INDIVIDUAL DEMOGRAPHIC CHARACTERISTICS: DIFFERENCES IN INNOVATIVE WORK BEHAVIOR DURING THE COVID-19 PANDEMIC

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ABSTRACT

The research aims to examine the differences in innovative work behavior in the Covid-19 pandemic based on individual demographic characteristics, such as gender, age, education, and tenure. This is quantitative research with data obtained from a questionnaire completed by 64 academic and non-academic civil servants in Bengkulu Province, Indonesia. The obtained data were analyzed using descriptive statistics and one way ANOVA difference test. The result showed no differences in innovative work behavior based on individual age, gender, education, and tenure among academic and non-academic employees during the Covid-19 pandemic. During the Covid-19 era, lecturers (academic staff) mostly worked from home (WFH) using digital meeting technology facilities to complete work, especially those in the three pillars of higher education (Tri Dharma Perguruan Tinggi). Meanwhile, non-academic civil servants are currently using the new normal work system, and there is almost no difference from before the inception of the pandemic. This is a cross-sectional study carried out during the Covid-19 pandemic; therefore, it is necessary to conduct another research in the post-Covid-19 period using a larger number of samples and in a more heterogeneous organization.

Keywords*: gender, age, education, tenure, marital status, innovative work behavior*

INTRODUCTION

The Covid-19 pandemic occurred in almost all parts of the world, including Indonesia, in early 2020. Due to the rapid spread of the virus, the World Health Organization urged citizens of the world to maintain physical and social distance from other people. Numerous countries affected by this virus implemented various quarantine and lockdown strategies by closing all access roads, airports, ports, and public places, such as schools, offices, cafes, restaurants, shopping and entertainment centers.

Furthermore, these countries implemented the work from home (WFH) policies for employees to break the chain of transmission. This WFH policy was put into effect by the Government of Indonesia on March 24, 2020, and was strictly adhered to nationally by levels one and two regions in Indonesia. In addition, Menpan of the Republic of Indonesia (RI) instructed the State Civil Servants to carry out WFH for approximately 14 days.

The WFH policy has changed the working habit of employees in all sectors, including civil servants. All parties welcomed this policy to prevent and break the chain of the spread of the virus. Followed by the government's closing of schools and campuses, learning was carried out online (online) from elementary to college educational level.

Therefore, based on the author's initial survey, at first, many employees were enthusiastic about implementing this policy because it enabled them to stay longer at home to take care of and complete chores while attending to tasks from their workplace. The WFH policy was eventually extended by the central and regional governments in line with the extension of the Covid-19 emergency period until 29 May 2020 through the Decree of the Head of the National Disaster Management Agency Number 13, dated 29 February 2020.

This pandemic has made people realize that the bureaucracy needs to remain at the forefront of providing public services irrespective of the circumstances. Furthermore, the inception of the Covid 19 virus has made the bureaucracy to optimize services through the use of its resources, such as technology, information and communication to avoid crowds, and face to face communication, thereby promoting social distancing. It also optimizes the use of technology in carrying out office meetings, teaching and learning processes, and other activities. This condition needs a change towards a new normal life, including how the bureaucracy provides public services for government and education.

Due to the inception of the virus, organizations need to undergo a change process to survive. According to Drucker (1993), some demands for organizational reform come from external and internal conditions, such as the emergence of irregularities, innovation based on process needs, changes in industrial structure or market structure, demographics, and perceptions atmosphere, and new knowledge. Innovation is considered a way for organizations to develop innovative products and services to society to remain competitive in their business environment (Schermuly, Meyer & Dammer, 2013).

Studies in the innovation area are entirely developed and focus on innovative work behavior to support organizations' innovation. Currently, research on innovation at the organizational and individual levels is still limited (Amo, 2005). Furthermore, Imran et al. (2010) stated that every organization needs innovations that generate new ideas to be able to compete in this era of technological growth. Getz and Robbinson (2003) stated that 80% of ideas are employees' initiative while 20% are innovation plans set by the organization or company. Employees are one of the sources of changes that occur in organizations, including innovation, therefore, studies related to innovative work behavior need to be developed.

