

THE MODERATING ROLE OF TASK COMPLEXITY ON THE EFFECT OF WORK ENGAGEMENT ON INNOVATIVE BEHAVIOUR

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ABSTRAK

In the era of globalization and increasingly fierce competition, innovation is one of the main keys to organizational sustainability and growth. Companies that are able to adapt and create new solutions have a greater chance of excelling in the market. One of the factors that can encourage innovative behavior in organizations is work engagement. In order to address issues and challenges brought on by heightened global rivalry, shifting consumer demands, or market shifts, organizations must also create new ideas. Because of these difficulties, workers must act creatively to enhance the state of affairs. By integrating the concept of task complexity into the model of work engagement and innovative behavior, this study provides new insights into how task complexity moderates the effect of work engagement on innovative behavior. The novelty in this paper lies in the discovery of new relationships, improved theories, and comprehensive new perspectives, as well as answering the void of previous research that has not been through in examining the role of task complexity in the context of work engagement and innovative behavior. Data collection was conducted through a survey by distributing questionnaires to employees working in ten occupational fields in Indonesia. In this study, the sampling criteria were taken based on convenience sampling, and the number of samples obtained was 208 respondents. Data analysis uses the SEM analysis method or Structural Equation Model with the help of the SmartPLS tool. The results of this study indicate that work involvement has a positive effect on the ability of innovative behavior. The moderating effect test shows that task complexity does not moderate the positive effect of work involvement on innovative behavior. This research can provide practical recommendations for organizations to improve performance and innovative behavior.

Keywords: Work engagement, task complexity, innovative behavior, employees.

INTRODUCTION

Employees' creative work practices are a key component in assessing the organization's competitive advantage (Wang et al. 2015; Gu, Jiang, and Wang 2016). Activities pertaining to the creation, dissemination, and usage of beneficial innovations by staff members at all organizational levels are referred to as innovative work behavior (Rank et al. 2009). The creation of novel concepts, tools, and methods as well as the testing and implementation of novel approaches pertaining to business processes in certain domains of work are all examples of innovative work behavior. Businesses must innovate to address issues and challenges brought on by heightened global rivalry, shifting consumer demands, or market shifts (Savelsbergh et al. 2012; Somech and Khalaili 2014). Employees must use creative thinking to overcome these obstacles in order to current events. Innovations are generally acknowledged as a critical component of organizational success and aid in an organization's viability (Janssen, Van De Vliert, and West 2004). Using employees' creative ability to achieve long-term and sustainable performance is one of the finest methods to be innovative (De Jong and Den Hartog 2010). Employees can more effectively contribute to the success of the company by using their inventive talents to generate, promote, and execute new and beneficial ideas to improve work procedures, products, and services. This is known as innovative work behavior (Onne Janssen 2004).

Thus, it is important for organizations to determine and enhance the elements that influence people's creative work practices. To solve difficult problems and come up with creative solutions, employees must work together and share knowledge (Widmann 2019).

An employee's degree of dedication, enthusiasm, and participation with their position and company is referred to as work engagement. More initiative, creativity, and contributions to the innovation process are characteristics of engaged workers. Businesses are becoming more and more aware that no business, no matter how big or little, can succeed in the long run without having motivated staff members who are passionate about what they do (G. P. Macey 2010). However, there is more to the relationship between inventive activity and work engagement than meets the eye. The degree of difficulty and challenge that employees encounter when doing their duties is referred to as task complexity. Compared to simpler jobs, complex activities could require a higher level of employee engagement to generate creative solutions.

Despite the fact that earlier studies (Afsar et al. 2020) addressed work engagement and creative activity independently, little is known about how task complexity influences the relationship. In order to comprehend how job complexity can affect work engagement and inventive behavior, it is crucial to carry out thorough research. In addition to offering theoretical advancements in the fields of innovation and human resource management, this study will give firms useful advice on how to handle job and work complexity in order to promote creativity.

LITERATURE REVIEW

Concept of Task Complexity

Task complexity is defined by Kahneman et al. (2011) as follows: Task complexity is often used interchangeably with task difficulty (the degree of mental processing or attentional capacity needed) or task structure (the degree of detail in the work). The quotation says Either task difficulty (the level of focus or mental processing power needed) or task structure (the level of detail on what needs to be done in the task) are seen to be interchangeable with task complexity. It is a challenging, perplexing, and unstructured task (Bonner 1994; Prendergast 2002). Generally speaking, a task that is composed of multiple subtasks with varying degrees of difficulty and interdependence is said to be complicated.

