444 with Employee Performance, affirming its validity. Perceived Organizational Support displays a diagonal value of 0.891, greater than its correlations (e.g., 0.876 with Employee Performance and 0.848 with Individual Creativity), confirming its validity. Self-Efficacy has a diagonal value of 0.878, exceeding its correlations (e.g., 0.970 with Employee

Performance and 0.859 with Perceived Organizational Support), supporting its distinctiveness. Supportive Work Environment has a diagonal value of 0.787, confirming its distinctness from other constructs.

HTMT 0.90 Criterion: The HTMT criterion evaluates discriminant validity by ensuring that the Heterotrait-Monotrait Ratio of correlations is below 0.90. Employee Performance and Individual Creativity have an HTMT value of 0.828. Innovative Behavior and Self-Efficacy show an HTMT value of 0.502. Perceived Organizational Support and Employee Performance have an HTMT value of 0.807. All HTMT values are below the 0.90 threshold, indicating strong discriminant validity.

Conclusion: Both criteria confirm that the constructs exhibit strong discriminant validity, with minimal overlap and clear differentiation, ensuring each construct uniquely contributes to the mode.

3.1.3 Inner Model Assessment and Hypothesis Testing

The structural model testing focuses on the hypothesized relationships or paths between variables. R^2 (Coefficient of Determination) indicates the proportion of variance in the dependent variable explained by the independent variables, with higher R^2 values indicating a better model. Where $Q^2 > 0$ signifies predictive relevance. The results of the structural model testing are presented in Figure 2.

