

THE INFLUENCE OF INTRINSIC MOTIVATION AND SUPPORTIVE LEADERSHIP ON INNOVATIVE BEHAVIOR THROUGH CAREER SUSTAINABILITY AND PSYCHOLOGICAL SAFETY OF EMPLOYEES IN E-COMMERCE COMPANIES IN INDONESIA



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Abstract

The rapid development of technology has shifted the way of life to be more efficient, especially in e-commerce. Indonesia is predicted to lead the growth of global e-commerce by 2024 and the sector has faced the challenge of retaining competent employees to continue innovating. This study examines the influence of intrinsic motivation and supportive leadership on the innovative behavior of employees in Indonesian e-commerce companies, with career sustainability and psychological security as mediation. The data was collected through surveys of employees at Shopee, Tokopedia, Bukalapak, Blibli, and Lazada. The analysis using the PLS-SEM method with SmartPLS includes descriptive analysis, validity, reliability, and hypothesis testing. The results of the study stated that there was an influence of intrinsic motivation and supportive leadership on innovative behavior. Then, career sustainability mediates between supportive leadership and innovative behavior but does not mediate intrinsic motivation against innovative behavior in 186 Generation Z employees of Indonesian e-commerce companies. It is hoped that this study will be used as a reference for e-commerce companies in Indonesia to implement strategies in improving the innovative behavior of their employees.

Keywords: Innovative Behavior, Motivation, Career Sustainability, Psychological Safety

INTRODUCTION

Technological innovations have shifted people's way of life to make it faster and more efficient, especially in buying and selling transactions. E-commerce is now one of the fastest-growing economic sectors in the world, including Indonesia, which in 2019 had 16,277 businesses e-commerce (Badan Pusat Statistik, 2022). This growth is driven by the increasing number of internet users in Indonesia, pocketing 215 million people in 2023, which affects the way people communicate, obtain information, and shop online (APJII, 2023). Indonesia is projected to have a growth rate e-commerce the highest in the world in 2024 by 30.5% (Databoks, 2024).

E-commerce in Indonesia is dominated by large companies such as Shopee, Tokopedia, Lazada, Blibli, and Bukalapak, which offer various payment methods as well as goods and services through digital platforms. Shopee, for example, recorded the most visits in 2023 with 243.4 million visits per month (Data Boks, 2023). This rapid development has also encouraged an increase in the workforce, as reflected in the growing number of employees of Tokopedia, Shopee, and others (iPrice, 2022).

In the dynamic e-commerce industry, innovation is a key factor in maintaining competitiveness. Innovative employee behavior, which involves developing new ideas to improve organizational performance, is essential for the sustainability of the company (Zuhaena & Harsuti, 2021). Research shows that intrinsic motivation, such as the internal drive to create something new, plays a significant role in driving innovation (Ryan & Deci, 2020). In addition, supportive leadership that prioritizes openness, fairness, and active support also helps create a work environment that is conducive to innovation (Staub et al., 2019).

Other aspects that influence innovative behavior are career sustainability and psychological security. Career sustainability reflects continuous work experience that provides confidence and motivation to grow (De Vos & Van der Heijden, 2017). Meanwhile, a sense of psychological security allows employees to work without fear of negative consequences, encouraging creativity and innovation (Zhu & Zhang, 2019).

Generation Z, who are "digital natives," is now the main workforce in the e-commerce sector. With a total of 71 million people (BPS, 2020), they have unique characteristics, such

as technology orientation, intrinsic motivation, and a preference for a flexible work culture. This generation is also interested in e-commerce because of the dynamic, creative, and supportive nature of work (Prasetyaningtyas et al., 2022).

This study aims to analyze how intrinsic motivation and supportive leadership influence the innovative behavior of employees, especially Generation Z, in Indonesia's e-commerce sector through career sustainability and psychological security.

