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EXAMINING HOW HARMONIOUS WORK PASSION MEDIATED WELL-BEING ORIENTED MANAGEMENT AND INNOVATIVE WORK BEHAVIOR

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Abstract

Innovation is essential for organizational success to be adaptive to this dynamic business situation. Organizational innovation is highly dependent on employees' innovative work behavior regarding the level of creativity and proactive behavior. This study aims to determine the effect of well-being-oriented management on innovative work behavior through harmonious work passion as mediation. This study uses social exchange theory and the job-demand resources model to be able to describe how to increase the level of employee creativity. This research method is quantitative by distributing questionnaires using a purposive sampling method with 150 respondents. SEM-PLS is used to analyze data in this study. The results of this study indicate that well-being oriented management has a positive effect on harmonious work passion, and harmonious work passion has a positive effect on innovative work behavior. In addition, harmonious work passion mediates the relationship between well-being oriented management and innovative work behavior. Thus, organizations need to maintain employee well-being through well-being oriented management because it can impact employee behavior at work.

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INTRODUCTION

Innovation is widely acknowledged as vital for organizational success, especially within dynamic business environments. Employee innovation specifically plays a key role in driving organizational innovation (Muchiri et al., 2020). However, while much attention has been paid to high-level factors that promote innovation, less is known about how individual employee behaviors, such as creativity and proactivity, contribute to overall innovation outcomes (Salas-Vallina et al., 2020). Consequently, establishing an innovative climate within organizations through human resource management practices that foster individual innovative work behavior (IWB) has become essential across industries—not only in high-tech sectors but in all areas where employee-driven innovation can enhance performance (Guo et al., 2023).

Despite the growing amount of literature on IWB, recent reviews suggest that more research is needed on how to support employees in sustaining innovation efforts without compromising their well-being (AlEssa & Durugbo, 2021). Innovation is a resource-intensive process, and as employees devote significant personal resources to innovation, their well-being can suffer due to resource depletion. This gap underscores the need to better understand the balance between fostering innovation and maintaining employee well-being, highlighting the importance of targeted HRM strategies that support sustainable innovation practices.

In other words, HRM plays a role in supporting employees to carry out the innovation process. HRM should provide the necessary assistance to handle this complex challenge in the innovation process. HRM needs to pay attention to employees' well-being to meet their basic psychological, physical and social needs that impact on employee outcomes. In order to enhance the quality of life for its employees, HRM must implement employee-centered HR strategies. The idea of Well-being Oriented Management (WOM) was developed by Salas-Vallina et al. (2020) and is related to IWB. WOM is a set of human resource practices that prioritizes employee well-being. WOM focuses on employee well-being and can impact personal feelings and attitudes (Salas-Vallina et al., 2022). According to the principles of wellbeing-oriented HRM models, the traditional, key connections between HRM and organizational performance for the achievement of gains that benefit both employees and organizations are as significant as the impact of HRM on employee wellbeing. Additionally, employee wellbeing is viewed as a type of human investment output at the individual level in wellbeing-oriented HRM models (Ngo et al., 2023).

Acknowledging the nature of innovation is a demanding task and depleting employee's resources. Afterward, the depletion of resources leads to the deterioration of well-being of employees thus, organizations are required to understand the effective motivational mechanism. Salas-Vallina et al. (2020) indicated that Harmonious Work Passion (HWP) as an effective motivational mechanism that mediates the interaction between WOM and IWB. Harmonious

work passion refers to internalizing an activity, incorporating it into one's identity intentionally, and finding enjoyment in it (Vallerand et al., 2003). Hu et al. (2024) asserted that, employees' enthusiasm and joy for their work are shown in their work passion. Employees with a strong sense of passion for their work are inclined to absorb it as a part of who they are, love it, and are prepared to put in time and effort into it. The concept of harmonious work passion can be defined as the result of employees' autonomous internalization of work. This implies that they recognize the importance of their work to them independently and internally, without being affected by external factors (Hu et al., 2024). According to Liu et al. (2011), HWP demonstrated its correlation to positive attitude and behavior (e.g, individual creativity) and increasing the innovation process. HWP provides an essential mechanism to increase individual motivation which WOM more effectively impacts on IWB. Moreover, the WOM causes work passion, generating excitement and energy that directly increases innovative behavior. To demonstrate this phenomenon, researcher use the job demands-resources model and the social exchange theory.

