

Optimization of Creativity and Performance: Self-Efficacy, Knowledge Sharing, and Digital Literacy as Moderator Variables

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Abstract

This research explores the role of creative self-efficacy and knowledge sharing in enhancing innovative work behavior and employee performance, with digital literacy as a moderator variable. Quantitative method was employed with the population of SME employees in Palopo City. A sample of 150 employees was selected using purposive sampling approach. Analysis was conducted using Structural Equation Model (SEM) and Partial Least Square (PLS-SEM) with Smart PLS 4. The results indicate that creative self-efficacy and knowledge sharing have a positive effect on innovative work behavior and employee performance. Interestingly, creative self-efficacy does not significantly influence employee performance, rejecting one out of five hypotheses in this study.

Keywords: Creative Self-Efficacy, Knowledge Sharing, Innovative Work Behavior, Employee Performance and MSMEs

1. Introduction

Rapid changes in the world of business and information technology have changed the landscape of modern organizations, prompting increased attention to changes in employee behavior and performance in response to new challenges. The rapid and strong development of knowledge-based technology, coupled with increasingly fierce global competition, requires every company to develop new approaches to mobilize creative and innovative energy among employees [1]. Internal factors such as ability, knowledge, personality, motivation, self-efficacy, job satisfaction, proactive attitude, commitment and discipline have a crucial role in shaping employee work behavior. On the other hand, external factors, such as leadership style, organizational culture, work environment, loyalty, and workplace communication, also influence employee behavior and performance [2].

In an effort to improve employee performance, consistent strategic and operational steps are needed [3]. The level of employee creativity has a significant impact on performance, especially in the era of the industrial revolution and automation of work processes driven by digital technology [4]. Creative self-efficacy, as a key concept, has an important role in facing these changes, because it encourages individuals to generate new ideas and apply them in the work context [5]. Not only that, creative self-efficacy can also moderate the relationship between knowledge sharing and innovative work behavior which provides a richer context for understanding current organizational dynamics [6].

Creative self-efficacy refers to an individual's belief in his or her ability to find creative solutions in a given situation. Individuals who have high levels of creative self-efficacy tend to be responsive to positive stimuli and prefer to adopt approaches aimed at achieving positive results. Although management experts have suggested that creative self-efficacy can influence creative performance, the deeper relationship between creative self-efficacy and creative

performance still needs to be better understood [7]. Lack of understanding in this relationship has a significant impact on innovative work behavior, which is a vital element in the context of innovation-oriented organizations. Along with this, the role of digital literacy is increasing in the modern work environment which continues to change due to rapid technological advances. Individuals who have a high level of creative self-efficacy tend to be active and have a strong will to stand alone to achieve positive results. Creative self-efficacy plays a crucial role in shaping innovative work behavior among MSME employees [8]. Empirical research shows that a high level of creative self-efficacy is positively correlated with an employee's tendency to generate innovative ideas and contribute to the development of superior products or services. In addition, effective implementation of creative self-efficacy in the MSME environment can improve employee performance, help them face challenges with innovative solutions and increase business competitiveness [9]. With a deep understanding of these factors, MSMEs can create a work environment that supports, encourages and maximizes employees' creative potential, thereby having a positive impact on overall organizational performance [10].

Digital literacy goes beyond simply being able to use software or physical devices; it includes cognitive abilities, emotional and more complex social aspects necessary for individuals to perform optimally in digital environments. In the midst of the importance of digital literacy in the world of work, organizations and individuals need to have a deep understanding, as well as efforts to develop and utilize it optimally [11]. It should be remembered that digital literacy has a role as a moderating variable that influences the relationship between employee performance, innovative work behavior and creative self-efficacy. Digitally minded professionals in the field of science and technology are able to not only strengthen their emotional attachment to the organization, but also have critical and objective abilities in assessing the organization's attitudes and value [12].

This research focuses on the interaction between digital literacy and creative self-efficacy in the modern work environment. This research will investigate the influence of creative self-efficacy on innovative work behavior and employee performance, as well as the moderating potential that digital literacy has in this relationship. In the context of the relationship between creative self-efficacy and creative performance, there are variations in research findings that indicate a moderating role may be involved. Therefore, to gain a deeper understanding of how and when creative self-efficacy influences creative performance, this research becomes relevant [13].

This research aims to describe methods that can help organizations design effective strategies in utilizing the creative potential of employees in the digital era. This is achieved by analyzing how digital literacy and creative self-efficacy contribute to increased performance and innovative work behavior. It is hoped that this research will provide useful practical guidance for managers, human resources professionals, and organizational decision makers.