Figure 2 - *Structural Model*

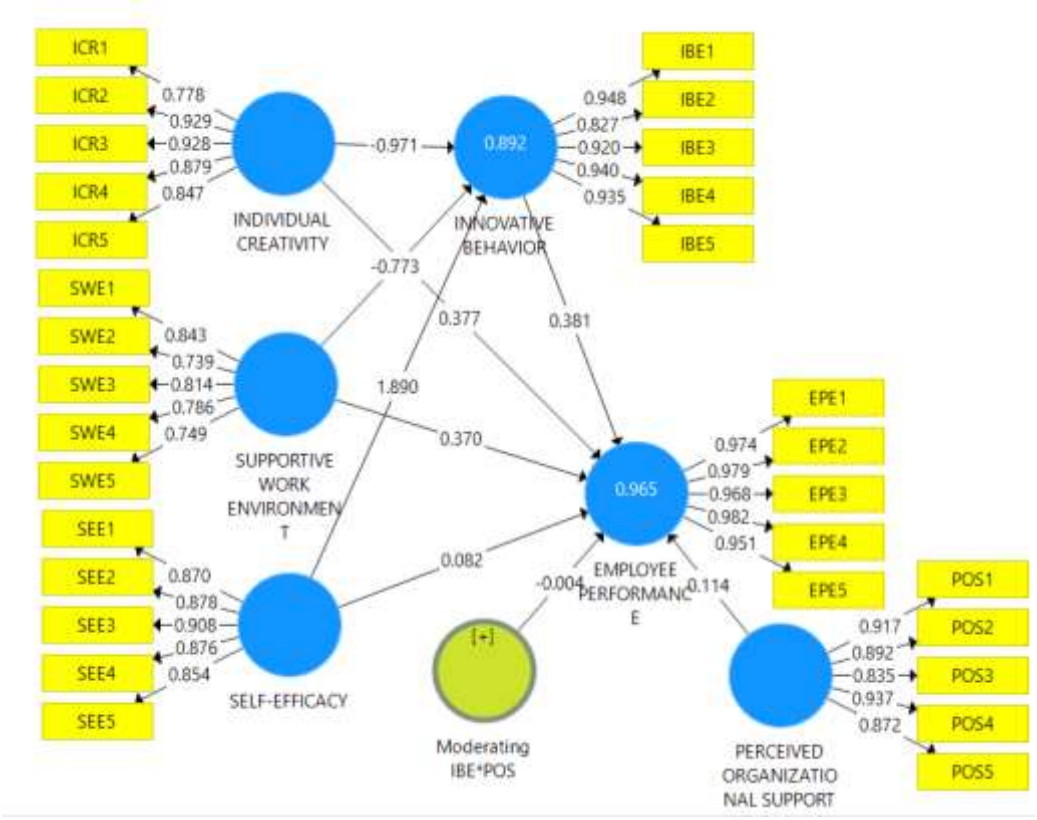


Table 4 - Hypothesis Testing

Path Coefficients	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Decision
Direct Effects						
Self-Efficacy -> Innovative Behavior	1.890	1.895	0.100	18.860	0.000	Significant
Supportive Work Environment -> Innovative Behavior	-0.773	-0.773	0.062	12.405	0.000	Significant
Individual Creativity -> Innovative Behavior	-0.971	-0.975	0.064	15.246	0.000	Significant
Self-Efficacy -> Employee Performance	0.082	0.080	0.105	0.784	0.433	Not Significant
Supportive Work Environment -> Employee Performance	0.370	0.372	0.061	6.107	0.000	Significant
Individual Creativity -> Employee Performance	0.377	0.378	0.066	5.738	0.000	Significant
Innovative Behavior -> Employee Performance	0.381	0.380	0.049	7.717	0.000	Significant
Moderating IBE*POS -> Employee Performance	-0.004	-0.005	0.019	0.207	0.836	Not Significant
Perceived Organizational Support -> Employee Performance	0.114	0.114	0.040	2.835	0.005	Significant
Indirect Effects						
Self-Efficacy -> Innovative Behavior -> Employee Performance	0.720	0.720	0.093	7.719	0.000	Significant
Supportive Work Environment -> Innovative Behavior -> Employee Performance	-0.295	-0.294	0.042	6.950	0.000	Significant
Individual Creativity -> Innovative Behavior -> Employee Performance	-0.370	-0.371	0.053	6.922	0.000	Significant

Source: Data processed

This study evaluated the inner model using standardized path coefficients (β) and their associated significance levels. The Standardized Root Mean Square Residual (SRMR) for model fit was 0.071, which is below the recommended threshold of 0.08 (Bentler & Hu, 1998). Table 4 and Figure 2 present the bootstrapped standardized path coefficients and their significance levels.

Direct Effects:

Self-Efficacy → Innovative Behavior (H1a): Strong positive relationship (β = 1.890, p = 0.000), indicating that self-efficacy significantly enhances innovative behavior. Supportive Work Environment → Innovative Behavior (H1b): Significant negative effect (β = -0.773, p = 0.000), meaning a supportive work environment reduces innovative behavior. Individual Creativity → Innovative Behavior (H1c): Significant negative relationship (β = -0.971, p = 0.000), showing that higher creativity leads to less innovative behavior. Self-Efficacy → Employee Performance (H2a): Not significant (β = 0.082, p = 0.433), meaning self-efficacy does not directly impact employee performance. Supportive Work Environment → Employee Performance (H2b): Significant positive relationship (β = 0.370, p = 0.000), indicating a supportive work environment boosts employee performance. Individual Creativity → Employee Performance (H2c): Positive and significant (β = 0.377, p = 0.000), meaning creativity improves employee performance. Innovative Behavior → Employee Performance (H2d): Positive and significant (β = 0.381, p = 0.000), showing innovative behavior enhances employee performance. Moderating IBE*POS → Employee Performance (H4): Not significant (β = -0.004, p = 0.836), indicating that perceived organizational support does not moderate the relationship between innovative behavior and employee performance. Perceived Organizational

Support → Employee Performance (H5): Positive and significant (β = 0.114, p = 0.005), suggesting that perceived organizational support improves employee performance.

Indirect Effects (Mediation):

Self-Efficacy → Innovative Behavior → Employee Performance (H3a): Significant mediation (β = 0.720, p = 0.000), meaning innovative behavior mediates the positive effect of self-efficacy on employee performance. Supportive Work Environment → Innovative Behavior → Employee Performance (H3b): Negative mediation (β = -0.295, p = 0.000), where innovative behavior negatively mediates the relationship between supportive work environment and employee performance. Individual Creativity → Innovative Behavior → Employee Performance (H3c): Negative mediation (β = -0.370, p = 0.000), indicating innovative behavior mediates the negative impact of individual creativity on employee performance.