REVIEW OF LITERATURE

E-Commerce

E-commerce is concerned with business transactions that are practiced electronically through the internet, including various platforms such as websites, social media, and marketplaces. Types of e-commerce include B2B, B2C, C2C, B2G, and m-commerce. Marketplaces such as Shopee and Tokopedia are examples of popular platforms in Indonesia, which provide global market access and reduce operational costs for sellers, as well as increase transaction transparency and security (OECD, 2009; Teresya et al., 2022; Prasetyo, 2023)

Theoretical Background

JD-R theory highlights the connection between job demands and job resources, as well as their influence on worker welfare and performance. Work resources, such as supportive leadership, can increase motivation and innovative behaviors, helping employees cope with job demands and achieve work goals (Zhang & Chin, 2024; Wang et al., 2022). Self-Determination Theory (SDT) highlights the role of intrinsic motivation in encouraging innovative behavior and well-being. SDT identifies three main psychological needs—competence, autonomy, and connectedness—that influence motivation and self-development. A supportive environment is essential for career sustainability and innovation (Ryan & Deci, 2020; Hocine & Zhang, 2014).

Innovative Behavior

Innovative behavior signifies the capacity to create and implement new concepts that improve worker performance. It involves creativity, the search for new ideas, and the implementation of innovative solutions. Factors such as motivation, leadership, and task

complexity can encourage innovative behavior, which is essential for an organization's competitive advantage (Scott & Bruce, 1994; Elidemir et al., 2020; Anderson et al., 2014; Shin et al., 2017).

Intrinsic Motivation

Intrinsic motivation is an internal proposal to engage in activities due to personal satisfaction, not external rewards. Individuals with intrinsic motivation tend to be more proactive and enthusiastic in facing challenges. Factors that affect intrinsic motivation include freedom of action and opportunities for growth (Ryan & Deci, 2020; Ali et al., 2022; Pelletier et al., (1995).

Supportive Leadership

Supportive leadership focuses on meeting employee needs and creating a supportive environment. Supportive leaders help improve employee performance, drive innovation, and strengthen organizational relationships through attention to employee well-being and the provision of training (Wang et al., 2022; Bourini, 2021; Zaitouni & Ouakouak, 2018).

Career Sustainability

Career sustainability refers to work experience that ensures the continuity of an individual's career over time. It involves dimensions such as the ability to adapt, update skills, and integrate knowledge. Career sustainability is a challenge in the era of automation and rapid economic change (De Vos & Van der Heijden, 2017; Chin et al., 2019).

Psychological Safety

Psychological safety is a feeling of security that allows individuals to express themselves and admit mistakes without fear of negative consequences. This concept is important in dynamic and complex work, where individuals feel more engaged, innovate, and work more effectively (Edmondson, 1999; Kark & Carmeli, 2009; A. C. Edmondson & Lei, 2014).

RESEARCH METHOD

This research focuses on the e-commerce industry in Indonesia, which has experienced rapid growth due to increased digital technology adoption and internet access. The industry is highly dynamic and competitive, with major players like Shopee, Tokopedia,

Bukalapak, Blibli, and Lazada. The study emphasizes Generation Z employees (born 1997–2012), who form a significant part of the workforce. Known for their technological adeptness and adaptability, this demographic plays a crucial role in driving innovation and organizational performance. However, challenges remain in fostering their intrinsic motivation, supportive leadership experiences, and a work environment conducive to innovative behavior.

A quantitative survey approach was employed, targeting 155 permanent employees from the five largest e-commerce companies with at least one year of tenure. The questionnaire underwent a proofing process with target respondents and a pilot test with 30 participants to validate clarity and reliability using SPSS. Despite one indicator showing a component matrix value below 0.5, it was retained under the assumption of improved validity with a larger sample size. Cronbach's Alpha values exceeded 0.70, confirming reliability. Main testing was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) via SmartPLS, analyzing measurement and structural models to evaluate indicator validity, reliability, and variable relationships. Data were measured on a 7-point Likert scale across 31 items adapted from established scales. Intrinsic motivation was measured using a 3-item scale developed by Gagné et al. (2015). Supportive leadership was assessed with a 4-item scale adapted from Schmidt et al. (2014). Career sustainability, consisting of four dimensions – resources, renewable, flexible, and integrative – was measured with a 12-item scale developed by Chin et al. (2022). Psychological safety was measured using a 6-item scale from Edmondson (1999). Finally, innovative behavior, the dependent variable, was measured with a 6-item questionnaire developed by Scott & Bruce (1994).