Academic and non-academic civil servants' innovative behaviour is seen when they carry out their duties and responsibilities creatively to provide positive results. Innovative work behavior is associated with individual actions that lead to idea generation, promotion and implementation (Scott & Bruce, 1994). The innovation process is inseparable from the role of individual resources. This is because the more knowledge of competencies, experiences and skills individuals acquire, the more efficient their work activities (Jones, 2012).

Previous studies have shown that various internal (individual) factors play a role in causing individual innovative work behavior. According to Shalley & Oldham (2004), these internal factors are differences in individual characteristics and

demographic factors. Individual internal factors, such as age, gender, educational background, years of service, personality, cognitive abilities, and risk-taking behavior, positively affect the innovation process's different phases (Hammond *et al.*, 2011). The individual factors related to this study's demographics are gender, age, marriage, education level, and tenure.

The challenge that arises is how to bring employees into the organization to implement innovation in their respective duties (Gailly, 2011). Employees are one of the sources of changes that occur in organizations, including innovation. Based on the previous problems' description, the current study attempts to analyze innovative work behavior between academic and non-academic civil servants based on demographic characteristics of age, gender, education, tenure, and the marital status during the pandemic.

LITERATURE REVIEW

Concept *Work From Home and Work Remotely*

Work from home also known as telecommuting work or telework is defined as an alternative process in which employees carry out their duties from an alternative location away from the main office using electronic media (Bailey & Kurland, 2002; Baruch, 2001; Feldman & Gainey, 1997 in (Holland et al., 2016).

Although telecommuting has several definitions, it is briefly defined as an alternative work arrangement for working through technology. In other words, it is generally used to refer to opportunities provided to employees to work from home or satellite offices, hotels, or other places other than the traditional office settings (Narayanan et al., 2017).

It can be concluded that work from home or telecommuting work is a flexible working alternative. Employees perform and complete their duties and responsibilities, remotely using information technology media to interact with superiors and colleagues.

Working remotely or working does not have to be in the office to be a solution when a job is not possible to do at work. Working remotely is also intended to provide flexibility for employees to complete their work anywhere and anytime, with the use of modern communication and information technology. For agencies/companies, productivity and operational efficiency are the driving force for implementing flexible work. Free work has profitable opportunities for employees and also the organization through the support of positive work behaviors such as commitment, motivation and job satisfaction, and good performance. Working remotely or working does not have to be in the office to be a solution when a job is not possible to do at work. Working remotely is also intended to provide flexibility for employees to complete their work anywhere and anytime, with the use of modern communication and information technology. For agencies/companies, productivity and operational efficiency are the driving force for implementing flexible work (Mungkasa, 2020)

The definition of remote work is work carried out by a person (employee, self- employed, home worker) specifically, or only for a certain time, at a certain time. in a location far from the office, using telecommunications media as a work tool (Huuhtanen, 1997). Remotely work is intended as a way of working in an organization that is carried out partially or completely outside the conventional office with the help of telecommunications and information services (DeRossette, 2016).

Innovative Work Behavior

According to De Jong and Hartog (2008), innovative work behavior is individual attributes that aim to achieve initiation and intentional recognition of new ideas, processes, products and procedures, through implementation. Subsequently, De Jong & Hartog (2010) further stated that the higher the innovative work behavior generated by employees, the greater the organization's innovation. Innovative work behavior does not only generate new ideas, rather it also involves the process of implementing those ideas, especially in job settings.

George and Zhou (2001) reported that innovative behavior means finding new technologies, processes, techniques, and generating creative ideas, which are advanced to offer solutions to problems. It is also associated with the process of offering ideas to others, researching and providing the necessary resources in order to realize the ideas, using well-thought plans. Gaynor (2002) defined innovative behavior as individual actions used to create and adopt new ideas, thoughts, or ways to implement and complete work.

Dimensions of Innovative Work Behavior

De Jong and Den Hartog (2010) stated that innovative work behavior consists of 4 dimensions, namely.