Different definitions of task complexity can be found in different literatures. Task is defined in the accounting literature complexity using objective metrics, like the quantity of stimuli to analyze, the number of steps, the degree of processing detail needed, and the coordination needed to complete the task successfully (Tan and Kao 1999). According to the economics literature, complex activities are defined as having several aspects, which leads to a lack of knowledge or confusion about which dimensions need to be coordinated in order to produce the best possible results (Prendergast, 2002).

According to Ryan and Deci's (2000) Self-Determination Theory, difficult and genuine tasks might boost intrinsic motivation and perseverance. Because complicated activities demand greater employee dedication and active engagement, they will result in more work.

Work Engagement

The application of human qualities, optimal functioning, and well-being for competitive advantage and corporate success is emphasized by positive psychology (Luthans 2002). Work engagement is one of the positive organizational behavior concepts that has gained popularity in the past ten years. Engagement is described as "the psychic impulses of immersion, striving, absorption, focus, and attachment" by W. H. Macey and Schneider (2008). According to Kahn (1992), attachment is the result of behaviorally investing emotional, mental, and physical energy in one's job. Active and complete work performance necessitates the investment of "hands, head, and heart" (Ashforth and Humphrey 1995).

The conceptual foundation for work involvement is derived from an anthropological study of architects (Kahn, 1990). Engagement, according to him, is the use of oneself by including the physical, mental, and emotional expression of organizational members in their professional duties (Kahn, 1990). Several attempts have been made to broaden the definition of engagement. According to Schaufeli et al. (2002), "a positive, satisfying, work related state of mind characterized by passion, dedication, and absorption" is the most widely recognized definition of work engagement. Passion is

defined as having a lot of energy and mental toughness when working; it is essential to be willing to put effort into one's work and persevere through hardship.

Strong empirical data suggests that work engagement has a complicated and multifaceted structure rather than being realized as a single entity (Wefald and Downey, 2009). The involvement qualities of devotion, passion, and absorption in this study are merged to provide a total engagement metric. Although the phrases "work engagement" and "employee engagement" are frequently used synonymously, we choose the latter due to its greater precision. Employee participation includes a relationship with the organization, whereas work engagement describes an employee's relationship with their job. According to research, work engagement can be accurately quantified (Schaufeli et al., 2006) and is distinct from related ideas like commitment and job involvement (Hallberg and Schaufeli 2006).

Because it leads to customer satisfaction (Harter et al., 2002; Salanova et al., 2005), individual work goals (productivity) (Schaufeli and Bakker, 1978), role and extra role performance (Schaufeli et al., 2006), and financial gain (Bakker et al., 2007), work engagement is important for organizations. Considering given the significance of job engagement, it is not unexpected that efforts to identify the factors that encourage employee engagement are growing. According to Bandura's (1977) Organizational Social Cognitive Theory, self-ability and observational learning allow observed behavior to affect future conduct. Since motivated workers are more inclined to take the initiative and look for novel solutions, high levels of work engagement will boost innovative behavior.

Innovative Behavior

Innovative behavior is a deliberate and executive behavior that involves the application of new ideas among group or organizational tasks to leverage organizational, group, or job benefits (Tavalaee, 2013). Innovative behavior is introduced as all unique measures in production and its application at every level of the organization consist of various practises such as opportunities to explore, mass production, support, and application (Kamran and Ganjinia ,2017).

Innovative behavior refers to employees optional behaviors and behaviors that fall outside of prescribed roles and have been directly or explicitly recognized (Zenner et al. 2013). Innovative behavior can be seen as a comprehensive concept that includes all the behaviors that employees can go through in the innovation process and the expected result and output is innovation.

