



# The Role Of Individual Innovative Behavior As Mediator In Achieving Sustainable Competitive Advantage At Mental Hospitals

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## ABSTRACT

Hospitals need to improved service which can be achieved by role of innovation. Innovative behavior is influenced by leadership autonomy support, individual creativity and psychological capital. In the other side, innovative behavior has a positive effect on sustainable competitive advantage. This study will prove whether individual innovative behaviors have a mediating role on individual creativity, psychological capital and leadership autonomy support to achieve sustainable competitive advantage. The study population was employees at two Mental Hospital in Jakarta and its surroundings with a total 140 samples by purposive sampling and processed with the smartPLS. From this study, it was found that individual creativity and psychological capital have an effect on individual innovative behavior, while leadership autonomy support has an effect on sustainable competitive advantage. This study did not find the mediating role of individual innovative behavior on individual creativity, psychological capital and leadership autonomy support for sustainable competitive advantage. The implication of study is the need to change the leadership style so the creative ideas and psychological capital of employees can be maximized to create innovative behavior. Leaders must also be able to direct the innovative behavior more agile in responding the changing market demands especially in the mental health sector.

**Keywords:** *Individual innovative behavior, Sustainable competitive advantage, individual creativity, psychological capital, leadership autonomy support*

## 1. INTRODUCTION

In this globalization era, employees are required to always develop themselves in an organization so that the organization can compete with others. Employees who have innovative behavior is needed by the organization for developing innovative practices in the organization [1]. Innovative behavior in an organization is very important, because it is proven to have a significant positive effect on competitive advantage [2]. Like in other organization, innovation is needed in the health service organizations [3]. Hospitals need to improve services effectively and efficiently which can be achieved by the important role of innovation [4]. Reference [5] argue that the innovative behavior of workers at the individual level is influenced by psychological capital and organizational commitment, while at the organizational level it is influenced by the atmosphere of organizational innovation, leadership, social capital and work characteristics. Reference [6] also stated that intellectual capital will provide unique criteria for obtaining a sustainable competitive advantage. However,

researchers have not found any literature stating that innovative behavior mediates the positive impact of leadership autonomy support, individual creativity and psychological capital on sustainable competitive advantage. Also, no one has done research objects in mental hospitals. Therefore, the purpose of this research is to prove the role of innovative behavior mediating the leadership autonomy support, individual creativity and psychological capital towards sustainable competitive advantage in Mental Hospitals.

## 2. LITERATURE REVIEW

### 2.1. Individual Creativity

Individual creativity is dynamic and differs from one employee to another [4]. Individual creativity is resource or ability to be creative. Individual creativity refers to the process of generating ideas or solving problems and actual ideas or solutions [7]. Individual creativity reflects efforts to overcome difficulties in achieving work goals. Unusual processes and leaving conventional methods for using new technology in work activities will generate

creativity in employees [8]. Creativity involves cognitive activity, namely the ability to define problems, collect information, determine concepts and carry out processing in the form of generating ideas, evaluating ideas, planning implementation and monitoring these ideas [9]. Creativity refers to the development of potentially useful new ideas [10].

**2.2. Psychological Capital**

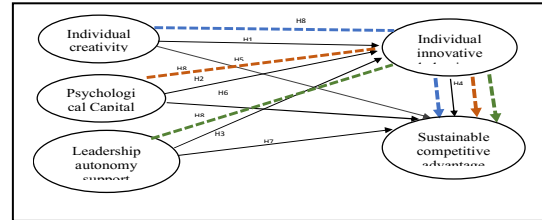
Reference [11] defines psychological capital as a positive meaning, outcome and approach that is described as a basic ability that is important for motivating, cognitive processing, seeking success and improving one's performance. And according to reference [12] positive psychological or psychological capital is the result of processes that influence the functioning and development of individuals, groups and organizations which consist of implementing positive attitudes, feedback and criticism of the subject. Psychological capital consists of positive traits that are more established in predicting work attitudes and employee behavior [13]. Psychological capital is a positive psychology that has characteristics of self-efficacy, optimism, hope and resilience [14].

