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Entering the Global Market: The Role of Work Autonomy and Individual Global Mindset as Antecedents of Innovative Work Behavior in Defining Employee Task Performance

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Entering the Global Market: The Role of Work Autonomy and Individual Global Mindset as Antecedents of Innovative Work Behavior in Defining Employee Task Performance

Entering the
Global Market:
The Role of Work
Autonomy

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Abstract

Research Aims - This study aims to highlight the role of innovative work behavior (IWB) in determining task performance. The main antecedents of IWB, namely work autonomy and individual global mindset, are discussed, as well as how these two key factors will determine the degree of individual innovative behavior.

Design/Methodology/Approach - This study uses a cross-sectional design with convenience sampling methods to collect primary data and Structural Equation Modelling (SEM) to test the hypothetical model and analyse the data.

Research Findings - As many as 309 points of data were received; following screening and selection protocols, the final dataset consisted of 284 responses from employees in innovation center units of a leading ICT company in Indonesia. Findings of this study indicate a positive effect of work autonomy, individual global mindset, and task performance with regard to the mediating effect of IWB.

Theoretical Contribution/Originality - This study contributes in defining the positive effects of work autonomy and individual global mindset on IWB and closing the gap regarding the role of IWB in mediating the effect of work autonomy and individual global mindset upon task performance.

Managerial Implications in the Southeast Asian Context: As the local market is no longer sufficient to achieve further growth, competing firms need to enter the international or global market; this can be achieved through improved performance resulting from highly innovative behavior.

Research Limitations & Implications - Limitations include the limited response rate due to the work-from-home policy during the pandemic, as well as generalizability issues. The current study invites further exploration in terms of the possibilities to elaborate more antecedents for innovative work behavior.

Keywords - Work autonomy, individual global mindset, innovative work behavior, task performance

INTRODUCTION

Industry 5.0 requires the highest level of commitment in innovation. One of the major differences between industry 4.0 and industry 5.0 is the engagement of human capital in the building blocks of innovation. Rapid environmental changes demand

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agility from every player in each industry, including telecommunication, while organizations are also facing tests to their survival due to the unprecedented and unpredictable conditions brought about by the COVID-19 pandemic. Challenging economic conditions force telecommunication companies to reach the next level of innovativeness and enter a global market that is ambiguous, uncertain, unstable, and multicultural as a prescriptive solution to keep the pace and rise above current challenges (Chatterjee, 2005; Clapp-Smith & Lester, 2014; Gupta & Govindarajan, 2002; Levy, Beechler, Taylor, & Boyacigiller, 2007; Mathews, 2017).

To take part in the discussion on the elaboration of human capital in orchestrating organizational resources to increase the possibility of successful innovation, this study aims to test the mediating role of innovative work behavior in bridging the role of work autonomy and the individual global mindset of employees. This study follows previous views on the importance of employee innovative work behavior in defining organizational performance and survival (Amabile, 1988; Amabile et al., 2004; Bos-Nehles et al., 2017). It is the innovative behavior that is continuously shown by the people within the organization that will improve the overall organizational performance (Janssen, 2000, 2004).

Two main research questions are developed. First, how does innovative work behavior affect individual task performance in order to contribute to the transition to the global market? Second, what factors constitute innovative work behavior in terms of organizational and individual causes? The discussion regarding these matters is fundamental, considering that innovative work behavior is necessary for organizations to survive in a competitive business environment (De Jong & Den Hartog, 2010). Innovative behavior leads to innovation. Any organization that does not innovate to perform better or to find new solutions will fail (Christensen et al. 2018).

The current study has been conducted in one of the largest telecommunication companies in Indonesia, which is currently improving its human capital landscape to be more agile and highly adaptive in responding to environmental turbulence, in preparation to become a global player. The remainder of the paper proceeds with a literature review; followed by research hypotheses development, research methodology and design, and research findings; and finally a discussion section including the current study's contributions, limitations, and further research avenues.