1. *Idea Exploration*
   Idea exploration includes the behavior of determining the right ways to improve a product, service, or process through alternative ways.
2. *Idea Generation*
   Idea generation is the second stage of the innovative behavior dimension, which refers to generating concepts and ideas to improve.
3. *Idea Championing*
   Idea Championing is relevant when it has been successfully created. It includes support-seeking behavior and building coalitions by expressing enthusiasm and confidence in successful innovation, persistence, and negotiation to support ideas that have been initiated to solve problems.
4. *Idea Implementation*
   The proposed ideas need to be implemented with sufficient effort and results-oriented attitude to bring them to fruition.

Furthermore, Amo (2005) and Janssen (2005) in Baumann (2011) described in detail the scale of measuring innovative work behavior as follows.

1. Participate in discussions on workplace improvement
2. Discuss improvements at work with colleagues
3. Enjoy working with work-related problems.
4. Create new ideas for complex problems at work
5. Look for new work methods, techniques, or instruments for problems.
6. Generate solutions to the problems at hand
7. Seek support from others for innovative ideas
8. Seek approval for innovative ideas at work
9. Implement ideas at work
10. Get management excited about the idea
11. Take and make innovative ideas that are useful for work.
12. Evaluate ideas

Innovative Behavior Based on Individual Demographic Factors

The demographic factors considered relevant to this study are age, education, practical experience and job category (Baumann, 2011). Meanwhile, individual factors related to demographics in this study are gender, age, education level, tenure, and marital status. According to Miftah (1992) and Siagian (1995), the characteristics of employees such as age, education, tenure, and class are the initial factors that encouraged them to improve the quality of their work as professional civil servants. Employee productivity aims to assist in generating innovative work behavior. Furthermore, the personal characteristics that are very easily measured are the results of the work or the task objectives' success. The realization of productivity according to the National Productivity Board (NPB) Singapore (Sedarmayanti, 2001) is marked by indicators related to creative and innovative mental attitudes.

Age is one of the characteristics inherent in every individual. The relationship between age and work performance is becoming an increasingly important issue for various reasons. For example, some of the problems that arise are due to the fact that today's young people tend to be absent from work, thereby leading to high turnover, problems with work productivity and poor job satisfaction. Furthermore, older employees are less frequently absent. However, on the other hand, old age decreases work productivity (Robbins & Judge, 2015). Furthermore, Robbins (2001) stated that individual skills, especially speed, dexterity, strength, and coordination, decrease over time, leading to protracted work boredom, lack of intellectual stimulation in old age, and decrease in productivity. Age also has an impact on innovative work behavior in individuals in the organization.

The issue of differences in work performance between men and women is also debated (Robbins & Jugde, 2015). For example, questions associated with more optimal work performance by women than men are constantly asked. Several studies have linked innovative work behavior to genders, such as the research by Ostergaard, Timmerman, and Kristinsson (2011) on employee diversity and innovation, which shows that gender has a positive relationship with innovation.

 Ng and Feldman (2009) stated that education level has a positive and significant relationship with creativity. This is because educational background plays an important role in employee's knowledge and influences their work methods. According to Joshi & Jackson (2003), employees have a professional identity rooted in education, which affects their decision-making and views on identifying and solving problems.

Tenure is also considered relevant to determine employee work performance which is expected to be the right predictor to describe work productivity (Dessler, 1998; Robbins & Judge, 2015). Innovative work behavior is one of the employee's work performance related to tenure, while marital status is a social status that legitimizes someone to have a married life (Malelak *et al*., 2016). Marital status indicates that married employees are less absent from work, experience lower job changes and are more likely to be satisfied with their jobs than unmarried ones (Robbins, 2001).

H1: There are differences in the innovative work behavior of academic and non-academic employees.
H2: There are differences in innovative work behavior based on individual demographic characteristics of academic and non-academic employees performance.

METHODOLOGY

Research and sample design

This is a quantitative and survey research with hypothesis testing used to explain the differences in innovative work behavior based on academic and non-academic employees' individual demographic characteristics in the Covid-19 era. Data were collected through a questionnaire using Google forms sent to the respondents in the public service sector of academic staff, such as lecturers at Universitas Bengkulu and non-academic employees of the fish quarantine station, quality control and fishery product safety (KIPM) Bengkulu. The questionnaire was distributed for one week, and the respondents were 64, consisting of 40 lecturers as academic staff and 24 non-academic employees. All items on the scale were measured on a five-point Likert scale (1 = strongly disagree, 5 = strongly agree). Respondents were asked questions on the demographic characteristics and perceptions of innovative work behavior for academic and non-academic employees.