RESULTS AND DISCUSSION

Readability Test

The readability test was carried out by distributing questionnaires to 5 respondents who were in accordance with the research criteria. The purpose of this test is to ensure the respondent's understanding of each item of statement that has been described into Indonesian. As a result, minor and major revisions were made to 31 questionnaire items.

Pre-test

Table 1
Pre-test Validity and Reliability Test Results

Variable	Dimension	Item	Validity			Reliability Cronbach's Alpha
			KMO	Component Matix	MSA	
Innovative Behavior	Unidimensional	IB01	0,859	0,811	0,901	0,892
		IB02		0,867	0,813	
		IB03		0,820	0,852	
		IB04		0,775	0,868	
		IB05		0,830	0,875	
		IB06		0,775	0,857	
Intrinsic Motivation	Unidimensional	IM01	0,749	0,934	0,757	0,929
		IM02		0,953	0,696	
		IM03		0,921	0,810	
Supportive Leadership	Unidimensional	SL01	0,794	0,914	0,744	0,906
		SL02		0,915	0,743	
		SL03		0,854	0,866	
		SL04		0,858	0,865	
Career Sustainability	Resourceful	RS01	0,807	0,735	0,830	0,933
		RS02		0,824	0,943	
		RS03		0,705	0,739	
	Flexible	FL01		0,719	0,757	
		FL02		0,783	0,887	
		FL03		0,477	0,702	
	Renewable	RN01		0,820	0,766	
		RN02		0,838	0,802	
		RN03		0,792	0,827	
	Integrative	IT01		0,864	0,768	
		IT02		0,849	0,765	
		IT03		0,824	0,877	
Psychological Safety	Unidimensional	PS01	0,783	0,705	0,804	0,856
		PS02		0,591	0,930	
		PS03		0,840	0,752	
		PS04		0,822	0,728	
		PS05		0,795	0,803	
		PS06		0,849	0,788	

Source: Researcher's Processed Products (2024)

The pre-test results showed that all variables tested: Innovative Behavior, Intrinsic Motivation, Supportive Leadership, and Psychological Safety had KMO, Component Matrix, and MSA values above 0.5, with Bartlett's Test results being significant (< 0.05), indicating the validity of the items. Cronbach's Alpha values for all items were above 0.6, demonstrating good reliability. However, for the Career Sustainability variable, item FL03 was not valid,

although the other items were valid and reliable. Overall, all items for these variables meet the criteria for further analysis.

Respondent Profile

Table 2
Respondent Profile

Category	Subcategory	Count	Percentage
Gender	Male	72	0,39
	Female	114	0,61
Age	12–18 years	0	0
	19–22 years	23	0,12
	23–25 years	108	0,58
	26–27 years	55	0,3
Education	High School or equivalent	15	0,08
	Diploma (D1/D2/D3)	18	0,1
	Bachelor's (S1)	150	0,81
	Master's (S2)	3	0,02
Company	Shopee	58	0,31
	Tokopedia	43	0,23
	Lazada	31	0,17
	Bibli	31	0,17
	Bukalapak	23	0,12
Position	Staff/Junior	117	0,63
	Senior Staff	35	0,19
	Supervisor	20	0,11
	Manager	11	0,06
	Senior Manager / GM	3	0,02
Department	Sales and Marketing	29	0,16
	Customer Service	19	0,1
	Operations and Logistics	6	0,03
	Product Development	20	0,11
	Information Technology (IT)	24	0,13
	Finance and Accounting	12	0,06
	Business Development	33	0,18
	Human Resources	22	0,12
	Content and Creative	18	0,1
	Others	3	0,02
Work Experience	1–2 years	96	0,52
	3–4 years	64	0,34

>5 years	26	0,14
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Source: Researcher's Processed Products (2024)

The table presents the distribution of respondents based on demographic and job-related categories, including gender, age, education, company, position, department, and work experience. Most respondents are female (61%), aged 23–25 years (58%), and hold a Bachelor's degree (81%). The majority work at Shopee (31%) and occupy staff or junior-level positions (63%). The departments with the highest representation are Business Development (18%) and Sales and Marketing (16%). Regarding work experience, most respondents have 1–2 years of experience (52%), reflecting a predominantly young workforce, which aligns with the focus on platform-based companies driven by younger employees.