LITERATURE REVIEW

Work Autonomy as an Antecedent of Innovative Work Behavior

The effect of autonomy on innovative work behavior can be explained by various theories, most notably by the social exchange theory (Blau, 1964), self-determination theory (Gagné & Deci, 2005), cognitive evaluation theory (Deci & Ryan, 1985) and job demands-resources (JD-R) theory (Bakker & Demerouti, 2007). A company can build long-term work relationships with its employees by trying to meet the needs of employees through good working conditions, and, in accordance to the reciprocal idea of social exchange theory, the company can provide adequate

work autonomy policies (Birtch, Chiang, & Van Esch, 2015). Work autonomy gives employees a sense of control over how they do their work, which enables them to find and develop fitting ways to perform their work tasks. Work autonomy is also defined as the extent to which work can provide freedom, independence, and discretion to employees in planning, making decisions, and choosing different methods of completing tasks (Hackman & Oldham, 1976).

From the task versus motivational factors, work autonomy, as the individual's sovereignty in working (Hackman & Oldham, 1976), has been found to be a strong predictor of positive attitudinal, subjective, and objective behavioral work outcomes (Humprey, Nahrang & Morgeson, 2007; Morgeson & Humphrey, 2008). Increasing the discussion on the knowledge-based organization leads to the expansion of the role of workplace autonomy to improve innovative performance (Grant, Fried, & Juillerat, 2011; Lammers, Stoker, Rink, & Galinsky, 2016; Mamanian, Orlikowski, & Yates, 2013). Research has also found that in jobs with a large amount of autonomy, employees tend to participate more in knowledge sharing (Cabrera, Collins, & Salgado, 2006). Related to this, research has identified autonomy as a strong predictor of employee innovative behavior (Hammond, Neff, Farr, Schwall, & Zhao, 2011; Ramamoorthy & Flood, 2005; Slåtten & Mehmetoglu, 2011). Thus, the following hypothesis can be drawn:

Hypothesis 1: Work autonomy has a positive and significant effect on innovative work behavior.

Individual Global Mindset as an Antecedent of Innovative Work Behavior

As organizations expand and respond to global market challenges, they need workforces and managers who can ride the waves of culture and diversity by learning and adapting to a broader spectrum of organizational life through continuing processes whereby an organization scans the global market through its values, visions, and actions while maintaining its cohesive identity (Chatterjee, 2005). To build cross-border relationships, a global mindset should be developed across the organization; such a mindset represents a highly complex cognitive structure distinguished by an openness to and expression of multiple cultural and strategic realities on both global and local levels and the cognitive capacity to moderate and assimilate across this diversity (Levy et al., 2007). According to Ng et al. (2011), a global mindset is understood as consisting of metacognitive intelligence, cognitive intelligence, motivational intelligence and behavioral intelligence. Partially sharing the same characteristics with a global orientation, a global mindset is a more holistic concept which is reflected in the sensibility, awareness, vision, and willingness to take risks related to building cross-border relationships (Chatterjee, 2005).

Individuals with the highest levels of global mindset are simultaneously aware of and open to multiple domains of meaning and action and are able to bridge and synthesize across these domains. The informational, multicultural and global environments prime and activate the cognitive or related systems of the mindset, leading to the production of congruent behaviors which can include, for example, either a

local responsiveness mindset or global integration mindset (Arora, Jaju, Kefalas, & Perenich, 2004; Clapp-Smith & Lester, 2014). Cognition and behavior have a complex relationship, such that just as cognition stimulates behavior, behavior can also create or modify cognition (Kyvik, 2018). In the context of innovative work behavior, organizational success is often dependent on employees who exceed standard work behaviors by being innovative rather than merely fulfilling their formal work requirements as stated in the job description (Van der Vegt & Janssen, 2003). An employee's innovative work behavior is dependent on a combination of three different behavioral tasks: the generation of ideas, the promotion of ideas, and the realization of ideas (Van der Vegt & Janssen, 2004; Janssen, 2000; Theurer, Tumasjan & Welpe, 2016). All three behavioral tasks are determined by the cognitive sets of the individual who actually performs the innovative behavior. Hence, the following hypothesis can be drawn:

Hypothesis 2: Individual global mindset has a positive and significant effect on innovative work behavior.