In summary, self-efficacy strongly enhances innovative behavior, which in turn boosts employee performance. Both individual creativity and supportive work environment have complex relationships, with negative impacts on innovative behavior but positive impacts on employee performance. Perceived organizational support positively influences employee performance, though it does not moderate the link between innovative behavior and performance.

Table 5 - Presents the outcomes for R^2, and Q^2

Variabel	R^2	Q^2
Employee Performance	0.965	0.945
Innovative Behavior	0.892	0.888

Source: Data processed

Based on the results in Table 5, which present the R^2 and Q^2 values for Employee Performance and Innovative Behavior, the interpretation is as follows:

Employee Performance has an $R^2 = 0.965$, indicating that 96.5% of the variance in employee performance is explained by the independent variables in the model, such as self-efficacy, supportive work environment, individual creativity, and innovative behavior. This high R^2 value suggests that the model has strong explanatory power for employee performance. Innovative Behavior has an $R^2 = 0.892$, meaning 89.2% of the variance in innovative behavior is explained by variables like self-efficacy, supportive work environment, and individual creativity. This also reflects strong explanatory power. For predictive relevance, Employee Performance has a $Q^2 = 0.945$, showing excellent predictive relevance for forecasting employee performance. A Q^2 value greater than 0 confirms the model's predictive ability. Innovative Behavior has a $Q^2 = 0.888$, indicating strong predictive relevance for innovative behavior as well.

Overall, both employee performance and innovative behavior are well-explained and predicted by the independent variables in the model, demonstrating that factors such as self-efficacy, supportive work environments, and individual creativity play crucial roles in driving these outcomes. The model exhibits both strong explanatory and predictive power.

3.2 Discussion

3.2.1 The Influence of Self-Efficacy on Innovative Behavior

This finding aligns with (Ariprabowo, 2022) theory of self-efficacy, which posits that high self-confidence contributes to greater creativity and the ability to generate new ideas. This is further supported by (Setyorini et al., 2022), who found that self-efficacy positively affects innovative behavior across various industries. In the context of

graphic design, self-confidence plays a crucial role in solving complex design problems and creating innovative solutions. (Tse et al., 2018) also highlight that self-efficacy significantly influences innovative work behavior by enhancing engagement and job satisfaction. These research findings, which demonstrate a significant positive impact of self-efficacy on innovative behavior (H1a), are consistent with (He et al., 2020) theory and the study by (Tse et al., 2018), emphasizing that an individual's belief in their own abilities encourages them to take risks and try new things. Self-efficacy motivates employees to generate new ideas and solve problems more creatively. To foster innovation, digital printing companies can develop training and personal development programs aimed at boosting employees' confidence. By offering employees opportunities to engage in challenging projects, they can sharpen their problem-solving abilities and develop new initiatives. For graphic design employees, self-efficacy can help them take risks in trying new design techniques, leading to innovation in creative products.

3.2.2 The Influence of a Supportive Work Environment on Innovative Behavior

This finding contrasts with existing literature. Research by (Amabile et al., 2004) and (J. Zhou & Hoever, 2014) suggests that a supportive work environment should facilitate innovative behavior. However, this negative result may indicate that in the context of digital printing graphic design, high expectations for creativity without sufficient pressure might hinder innovation, as employees feel comfortable without pushing for further innovation. (Chughtai & Khan, 2024) explored the relationship between perceived organizational support, a supportive work environment, and innovative behavior. Their findings show that a supportive environment can facilitate innovation through knowledge sharing, but they also noted that excessive support may create a comfort zone that limits innovation. The significant negative relationship between a supportive work environment and innovative behavior (H1b) can be understood through the perspective of (Darzi et al., 2023), who argue that excessive workplace support can sometimes create a "comfort zone" that reduces the motivation to innovate. A too-supportive environment may not challenge employees to step out of their comfort zones. Companies need to strike a balance between support and challenge. While a supportive environment is still important, organizations can enhance innovation by encouraging measured risk-taking, giving employees room to experiment, and setting challenging innovation goals. To support innovation, a balance between support and challenge must be established so that employees don’t become too comfortable and remain motivated to innovate.

