

## How Social Support and Grit Influence Entrepreneurs' Innovative Behavior in Micro and Small Enterprises: The Mediating Role of Creativity

Matrissya Hermita<sup>1\*</sup>, Nurlintang Putri Ayuning Rizal<sup>2</sup>, Budi Hermana<sup>3</sup>  
Gunadarma University

**Corresponding Author:** Matrissya Hermita [Matrissya@gmail.com](mailto:Matrissya@gmail.com)

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### ABSTRACT

Business is characterized by an uncertain and fast-growing environment, so innovation is important in that sphere. The study aims to examine the influence of social support and grit on innovative work behaviour with creativity as a mediation role among entrepreneurs in micro and small enterprises. A survey questionnaire was used in this research to gather data from various region in Indonesia. There were 130 respondents which have been running their business for at least two years gathered by accidental sampling technique. Data analysis used two-model of multiple regression and path analysis was used for determine the mediation role. The results showed that there was an influence between social support, grit with mediation of creativity on innovative behavior. This means that social support and grit can affect an individual's level of creativity, and creativity can drive innovative behavior in the workplace. The result suggests that creativity can act as a mediation variable. Grit is known to be the dominant variable with a 47.1% contribution in influencing innovative behavior through creativity, and the rest is influenced by other factors outside the study, such as job characteristic.

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## **INTRODUCTION**

Micro, small and medium enterprises are business fields that continue to grow and consistently contribute to helping improve the economy. Its presence spread across various small areas and big cities is also a good thing that can be seen from MSMEs because it can absorb a lot of labor and help reduce unemployment (Jayani, 2021). The many potentials possessed from this business activity prove that micro and small entrepreneurship needs to be maintained its role, productivity and competitiveness in order to continue to grow. The rapid growth of micro and small businesses does not mean that there are no problems that accompany it. The increasing number of business units, the greater the competition in them. Not a few business units have gone out of business due to not being able to compete with other similar businesses. Unpredictable environmental conditions also often have a bad impact on business activities, such as the Covid-19 pandemic.

The inability to adapt when facing the impact of the Covid-19 pandemic is also a reason for entrepreneurs to close their business units (KIC, 2020). Basically, uncertain conditions are common in a business environment, but not all entrepreneurs have a good ability to make strategies in business. Thus, it takes the ability to innovate for entrepreneurs to be able to adapt in uncertain circumstances and maintain their business existence. Most entrepreneurs (85.57%) admitted that they managed to survive during the pandemic by changing marketing strategies and types of business products that are tailored to current consumer conditions and needs (Saputra, 2022). Thus, entrepreneurs need to develop the ability to innovate their business activities in order to compete and maintain business resilience for longer.

Previous research has revealed that innovation can help organizations to achieve effectiveness and success (Knezović & Drkić, 2020; Kalil & Aenurohman, 2020; Rahman, Setyanti, & Saleh, 2015). According to Bosma & Harding (2006), innovation is not only shown in products and services, but also in the processes they use during their business activities. In individual contexts, innovative behaviors have been shown to positively affect performance in the workplace (Shanker et al.; 2017; Schuh, et al., 2018; Rizki, Parashakti, & Saragih (2019). Innovative behavior is a gradual process by which an individual will seek to implement new ideas, works, processes, products, or procedures that will be useful to the organization or place where he works. (Carmeli, Meitar, & Weisberg, 2006; De-Jong & Den-Hartog, 2010). Thus, innovative behavior in this study refers to deliberate behavior by entrepreneurs that leads to the emergence (idea generation), introduction (idea promotion) and application of new ideas (idea realization) related to processes, procedures, products and services that can be useful for business activities.

## **THEORETICAL REVIEW**

In idea generation, the exploration of ideas is carried out through identifying problems by looking at work patterns and events that have been experienced at work. The purpose of exploring ideas is to find ways to improve the products, services or processes that are currently in force to be better in the future. Support is also needed so that the ideas that have been collected can be

realized. It is at this stage of idea promoting that entrepreneurs strive for their creative ideas so that they can be carried out. Entrepreneurs need to maintain enthusiasm, persistence and confidence in order to achieve the goals of the innovation they want to do. Innovation is explicitly intended to provide benefits, so that innovative behavior has a clear applied component and is expected to produce useful outputs (Amabile, Barsade, Mueller, & Staw, 2005). The entrepreneur can be said to innovate if he applies new ideas to his business activities and evaluates the changes. The innovations carried out certainly move because of the existence of creative thinking and inovofative behavior at the individual level, in this case, the entrepreneur himself. Therefore, it is important to figure out how to improve or encourage innovative behaviors in entrepreneurs today.