Based on the above theory, the following theoretical model can be described :

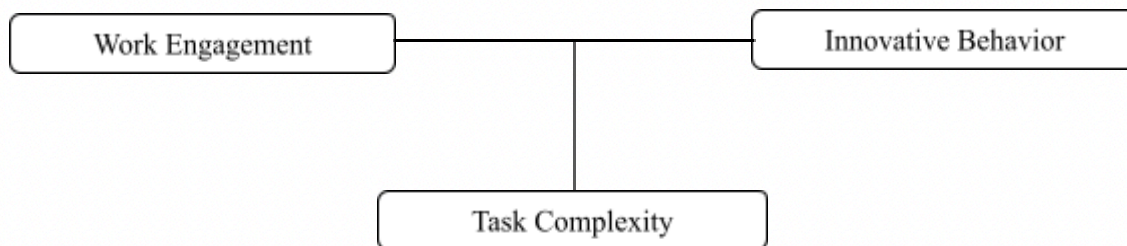


Figure 1. Theory Model

Hypothesis Development

Relationship between work engagement and innovative behavior

According to Schaufeli et al. (2010), work engagement is a positive, motivating condition of high energy accompanied with a high degree of dedication and intense focus on one's task. Because their involvement fosters more innovation, improved task performance, and stronger corporate citizenship, engaged employees are essential for both public and commercial businesses. Making involvement a priority improves morale, motivates behavior, and increases client happiness (Bakker et al., 2014).

Because it can encourage employees to take initiative, manage great geographical dispersion, and better handle the complexity of cross-border activities, scholars and practitioners have acknowledged the need to investigate the potential role of work engagement (Lauring and Selmer, 2015; Selmer and Lauring 2016). Previous studies have found a favorable correlation between work engagement and creative behaviors at work (Agarwal et al., 2012).

Based on previous research, the researcher proposes the first hypothesis :

Hypothesis 1: Work Engagement has a positive effect on Innovative Behavior.

Relationship of Work Engagement to Innovative Behavior with moderation of Task Complexity

Innovative work behavior, according to Janssen (2000), is defined as innovative behavior that begins with the deliberate development, introduction, and use of novel concepts in a job, group, or organization with the goal of making money. The term "task complexity" refers to a task that is complicated, with multiple components that are interconnected. Iriantika and Budiarta (2017) claim that a lot of unstructured jobs tend to confuse the person completing them, making them difficult to finish correctly and often incomplete. According to study by Afsar and Umrani (2020), the association between transformational leadership and innovative work behavior among employees is moderated by job complexity and an innovative climate (Liu and Li 2012; Nurjaman et al., 2019; O'Brien et al., 2020).

Based on previous research, the researcher proposes the second hypothesis.

Hypothesis 2: Task complexity as a moderating variable strengthens the relationship on the effect of work engagement on innovative behavior .

RESEARCH METHODS

Research Design

Quantitative research was employed in this study. Descriptive research use data collection, analysis, and presentation to form hypotheses. Researchers may gather data at one time to examine the link between factors (Creswell, 2009). Task complexity may moderate the influence of job engagement on inventive behavior in this design.

Population and Sample

This study includes employees from ten companies in the fields of Information and Computer Technology, Health, Finance and Banking, Architecture and Engineering, Art and Design, Education, Entertainment and Sports, Marketing and Advertising, Management and Office Administration. This demographic was selected because they had firsthand experience with job engagement and innovation in complicated tasks. The research employs questionnaire-based primary data. This survey used convenience sampling and gathered 208 respondents

Data Collection Technique

Respondents will be asked to give their ratings using a Likert scale from 1 to 5, which allows researchers to measure the variables quantitatively.

Instrument Testing

This research will use questionnaires to evaluate job engagement, inventive behavior, and task complexity. job engagement is the independent variable, creative behavior is the dependent variable, and task complexity is the moderating variable.

Work engagement consist of 9 statement items Examples of statement items from the dimension are " I work with full intensity in my work", "I put my full effort into my work", and "I consistently strive to perform my tasks to the best of my ability". The question items were previously published by (Rich et al., 2010).

Innovative behavior consist of 6 statement items Examples of statement items from the dimension are "I come up with ideas to enhance work procedures", " Offer recommendations to enhance existing goods or services", and "I gain new knowledge" (De Jong and Den Hartog 2010).

Task complexity consist of 4 statement items Examples of statement items from the dimension are "In my opinion, this is a complicated task", "In my opinion, this task is very mentally

demanding", and "In my opinion, this task requires a lot of thinking and problem solving".