Descriptive Statistics

Table 3
Descriptive Statistics

Variable	Dimension	Indicator	Mean	Std. Deviation	Grand Mean	Remarks
Innovative Behavior	Unidimensional	IB1	5.69	1487	5.61	Above Average
		IB2	5.56	1432		Below Average
		IB3	5.65	1323		Above Average
		IB4	5.66	1421		Above Average
		IB5	5.58	1401		Below Average
		IB6	5.53	1518		Below Average
Intrinsic Motivation	Unidimensional	IM01	5.45	1503	5.51	Below Average
		IM02	5.52	1471		Above Average
		IM03	5.58	1381		Above Average
Supportive Leadership	Unidimensional	SL01	5.58	1358	5.56	Below Average
		SL02	5.46	1542		Below Average
		SL03	5.64	1336		Above Average

Career Sustainability	Resourceful	SL04	5.56	1402	5.62	Above Average
		RS01	5.66	1259		Above Average
		RS02	5.64	1186		Above Average
		RS03	5.55	1212		Below Average
	Flexible	FL01	5.62	1309	5.61	Above Average
		FL02	5.67	1228		Above Average
		FL03	5.54	1181		Below Average
	Renewable	RN01	5.61	1243	5.61	Average
		RN02	5.61	1194		Average
		RN03	5.62	1276		Above Average
	Integrative	IT01	5.67	1223	5.67	Above Average
		IT02	5.66	1228		Below Average
		IT03	5.63	1312		Below Average
Psychological Safety	Unidimensional	PS01	5.56	1224	5.55	Above Average
		PS02	5.67	1228		Above Average
		PS03	5.43	1293		Below Average
		PS04	5.47	1320		Below Average
		PS05	5.62	1342		Above Average
		PS06	5.57	1390		Above Average

Source: Researcher's Processed Products (2024)

Most indicators have a mean value above 5.50, indicating that respondents tend to have a positive perception of the variables being measured. However, some indicators, such as IB6 in Innovative Behavior and PS03 in Psychological Safety, have a mean value below the mean, indicating areas that can be further improved. The variable with the highest mean is the Integrative dimension of Career Sustainability (Grand Mean 5.67), indicating respondents' main strength in integrating information to support their careers.

Normality Test

Table 4
Normality Test Results

Information	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	Df	Mr.	Statistic	Df	Mr.
IB	0,139	186	<,001	0,918	186	<,001
IN	0,180	186	<,001	0,909	186	<,001
SL	0,172	186	<,001	0,809	186	<,001
CS	0,143	186	<,001	0,938	186	<,001
PS	0,141	186	<,001	0,939	186	<,001

Source: Researcher's Processed Products (2024)

The data were not normally distributed (significance < 0.01). According to Muhson (2022), PLS-SEM can still be used without normality conditions, so this technique was chosen.

Measurement Test

Table 5
Results of The Measurement Test

Variables	Dimension	Item	Outer Loading	Cronbach's Alpha	CR	AVE
Innovative Behavior	Unidimensional	IB01	0,782	0,844	0,846	0,563
		IB02	0,726			
		IB03	0,724			
		IB04	0,733			
		IB05	0,793			
		IB06	0,740			
Intrinsic Motivation	Unidimensional	IM01	0,834	0,792	0,793	0,707
		IM02	0,844			
		IM03	0,844			
Supportive Leadership	Unidimensional	SL01	0,819	0,831	0,831	0,664
		SL02	0,797			
		SL03	0,820			
		SL04	0,823			
Career Sustainability	Resourceful	RS01	0,865	0,962	0,962	0,706
		RS02	0,850			
		RS03	0,840			
	Flexible	FL01	0,821			
		FL02	0,820			
		FL03	0,846			
	Renewable	RN01	0,811			
		RN02	0,888			
		RN03	0,813			