Innovative Work Behavior as a Predictor of Employee Task Performance

Innovation is determining the way business is conducted at every level, thus producing an entrepreneurial imperative for the 21st century (Kuratko, 2009). There are two major streams in defining the role of innovation in the organization. In the market-based theory of the firm, firms' innovation capacity and performance are seen as driven by the market conditions in which a firm operates (Slater & Narver, 1994 in Trott, 2005). Meanwhile, the resource-based theory of the firm views innovation processes, activities, and actions as being due to firm's unique and inimitable resources, particularly knowledge (Trott, 2005). Nevertheless, despite different views and opinions in the innovation research community, there seems to be a consensus that "innovation as at the heart of many companies' activities" (Trott, 2005, p. 5) and is pivotal for organizational effectiveness and competitiveness, as defined by the contribution of staff members in the form of innovative work behavior (De Jong & Den Hartog, 2010; Messmann & Mulder, 2012). Innovative work behavior is dependent on individual and contextual factors, also defined as an underlying intrapreneurship that is closely related to organizational venture creation and strategic renewal as a form of employees' contributions in creating economic value to the organization (Lukes & Stephan, 2017; Gawke et al., 2019). Innovative work behavior can be categorized as discretionary behavior and thus is not included in the prescribed role of the employee (Shanker et al., 2017).

When employees engage in innovative work behavior, they can improve their jobs by generating new ideas and process improvements (Ramamoorthy et al., 2005). This will enable them to do their jobs better and lead to enhanced task performance (Aryee et al., 2012). Employees will be more likely to engage in innovative work behavior when they expect that displaying such behavior will benefit their work and enable them to do their jobs better, which leads to enhanced task performance (Aryee et al., 2012). Borman and Motowidlo (1997) define task performance as the effectiveness of employees in carrying out work-related tasks that help to realize the

fulfillment of the organization's vision (Pradhan & Jena, 2016). Aryee et al. (2012), Gong et al. (2009), and Yuan and Woodman (2010) confirmed a positive relation between innovative work behavior and performance. Van Zyl, Van Oort, Rispens, and Olckers (2019) explain that innovative work behavior has a positive effect on employees' task performance. However, research on the factors that influence innovative work behavior continues to grow, whereas the number of studies examining the positive consequences of innovative work behavior tends to be limited (Zhang et al., 2018), especially with regard to task performance (Aryee, Walumbwa, Zhou, & Hartnell, 2012). With the latest developments on the measurement of the positive relationship between innovative work behavior and task performance still needing to be explored, the following hypothesis is proposed:

Hypothesis 3: Innovative work behavior has a positive and significant effect on task performance and thus mediates the effects of work autonomy and individual global mindset on task performance.

RESEARCH METHOD

Operational Definition, Research Instrument and Measures

Work autonomy is not a unidimensional construct. In fact, it has several dimensions (Humphrey, Nahrgang, & Morgeson, 2007). In contrast to the prevailing views in the 1970s and 1980s, autonomy is now understood to be a multi-faceted construct that encompasses more than just strategic autonomy and control over work goals (Lumpkin, Cogliser, & Schneider, 2009). Currently, the dimensions have been extended to *work scheduling* autonomy, *work methods* autonomy, and *decision-making* autonomy, each of which differentially predicts work outcomes (Humphrey, Nahrgang, & Morgeson, 2007; Lumpkin, Cogliser, & Schneider, 2009; Morgeson & Humphrey, 2006). The current study follows Morgeson and Humphrey (2006) in measuring work autonomy at the individual level.

The conceptual framework uses two main concepts as the manifest variables of the latent variable global mindset. These two manifest variables are conceptualization and contextualization. Conceptualization refers to a person's way of thinking and the ability to comprehend oneself as a part of the global environment (Arora et al., 2004). Contextualization refers to a person's ability to act in a context and adapt his or her ideas to the local environment. This study follows Arora et al.'s (2004) definitions and measurement instrument of individual global mindset dimensions.