Each item will use a 5 point Likert scale, where respondents are asked to provide a rating as follows:

1. Strongly Dissapproved
2. Not Determined
3. Indifferent
4. Accept
5. Completely concur

Method of Data Analysis

With the use of the SmartPLS tool, hypothesis testing employs the Structural Equation Model Analysis (SEM) technique. Using moderating factors, this method assesses the concurrent influence of independent variables on the dependent variable (Hair et al., 2010). If there is a significant association between the variables at the 5% α level, the hypothesis can be accepted. Multilevel testing of the association between variables is done in the meantime to observe the effect of moderation (Baron and Kenny, 1986).

Since PLS comprises two models—the structural model and the measurement model—the model evaluation process is divided into two phases: the validation of the measurement model (outer model) and the evaluation of the structural model (inner model). Validation of measurement models is done by utilizing the reliability and validity of the indicators that from variables that are latent. The association established in this study between latent variables and indicators is reflecting. Once the measurement and structural models have been evaluated, go on to the hypothesis testing phase. Instead of assuming normally distributed data, PLS tests the significance of its coefficients using a non-parametric bootstrap technique (Hair et al. 2014).

RESEARCH RESULTS

Sample and Respondent Characteristics

The total sample used in this study was 208 respondents. The number of women in this study amounted to 64% of the total sample, and the remaining 36% were male. The age range of respondents is mostly respondents aged 20-30 years with a percentage of 78%, and the age range 31-40 years is the next largest age range, namely 13%. This indicates that the age of respondents in this study is still relatively young. The largest marital status is unmarried at 59% and the remaining 41% are married. Based on education level, Bachelor's degree (S1) is the largest education level, at 48%. Next is Senior High School at 41%, and there is one respondent (1%) who has a high education up to Masters. The highest monthly income is in the income range of Rp 1.000.000,- to Rp 3.000.000,- which is 41%, the second highest is in the income range of Rp 3.000.000,- to Rp 5.000.000,- 37% and there are 6% with income above Rp 10.000.000,-. Based on the field of work, the most respondents were 22% in the field of Marketing and Advertising, then the second most in filed of Finance and Banking as much as 21%, and there were respondents with the field of Office Administration as much as 19%. In detail, it is presented in the following table :

Tabel 1. Respondent Characteristics

No	Characteristics	Frequency	Percentage (%)
1.	Gender		
	a. Men	75	36
	b. Women	133	64
2.	Age (years)		
	a. 20 – 30	163	78
	b. 31 – 40	27	13
	c. 41 – 50	13	6
	d. 51 – 60	5	2
	e. > 61	0	0
3.	Marriage Status		
	a. Unmarried	123	59
	b. Marry	85	41

4.	Education Level		
	a. SD	0	0
	b. Junior High School	1	0
	c. Senior High School	85	41
	d. D3	20	10
	e. S1	99	48
	f. S2	3	1
5.	Income Per Month (IDR)		
	a. 1.000.000 – 3.000.000	86	41
	b. 3.000.000 – 5.000.000	76	37
	c. 5.000.000 – 10.000.000	34	16
	d. > 10.000.000	12	6
6.	Field of Work		
	a. Information and Computer Technology	19	9
	b. Health	5	2
	c. Finance and Banking	44	21
	d. Architecture and Engineering	11	5
	e. Art and Design	6	3
	f. Education	10	5
	g. Entertainment and Sports	2	1
	h. Marketing and Advertising	45	22
	i. Management	26	13
	j. Office Administration	40	19

Instrument Testing

Validity and Reliability Test

The purpose of the validity test is to ascertain whether the questionnaire that researchers use to measure and collect research data from respondents is valid.

The purpose of the reliability test is to ascertain the degree of consistency of the questionnaire that the researchers used so that it can be trusted, even when the same questionnaire is used repeatedly at various points in time. If the validity and reliability of the research questionnaire have been established, it is considered good and of high quality.

Partial Least Square

For the purpose of prediction, exploration, or structural model creation investigations, this multivariate statistical technique analyzes the effect between variables simultaneously (Joseph F. Hair et al. 2019). In order to create a structural model with Task Complexity as a moderating variable, this study uses SEM PLS, which does not presuppose that the data is normally distributed and may be applied to models with samples larger than 100 respondents.

Task complexity is a moderating element in this research paradigm. In PLS, model assessment includes assessing the measurement model, the structural model, and the model's quality and fit.