3.2.3 The Influence of Individual Creativity on Innovative Behavior

This result contradicts the findings of (Miao et al., 2020), who found that individual creativity generally supports innovative behavior. However, in the context of graphic design, creativity may not always directly translate into innovation if there is no push for better implementation or collaboration. (Ramli et al., 2024) emphasized that individual creativity does not always directly correlate with innovation unless it is synergized with collective creativity and a drive for implementation. The significant negative impact of individual creativity on innovative behavior (H1c) contradicts the expectations of (Yang & Zhou, 2022), who argue that individual creativity forms the foundation of innovative behavior. However, in this case, your findings may suggest that individual creativity is insufficient without the follow-through of implementation or encouragement to turn creative ideas into actual innovations. Management needs to provide structures that enable individual creativity to be transformed into applicable innovation. Support in the form of resources, technology, or team collaboration that fosters collective creativity is essential. Building a culture that encourages experimentation and the implementation of ideas will enhance innovative outcomes. Creativity needs to be integrated with stronger innovation strategies in printing, such as providing more opportunities to explore ideas and apply them.

3.2.4 The Influence of Self-Efficacy on Employee Performance

This finding does not support research by (Judge & Bono, 2001), who found that self-efficacy is often positively related to performance. In graphic design, technical factors and team collaboration may be more important than individual confidence. The finding that self-efficacy does not significantly affect performance (H2a) may contradict the study by (K. Zhou, 2021), who found that self-efficacy contributes to performance. In the context of graphic design, self-efficacy may be important for innovation, but it does not directly translate into performance if not supported by other elements such as proper tools or a conducive environment. Companies need to provide external support such as appropriate tools and facilities to enhance employee performance. Additionally, managerial encouragement to clarify work goals focused on tangible outcomes will help employees use their self-efficacy in their daily work. To improve performance, technical training and collaboration may be more important than relying solely on employees' self-confidence.

3.2.5 The Influence of a Supportive Work Environment on Employee Performance

This aligns with the theory of Yusliza, Faezah, and Muhammad on perceived organizational support, which suggests that a supportive work environment improves employee performance. In graphic design, a supportive environment enables employees to access the resources necessary to produce high-quality creative work. (Firjatullah et al., 2023) found that a supportive work environment significantly enhances employee performance, especially when accompanied by access to adequate facilities. The finding that a supportive work environment significantly improves performance (H2b) aligns with (Nyoman et al., 2023), who emphasize that a supportive work environment—through open communication, adequate facilities, and work recognition—will improve employee performance. Printing companies should continue promoting open communication between management and employees, providing adequate facilities, and creating clear career development opportunities. In this way, companies can continue to enhance employee performance. Providing a supportive environment, including design tools and development opportunities, can increase employee performance in printing.

3.2.6 The Influence of Individual Creativity on Employee Performance

This result is supported by (K. Zhou, 2021), who stated that individual creativity significantly contributes to performance improvement. In digital printing, creativity helps employees produce unique designs that meet client needs. The positive and significant impact of individual creativity on performance (H2c) is consistent with the research by(K. Zhou, 2021), who argue that creativity can be translated into performance improvement when employees are encouraged to apply their innovative ideas. Companies should create an environment where creativity is valued and applied in daily work. Incentive programs or rewards for successfully implemented innovations can encourage graphic design employees to be more creative and productive. Enhancing the creativity of graphic design employees will have a positive impact on performance, both in terms of the quality of output and client satisfaction.

3.2.7 The Influence of Innovative Behavior on Employee Performance

This finding aligns with (Janssen et al., 2004), who stated that innovative behavior positively impacts performance. Innovation allows employees to find new, more efficient ways of completing design tasks, ultimately improving productivity and quality. (Dedahanov et al., 2017) confirmed that innovative behavior has a direct positive impact on performance, especially when employees have the freedom to implement their ideas. The finding that innovative behavior positively affects performance (H2d) is in line with the research by (Anggraini & Mansyur, 2024), which shows that innovative behavior improves work quality and efficiency, enhancing work outcomes. Strategic Recommendations: Companies should encourage innovation by rewarding new ideas that are successfully

implemented. Using an innovation-based reward system will strengthen a culture of innovation. Encouraging innovative behavior among graphic design employees can significantly improve their performance, especially in creating more effective and efficient designs.