#### *Creativity and Innovative Behavior*

Sarooghi, Libaers and Burkemper (2015) in their research show that creativity can significantly have a positive impact on innovation, especially at the individual level. Kim (2020) states that individual creativity has an influence on the innovative behavior of individuals. Creativity and innovative behavior are two different concepts. Although interrelated, previous research has agreed that there is a difference between creativity and innovation in applied contexts, such as in the workplace. According to Isaken & Treffinger (2004) creativity can generate new meaningful ideas, while innovation is the use and implementation of those ideas. Individual creativity is the source of an individual's ability to create a novelty (Agistiawati, Asbari, Basuki, Yuwono, & Chidir, 2020). Creativity is defined as the formulation of new ideas that if applied will result in new works or creations of a functional nature (Amabile, Barsade, Mueller, & Staw, 2005).

That said, creativity refers to the thought process of producing new ideas that have the potential to have usefulness. While innovative behavior is related to the behavior of the individual which specifically refers to the implementation of these creative ideas. So that creativity is a relevant and useful ability to influence innovative behavior in the workplace. This creativity will bring entrepreneurs to innovate their business. Individuals with high creativity tend to be able to show more innovative behavior compared to individuals with lower creativity (Tri, Nga, & Sipko, 2019). Kim (2020) explained that the level of innovation action can depend on the potential creativity of individuals, so it is necessary to know more about what things can affect individual creativity in the workplace.

#### *Social Support, Creativity and Innovative Behavior*

Creativity is the result of individual personal characteristics and social contexts, so that creativity can be developed. Zhou and George (2001) have researched things that can affect the development of employee creativity in the workplace. Results show that a high level of creativity is likely to be shown by the employee when he gets useful feedback, feels help and support from colleagues within the organization. Social support is an individual's belief in the availability of help and support from the surrounding environment received

when he or she needs it. Dey (2016) revealed that support from the environment can have a positive impact on creativity. When an individual feels support in both information and material form, he will be open to seeking experience and adding insight and helping him to develop (Cohen, Mermelstein, Kamarck, & Hoberman, 1985).

The emotional support that individuals feel can also help increase self-esteem and positive feelings, so that entrepreneurs will have more encouragement to adapt, and learn new things, as well as have the energy to complete work and show positive behaviors (Setyawari, Nurfaizal, Dwiatmadja & Anggraeni, 2019). Previous research has shown that innovative behaviors can occur depending on the context of the work and are positively related to a supportive environment (Carr, Schmidt, Ford, & DeShon, 2003). Support or encouragement from the surrounding environment can motivate individuals to show positive behaviors in their work (Dogru, 2018). Given that innovation in the workplace is a process that involves interaction between colleagues, the presence of support, and the improvement of new ideas (Carmeli & Schaubroeck, 2007), it is increasingly showing that a supportive environment can help develop creativity and influence individual behavior. So, this study also finds out whether the perceived social support can encourage entrepreneurs to develop innovative behaviors in the workplace through their creativity.

#### *Grit, Creativity and Innovative Behavior*

Creative individuals will usually find unusual ways to solve problems, be willing to take risks, and be motivated to overcome obstacles that others will not seek to overcome. With the grittier attitude that the entrepreneur has, then he tends to exert high efforts and try to remain consistent with his interest in pursuing new unusual ideas. Grit is an individual's attitude in maintaining consistency of interest and perseverance to constantly strive to achieve a predetermined goal. This attitude helps individuals in developing creative thinking habits and shows a willingness to choose things that are different from most, despite difficulties.

That said, grit refers to the level of drive that individuals show to achieve their long-term goals. Grit is known to be positively correlated with adaptive outcomes in both youth and adults, such as work satisfaction, career performance, and emotional outcomes (Credé, Tynan, & Harms, 2017). According to Mooradian, Matzler, Uzelac and Bauer (2016) both dimensions of grit, namely consistency of interest and perseverance of effort can be predictors of innovation at the individual level and have a positive impact on business success. Thus, entrepreneurs with a high grit value are assumed to show higher creativity and will then encourage themselves to display innovative behaviors in business activities.