The existing research we obtained only addresses subjective well-being; it does not address the entire dimension of well-being. Furthermore, the relationship between the concept of well-being relatedness and creativity is very briefly examined in the literature. The research's findings thus offer a more comprehensive operationalization of well-being.

The social exchange theory is the paradigm concept that influences the comprehension of employee's work attitudes (Cropanzano & Mitchell, 2005). The basic principle of this theory is the relationship, which grows from time to time into a more trusting manner, loyal, and emerging commitment between the two parties. Social exchange theory aims to describe a correlation between what has been received by individuals and what will be given by individuals. In this social exchange theory, the interaction usually seen through mutual dependency on the action between individuals exists (Cropanzano & Mitchell, 2005).

Social exchange theory (Blau, 1964) and reciprocal norms (Gouldner, 1960) have been widely used to describe the motivational basis behind the employee's attitudes and the creation of employee's positive attitudes (Levinson, 1965). According to Eisenberger et al. (1986), the social exchange theory is based on reciprocal norms. At the time, the employees give high work and dedication to the organization to be exchanged with the fulfillment of several social-emotional needs such as being respected, appreciated, and cared by the organization. Today's workforce expects reciprocity and in accordance with reciprocal norms, employees often repay good deeds with more good deeds, and bad deeds with more bad deeds.

The essence of the Job-Demand Resources (JD-R) model is that job characteristics can be categorized as either job demands or job resources, initiating a direct or indirect process that affects well-being and performance-related outcomes such as engagement (Bakker & Demerouti,

2017). A job demand (e.g. high workload, cognitive demand, role ambiguity) is any physical, social, or psychological aspect of the job that necessitates constant physical or mental effort on the part of the employee. Job resources (e.g. autonomy, social support, job security) are a job's physical, interpersonal, and psychological elements that contribute to intrinsic or extrinsic motivation.

Employees with high job demands will drain their mental and can affect their job performance. However, when the organization properly provides job resources, it can increase both mental and physical energies toward their job engagement and performance. When an organization provides resources that support their employees, it can reduce stress experience even if an employee has a demanding job. JD-R can influence employee's well-being and job performance. Moreover, recent research on the JD-R theory has emphasized the importance of personal resources, which are widely defined as self-evaluations connected to a person's resilience and sense of control over their environment. The more resources an individual has, the better their intrinsic motivation, self-esteem, and goal self-concordance (Hobfoll et al., 2018).

According to Salas-Vallina et al. (2020), Well-being Oriented Management consists of four practices, namely enriching, strengthening, connecting and empowering that fully support and focus on the employee. Researchers argue that WOM can maintain employee well-being specifically because it is oriented toward individual needs in the workplace. Sallas-Vallina et al. (2021) asserted that WOM can help create a positive work atmosphere, which will start a process that fosters unity and promotes well-being among all members of the group. WOM as a bundle of human resource practices that focus on employees can be seen as job resources that foster employee outcomes and innovation (Berber & Lekovic, 2018). Moreover, innovation as demanding job requires employees to invest considerable resources. This means that human resource practices become fundamental of job resources that provide employee well-being in high-demand jobs. From social exchange theory point of view, the employee will have innovative work behavior when the organization provides enough job resources to motivate them toward positive outcome. In accordance with (Salas-Vallina et al., 2020), human resource practices that are oriented to employee well-being will enhancing innovative work behavior.

Perrewé et al. (2014) asserted that in general job resources of employee can encourage work passion. Thus, WOM as job resources focused on employee well-being can affect personal feelings and attitudes, which in turn can make them more passionate at work. HWP can indicate the enjoyment and self-sufficient internalization of a job where employees engage in the activity for intrinsic motivation that enhances creativity and flexibility, thus employees have willingness to do the extra mile at work that can predict IWB (Salas-Vallina et al., 2020, 2021; Wang et al., 2017; Zhang et al., 2022). Therefore, an individual who have high HWP will have a higher

positive effect as well, thus, they will give more energy to develop their idea and maximize creativity (Liu et al., 2011; Wang et al., 2017).