In measuring dimensions of innovative work behavior, this study follows Kleysen and Street (2001). Five measure dimensions were elaborated: *opportunity exploration*, which relates to the metaphor of travelling extensively through innovation opportunities to learn or discover more about them; *generativity*, as a seventh stage of psychosocial development (Erikson, 1980), which defines primarily the interest in establishing and guiding the next generation in the forms of altruistic concern and creativity; *formative investigation*, which is related to giving form to and fleshing out ideas, solutions, and opinions while experimenting through investigation; *championing*, which involves individuals taking on creative ideas (which they may

or may not have generated) and bringing them to life; and *application*, which involves working to make innovations a regular part of business as usual.

Individual work performance is defined as behaviors or actions that are relevant to the goals of the organization (Campbell, 1990). This study follows Koopmans et al.'s (2013) short questionnaire to measure work performance at the individual level, which consists of three dimensions of task performance, contextual performance, and counterproductive work behavior. For task performance, the scale includes indicators measuring planning and organizing work, result-oriented work, prioritizing, and working efficiently. Research instruments were developed with 7-point Likert scales ranging from strongly disagree to strongly agree, and these were applied to all the indicators from the four research variables.

Sampling Method and Samples

This study used a non-probability sampling technique with judgmental sampling. For the purpose of this research, a corporate innovation sub-system under one of the biggest telecommunication companies in Indonesia was carefully chosen as our sampling frame. This is an incubation unit with an ultimate objective of accelerating ideas from its employees to create digital talents and digital business in order to contribute to Indonesia's digital economy. The organizational sub-system is small in size, is flexible, includes hyper-agile teams of employees that are highly focused on developing a successful product, and is designed to have corporate-level authority inside a large corporation. All the employees under the sub-system in the sample have at least one year working experience. The data collection period was one month. All data were collected during the Covid-19 pandemic, and thus the study was designed as an online survey. Directed links for the online questionnaire were spread through internal communication media. Under work-from-home restrictions, we managed to collect 309 data points, with a usable total of 284 after checking for inaccuracy, missing data, and some other issues.

To analyze the data and test the hypotheses, the Structural Equation Modelling (SEM) with LISREL methodology has been used. SEM with latent variables has become an increasingly important analytical tool for social scientists in general (MacCallum & Austin, 2000), and new techniques are continually proposed to address a range of challenges. Among the recent developments is parceling, which refers to aggregating individual items into one or more "parcels" and using those parcel(s), instead of items, as the indicator(s) of the target latent construct (Cattell & Burdsal, 1975; Kishton & Widaman, 1994). The parcels can be formed by creating several aggregate scores by combining two or more items in a random or non-random manner or aggregating all items into one composite score (Little et al., 2002; Rogers & Schmitt, 2004). This study used the parceling technique to aggregate 40 indicators from two dimensions of individual global mindset. Using a non-random approach, indicators from the conceptualization dimension were parceled into the categories of planning, cooperation, big pictures, and change, while indicators from the contextualization dimension were parceled into the categories of traveling, meeting people, working in a diverse environment, and managing diversity.

RESULTS AND DISCUSSION

Demographics

A total of 284 data points were collected from 216 male employees (76%) and 68 female employees (24%). The age of respondents ranged from 22 to 54, with the majority of employees in the range of 26 to 40 years old. Most respondents live in Jakarta, followed by Tangerang, Bandung, Bogor, and Bali. Working tenure ranged between 0.5 and 29 years of service, with most respondents have a bachelor's or master's level education. Data of ages, tenure, and accumulated working experience showed that the majority of employees had accumulated 9-25 years of working experience.

A central focus of this study is to explore the correlation between demographic factors and innovative behavior, as illustrated in Figure 1.

Data on employees' ages were categorized into 7 groups to match the innovative work behavior scale. Figure 1 shows that the group with the age range of 22-26 years old tends to be higher in innovative work behavior scores, which ranged between 5 and 7 in innovative work behavior intensity, while the group of employees aged between 26-36 is slightly lower in the degree of innovative work behavior scores, followed by the 41-45 age group. Regarding the tenure or years of service in the company, the data show that employees who have between 1-20 years of service have the tendency to show high innovative work behavior scores with no significant differences. Meanwhile, employees with tenure ranging between 16-20 years of services show slightly higher scores of innovative work behavior.