Psychological Safety	Integrative	IT01	0,857	0,901	0,925	0,672
		IT02	0,856			
		IT03	0,811			
	Unidimensional	PS01	0,885			
		PS02	0,894			
		PS03	0,827			
		PS04	0,793			
		PS05	0,773			
		PS06	0,736			

Source: Researcher's Processed Products (2024)

The results show that all indicators have outer loadings above the minimum threshold of 0.50, demonstrating adequate convergent validity (Hair et al., 2019). Overall, the results demonstrate that all constructs meet the required thresholds for Cronbach's Alpha (>0.70), CR (> 0.70), and AVE (>0.50), providing evidence of adequate internal consistency and convergent validity for the measurement model.

Structural Test

The structural test is carried out through three stages: VIF check, t-statistic, p-value, and q-square, with the results displayed in the figure.

Variance Inflation Factor (VIF)

A VIF value between 1–5 indicates low multicollinearity and is acceptable. A value above 5 or 10 indicates the presence of multicollinearity (Hair et al., 2017).

Table 6
Variance Inflation Factor (VIF) Test Results

No	Indicator	BRIGHT	Information
1	IB01	1,852	Valid
2	IB02	1,620	Valid
3	IB03	1,655	Valid
4	IB04	1,749	Valid
5	IB05	2,016	Valid
6	IB06	1,634	Valid
7	IM01	1,636	Valid
8	IM02	1,658	Valid
9	IM03	1,735	Valid
10	SL01	1,769	Valid
11	SL02	1,668	Valid
12	SL03	1,835	Valid

13	SL04	1,859	Valid
14	RS01	4,574	Valid
15	RS02	4,160	Valid
16	RS03	2,801	Valid
17	FL01	2,878	Valid
18	FL02	3,012	Valid
19	FL03	3,302	Valid
20	RN01	2,701	Valid
21	RN02	4,230	Valid
22	RN03	2,727	Valid
23	IT01	3,886	Valid
24	IT02	4,472	Valid
25	IT03	2,625	Valid
26	PS01	3,233	Valid
27	PS02	3,837	Valid
28	PS03	2,374	Valid
29	PS04	1,964	Valid
30	PS05	2,097	Valid
31	PS06	1,700	Valid

All indicators have a VIF value of < 5 , so there are no multicollinearity problems.

Coefficient of Determination (R²)

The R Square value indicates the ability of an independent variable to predict dependent variables, on a scale of 0 to 1.

Table 7
R Square Test Results

Variable	R Square	R Square Adjusted
Career sustainability	0,433	0,427
Innovative behavior	0,704	0,697
Psychological Safety	0,392	0,389

Source: Smartpls Output (2024)

Based on the table, the career sustainability variable was influenced by 43.3%, innovative behavior by 70.4%, and psychological safety by 39.2% by the independent variables. The rest is influenced by other variables outside this study. In addition, second-order analysis was carried out to evaluate the influence of dimensions on latent variables.

Table 8
Test Results of Second-Order R Square

Variable	Dimension	R Square	R Square Adjusted
Career sustainability	Flexible	0,867	0,866
	Integrative	0,883	0,882
	Renewable	0,879	0,878
	Resourceful	0,845	0,844

Source: Smartpls output (2024)

The variation in career sustainability is influenced by four dimensions with varying levels of contribution. The flexible dimension has the greatest influence, explaining 8.66% of the variation, indicating a very strong impact. Next, the renewable dimension accounts for 88.2% of the variation, making a significant contribution to career sustainability. The resourceful dimension contributes 8.78% and is considered quite influential. Finally, the integrative dimension explains 84.4% of the variation, also showing a significant impact on career sustainability. Thus, these four dimensions collectively provide a strong contribution to career sustainability.