**2.3. Leadership Autonomy Support**

Leadership autonomy support refers to employees' perceptions of the quality of their personal relationships with leaders. The focus of leadership autonomy support is the interpersonal work context and employees' perceptions of their leader whether the leader is someone who can stimulate, motivate and encourage them to work independently [4]. Leaders who provide clear reasons for their employees to carry out tasks and provide alternative choices and acknowledge the feelings and perspectives of employees, this is called leadership autonomy support [15]. Leadership autonomy support is characterized by leaders emphasizing the perspective of their employees, supporting choices and input opportunities, encouraging employee initiative and preventing external rewards and sanctions with the aim of motivating behavior [16].

**2.4. Individual Innovative Behavior**

The word innovation is often equated with the word creative [17]. Reference [18], [4] distinguish between the two terms creativity and innovation, creativity as having new and useful ideas while innovation is the implementation of these creative ideas, so that creativity is the first step of innovation. Individual innovative behavior itself consists of having ideas and activities to



realize these ideas by combining exploration with exploitation and creation with implementation [19]. Meanwhile, according to reference [20] individual innovative behavior includes behavior related to the implementation of new ideas, products, processes and procedures by individuals.

**2.5. Sustainable Competitive Advantage**

According to reference [21] competitive advantage is an extension of the benefits of implementing several unique and valuable strategies and the absence of the ability of competitors to imitate them. Competitive advantage is also defined as the company's ability to generate higher profits compared to its competitors due to the company's success in using organizational resources to meet customer needs [22]. An organization is said to have a sustainable competitive advantage if competing organizations are unable to duplicate the benefits of the strategy undertaken by the organization [22]. According to reference [23] sustainable competitive advantage can occur if an organization can utilize existing resources and is able to predict future resource requirements better, more effectively and efficiently than its competitors. There are four indicators so that organizations can create a sustainable competitive advantage, namely value, rarity, inability to be duplicated and not substitutable, abbreviated as VRIN [24].

TABLE I. HYPOTHESIS OF THE STUDY

Hypothesis	Statement
H1	Individual creativity has a positive effect on individual innovative behavior
H2	Psychological capital has a positive effect on individual innovative behavior
H3	Leadership autonomy support has a positive effect on individual innovative behavior
H4	Individual innovative behavior has a positive effect on sustainable competitive advantage
H5	Individual creativity has a positive effect on sustainable competitive advantage
H6	Psychological capital has a positive effect on sustainable competitive advantage
H7	Leadership autonomy support has a positive effect on sustainable competitive advantage
H8a	The effect of individual creativity on sustainable competitive advantage mediated by individual innovative behavior
H8b	The effect of psychological capital on sustainable competitive advantage mediated by individual innovative behavior
H8c	The effect of leadership autonomy support on sustainable competitive advantage mediated by individual innovative behavior

### 3. RESEARCH METHOD

The research model used in this study is causality quantitative research. This study was designed to examine the relationship between individual creativity, psychological capital, leadership autonomy support, individual innovative behavior and sustainable competitive advantage. This study also

examines individual innovative behavior which mediates the relationship between individual creativity, psychological capital and leadership autonomy support with sustainable competitive advantage. The hypothesis of the study was shown in the table I and the research model was shown in the fig. 1. The relationship between variables is proven by survey-based research using questionnaires (see table II).

Fig. 1. Research Model

TABLE II. QUESTIONNAIRES OF THE STUDY

Variables	Indicators
Individual Creativity	I contribute creative ideas to solve problems in my work. Phone calls placed are promptly answered I contribute creative ideas to improve the quality of my work. I'm looking for new technology ideas, or new process ideas, or new way ideas or new service ideas in my work. I am not afraid to take risks in my work. I often have new approaches to problem solving in my work [25] [4]
Psychological Capital	I feel capable or smart to do my job I believe I can achieve the goals I'm sure good things will happen in the future I feel satisfied with my life I care to be considered important in my team I feel accepted by friends in the hospital I believe that I can bounce back from every failure I am confident that I can set goals for myself and my environment. [26]
Leadership Autonomy Support	My leader gives me the authority to determine solutions in my work My leader listens to me My leader encourages me to take initiative My leader notices that my work is goal oriented My leader instills motivation [4]
Individual Innovative Behavior	I created new ideas for difficult issues (idea generation) I sought out new working methods, techniques or instruments (idea generation) I made other participants outside our group enthusiastic about our group's new ideas (idea promotion) I transformed innovative ideas into useful applications or prototypes (idea realization) I introduced innovative ideas into the group work in a systematic way (idea realization) I evaluated the utility of innovative ideas (idea realization) [27] [19]
Sustainable Competitive Advantage	Our hospital is having superior quality than other hospitals Our services are differentiated from other hospitals Our hospital offer unique benefits than other hospitals Our services are more advanced than other hospitals [28] [29]

The population of this study were employees at two mental hospitals in Jakarta and its surrounding. The sample required for this study is at least 140 samples that is taken by purposive sampling that have worked for 2 years with a minimum education is Diploma.