Evaluation of the Measurement Model

This study measures labor engagement, task complexity, and inventive behavior using a reflective assessment paradigm. A loading factor ≥ 0.70 , composite reliability ≥ 0.70 , Cronbach alpha, and average variance extracted ($AVE \geq 0.50$) are all required by Hair et al. (2021), and discriminant validity evaluations (Fornell and Lacker criterion, $HTMT \leq 0.90$, and cross loading) are all part of the reflective measurement model evaluation.

Table 2. Indicator Measurement Results

Variables	Measurement Item	Factor Loading	Cronbach's alpha	Composite reliability (rho_c)	Average variance extracted (AVE)
Work Engagement	WE 1	0.811	0.936	0.946	0.663
	WE 2	0.833			
	WE 3	0.809			
	WE 4	0.863			
	WE 5	0.829			
	WE 6	0.822			
	WE 7	0.760			
	WE 8	0.796			
	WE 9	0.800			
Task Complexity	TC2	0.776	0.820	0.889	0.729
	TC3	0.891			
	TC4	0.890			
Innovative Behavior	IB1	0.816	0.894	0.919	0.653
	IB2	0.834			
	IB3	0.776			
	IB4	0.828			
	IB5	0.803			
	IB6	0.791			

The nine valid items that assess the job engagement variable have an outer loading value between 0.760 and 0.863, indicating a good correlation between the items in explaining work engagement. The work engagement variable has a sufficient degree of reliability, as evidenced by its composite reliability value of 0.946, Cronbach's alpha of 0.936 above 0.70, and convergent validity shown by AVE 0.663 > 0.50. Work engagement is more strongly reflected by WE4 (LF = 0.863), which reads, "I am enthusiastic about my work," and WE2 (LF = 0.833), which reads, "I put full effort into my work," out of the nine valid measuring items.

Three acceptable items are used to test the job complexity variable, and the outer loading value ranges from 0.776 to 0.891, indicating that, there is a substantial correlation between three factors that explain work engagement. The task difficulty variable's reliability level is considered excellent with a composite reliability score of 0.889, Cronbach's alpha of 0.820 above 0.70, and convergent validity

shown by AVE $0.729 > 0.50$. Task difficulty appears to be more clearly indicated by TC3 (LF = 0.891) than the other two acceptable measurement items, namely This work, in my opinion, calls for a great deal of critical thinking and problem-solving.

The six valid items that assess the inventive behavior variable have an outer loading value between 0.776 and 0.834, indicating a good correlation between the items in describing innovative behavior. With a Cronbach's alpha of 0.894 and a composite reliability rating of 0.919, the inventive behavior variable has an adequate degree of dependability above 0.70, and AVE $0.653 > 0.50$ indicates convergent validity. IB2 (LF = 0.834) shows the strongest reflection of creative behavior among the six valid measurement items, specifically that I come up with ideas to make work practices better.

Structural Model Evaluation

Structural model assessment involves hypothesis testing research variable influences. The structural model assessment check has four steps, starting with the Inner VIF (Variance Inflated Factor) measure to check for multicollinearity. Multicollinearity across variables is absent when the inner VIF value is less than 5 (Hair et al., 2021).

Second, evaluating hypotheses between variables with t or p-value. If the estimated t statistic is larger than 1.96 (t table) or the test findings p-value is less than 0.05, the variables are significantly influenced. The computed path coefficient parameter findings and 95% confidence range must also be communicated. The structural influence of direct variables is the third factor (f square 0.02 is low, 0.15 moderate, and 0.35 strong). According to Hair et al. (2021), the moderation test f square is 0.005 (low), 0.01 (moderate), and 0.025 high (Kelly,1998 ;Hair et al.,2021)

Table 3. Hypothesis Testing

Hypothesis	Statement Hypothesis	Path Coefficients	P-value
H1	WE -> IB	0,558	0,000
H2	TC X WE -> IB	-0,061	0,008