Predictive Relevance (Q2)

Q square is calculated by comparing the R square value of the structural model with a random model. If Q square is positive, the structural model has better prediction capabilities and is valid. The Q value of the square must be greater than 0 to indicate the validity of the model.

Table 9
Q Square Results

Information	SSO	SSE	Q ² (=1-SSE/SSO)
Career sustainability	2232,000	1560,321	0,301
Innovative behavior	1116,000	695,977	0,376
Psychological Safety	1116,000	831,479	0,255

Source: Smartpls output (2024)

The Q² values of the variables career sustainability (0.301), innovative behavior (0.376), and psychological safety (0.255) were all > 0, which proves that the independent variables can explain these variables well.

Hypothesis Testing

Hypothesis testing in SmartPLS applies Path coefficients to assess the strength and direction of influence between variables. The relationship between variables is considered significant if the t-value > 1.645 (one-tailed) or the p-value < 0.05.

Table 10
Results of Path coefficients Hypothesis Testing

Construction	Path Coefficient	95% Confidence Interval		T Statistics (O/STDEV)	P Values	Hypothesis	Information
		Upper Limit	Lower Limit				
IM -> ONE	0,166	0,071	0,280	2,605	0,005	H1	Accepted
SL -> IB	0,240	0,078	0,395	2,467	0,007	H2	Accepted
IM -> CS	0,168	0,035	0,294	2,108	0,018	H3	Accepted
SL -> CS	0,548	0,389	0,674	6,321	0,000	H4	Accepted
SL -> PS	0,626	0,510	0,717	10,039	0,000	H5	Accepted
CS -> IB	0,319	0,132	0,517	2,722	0,003	H6	Accepted
PS -> IB	0,281	0,113	0,447	2,771	0,003	H7	Accepted
IM -> CS -> IB	0,054	0,016	0,133	1,612	0,054	H8	Rejected
SL -> CS -> IB	0,175	0,068	0,315	2,372	0,009	H9	Accepted
SL -> PS -> IB	0,176	0,077	0,290	2,750	0,003	H10	Accepted

Source: Smartpls output (2024)

This study analyzes the influence of intrinsic motivation and supportive leadership on innovative behavior among Generation Z employees in Indonesian e-commerce companies, with career sustainability and psychological safety as mediators. The results show that intrinsic motivation and supportive leadership have a significant positive effect on innovative behavior, aligning with the self-determination theory (Ryan & Deci, 2020), which states that intrinsic motivation is essential to drive creativity. Generation Z tends to be motivated to innovate, especially when supported by leaders who are open and encourage their new ideas (Fang et al., 2019).

However, career sustainability does not mediate the relationship between intrinsic motivation and innovative behavior, indicating that Generation Z is more influenced by direct motivation and job challenges than long-term career stability (Popaitoon, 2022). Nevertheless, career sustainability is found to mediate the relationship between supportive leadership and innovative behavior, supporting the findings of Wang et al. (2022) that career

sustainability provides the necessary stability to foster innovation. Psychological safety also plays a crucial mediating role between supportive leadership and innovative behavior, aligning with Edmondson's (1999) research, which shows that a psychologically safe environment encourages employees to innovate without fear of failure. Generation Z employees, with their need for transparency and flexibility, require strong support from leaders and an environment that fosters innovation (Badan Pusat Statistik, 2020). Therefore, e-commerce companies in Indonesia need to focus on creating sustainable support and learning opportunities for Generation Z employees to drive innovation.

CONCLUSION

This study examines the influence of intrinsic motivation and supportive leadership on innovative behavior through career sustainability and psychological safety in e-commerce companies in Indonesia. The results showed that intrinsic motivation and supportive leadership had a significant effect on innovative behavior. Career sustainability mediates the influence of supportive leadership on innovative behavior, but does not mediate the relationship between intrinsic motivation and innovative behavior. In addition, psychological safety also mediates the influence of supportive leadership on innovative behavior.

This research contributes to understanding how supportive leadership and psychological safety can drive innovative behavior. The practical implication is that companies must create a safe and supportive environment to encourage employee innovation. Further research may explore other mediators in the relationship between supportive leadership and innovative behavior.

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