Several findings from previous research have provided important information that there is a relationship between creative self-efficacy, knowledge sharing, innovative work behavior, digital literacy, employee performance, while innovative work behavior is positively related to performance. Previous research states that knowledge donation and knowledge collection have a positive and significant effect on employees' innovative work behavior [14]. Then the

research shows that there is a significant and positive relationship between innovative work behavior which is also significantly and positively related to employee performance, then digital literacy significantly moderates the relationship between innovative work behavior and employee performance [15]. Furthermore, other research shows that CSE and domain knowledge interact to influence employees' innovative work behavior such that when CSE and domain knowledge are both high, the strongest positive relationship with innovative work behavior and creative process involvement mediates this relationship [16]. However, several previous findings have produced different information or there are still gaps in research results. According to [17], employee performance does not have a significant effect on digital literacy. Then [18] digital literacy has not played a good role in improving employee performance. Then obey [19] stated that the influence of knowledge sharing on innovative work behavior was considered insignificant. And obey [20] found that excessive creative self-efficacy can harm innovative work behavior and have a negative or even worse impact.

This research makes contributions in several areas. First, providing a more comprehensive model of the relationship between creative self-efficacy, knowledge sharing, innovative work behavior, employee performance. Second, this research has analyzed the direct influence of creative self-efficacy on knowledge sharing [21]. Finally, this research provides new practical insights in terms of enabling practitioners and leaders or owners of micro, small and medium enterprises to optimize creative self-efficacy and share knowledge, which will influence innovative work behavior and employee performance [22].

2. Methodology

This research uses quantitative methods and the population in this research consists of micro, small and medium enterprises (MSMEs) in the culinary sector in Palopo City. Considering that the overall sample frame of this study is unknown and the number of respondents is difficult to determine, it is impossible for this study to use non-probability sampling to obtain a random and representative sample. The sample in this study used a non-probability method [23], namely purposive sampling technique. Among them, purposive sampling is a technique for sampling data sources with certain considerations. This research considers that the sample selection is based on the research objectives, namely the micro, small and medium enterprise (MSME) sector [24]. Considering that the minimum sample for structural equation modeling (SEM) is 100 samples and the error rate is 5%, the sample size chosen is 200 samples. The data used in this research is original data obtained by distributing questionnaires to respondents, namely employees at micro, small and medium enterprises (MSMEs) in Palopo City.

This research adopts measurement items from previous empirical research. To collect data, the research used an online questionnaire which was distributed to respondents via social media using snowball sampling techniques. Fifteen measurement items relate to the constructs of creative self-efficacy, knowledge sharing, innovative work behavior, and employee performance using a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Hypothesis testing was carried out using Partial Least Squares (PLS-SEM), a Structural Equation Modeling (SEM) technique.

This research uses SMART PLS as a software package. In this research we use PLS-SEM because it is more suitable for theory development and involves complex models [25]. This method is widely used in management research aimed at analyzing causal relationships between latent concepts, and is very effective when estimating causal relationships in theoretical models based on empirical data. Operational definitions and measurement indicators of research constructs are presented in Table 1.

Tabel 1. Variable and Indicator Table

Variables	Definition	Indicator	Source
Creative Self-Efficacy	Creative self-efficacy is a person's belief in their ability to generate creative ideas and express creativity effectively.	1. Experience of success (past performance) 2. Experience of other individuals (vicarious experience) 3. Verbal persuasion (verbal persuasion) 4. Physiological conditions (emotional cues)	(Priambodo, Darokah and Diah Sari, 2019)
Sharing knowledge	Knowledge sharing is the process of transferring information or expertise from one individual to another to increase mutual understanding and knowledge.	1. New knowledge about work. 2. New information about jobs. 3. Attention to workers. 4. New experience about work.	(Hoegl, Weinkauff and Gemuenden, 2004)
Innovative Work Behavior	Innovative work behavior is an individual's action to create and implement new ideas and methods to improve performance in the work environment.	1. Work behavior 2. Work results 3. Work efficiency	(De Jong and Den Hartog, 2010)
Employee performance	Employee performance is the level of individual effectiveness and contribution to organizational goals.		(Manzoor et al., 2011)

3. Result and Discussion

3.1 Result

Validity test

Convergent validity is related to the principle that the measure (manifest variable) of a construct must have a high correlation. Convergent validity was tested by examining the factor loading values and comparing them with the rule of thumb (>0.60). In addition, the average value of the variance extracted (AVE) is also considered, and this value must exceed the rule of thumb (> 0.50). The validity test used to assess the level of validity of the SEM model in this study is convergent validity. There are two ways to determine the validity of the PLS-SEM model using convergent validity techniques, namely looking at the outer loading (factor loading) value and the average variance extracted (AVE) value.