Data were analyzed using SEM (Structural Equation Modeling) PLS (Partial Least Square) in two steps. The first step is assessing the validity and reliability of indicators and variables and then the second step is testing the model of structure hypothesis.

### 4. RESULT AND DISCUSSION

The number of respondents this study was 140 respondents. From the 140 respondents, 103 respondents were female (74%) and 37 respondents were male (26%). Most respondents were aged over 40 years with 69 respondents (49%), and aged 31-40 years, 56 respondents (40%). The highest level of respondents education was Bachelor Degree, 66 respondents (47%) and the majority of respondents who filled out the questionnaire, 69 respondents (49%) were other professions consist of pharmacy staff, nutritionists, public relations staff, health educator, physiotherapists, occupational therapists, speech therapists, medical recorders and administrative staff.

The data that has been collected is then tested for validity and reliability using smartPLS. The validity test was carried out by researchers using convergent validity tests and discriminant validity tests. Convergent validity test is done by using outer loading and AVE. There are 7 indicators in the research variable that are deleted because they have a

value below 0,7. After that, we see the AVE of each variable and all values above 0,5 so that the data is declared valid.

The discriminant validity test was carried out by looking at the AVE root (square root AVE) in the Fornell-Larcker Criterion table whose value is greater than the correlation between latent variables [30]. The AVE root value for each variable in this study has a value greater than the correlation between latent variables so that all latent variables tested in this study are said to be valid. The results of Cross Loading also support this variable is valid because the value of the indicator studied is greater than the value of the indicator associated with other variables.

Next, a variable reliability test was carried out using the Cronbach's Alpha value and the Composite Reliability value. The results showed that all variables had Cronbach's Alpha values exceeding 0.6 and Composite Reliability exceeding 0.7, which means that the research was declared reliable [30].

To evaluate the structure of the research model, the R square is used which shows the relationship between variables [30], how strong the independent variables affect the dependent variable. The results showed that sustainable competitive advantage as the dependent variable was only slightly influenced by individual creativity, psychological capital, leadership autonomy support and individual innovative behavior, which was 19%. While individual innovative behavior as the dependent variable is influenced by individual creativity, psychological capital and leadership autonomy support

by 52%. Next, the research model is tested whether it is fit or not by using Standardized Root Mean Square Residual (SRMR). The research model is declared fit if the SRMR has a value below 0,1 and the result from this study was declared fit.

After testing the validity, reliability and model fit with appropriate results, then testing the hypothesis relationship with bootstrapping (table III). This study also tested the mediating role of individual innovative behavior by using the specific indirect effects test (Table IV).

Based on table III, it appears just three hypothesis can be accepted because the T statistic value is more than 1,96, and the P value is less than 0,05. The accepted hypothesis are H1, H2 and H7. Whereas H3, H4, H5 and H6 are not accepted because T value is less than 1,96 and the P value is more than 0,05. Based on table IV, it appears that the mediating role of innovative behavior on individual creativity, psychological capital and leadership autonomy support for sustainable competitive advantage (H8a, H8b and H8c) are not accepted because all the T values are less than 1,96 and the P values are more than 0,05.

As a discussion, individual creativity has a positive effect on individual innovative behavior. This is in accordance with research [31] which emphasizes the importance of creativity and characterizes it as the main source of innovative behavior, the more creative an employee so the higher the innovative behavior. The creativity possessed by employees at the mental hospital will increase the innovative behavior of these employees in their daily work both in the service and administration fields. Creative employees will answer the challenge of turning new ideas into innovations in the form of new products or services [32]. Hospitals that have creative employees get benefit because employees have many new ideas that will be converted into innovations according to research [33].

TABLE III.