Analysis with Structural Equation Modelling (SEM)

Analysis of the measurement model is carried out to ensure that no values exceed acceptable limits. For this measurement model, validity analysis through t-value and standardized loading factor (SLF) indicators is also carried out, as well as reliability analysis by calculating the value of construct reliability (CR) and variance extracted (VE) for each variable. Referring to Hair, Anderson, Babin, and Black (2010), for an indicator and variable to be said to be valid and reliable, the t-value that must be fulfilled is ≥ 1.96 , SLF is ≥ 0.5 , CR is ≥ 0.7 , and VE is ≥ 0.5 Mean-

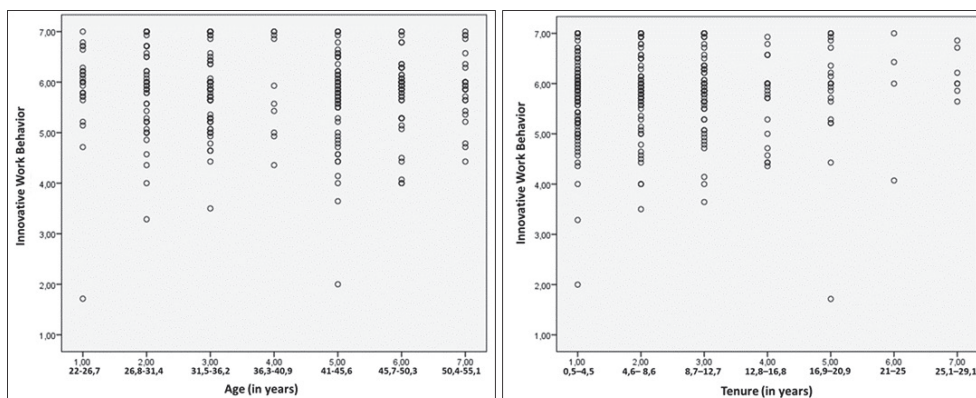


Figure 1
Innovative Work Behavior
Pattern Divided by
Respondents' Age and
Tenure

while, according to Igbaria, Zinatelli, Cragg, and Cavaye (1997), SLF of ≥ 0.3 meets the validity of the measured indicator.

The structural model fit was evaluated, and the result showed a good model fit with RMSEA = 0.084, NNFI = 0.84, NFI = 0.79, RFI = 0.77, IFI = 0.85, CFI = 0.85, $\chi^2/df = 2.2$, and critical N = 111.09. However, p-value, GFI, RMR and AGFI showed a poor fit. Figure 2 shows the results of the hypothesis test in the path analysis illustrating the causal relationship between variables in the structural model. According to the results of the structural model, work autonomy has a positive and significant direct effect on innovative work behavior (SLF: 0.39, t-value: 6.26 or t-value > 1.645); thus, Hypothesis 1 is supported. The findings also indicate that work autonomy has a positive and significant direct effect on task performance (SLF: 0.16, t-value: 2.73 or t-value ≥ 1.645). Individual global mindset has a positive and significant direct effect on innovative work behavior (SLF: 0.18, t-value: 2.55 or t-values ≥ 1.645); thus, Hypothesis 2 is supported. Hence, this study also found the indirect effect of work autonomy on task performance through innovative work behavior resulting in a direct effect of 0.16, indirect effect of 0.2301, and total effect of 0.3901, indicating partially mediated relationships. Furthermore, individual global mindset has a positive and significant direct effect on innovative work behavior (SLF: 0.51, t-value 6.91 or ≥ 1.645). Furthermore, a significant direct effect of innovative work behavior on task performance is also identified (SLF: 0.51, t-value 6.91 or ≥ 1.645). Consequently, there was partial mediation of the indirect effect of individual global mindset on task performance through innovative work behavior with a direct effect of 0.18 and indirect effect of 0.3009, resulting a total effect of 0.4809; thus, Hypothesis 3 is supported as well.