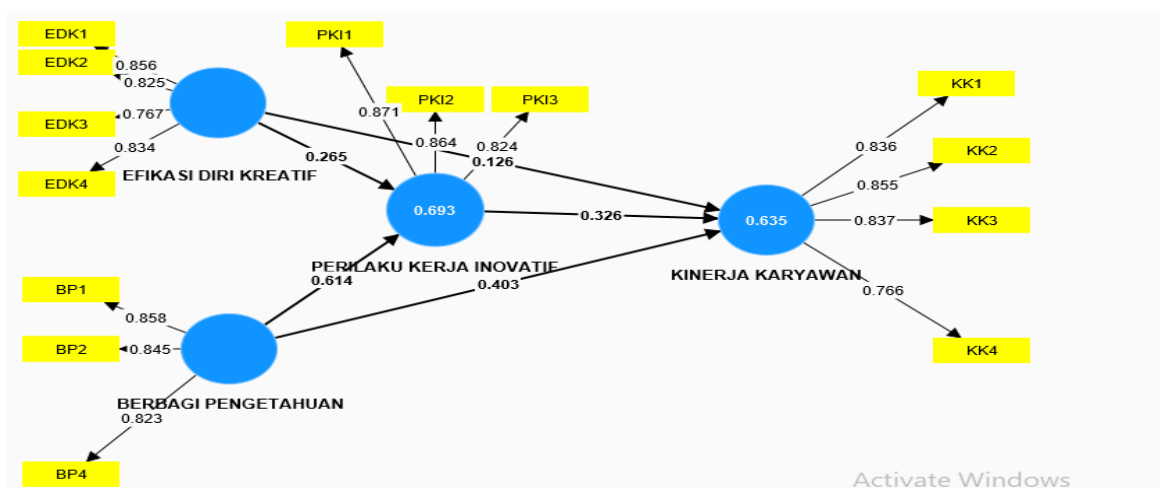


Figure 1. Outer Loading Image

Outer Loading

Table 2. outer loading table

	Sharing knowledge	Creative Self-Efficacy	Employee performance	Innovative Work Behavior
BP1	0.858			
BP2	0.845			
BP4	0.823			
EDK1		0.856		
EDK2		0.825		
EDK3		0.767		
EDK4		0.834		
KK1			0.836	
KK2			0.855	
KK3			0.837	
KK4			0.766	
PKI1				0.871
PKI2				0.864
PKI3				0.824

Based on the output factor loading value for the Creative Self-Efficacy variable with 4 measurement indicators, namely EDK1 = 0.856; EDK2 = 0.825; EDK3 = 0.767; EDK4 =

0.834. Then the knowledge sharing variable with 3 measurement indicators, namely BP1 = 0.858; BP2 = 0.845; BP4 = 0.823. Furthermore, the innovative work behavior variable is with 3 measurement indicators, namely PKI1 = 0.871; PKI2 = 0.864; PKI3 = 0.824. Next is the employee performance variable with 4 measurement indicators, namely KK1 = 0.836; KK2 = 0.855; KK3 = 0.837; KK4 = 0.766. Based on the loading factor value of the variables creative self-efficacy, knowledge sharing, innovative work behavior, employee performance values are above 0.60. Thus, the indicators forming the construct of creative self-efficacy, knowledge sharing, innovative work behavior, and employee performance are categorized as valid.

Average Variance Extracted (AVE)

Table. 3 AVE tables

	Sharing knowledge	Creative Self-Efficacy	Employee performance	Innovative Work Behavior
BP1	0.858			
BP2	0.845			
BP4	0.823			
EDK1		0.856		
EDK2		0.825		
EDK3		0.767		
EDK4		0.834		
KK1			0.836	
KK2			0.855	
KK3			0.837	
KK4			0.766	
PKI1				0.871
PKI2				0.864
PKI3				0.824

From the table above it can be concluded that the AVE value for each construct is creative self-efficacy = 0.674, knowledge sharing = 0.708, innovative work behavior = 0.728 and employee performance = 0.680. The four constructs already have a value. A value of more than 0.50 means that the four constructs are declared valid.

Reliability test

Reliability is a measure of an indicator's consistency in measuring its variables. The values used to determine the level of reliability of the SEM model are Composite reliability and Cronbach Alpha. This type of reliability functions to determine the level of internal reliability of variable indicators.