RESEARCH MODEL HYPOTHESIS TESTING

Hypothesis	T statistics	P values	Conclusion
H1	5,626	0,000	the data support the hypothesis
H2	1,995	0,047	the data support the hypothesis
H3	1,024	0,306	the data did not support the hypothesis
H4	1,154	0,249	the data did not support the hypothesis
H5	0,657	0,512	the data did not support the hypothesis
H6	1,751	0,080	the data did not support the hypothesis
H7	2,054	0,040	the data support the hypothesis

TABLE IV.

RESEARCH MODEL HYPOTHESIS TESTING (MEDIATING ROLE)

Hypothesis	T statistics	P values	Conclusion
H8a	1,031	0,303	the data did not support the hypothesis
H8b	1,603	0,288	the data did not support the hypothesis
H8c	0,652	0,515	the data did not support the hypothesis

The results of this study also show that psychological capital has a positive effect on individual innovative behavior. The higher the psychological capital possessed by hospital employees, so the more innovative behavior

of each individual in the hospital will increase. This is in accordance with previous study conducted by reference which stated that individuals who have high psychological capital values will exhibit innovative behavior than individuals who have low psychological capital values. Psychological capital such as the belief in

being able to achieve the desired goals, the belief that good things will happen in the future, the belief that can rise from failure and the ability to set goals for oneself and the work environment according to study [14] that can increase individual innovative behavior.

The results of this study show that leadership autonomy support has no effect on individual innovative behavior. It means that leadership autonomy support is not related to employee innovative behavior. The leadership autonomy support provided to employees does not affect employee motivation and initiative to looking for new ideas or methods in their work. The probable causes are most of the respondents are over 40 years old who have worked for a long time at the Mental Hospital and they are used to the old work system and organizational culture. Also, employees feel comfortable with the income received with their current workload. This is what causes the results of this study to be inconsistent with the results of previous studies by [34].

The results of this study also indicate that individual innovative behavior has no effect on sustainable competitive advantage. This means that innovative behavior at a high individual level is not a factor that influences sustainable competitive advantage in Mental Hospitals. This is inconsistent with previous research which states that innovative behavior in employees will have an effect on competitive advantage through human capital [35]. Innovations that increase competitive advantage are innovations that meet several factors, namely market demand, technology and the innovation effort itself according to research [36]. Market demand in the mental health sector is still quite low, especially with the high stigma associated with mental hospitals as shown by research by reference [37] who found that stigma about mental disorders still exists in society. With the stigma attached to mental hospitals, the need for psychiatric examinations and consultations will make people prefer public hospitals or other clinics than mental hospitals. This is in accordance with the research of [38] which states that the stigma of people with non-schizophrenic mental disorders is higher in mental hospitals than in public hospitals. In addition, innovations related to technology in the Mental Hospital have not used high technology which is difficult for competitor to imitate, so they are still unable to achieve competitive advantage. For the innovation effort itself, efforts must be made even more optimally so that it becomes an organizational culture that enables every individual to carry out innovations to increase the hospital's competitive advantage.

The results of the study show that individual creativity has no effect on sustainable competitive advantage, meaning that high individual creativity is not related to sustainable competitive advantage. Creative ideas from employees must produce products or services that increase value, rareness, inability to be duplicated and not substituted so that hospitals can have a sustainable competitive advantage according to research [24]. Respondents' creative ideas did not show an increase in the value of hospital products or services, for example the idea of a new way to register online queues but in practice when patients arrived, they did not feel

any added value, for example getting service faster. The creative ideas of employees at the psychiatric hospital also do not show any rareness, for example the idea of opening an early detection examination service for anxiety which in reality is also being carried out in other hospitals. The creative ideas of employees do not indicate an inability to be duplicated, such as the existence of special services for depression, which in the end can be replicated in other mental hospitals. Creative ideas do not indicate the existence of non-substitutable products or services, for example there is an idea to provide telemedicine services by a psychiatrist, but these services can be replaced with psychiatric services in private clinics or non-psychiatric hospitals either directly or through telemedicine. So, this research is not in accordance with previous research by [39] which states that creativity is important for companies and mediates company performance with competitive advantage.

The results of the study show that psychological capital has no effect on sustainable competitive advantage. So, even though the psychological capital of the respondents is high, it is not related to the hospital's sustainable competitive advantage. The results of this study are not in accordance with previous research conducted by reference [40] which states that positive psychological capital has been proven to have a significant effect on company performance to increase its competitive advantage. As well as the influence of individual creativity on sustainable competitive advantage, the effect of psychological capital on sustainable competitive advantage must also be obtained if the psychological capital that exists in employees can produce services or products that increase value, rareness, inability to duplicate and non-substitutable.