## **METHODOLOGY**

The subjects in this study were micro and small entrepreneurs from various regions in Indonesia. There were 130 respondents obtained, of which 60 (46.2%) were men and 70 (53.8%) were women. Research respondents consisted

of various ages, educational backgrounds, business fields and experience in running a business. The sampling technique is determined by accidental sampling technique. Innovative behavior measured using the Innovative Work Behavior scale by Janssen includes three dimensions, idea generation, idea promotion, and idea realization with a total of 9 items. Answer choices span from 1 to 5 ranging from never to always. Then, the results of the discrimination power test on the IWB scale move from the range of values 0.662 - 0.825 ( $p > 0.250$ ) and the reliability on this scale is  $\alpha = 0.940$  ( $p \geq 0.700$ ).

Social support was measured using the Interpersonal Support Evaluation List scale by Payne, et al (2012) covering four aspects, appraisal support, tangible support, belonging support, and self-esteem support with a total of 16 items. The answer choices span 1 to 4 ranging from strongly disagreeing to strongly agreeing. Then, the results of the discrimination power test on the ISEL scale move from the range of values 0.401 - 0.602 ( $p > 0.250$ ) and the reliability on this scale is  $\alpha = 0.832$  ( $p \geq 0.700$ ). Grit measured using the Short Grit Scale by Duckworth and Quinn (2009) includes three dimensions, idea generation, idea promotion, and idea realization with a total of 8 items. The answer choices span from 1 to 5 ranging from highly inappropriate to highly appropriate. Then, the results of the discriminatory power test on the Grit scale move from the range of values 0.294 - 0.642 ( $p > 0.250$ ) and the reliability on this scale is  $\alpha = 0.778$  ( $p \geq 0.700$ ).

Creativity measured using the Creativity scale by Ezra (2018) includes three dimensions of person, process, and press with a total of 15 items. The answer choices span from 1 to 5 ranging from strongly disagreeing to strongly agreeing. Then, the results of the discriminatory power test on the creativity scale moved from the range of values 0.477 - 0.777 ( $p > 0.250$ ) and the reliability on this scale was  $\alpha = 0.992$  ( $p \geq 0.700$ ). Hypothesis testing was carried out using multiple regression analysis techniques and mediation model testing using path analysis. The description of the path analysis model in this study is as follows.

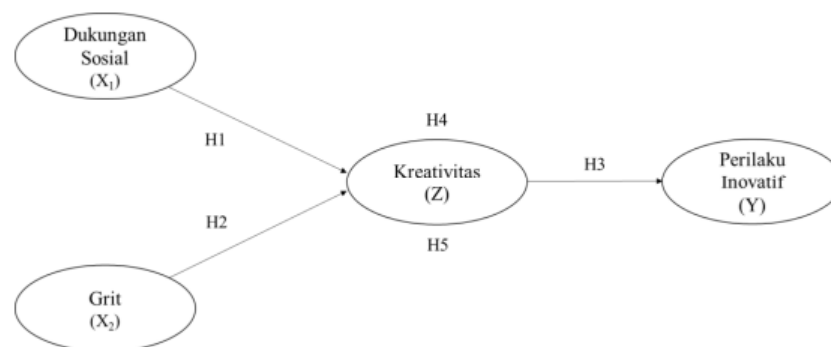


Figure 1. Hypothesis Testing

## **RESULTS AND DISCUSSIONS**

Based on the results of regression analysis and path analysis conducted on data obtained from 130 respondents, it is known that social support has a direct effect on creativity by 5.33%, then grit is also known to have a direct effect on creativity by 43.1%. Social support and grit together had an influence on creativity by 33.8%. Furthermore, with regard to innovative behavior variables, creativity is known to have a direct influence on innovative behavior by 51.5%. In addition, social support and grit are known to have an indirect influence on innovative behavior through creativity as a mediating variable, where the indirect influence of social support is 16.5% and grit is 47.1%. This shows that the grit variable is the dominant variable that can influence innovative behavior indirectly through creativity, compared to the social support variable.