Results from this study confirm the causal pattern between two antecedents of the innovative work behavior construct—namely, work autonomy and individual global mindset. The findings on the positive effect of work autonomy upon innovative work behavior show that of the three dimensions of work autonomy, decision making autonomy shows the highest score with a loading factor of 0.95 and t-value of 11.9, followed by work method autonomy with a 0.94 loading factor and a t-value of 13, and, lastly, work scheduling autonomy, with a 0.75 loading factor and a t-value of 10.19. The current research findings on the effect of individual global mindset show a positive and significant relationship with innovative work behavior. The conceptualization dimension shows higher value with a 1.03 loading factor and 8.72 t-value score, and the contextualization dimension results in a 0.88 loading factor and 6.99 t-value score. Innovative work behavior as a solid construct affects

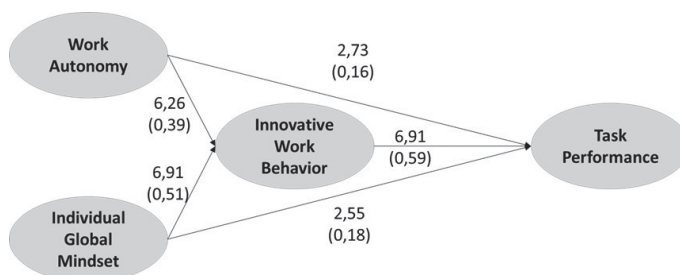


Figure 2
The Structural Model

the degree of task performance with a 0.52 loading factor and 6.40 t-value score. This indicates that innovative work behavior can strongly define the achievement of higher level task performance. Conversely, if innovative work behavior decreases, the level of task performance will decrease as well.

MANAGERIAL IMPLICATIONS IN THE SOUTHEAST ASIAN CONTEXT

In the context of entering the regional or even the global market, every competing company has been forced to set winning strategies that may guarantee their success in building and guarding their competitive advantages. To define the relationship between work autonomy and individual global mindset and these factors' effect on innovative work behavior and task performance, the current study has identified three key insights. Firstly, resulting from the elaboration of work autonomy in defining innovative work behavior, employees see the importance of autonomy in designing how they will fulfill their job responsibilities through the flexibility to determine their work schedule. In terms of decision making, employees see the importance of having a certain degree of authority shared with them so they can manage their work responsibilities. Too much control will reduce their motivation and willingness to take a measured risk, which is part of being an innovative worker. In terms of working method, employees see the importance of having sufficient room to decide how they will fulfill their work responsibilities.

Secondly, it is important to take note of how the individual factors can determine the aggregate performance of one working unit. Results from this study indicate that the effect of individual global mindset on innovative work behavior will ultimately affect the level of task performance. Mindsets involve cognitive maps that result from on-going learning experiences. Employee with higher degree of readiness to enter the global market shows higher degree of motivation to innovate, resulting higher degree of individual task performance. Employees see the importance of knowing the big picture of business objectives, especially in the case of entering global competition, as employees will be proud to work with international or global players. From the contextualization factors, individuals see the differences between nationals and cultural as an interesting part of their work and are open to the opportunity to collaborate with people from other countries.

Finally, the results of the current study send an invitation to top leaders and controlling managers to put extra efforts into exponentially improving the innovative work behavior within organizations, as this will strongly define the level of employees' task performance. Employees mainly will try to implement new ideas or new solutions to solve their work-related problems; at the same time, they also will try to actively find solutions should the new ideas or new working methods encounter new problems or unexpected circumstances. Employees with a high degree of innovative work behavior continuously evaluate their new ideas or solutions in order to improve the quality of their work, and they are always searching to address unfulfilled needs in their working environment, while trying to engage people around them into the change processes.

THEORETICAL IMPLICATIONS

Overall, results from the current study support previous studies' findings that studying work design across different research contexts. As the increasing prevalence of technology and the fast changing nature of work (Wegman et al., 2018; Colbert, Yee, & George, 2016) are impacting work processes and occupational structures in contemporary organizations (e.g., virtual teams), competing firms have been seeking to dynamically adapt their work design to best capitalize on their growing digitally aware workforce by leveraging their digital fluency. Previous research from De Spiegelaere et al. (2014) and the meta-analysis by Hammond et al. (2011) are supported as well, since the findings of this study show a high degree of work autonomy construct validity.