WOM that focused to employee well-being can affect personal feelings and attitudes, thus making them more passionate at work. Thus, employees will repay good-with-good behavior at the workplace to increase organization performance. Moreover, work passion is encouraged by the resources that are available for jobs (Perrewé et al., 2014). Aligned with Vallerand et al. (2003), WOM directly impacts psychological, physical, and social states, which in turn energizes employees and as a result employees will feel more passionate. Thus, as evidenced by the fact that they appreciate and regularly perform their work activities with enjoyment. Further, harmonious work passion correlates to positive behavior (e.g creativity) and increases the innovation process. In short, from JD-R point of view, when employees feel that the organization provides job resources that foster their well-being, employees will enjoy doing challenging tasks and lead to their innovative work behavior at the workplace.

METHOD

The data reported in this research are taken from a survey conducted in several organizations to provide generalizability. We use purposive sampling with criteria of respondents for this research are 1) Respondent work in a position that allowed to innovate their work process; 2) Respondent is a permanent worker who has tenure at least one year. The minimum sample requirement for this research is ten times the number of paths in the research model. As we have three paths in our research model, the minimum sample is 30 respondents.

For survey questionnaire, this research also asked several demographic questions such as tenure, position, experience, number of dependents, educational backgrounds, and salary range. For variable Well-being Oriented Management (WOM), we uses an instrument developed by Salas-Vallina et al. (2020) that consists of 16 questions measuring four dimensions of WOM. The sample item for this instrument is "I feel recognized and appreciated when my job is well done." For mediating variable, Harmonious Work Passion (HWP) we use instrument developed by Vallerand et al. (2003). The sample item for this instrument is "The new things that I have discovered through this activity have enable me to appreciate it even more." Innovative Work Behavior (IWB) is measured using eight items instrument developed by de Jong & Kemp (2003). The sample item is "In my work, I often come up with ideas."

We analyzed the data using Structured Equation Model-Partial Least Square (SEM-PLS). SEM-PLS will assess the outer (measurement) and inner (structural) models. Hair et al. (2017) outline the procedures for assessing both models. There should be multiple assessments for assessing the outer model. The validity, including discriminant and concurrent validity, evaluation

of concurrent validity is evaluated using Average Variance Extracted (AVE) and indicator loading. In contrast, discriminant validity is evaluated using the Fornell lacker criterion and cross-loading. Reliability evaluation is done through the evaluation of composite reliability. The structural model's assessments include R2, Q2, size and significance of path coefficients and f2. We use the three-step technique outlined by Hair et al. (2017) to evaluate mediating effect.

RESULTS AND DISCUSSION

Respondent Characteristics

In this survey, we collected in total 150 respondent from varios demographic backgrounds and organizations. The survey was carried out between June and July of 2022. An online link was used to distribute the survey.Table 1 below is the detailed demographic profile of respondents. In Table 1 shown that majority of the respondents is female. Based on education level, the respondent majority have bachelor's degree. For tenure, most respondents have worked in their current organization 1 to 5 years. Based on martial status, the majority respondents is single/have not married. Regarding the type of industry, most survey respondents work in a cyclical industry.

According to Hair et al. (2017), loading value for each indicator should be equal to or more than 0.7 to be considered a good indicator. In figure 2 shown the final result. Afterward, for the outer model, we examine the values of AVE, composite reliability, and the Fornell-Lacker Criterion.

Table 1. Demographic Profile of Respondents

Demographic Profile	Frequency	Percent
Gender		
Male	45	30.00%
Female	105	70.00%
Education level		
High-school Diploma	14	9.33%
Vocational School Degree	1	0.67%
Bachelor	121	80.67%
Master	13	8.67%
Other	1	0.67%
Tenure		
Less than one year	11	7.33%
1-5 years	80	53.33%
6-10 years	23	15.33%
More than ten years	36	24.00%
Marital status		
Single/have not married	77	51.33%
Married	72	48.00%
Divorced	1	0.67%
Industry		
Basic Material	3	2.00%

Consumer non-cyclical	7	4.67%
Consumer cyclical	102	68.00%
Health care	7	4.67%
Banking and Finance	7	4.67%
Property and Real estate	4	2.67%
Tech	4	2.67%
Infrastructure	2	1.33%
Transportation and Logistics	2	1.33%
Government	5	3.33%
Prefer not to say	7	4.67%

Source Table: author's calculation result (2022)

Validity and Reliability Test (Outer Model Test)