The results of the study show that the leadership autonomy support has a positive effect on sustainable competitive advantage. This is in accordance with research by [41] and [42] which states that one of empowerment leadership, namely the leadership autonomy support, has a positive relationship with commitment to organizational change which is an important factor for gaining a sustainable competitive advantage. As part of empowerment leadership, high leadership autonomy support will increase the chances for hospitals to gain a sustainable competitive advantage. Hospitals that have leaders who provide autonomy support to employees will be able to compete with other hospitals. Leadership autonomy support will motivate employees to create a competitive atmosphere so that hospitals can produce products or services that have advantages, according to research by [43].

The results showed that individual innovative behavior did not have a mediating role on individual creativity, psychological capital and leadership autonomy support for sustainable competitive advantage. This means that the achievement of sustainable competitive advantage does not have to be through individual innovative behavior. The creativity possessed by employees at a mental hospital will increase the innovative behavior of these employees in their daily work both in the service and administration fields. Creative employees will answer the challenge of turning

new ideas into innovations in the form of new products or services according to research by [32]. However, the creativity and innovative behavior produced by employees is not related to the hospital's competitive advantage. This is inconsistent with previous research which states that individual creativity and innovative behavior in employees are important for companies and mediate company performance and will have an effect on competitive advantage through human capital [39], [35].

Likewise with psychological capital, high psychological capital owned by hospital employees will increase innovative behavior in each individual at the hospital. This is in accordance with previous research by [44] which stated that individuals who have high psychological capital values will show innovative behavior than individuals who have low psychological capital values. However, the psychological capital and innovative behavior generated by employees are not related to the hospital's competitive advantage. The results of this study are not in accordance with previous research in [40], [35] which states that positive psychological capital and innovative behavior in employees are proven to have a significant effect on company performance to increase its competitive advantage through human capital.

The results of the study indicated that individual innovative behavior did not have a mediating role in the leadership autonomy support for sustainable competitive advantage. Leadership autonomy support will increase the Hospital's opportunity to gain competitive advantage. Leadership autonomy support will motivate employees to create a competitive atmosphere so as to produce hospital products or services that have advantages, according to research [43]. The effect of leadership autonomy support on sustainable competitive advantage is not through individual innovative behavior.

This research concludes that the innovative behavior of employees in a mental hospital is significantly influenced by the creativity of employees and their psychological capital, but the innovative behavior of employees is not influenced by the leadership autonomy support. For this reason, a change in leadership style is needed by the hospital management so that they can better listen and inspire employees. The closeness of leaders and employees must be increased with both formal and non-formal activities, for example by having family gatherings, capacity building and the like so that employees as an important resource of the hospital can be maximized with the creativity and positive psychological capital.

In addition, it can also be concluded that sustainable competitive advantage in mental hospitals is influenced by the leadership autonomy support, but is not influenced by the creativity and psychological capital of employees. So maximum effort from the management is needed to create a positive work environment in order to obtain a sustainable competitive advantage from the Hospital. Hospital managers must also be able to listen the aspirations and suggestions of employees for the progress of the hospital. And at the same time, hospital managers must also be able to redirect that objectives of the work

carried out by employees are oriented to the goals of the hospital to gain its competitive advantage.

And finally it can be concluded that innovative behavior among employees at the Mental Hospital does not have a mediating role in individual creativity, psychological capital and leadership autonomy support for sustainable competitive advantage. The hospital leaders must be able to direct the innovative behavior of its employees so that they are even more agile in dealing with the changing demands of society in the field of mental health. This is intended that the mental hospitals can offer different and advanced product services when compared to other hospitals.

This research was conducted only in two government psychiatric hospitals so that in the future research can be carried out in general hospitals which have bigger challenges in competition. In order to get an overview of the influence of individual innovative behavior on competitive advantage, the same research can be carried out on employees at the managerial level such as unit heads who have the authority to make policies to innovate. In addition, research is also needed by adding other variables that influence sustainable competitive advantage such as market demand and technology from hospitals so it can enrich knowledge that can be taken the advantage by the hospital managers.

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