Graphic

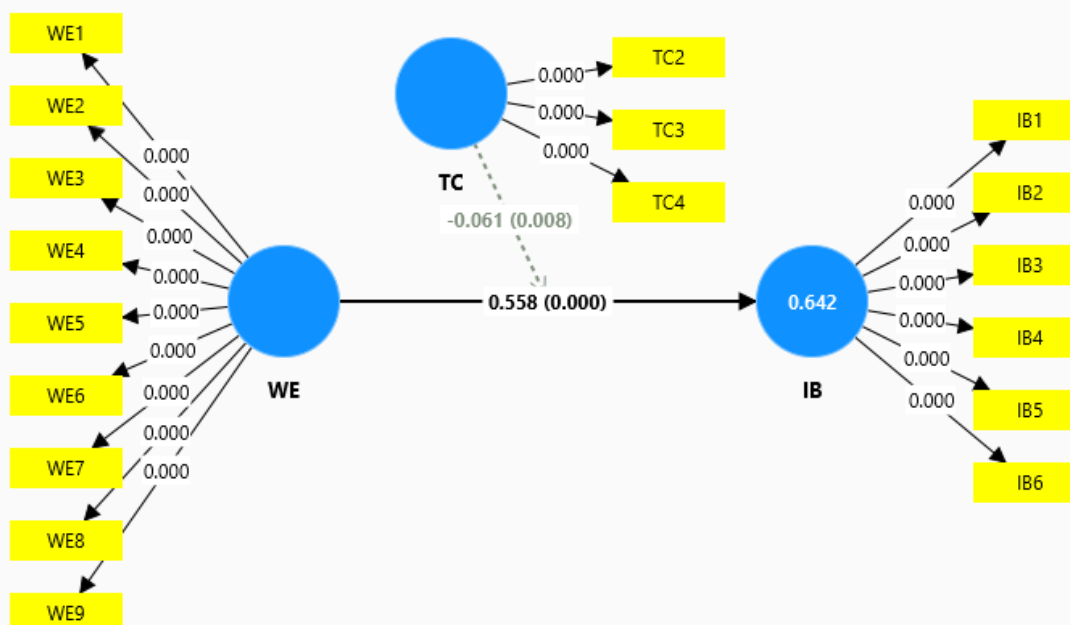


Figure 2. Goodness of Fit Model

The following is known based on the aforementioned hypothesis testing results:

1. The first hypothesis (H1) has been accepted, indicating a substantial relationship between job engagement and inventive behaviour (path coefficient = 0.559, p-value < 0.05). Any work engagement change boosts innovation. In the 97.5% confidence range, work engagement affects creative behaviour between 0,462 and 0,653. Work involvement boosts innovation at the structural level (f square = 0.512). Work involvement boosts innovation to 0.653.
2. Hypothesis 2 (H2) is rejected, since task complexity does not substantially reduce the impact of job engagement on inventive behaviour (path coefficient -0.061, p value 0,007 < 0.05). This suggests that job involvement has a smaller impact on inventive behaviour in high-complexity workers than in low-complexity workers. Task complexity strongly moderates the influence of job engagement on inventive behaviour (f square = 0,029). According to Kelly (1998), a moderation test f square value above 0.025% has a substantial impact.

Discussion and Discussion

Hypothesis 1

Companies increasingly require people who don't need to be pushed and who really get things done. They require engaged, active workers who go above and above (Macey et al., 2009). Given its importance, executives and researchers must continue to study what motivates workers to work and innovate.

This research studies the link between job engagement, inventive behaviour, and task complexity. This research concludes that task complexity mediates. Our findings provide two conclusions. First, job engagement affects innovation. Second, task complexity decreases labour engagement and innovation.

This research shows that job involvement drives innovation. Engaged workers' discretionary innovation boosts organisational performance (Borman and Motowidlo, 1997). Positive emotions broaden the thinking action repertoire, which raises the possibility of creative work behavior, according to the Broaden and Build hypothesis of positive emotions (Fredrickson, 2001). Work engagement is crucial for companies seeking competitive advantage via creative work behaviours and talent retention.

Hypothesis 2

This study aims to explore the role of task complexity in moderating the relationship between such as work and innovative behavior. The results show that task complexity negatively moderates the such as work effect on innovative behavior. This finding is highly significant as it contradicts many previous studies which show that the workplace usually contributes positively to innovation.