Measurement

The questionnaire includes five items showing demographic characteristics of individuals using the scale developed by Baumann (2011) and Etikariena (2018). Meanwhile, the construct of innovative work behavior includes eight items measured using a scale developed by Amo (2005), Janssen (2005), Baumann (2011), and De Jong & Hartog (2010). The instrument is translated from English to Indonesian to meet the instrument requirements. Furthermore, the analysis tool used is one way ANOVA.

RESULTS AND DISCUSSION

The results and discussion obtained based on descriptive data processing are shown in Table 1.

Table 1: Summary of Research Respondents Overview (N = 64 people)

Individual Characteristics	N	Percentage (%)
Gender:		
Female	34	53.1
Male	30	46.9
Age :		
< 25 years	3	4.7
25-35 years	19	29.7
36-45 years	28	43.8
45-55 years	7	10.9
> 55 years	7	10.9
Educational Level:		
Bachelor	14	21.9
Master (S2)	31	48.4
Doctorate (S3)	13	20.3
Professor	1	1.6
Others	5	7.8
Tenure :		
< 2 years	7	10,9
2-5 years	4	6.3
6-10 years	11	17.2
11-15 years	24	37.5
16-20 years	8	12.5
> 20 years	10	15.6
Marital status:		
Married	61	95.3
Single	3	4.7

Source: Processed data, 2021

Table 1 shows that in terms of gender, academic and non-academic, civil servants are dominated by 34 women (53.1%), therefore, more female employees are more likely to perform innovative behavior related to certain types of work. In general, equal rights and obligations between men and women can be universally accepted in government circles. However, the nature of both gender needs to be considered. In terms of age, 28 people (43.8%) were between 36-45 years, which means that academic and non-academic employees are relatively productive at work. The relatively productive age gives confidence that employees have the ability to produce creative and innovative work behavior. The education level of academics and non-academics level of civil servants is dominated by the master (S2) with as many as 31 people (48.4%), where the most respondents are in the status of academic staff, which is the lecturer. Employee tenure is dominated by 11-15 years with 24 people (37.5%), which indicates that the respondents already have a lot of experience in work. Furthermore, employee tenure above 10 years take advantage of the knowledge gained during work in order to perform effectively and efficiently by performing innovative work behaviors than employees that have worked for less than 10 years. The marital status of academic and non-academic employees is mostly married, with a total of 61 people (95.3%). Marriage imposes an increase in responsibilities which makes a steady job more valuable and important, therefore married employees are more diligent in carrying out their work or tasks.

Furthermore, to determine the differences in academic and non-academic employees' innovative work behaviour, it is classified into high and low. The results of the analysis are shown in Table 2.

Table 2: High-Low Classification of Innovative Work Behavior for Academics and Non-Academics Employees

Innovative Work Behavior	F	Percentage (%)
Civil servant lecturers at Universitas of Bengkulu (Academic)		
High	23	57.5
Low	17	42.5
Civil servants at the Fish Quarantine Station for quality control and safety of fishery products Bengkulu (Non-Academic)		
High		
Low	10	41.7
	14	58.3
Total		
High	33	51.6
Low	31	48.4

Source: Processed data, 2021

According to Law No. 25 of 2009, public services are activities used to fulfil needs in accordance with statutory regulations for every citizen and resident for goods and administrative services. The implementation of services to the community (public) involves state officials (civil servants) that receive salaries from the state budget monthly. According to Law Number 43 of 1999, civil servants are elements of the state apparatus whose task is to provide services to the community in a professional, honest, fair, and equitable manner through the implementation of state, government, and development tasks.