Composite Reability

Table.4 Composite Rability Table

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Sharing knowledge	0.795	0.800	0.879	0.708

Creative Self-Efficacy	0.839	0.845	0.892	0.674
Employee performance	0.842	0.845	0.894	0.680
Innovative Work Behavior	0.813	0.814	0.889	0.728

The composite reliability output results for the construct of creative self-efficacy = 0.892, knowledge sharing = 0.879, innovative work behavior = 0.889 and employee performance = 0.894. So, creative self-efficacy, knowledge sharing, innovative work behavior, employee performance already have good reliability or are categorized as reliable.

Cronbach's alpha

The results of the Cronbach's alpha value can be seen in the table below
Table. 5 Cronbach's Alpha Table

Table 5 Cronbach Alpha

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
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Employee performance	0.842	0.845	0.894	0.680
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Judging from the table above, it shows that the value of creative self-efficacy = 0.839, knowledge sharing = 0.795, innovative work behavior = 0.813 and employee performance = 0.842. Because each of the values above has exceeded 0.70, it can be said that the values above have met Cronbach's alpha requirements.

R Square Value

R squared is a value that shows how much influence the combined independent variables have on the dependent variable, with a number range between 0 to 1, describing the extent to which the independent variables together influence the value of the dependent variable in a statistical model

Table 6. R square tables

	R-square	R-square adjusted
Employee performance	0.635	0.628
Innovative Work Behavior	0.693	0.689

Based on the output of the analysis using the bootstrapping method, the rsuare value for the employee performance variable was 0.635 and the innovative work behavior variable was 0.693. The conclusion is that the R square value for the employee performance variable is 0.635, which means the employee performance variable can be explained from the variable creative self-efficacy, knowledge sharing at 63%, which is in the strong category, then the r square value for the Innovative work behavior variable is 0.693, which means the behavior variable Innovative work can be explained from the variable creative self-efficacy, knowledge sharing of 69%, which is included in the strong category.

Patch Coefficient

The path coefficient is an important number that shows the direction and strength of the relationship between variables in a study. The range of path coefficient values is from -1 to 1. When the value is between 0 to 1, it indicates a positive relationship between the variables, while when the value is between -1 to 0, it indicates a negative relationship between the variables.

Table 7. Coefficient Patch Table

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
KNOWLEDGE SHARING -> EMPLOYEE PERFORMANCE	0.403	0.389	0.139	2,902	0.004
KNOWLEDGE SHARE -> INNOVATIVE WORK BEHAVIOR	0.614	0.610	0.076	8,074	0,000
CREATIVE SELF-EFFICACY -> EMPLOYEE PERFORMANCE	0.126	0.122	0.100	1,254	0.210
CREATIVE SELF-EFFICACY -> INNOVATIVE WORK BEHAVIOR	0.265	0.268	0.084	3,158	0.002
INNOVATIVE WORK BEHAVIOR -> EMPLOYEE PERFORMANCE	0.326	0.339	0.143	2,277	0.023

Based on the output, it can be concluded that sharing knowledge has a significant positive effect on employee performance as shown by a parameter coefficient value of 0.403. The significant value is 0.004, which is smaller than the alpha level of 5%. This is shown by the statistical T value of 2.902 which is greater than 1.989 (t table). Then, sharing knowledge regarding innovative work behavior is shown by a parameter coefficient value of 0.614. The significance value is 0.000, which is smaller than the 5% alpha level. This is shown by the T statistical value of 8.074 which is greater than 1.989 (t table). Furthermore, creative self-efficacy turns out to have an insignificant effect on employee performance which is shown as a parameter coefficient value of 0.126. The value is not significant, namely 0.210 smaller than the 5% alpha level. This can be shown by the statistical T value of 1.254 which is smaller than 1.989 (t table). Furthermore, creative self-efficacy turns out to have a significant effect on innovative work behavior which is shown by a parameter coefficient value of 0.265. The significance value is 0.002, which is smaller than the 5% alpha level. This can be shown by the statistical T value of 3.158 which is greater than 1.989 (t table). Furthermore, innovative work behavior has a positive and significant effect on employee performance as shown by the

parameter coefficient value of 0.326. The significance value is 0.023, which is greater than the alpha level of 5%. This is shown by the statistical T value of 2.277, which is smaller than 1.989 (t table).

3.2 Discussion

The Influence of Creative Self-Efficacy on Innovative Work Behavior

From the results of the analysis, it means that the creative self-efficacy variable has a positive and significant influence on innovative work behavior. The creative self-efficacy variable with indicators of experience of success, experience of other individuals, verbal persuasion, physiological conditions turns out to be able to contribute and have a good influence on the efficacy variable. creative self. This is in line with previous research, namely in research [26] suggests that creative self-efficacy has a significant influence on innovative work behavior variables. So it can be stated that the first hypothesis is accepted.