Figure 1. Estimate Result

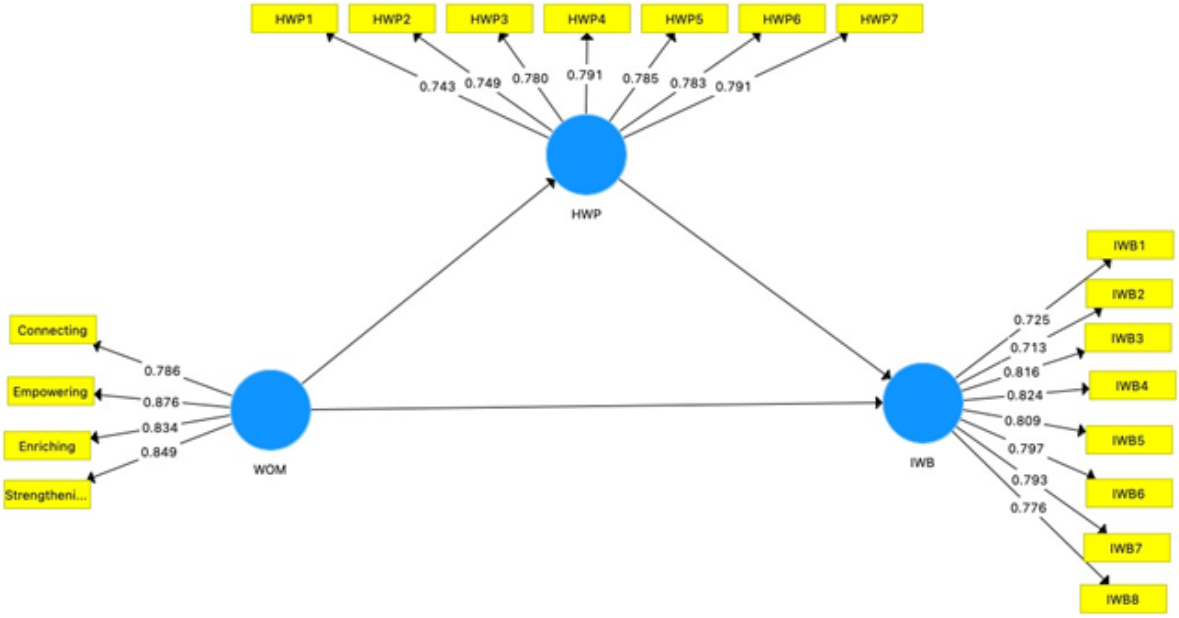

Table 2. Validity And Reliability Criteria For Each Construct

Construct	Composite Reliability*	AVE**	Fornell-Lacker Criterion***		
			HWP	IWB	WOM
HWP	0.913	0.600	**0.775**		
IWB	0.926	0.612	0.557	**0.783**	
WOM	0.903	0.700	0.607	0.610	**0.837**

Source Table: author's calculation result (2022)

*Composite reliability should be more than 0.7

**AVE should be more than 0.5

***Fornell-Lacker Criterion should be more than the correlation value of that construct to another construct

As shown in Table 2, the value of AVE is more than 0.5, then the value of composite reliability for each variable more than 0.7. For the Fornell-Lacker Criterion shown that correlation value of that construct is more than another construct. Therefore, the outer model is valid and reliable.

Hypothesis Test

Table 3. Direct Path Beta, p-value, f^2

Hypothesis	Path	Beta	p-value	f^2	Decision
H1	WOM → HWP	0.607	0.000[a]	0.583[d]	Accepted
H2	HWP → IWB	0.295	0.002[a]	0.205[c]	Accepted

Source Table: author's calculation result (2022)

[a] p-value < 0.01

[b] Path with an 0.02 ≤ f-square < 0.15 is considered a path with a small effect

[c] Path with an 0.15 ≤ f-square < 0.35 is considered a path with a medium effect

[d] Path with an f-square > 0.35 is considered a path with a large effect

After examine the outer model, we assessed the inner model that the result shown in Table 3. Based on result of path beta and p-value it can be stated that H1 dan H2 are accepted because the p-value is less than 0.01. According to Ringle et al. (2020) for the categorization of the f-square, WOM → HWP has large effect and HWP → IWB has medium effect.