Furthermore, this study also found that a positive effect of work autonomy upon innovative work behavior can be seen in three ways. First, work autonomy strongly determines the degree of innovative work behavior, as when the degree of work autonomy increases, the degree of innovative work behavior will increase as well. Second, of the three dimensions of work autonomy, decision making autonomy shows the highest effect, followed by work method autonomy; lastly, work scheduling autonomy shows a strong effect as well. This finding supports previous studies from Colbert, Yee, and George (2016) and Briggs and Makice (2012), which also found that work autonomy positively affects innovative work behavior.

On the other side, innovative behavior can be defined as an underlying intrapreneurship that is dependent on individual and contextual factors, making it a dynamic construct (Lukes & Stephan, 2017). From these results, the current study also contributes to strengthening the construct validity of the individual global mindset that until now has remained inconclusive. With the current findings, conversations on the topic of what constitutes the individual global mindset are enriched. However, retesting of the research constructs over different contexts will offer a refined understanding of this underexplored construct.

The third contribution lies in the effect of innovative work behavior with the support of its two antecedents in defining employee task performance. The focus of the current study is testing the mediating effect of innovative work behavior to bridge the antecedent constructs, with task performance as the proxy of internal resource to build a competitive advantage at the organizational level. These results strengthen previous research on innovative work behavior from Aryee et al. (2012), Gong et al. (2009), and Yuan and Woodman (2010), who confirmed a positive relation between innovative work behavior and performance.

Finally, this study also tested the mediating effect of innovative work behavior in bridging its antecedents, which are work autonomy and individual global mindset, resulting in a full mediation effect on the work autonomy–innovative work behavior–task performance causalities, and a partial mediation effect on the individual global mindset–innovative work behavior–task performance causalities. Within the full mediation effect, it can be explained that work autonomy itself cannot be a cause

in defining task performance. The not-unlimited autonomy in terms of decision making, work method, and work scheduling cannot define one's degree of task performance unless the innovative work behavior exists. On the other hand, this study finds that innovative work behavior only partially mediates the relationship between the individual global mindset and innovative work behavior. This indicates that a stronger individual mindset in the context of being a global player will boost one's task performance while performing innovative work behavior remains an option.

CONCLUSION

The current study highlights the importance for companies to set the bar high in aiming to compete in the global market with continuous exploration and enrichment of the internal organizational resources. To gain a sustained competitive advantage, a company may start by focusing on how each individual can contribute optimally in an attempt to reach incremental performance through the consistent improvement of one's task performance. By doing so, this study proposes three pieces of empirical evidence constructed from three supporting hypotheses. First, work autonomy has a positive and significant effect on innovative work behavior, and thus autonomy in work scheduling, decision making, and work method will define the degree of employee innovative work behavior. Second, individual global mindset has a positive and significant effect on innovative work behavior; thus, cognitive conceptualization regarding entering the global market will define one's innovative work behavior, along with one's view on the existence of different contexts that may enrich their understanding of the global market. Third, through increased innovative work behavior, there will be an increase in employee task performance due to the strong positive and significant effect of innovative work behavior upon task performance. The current study tested the mediating role of innovative work behavior as well, resulting in partial mediations on the relationship between work autonomy and individual global mindset toward task performance. These findings indicate that both work autonomy and individual global mindset can directly affect task performance, and, at the same time, performing innovative work behavior will also improve employee task performance.

Limitation and Future Research

Like any study, the current study has several limitations. First, the response rate is limited due to the work-from-home policy during the pandemic conditions. Second, the data used in the analysis were cross-sectional; therefore, they did not allow for dynamic causal inferences, as well as generalizability issues, leading to different results when the tested hypothesis are applied in other contexts. Finally, current study limits the antecedents of innovative behavior on job autonomy and individual global mindset from employee's perspective, thus open for further exploration on the group or organizational level of analysis. Further exploration on more antecedents of innovative work behavior can be adding more values as well. A different research context is also recommended, especially in small to medium enterprises where the challenges will be different from those in the current observed context.

Longitudinal and interpretative studies to enrich the findings are recommended as well.

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