Table 2 shows that as many as 33 (51.6%) respondents have demonstrated high innovative work behavior. Meanwhile, 31 people (48.4%) showed relatively low work behavior. Therefore, the results of the analysis show that research respondents are differentiated based on employment status i.e. academic and non-academic. The research showed that in the two organizations employees with high innovative work behavior in the Covid-19 pandemic were more at Universitas of Bengkulu than at the Fish Quarantine Station for quality control and Fishery Product Safety Bengkulu. Therefore, the phenomenon that occurs in academic staff (lecturers) is the problem of readiness to adapt to new learning patterns that need innovative behavior at work. The 4.0 learning pattern finally materialized during the Covid 19 period through online-based learning.

Further analysis using the post hoc test shows that the women between the ages of 36-45 years, with a master's education level (S2), a tenure of 11-15 years, and a married status are most likely to show innovative work behavior. The status of academic staff (University of Bengkulu) showed a greater innovative work behavior compared to the Fish Quarantine Station for quality control and safety of fishery products Bengkulu.

Table 3: Test Results on Differences in Innovative Work Behavior Based on Individual Demographic Characteristics

Demographic Characteristics	F or t	Df	P (sig.)
Gender	0.708	1	0.403*
Age	1.046	4	0.391*
Educational Level	2.419	4	0.058*
Tenure	1.377	5	0.246*
Marital Status	0.001	1	0.971*
Employee Status	0.017	62	0.897*

*Note: * significant at $p < 0.05$*

Table 3 shows no difference in academic and non-academic employees' innovative behaviour based on individual demographic characteristics. Furthermore, a cross-tab analysis test was carried out to determine the differences in innovative work behavior based on individual demographic characteristics. Table 4 shows no difference in gender, age, educational level, and tenure in demonstrating innovative work behavior of academic and non-academic employees. The highest innovative work behavior is mostly academic staff at Universitas Bengkulu, with as many as 23 people (57.5%). This phenomenon logically explains that lecturers at the Universitas Bengkulu need more innovation and creativity in work than the Fish Quarantine Station for Quality Control and Fishery Product Safety Bengkulu, which need strict, routine, and more administrative, bureaucratic rules. This shows that individual characteristics are related to innovative work behavior, as Hammond et al. (2011) suggested. Innovative behavior is a deliberate and planned effort to provide ideas, promote, and realize them in the work environment. Innovative behavior means employee initiative to be able to present ideas, and that requires courage to ensure the behavior is accepted by the work environment (Etikariena, 2018).

Table 4: Test Results on Differences in Gender, Age, Education Level, Tenure, and Marriage Status

Group	Innovative Work Behavior			χ^2	df1, df2	P
	Low	High	Total			
Gender						
Female	17	17	34	0.071	1	0.790
Male	14	16	30			
Total	31	33				
Age						
< 25 years	2	1	3	6.179	4	0.186
25-35 years	11	8	19			
36-45 years	12	16	28			
45-55 years	5	2	7			
> 55 years	1	6	7			
Total	31	33				
Educational lelevl						
Bachelor	10	4	14	8.623	4	0.071
Magister (S2)	11	20	31			
Doctorate (S3)	5	8	13			
Professor	1	0	1			
Others	4	1	5			
Total	31	33				
Tenure				5.614	5	0.346
< 2 years	5	2	7			
2-5 years	3	1	4			
6-10 years	4	7	11			
11-15 years	13	11	24			
16-20 years	2	6	8			
> 20 years	4	6	10			
Total	31	33				
Marital Status				0.419	1	0.518
Married	29	32	61			
Single	2	1	3			
Total	31	33				

Source: Processed data, 2021

This study found insignificant differences between the age groups in demonstrating innovative work behavior with a decline in innovation and age. According to Robbins & Jugde (2015), speed, agility, strength, and coordination weaken over time. Furthermore, age and performance were not related, however, older employees rated less flexibility and had difficulty accepting new technology.

Gender does not have a significant difference in displaying innovative work behavior. Therefore, the results of this study confirm the issue of differences in work performance between men and women (Robbins & Jugde, 2015) in determining those with greater performance. This is linked to the type of tasks as well as the personality of the employee. Furthermore, organizations with a more balanced gender composition are more likely to innovate than those with a high concentration on one (Ostergaard, Timmerman & Kristinsson, 2011).

The level of education has a positive and significant relationship with creativity. Therefore, peoples' experiences when receiving education provides many opportunities for them to develop. The higher the level of education, the more likely it is to display innovative work behavior (Ostergaard, Timmerman & Kristinsson, 2011).