According to Hammond, Neff, Farr, and Schwall (2011) based on their research proved that innovative behavior can be influenced by internal factors that refer to individual differences and external factors that refer to environmental conditions. Entrepreneurs who can create, introduce, and implement new ideas, be it in the form of products, strategy development or services, tend to survive and compete in the business world. Various forms of innovation can be carried out by entrepreneurs for their business activities, such as developing product variants that are tailored to current market needs, adopting technology in marketing strategies and improving customer experience, or entrepreneurs can also evaluate the company's internal processes to minimize errors and reduce losses financially (Nabila, 2020; Barantum, 2019).

Liu, Jiang, Shalley, Keem, and Zhou (2016) explain that creativity is the first step of innovation. Creativity is often considered the same as innovation, but it is fundamentally different. Creativity is related to the introduction of new ideas, while innovation is more about implementation and execution. Creativity is also shown by smoothness, flexibility and originality in thinking. Thus, entrepreneurs with high creativity have the ability to find new ways to see problems and opportunities and come up with ideas and solutions that are beneficial to their work.

Stimulating the ability of creativity in entrepreneurs is one of the good decisions to help improve innovative behavior in micro and small business entrepreneurs. Several factors are known to affect the level of creativity in individuals, namely external factors, such as social support (Tri, Nga, & Sipko, 2019), and internal factors, such as grit (Widodo, 2021). Every individual has the potential to innovate, especially if in a favorable climate. The social support felt by entrepreneurs arises because of the perception that there will be people to help if an event occurs that is seen as a problem. This assistance can increase positive feelings and increase the confidence and self-esteem of entrepreneurs, which in turn, the psychological condition can affect the behavior of entrepreneurs in a positive direction.

Individuals tend to show high creativity when, they have complex jobs, superiors who also show supportive behavior, the existence of developmental, nonjudgemental evaluations, and work procedures that do not limit the

movement of individuals. In line with Shipton, West, Parkes, and Dawson (2006) that, the more an individual has good feelings in an organization, the higher the likelihood that the individual is to show a higher level of creativity. Innovation is also a risky activity, since there is no guarantee of success. When an entrepreneur decides to engage in an innovation in his business activities, it may bring benefits or also losses to him. So it takes encouragement from the environment so that entrepreneurs dare to take challenges and risks in innovative processes and apply them to business activities. The perception of a supportive environment and the encouragement of entrepreneurs to show creativity in the workplace can increase innovative responses to business activities.

Innovative behavior can also be influenced by the personal conditions of the individual, such as motivation (Csikszentmihalyi, 1996; Amabile, 1997). According to Frese, Kring, Soose, and Zempel (1996) behaviors triggered by personal initiative have the same focus, that is, behavior starts with oneself, and is shown with a proactive and persistent attitude. Thus, grit is considered a variable derived from the person of the individual who can contribute to the creative and innovative process. Grit in this study includes the aspect of consistency of interest (passion) which is a person's ability to continue to stick to his choices, and the aspect of perseverance in trying (perseverance), where a person tends to put the best effort into the process of achieving his goals (Duckworth, Peterson, Matthews, & Kelly, 2007).

When entrepreneurs do not have the drive to do an activity or with a low level of grit, they tend not to have the ability to direct themselves and it will be difficult to achieve the goals to be achieved. Unlike when the individual has a high impulse, he tends to have the ability to orient himself, where he can determine an action and has a determination shown with a strong commitment to achieve certain goals in his life despite obstacles and difficulties (Field, Hoffman, & Posch, 1997). This is because *grittier* individuals will judge *achievement* as an arena of competition and will be able to get through boredom, as well as overcome adversity more than individuals with lower grit levels (Duckworth, Peterson, Matthews, & Kelly, 2007). Entrepreneurs with high grit, tend to show their persistence by sticking to their interests and choices, even if the activity is tiring. Also, entrepreneurs are also able to complete something that has been started, even though they face failure, and have the ability to continue to catch up. Thus, it can be said that entrepreneurs will be more involved in the creative process and strive to realize innovation, because they have a high level of grit, which helps entrepreneurs to encourage innovative behaviors in the workplace.

