

## Predicting Innovative Behavior Among Employees in a Manufacturing Company: The Role of Psychological Capital

Ika Zenita Ratnaningsih, Anggun Resdasari Prasetyo, and Unika Prihatsanti  
Faculty of Psychology  
Universitas Diponegoro

The aim of this study is to investigate the relationship between psychological capital and workplace innovative behavior. The importance of innovative behavior in the competitive business world has been widely recognized. Previous studies have examined variables related to innovative behavior both at personal and organizational levels; however, there is a paucity of research looking at psychological capital as the predictor of workplace innovative behavior. In this study psychological capital and innovative behavior of 149 non-managerial employees in an apparel manufacture company were measured using Psychological Capital Scale (20 items,  $\alpha = .872$ ) and Innovative Behavior Scale (nine items,  $\alpha = .874$ ). The regression analysis shows a significant positive correlation between these two variables ( $r = .519, p < .01$ ) and 27% of variance in innovative behavior can be explained from psychological capital. The results are discussed in relation to its theoretical contribution and practical implications in organizational contexts.

*Keywords:* innovative behavior, psychological capital, manufacture

Penelitian ini bertujuan untuk mengetahui hubungan antara *psychological capital* dan perilaku inovatif di tempat kerja. Perilaku inovatif berperan penting dalam dunia bisnis yang semakin kompetitif. Penelitian sebelumnya telah meneliti variabel-variabel yang berhubungan dengan perilaku inovatif, baik pada tingkat individual maupun organisasional, namun belum ada penelitian yang menguji hubungan antara *psychological capital* dan perilaku inovatif. Subjek penelitian berjumlah 149 karyawan non-manajerial setingkat *group leader* di perusahaan yang bergerak di bidang manufaktur garmen. Alat ukur yang digunakan terdiri atas dua buah skala psikologi, yaitu Skala Perilaku Inovatif (sembilan butir,  $\alpha = .874$ ) dan Skala *Psychological Capital* (20 butir,  $\alpha = .872$ ). Hasil pengujian hipotesis dengan analisis regresi sederhana menunjukkan bahwa terdapat korelasi yang positif dan signifikan antara *psychological capital* dan perilaku inovatif ( $r = .519, p < .01$ ). *Psychological capital* memiliki sumbangan efektif 27% terhadap variabel perilaku inovatif di tempat kerja. Temuan tersebut didiskusikan di artikel ini dalam kaitannya dengan kontribusi teoretis dan implikasi praktis untuk organisasi.

*Kata kunci:* perilaku inovatif, *psychological capital*, manufaktur

The business world is a competitive world. Global flow of products, services, and labour in the free market has increased the pressure for businesses to be more competitive. This situation drives companies to develop their own unique competitive advantages. To this end, innovations in both product and service are crucial (Ancok, 2012). As also noted by Pundt, Martins, and Nerdinger (2010), innovation is imperative for companies to survive in this ever-changing world.

A rapid change in an organization's strategic environment may cause major problems which can decrease performance if there is no innovative capability within the organization (De Jong & Hartog, 2007). Organizations that identify themselves with innovation and innovative culture tend to encourage and provide information about innovation to their employees (Poulton, 2005). Innovative organizations manage environmental challenges quicker and more easily (Damanpour & Gopalakrishnan, 1998).

The 2014 Global Innovation Index indicates that Indonesia is in the 87th position among 143 countries surveyed. This position is considerably lower than its

---

Correspondence concerning this article should be addressed to Ika Zenita Ratnaningsih, Faculty of Psychology Universitas Diponegoro, Jalan Prof. Sudharto, S.H. Tembalang, Semarang. E-mail: ikazenita@yahoo.com