3.2.8 The Influence of Perceived Organizational Support on Employee Performance

This finding is consistent with the theory of (Eisenberger et al., 1990), which shows that perceived organizational support improves employee performance. In digital printing, this support can come in the form of recognition for work results and the provision of necessary resources. (Bock et al., 2012) found that perceived organizational support enhances employee performance by increasing motivation and attachment to the organization. Organizations should focus on providing material and moral support, such as recognition and adequate resources, to enhance the performance of graphic design employees.

3.2.9 Mediation Role

Self-Efficacy → Innovative Behavior → Employee Performance (H3a): This finding aligns with (Adhelia Putri Salwa & Anak Agung Ketut Diatmika, 2024) theory, which posits that self-efficacy promotes innovation, ultimately enhancing performance. Positive mediation indicates that self-efficacy boosts performance through innovative behavior. Management should prioritize developing self-efficacy to encourage innovation. Supportive Work Environment → Innovative Behavior → Employee Performance (H3b): Although a supportive environment generally facilitates performance, if innovation is stifled, its impact on performance becomes negative. Negative mediation suggests that excessive support may hinder the necessary innovation to improve performance.

Individual Creativity → Innovative Behavior → Employee Performance (H3c): Negative mediation reveals that individual creativity does not always translate into better performance through innovation if not effectively implemented. Creativity alone may not enhance performance without tangible innovation.

3.2.10 Moderation Role

Perceived Organizational Support (POS) does not significantly moderate the relationship between innovative behavior and employee performance in the graphic design sector. This contrasts with previous studies, such as those by Adhelia Putri Salwa & Anak Agung Ketut Diatmika (2024) and Wolly Sandria et al. (2022), which found that POS strengthens this relationship in other industries. In graphic design, employees may rely more on factors like creative autonomy, technical abilities, and team collaboration, rather than general organizational support, to enhance performance. Management should focus on fostering internal factors that directly influence creativity, such as providing creative freedom, necessary tools, and an environment that encourages innovation, rather than solely emphasizing broad organizational support. While POS remains relevant, it should aim to facilitate autonomy and innovation in creative work.

CONCLUSIONS

The study provides several insights into the dynamics of self-efficacy, supportive work environment, individual creativity, innovative behavior, and employee performance among graphic design employees in the digital printing industry. Key findings include: Self-Efficacy: Positively influences innovative behavior but does not directly affect employee performance. This suggests that while self-efficacy boosts innovation, factors like tools and collaboration are more critical for performance. Supportive Work Environment: Has a negative impact on innovative behavior, possibly due to creating a comfort zone that impedes innovation. However, it positively affects employee performance, highlighting its role in productivity. Individual Creativity: Does not directly drive innovative behavior

but enhances employee performance, indicating that creativity needs better collaboration and implementation to translate into innovation. Innovative Behavior: Positively impacts employee performance, underscoring its importance in improving work outcomes. Mediation and Moderation: Innovative behavior mediates the relationship between self-efficacy and performance. However, its mediation of the supportive work environment's impact on performance is negative. Perceived Organizational Support (POS) does not significantly moderate the relationship between innovative behavior and performance, suggesting that internal factors like creativity and autonomy are more influential.

Recommendations:

Enhance Self-Efficacy: Implement training programs to boost employees' self-confidence, fostering innovation and performance. Balance Support and Challenge: Create a supportive yet challenging environment that encourages calculated risks to stimulate innovation. Promote Creativity and Implementation: Provide tools and opportunities for employees to develop and apply creative ideas through effective collaboration and technology. Strengthen Innovative Behavior: Encourage innovation with incentives and recognition for successful ideas. Continuous Training and Rewards: Develop training programs and reward systems focused on innovation to motivate employees. Create a Challenging Work Culture: Foster a work environment that challenges employees while supporting their creative efforts. By focusing on these areas, companies can enhance innovation and improve the performance of graphic design employees, leading to more creative and efficient outcomes.

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