The results of the descriptive analysis based on gender are grouped into two, namely men and women. The results of the categorization showed that, both groups, both men and women belonged to a high category on innovative behavior in the workplace. Based on the results of research conducted by Hilmi, Pawanchik, Mustapha, and Mahmud (2012), that there is no significant difference in innovative behavior by gender. In addition, Reuvers, Van Engen, Vinkenburg, and Wilson-Evered (2008), also found that, the gender of the

supervisor does not affect the innovative behavior of employees in the workplace. Then when viewed by age, Afsar, Badir, and Khan (2015), explained that, age can be a predictor in the emergence of innovative work behaviors. Sturman (2003) also states that, age has potential as a predictor in innovative work behavior, and can have an impact on individual performance.

Furthermore, referring to the respondents' educational background, the group of respondents with a Diploma educational background had a lower empirical mean value, compared to the high school and bachelor groups. Meanwhile, the group of respondents with a Post-Graduate background is known to have the highest empirical mean value. According to Baumann (2011), education level is the strongest predictor of innovative work behavior. Different things were shown based on the results of Ratnaningsih, Prasetyo, and Prihatsanti (2016) that there was no correlation between education levels and innovative work behaviors. Individuals with a higher level of education have the possibility of networking or being exposed to more knowledge, which can facilitate themselves to innovate (Scott & Bruce, 1994). Nevertheless, it is possible for individuals with a lower level of education, having a longer practical experience in the field. According to Ratnaningsih, Prasetyo, and Prihatsanti (2016), individuals with a low level of education, tend to work longer hours compared to other individuals. This suggests that, education levels have an inconsistent correlation with innovative work behaviors.

One of the industries that has high needs for creativity is the creative industry. Creative industry activities include the process of creation, creativity and ideas of a person or group of people who can produce a work, without exploiting natural resources, and can be used as a producing economic product. Thus, the level of innovative behavior is needed in the creative industry. In line with the results of previous research which shows that business activities that have a high need for creativity tend to encourage the level of innovative work behavior of employees (Sulistiawan, Herachawati, Permatasari, & Alfirdaus, 2017). Yuan and Woodman (2010) also mentioned that, job characteristics affect employees' innovative work behavior.

Based on the results of the study, it can be concluded that social support and grit have an influence on creativity and have an indirect impact on innovative behavior in micro and small business entrepreneurs. Social support had a significant influence of 5.33% on creativity, while grit had a significant influence on creativity of 43.1%. In addition, creativity has a significant effect on innovative behavior by 51.5%. Based on the results of the study, it is also known that social support has an indirect influence on innovative behavior through creativity by 16.5%, then grit has an indirect effect on innovative behavior through creativity by 47.1%. The results of this study also show that the level of social support is in the moderate category, while the level of grit and innovative behavior is in the high category, and the level of creativity is in the very high category.

## **CONCLUSIONS AND RECOMMENDATIONS**

Business is characterized by an uncertain and fast-growing environment, so innovation is important in that sphere. Entrepreneurs need to develop the

uniqueness of their business activities to be able to maintain business existence and have a competitive advantage. The study aims to examine the influence of social support and grit on innovative work behaviour with creativity as a mediation role among entrepreneurs in micro and small enterprises. A survey questionnaire was used in this research to gather data from various region in Indonesia. There were 130 respondents which have been running their business for at least two years gathered by accidental sampling technique. Data analysis used two-model of multiple regression and path analysis was used for determine the mediation role.

The results showed that there was an influence between social support, grit with mediation of creativity on innovative behavior. This means that social support and grit can affect an individual's level of creativity, and creativity can drive innovative behavior in the workplace. The result suggests that creativity can act as a mediation variable. Grit is known to be the dominant variable with a 47.1% contribution in influencing innovative behavior through creativity, and the rest is influenced by other factors outside the study, such as job characteristic. Hopefully, entrepreneurs can pay more attention to the level of grit they have. If the grit is low, then he can reconsider in taking decisions that have high risk, uncertain conditions and are prone to failure.

#### **FURTHER STUDY**

Furthermore, referring to the respondents' educational background, the group of respondents with a Diploma educational background had a lower empirical mean value, compared to the high school and bachelor groups. Meanwhile, the group of respondents with a Post-Graduate background is known to have the highest empirical mean value.

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