Table 4. R2 and Q2

Endogenous Construct	R^2	Q^2
HWP	0.368	0.209
IWB	0.428	0.247

Source Table: author's calculation result (2022)

*Path with R-square less than 0.5 considered as weak predictive accuracy

**Path with a Q-square of more than 0 has ample predictive relevance

As shown in Table 4, all path in the inner model has a weal level of R square. Then, for the Q square, according to Hair et al (2017) and Ringle et al. (2020), a Q square that more than 0 exhibits adequate predictive relevance. Therefore, the Q-square of the structural show that all exogenous construct exhibit adequate predictive relevance.

Table 5. Direct, Indirect, and Product Of Direct and Indirect Effect

Effect	Estimate Value	t-value	p-value
Indirect effect (WOM → HWP → IWB)	0.179	3.120	0.002
Direct effect (WOM → IWB)	0.431	8.394	0.000
Product of direct and indirect effect	0.0771		

Source Table: author's calculation result (2022)

For testing hypothesis 3, we use three step procedures outlined by Hair et al. (2017). As shown in Table 5, the indirect effect is significant at a 1% level. After that, in the second step, the direct effect between WOM and IWB is significant at a 1% level. Therefore, the mediation HWP effect is partial mediation. Then, the product between direct and indirect effect produces a positive value. Thus, HWP is partial complementary mediation of the WOM-IWB since both the direct and indirect effects are significant, HWP's mediation is partial rather than complete. WOM still directly impacts IWB, but HWP enriches this effect. For organizations aiming to promote IWB, focusing on enhancing HWP might be particularly beneficial. This analysis supports a model where WOM has both direct and indirect pathways influencing IWB, with HWP acting as a valuable complementary factor.

DISCUSSION

Our research contributes to increased understanding of the relationship between WOM and IWB. According to H1 test results, showed that WOM was able to improve HWP. This indicates that the higher WOM will able to increase HWP of the employee. Aligned with (Salas-Vallina et al., 2020), WOM as a job resource can increase employee motivation to do innovative behavior. This result can enhance empirical research about how organization (WOM) can increase and maintain passion at work. In addition, WOM has been demonstrated to exert a direct influence on psychological, physical, and social states, which in turn invigorates and energizes employees. Consequently, individuals tend to exhibit heightened levels of passion, manifesting as a stronger sense of value attached to their work tasks, a greater propensity to engage in those tasks, and a more consistent pattern of engagement. Following the job demand-resource, when the organization properly provides job resources, it can promote mental and physical energies to their job engagement and performance. It exhibits that organization must give serious attention to providing job resources of their employee. H2 test result, showed that HWP was able to improve IWB. This result aligned with Zhang et al. (2022), that employees with high harmonious passion level will increase their willingness to give more energy to get the novel idea and improve their creativity. Thus, harmonious passion at work become important things for the individual that it can promote innovation work behavior. Han et al. (2023) asserted that individuals who demonstrate high levels of work enthusiasm tend to exhibit a greater inclination towards exploring new knowledge, as well as pursuing continuous improvement in their cognitive abilities and understanding of self-realization. When they apply their existing knowledge in pursuit of job support, this can foster a stronger sense of self-identity, which in turn enhances their willingness to innovate. An individual's work passion can also influence individual emotional engagement at work, which may in turn encourage them to demonstrate greater creativity and innovation. This,

in turn, may lead to the creation of new values and motivations. Eventually, HWP plays a role in the development of individual creativity. H3 test result, showed that HWP mediates the linkage between WOM and IWB but as partially mediation. Aligned with Salas-Vallina et al. (2020), HWP significantly contributes to explain positive effect between WOM and IWB. Cognitive flexibility is raised when WOM creates this work-related passion, which encourages creative behavior. Furthermore, individual can freely participate in job activities when they have a harmonious work enthusiasm. HWP has become an significant role in urging individuals to innovative behavior. Passion as postive behavior that provide a positive impact to organization performance as well. WOM has a significant impact on IWB, when employees feel supported, they are more inclined to invest additional effort at work and demonstrate enhanced attitudes and behaviors, including IWB.

CONCLUSIONS AND SUGGESTIONS

This research exhibits that WOM as a job resource can increase employees' harmonious passion because the organization takes care of their well-being. Thus, employees who have HWP will give positive behavior at work, such as providing novel ideas and boosting creativity as an example of their innovative behavior. It indicates that organization is the main role so employees can provide innovative work behavior by maintain employee well-being. This research implies that manager should give support their employees to do IWB when they arrange well-being oriented management practices.

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