Tenure is also one of the factors considered to have relevance in determining employee work performance. It describes the work experience possessed by employees, therefore, it is expected to be the right predictor to describe work productivity (Robbins & Judge, 2015). Furthermore, according to Robbins (2003), marriage imposes an increase in responsibility, making employees perceive their work as more valuable and important. However, a greater percentage of married workers are more likely to be diligent and innovative.

CONCLUSION

Based on the results and discussion, it can be explained that there is no difference in the innovative work behavior of academic and non-academic employees during the Covid-19 pandemic. Furthermore, there is also no difference in academic and non-academic employees' innovative work behaviour based on demographic characteristics, such as gender, age, education level, years of service, and marital status. However, the Fishery Product Safety (KIPM) Bengkulu still needs to control and evaluate each employee's work behaviour. During the Covid-19 era, lecturers (academic staff) mostly worked from home (WFH) using digital meeting technology facilities to complete work, especially those in the three pillars of higher education (Tri Dharma Perguruan Tinggi). Meanwhile, non-academic civil servants are currently using the new normal work system, and there is almost no difference from before the inception of the pandemic. WFH for non-academic employees was only enforced from March to August 2019.

Basically the concept of working from home (WFH) or working remotely began to get attention at the end of the 20th century, which was followed by the emergence of communication technology and personal computers. The United States as the first country to implement the concept of remote work and started pilot programs in various states, local governments and companies (Asgari, 2015). In Indonesia, since early 2000, the Ministry of National Development Planning (Bappenas) has launched a trial of remote working under the name flexi work. However, there has been no report on the implementation of the trial, so an evaluation of the trial cannot be carried out. The presence of the COVID-19 pandemic became the first momentum for the results of the remote work trial at Bappenas.

The procedures and policies for the implementation of work in these two institutions, namely Bengkulu University and the Bengkulu Fishery Product Quarantine Station (KIPM), have differences. State university institutions such as Bengkulu University have a vision as a provider of highly competitive education, research and service services to meet the needs of stakeholders. Learning is the core of the educational process and the quality of education describes the quality of learning. Meanwhile, the Fish Quarantine Station (KIPM) has the mission of realizing HPIK prevention and quality control and safety of fishery products that are healthy, quality, safe for consumption and reliable.

The government, both central and regional, must synergize and consolidate in policy making, especially those relating to decisions on work methods Work From Home lecturers and civil servants. Because there is no denying the role of the state civil apparatus in helping to solve the pandemic Covid-19 is very vital, so the policies taken must be pro and support the performance of lecturers and civil servants at home.

The work behavior of academic employees who need creativity and innovation is one of them when teaching through digital technology in online learning. Online learning is learning "on the network" or online term which means being connected to a computer network. Online learning is a fun learning strategy for learners because it can be used via smartphones, laptops and computers, not just from books (Argaheni, 2020). Furthermore, according to Argaheni, online learning has benefits, namely the occurrence of learning interactions anywhere and anytime and reaching students in a broad scope.

The work behavior of non-academic employees during the COVID-19 pandemic requires preparation and ability to support the implementation of tasks as state apparatus. These conditions require adaptation and creativity in its implementation, because there are complexities of problems that make the organization adjust through a process of change. The Bengkulu Fish Quarantine Station (KIPM) is required not to neglect service to the community, and be adaptive to changing manual work to digitalization.

LIMITATIONS AND RECOMMENDATIONS FOR FURTHER RESEARCH

Although the research design was well prepared, the study still had some limitations. Firstly, the data used in this study is relatively small, only 64 people come from two homogeneous organizations (public sector). Therefore, it is necessary to generalize the findings to other contexts by increasing the number of samples and more heterogeneous organizations. Secondly, the study was cross-sectional, which means data were collected at a single point in time, therefore, there is a potential for non-response bias leading to a trend towards outcome measures, particularly because this study was carried out during the Covid-19 period. Thirdly, this study only analyzed the demographic characteristics of gender, age, education and tenure. Therefore, future studies need to look at other demographic contexts, such as ethnicity and culture.

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