The results of this study can be explained through several factors, namely when employees are faced with complex tasks, they may experience increased stress and workload. This can reduce their motivation to innovate, even though they have high work. Rersearch by Bakker and Demerouti (2007) shows that high workload can reduce employee engagement in creative activities. Task complexity can load employees cognitive capacity, this reducing their ability to think creatively. In situations where employees must focus on completing complex tasks, they may not have the mental space to generate new ideas. According to the Cognitive Load theory, a high cognitive load can impede the ability to think creatively (Sweller, 1988). Complex tasks are often accompanied by ambiguity and intimidation. Employees who are attached to their jobs may feel pressured to meet organizational expectations, but when faced with unclear tasks, they can feel confused and lose their way in innovating.

The logic behind these findings lies in the research methodology used. By using data collection techniques through questionnaires and multiple regression analysis, researchers can bring out the relationship between variables in a systematic way. The use of SmartPLS for SEM analysis allows researchers to test the model comprehensively, thus providing more accurate results. The interpretation of these findings suggests that although work engagement usually has a positive impact

on innovative behavior, certain situations such as task complexity may produce the opposite effect. This highlights the importance of context in understanding the relationship between these variables. In practice, organizations need to realize that improving work alone is not enough; they should also consider how task complexity can affect innovative outcomes.

The findings of this study add something new to the body of knowledge on inventive behavior and work engagement. While many previous studies, such as by Amabile (1998), suggest that a supportive and challenging work environment can enhance creativity, these findings suggest that excessive challenge can have negative effects. This is in line with research by Tims et al (2012) which states that the context of work is critical in determining how working conditions influence innovative behavior.

As the author, I believe that the results of this study have significant practical implications for human resource management in organizations. Organizations need to create a balance between providing challenges to employees and ensuring that the challenges do not overwhelm them. A more holistic approach is needed to support employees in dealing with task complexity while still maintaining high levels of work engagement.

CONCLUSIONS, LIMITATIONS, SUGGESTIONS

Conclusion

Data research shows that task complexity adversely moderates job engagement and inventive behaviour. These results provide light on workplace dynamics and represent practical challenges for organisations. This research shown repetitious labour affects innovation. Attachment to employment affects innovation. Attached workers innovate more. This favourable impact is lessened when workers encounter complicated tasks, according to the data. The findings suggest that task complexity moderates the association between other activities and innovation. The favourable effect of teamwork on innovation grows with task complexity. Cooperation reduces innovation as task complexity grows. Considering work setting is crucial to increasing creativity.

From a context perspective, this research extends our understanding of how psychological and situational factors interact in the context of work. Work engagement, which is usually considered a key driver of innovation, can have varying effects depending on the level of complexity of the tasks employees face. This suggests that a one size fits all approach to human resource management is not always effective; instead, strategies should be tailored to the specific context in which employees work.

As the author, I believe that the results of this study have significant practical implications for organizational management. Organizations need to realize that while increasing unstable work is important, they should also pay attention to how task complexity can affect employee motivation and innovation. Therefore, it is important to create a balance between providing challenges to employees and ensuring that the challenges do not overwhelm them. I encourage managers and organizational leaders to design a supportive work environment, where employees feel supported in dealing with complex tasks while remaining emotionally engaged with their work. By doing so, organizations can maximize their employees innovation potential without compromising psychological well being.

Overall, this study successfully answered the research objectives by showing that task complexity has a negative moderating impact on the relationship between such as work and innovative behavior. These findings not only provide theoretical but also practical contributions for organizations in an effort to increase innovation in the workplace. Future research is recommended to explore other variables that may be influential in this context as well as conduct longitudinal studies to understand the long term dynamics of the relationship.

Limitations and Suggestions

This study used a relatively small sample size, which may limit the generalizability of the results to a wider population. Therefore, future research is recommended to use a larger and more diverse sample size to increase external validity. This study focused on ten specific occupations, so the results may not be universally applicable across all industry sectors. In order to obtain a more thorough understanding of this phenomenon, it is recommended that future studies investigate a variety of

industry areas. Examining additional variables such as organizational culture, managerial support, or demographic factors may provide a deeper understanding of the interaction between work style and innovative behavior in the context of task complexity.

The next suggestion is that data collection techniques not only carry out survey techniques using questionnaire, but also conduct interview techniques. The interview technique was carried out, in addition to validating the respondents answers, this technique was also able to obtain more detailed information by elaborating on each statement contained in the questionnaire.

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