The Effect of Knowledge Sharing on Employee Performance

The knowledge sharing variable with various indicators including new knowledge about work, new information about work, attention to workers, new experiences about work turns out to be able to play a good role in employee performance for MSMEs in Palopo City. As knowledge exchange between individuals increases, their performance will improve. The findings show that organizational learning stimulates the influence of knowledge management practices on employee performance [27]. Promoting knowledge sharing has a positive effect on the performance of employees who work to achieve these goals [28]. Knowledge sharing has a significant positive effect on the employee loyalty variable [29]. Employee performance significantly by deploying adequate resources to share knowledge [30].

The Effect of Knowledge Sharing on Innovative Work Behavior

From the results of the analysis above, it is clear that sharing knowledge has a major role in increasing innovative work behavior. in this day and age. Through implementing strategies that use technology, an individual can build communication through sharing knowledge. Skills in using shared knowledge that have a good influence on creating more innovative work behavior. That knowledge donation and knowledge collection have a positive and significant effect on employees' innovative work behavior [31]. Elements of knowledge sharing that can influence employee behavior in an organization, alternative knowledge demonstrating and knowledge gathering both have a significant influence on employee innovative behavior.(Hasan et al., 2018), donation and accumulation of knowledge have a positive impact on employees' innovative work behavior [32], knowledge sharing, and innovative work behavior are positive and statistically significant [33]. The impact of knowledge sharing with two main processes (knowledge donation and knowledge collection) on meaningful work behavior innovation [34].

The Influence of Innovative Work Behavior on Employee Performance

Innovative Work Behavior is a crucial element in improving employee performance for micro, small and medium enterprises (MSMEs). In this context, individuals who are able to

utilize technology to inspire, provide clear direction, and open space for personal growth for employees are vital. This means that the innovative work behavior variable affects employee performance. Supports the idea that an innovative climate has an important influence on employee performance [35]. The results of this research show that when employees are equally adept at carrying out explorative and exploitative activities, this is beneficial for innovative work behavior [36]. Innovative work behavior is positively related to employee performance and this relationship is mediated by innovative work behavior (Muhammad Fajar Wahyudi Rahman et al., 2020). Innovative work behavior mediates the influence of the organization on performance variables [37].

The Influence of Creative Self-Efficacy on Employee Performance

In this research, it was found that creative self-efficacy did not have a significant impact on increasing the performance of employees involved in MSMEs in Palopo City. This shows that, although creative self-efficacy is important in work situations, in this particular case, this variable does not strongly influence the increase in performance of MSME employees in this area. This means that there is no positive and significant influence between the creative self-efficacy variable on employee performance so that it can be stated that the fifth hypothesis is rejected. This research agrees with previous researchers, namely that the research findings do not support a direct relationship between creative self-efficacy and organizational structure. The findings also suggest that organizations need to realize that selecting or training employees based on their creative self-efficacy alone will not guarantee increased creativity, because employees' regulatory focus will provide the driving force for their creative self-efficacy to engender creativity [38].

4. Conclusion

From the results of the research that has been conducted, it can be stated that creative self-efficacy plays a significant role in innovative work behavior. For MSME players in the city of Palopo, it lies in their ability to improve employee performance through the use of technology and employee performance that combines innovation, skills development and adaptation to change. This empirically opens up great opportunities for business growth in the current digital era. Research also confirms that both creative self-efficacy and knowledge sharing play an important role in increasing innovative work behavior and performance of MSME employees in Palopo City. However, the analysis carried out in (table 7) reveals that all variables have a significant influence. Except for the creative self-efficacy variable, it does not show a positive and significant influence on employee performance. This shows the need for a special approach in managing creative self-efficacy so that it has a direct impact on employee performance in the Palopo City MSME environment in the digital era. Thus, the results of this research empirically support the urgency of MSME employees in Palopo City in strengthening aspects of creative self-efficacy and sharing knowledge to support innovative work behavior and performance in the digital era, in line with the acceptance and rejection of the hypothesis in this research. Apart from that, there are several limitations in our research, namely the first is that the sample size was only around 150 samples and this is considered moderate, the standard sample used in the structural equation model is around 200 to 300

samples. So it is recommended for further research to add more representative samples according to the figures above. Both of our studies only focused on one area, namely Palopo City. It is hoped that future researchers will expand the research area to include the province of South Sulawesi and other provinces in Indonesia for a more comprehensive picture of understanding. Lastly, this research has not explained well the relationship between creative self-efficacy and employee performance, so that further research may test the relationship between these variables, or may add other variables such as self-confidence to the research model.

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