

# INDIVIDUAL PERFORMANCE, INNOVATION CULTURE AND QUALITY OF WORK LIFE: A STUDY OF IMPACT ON GOVERNANCE AND MARKETING PERFORMANCE

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## Abstract

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This study's objective is to offer factual proof of the role of individual performance in the relationship between innovation culture and quality of work life (QWL) to improve marketing performance. The object of this research is the tourism sector, using a sample of small and medium-sized enterprises (SMEs) employees with criteria included in the tourism industry such as tourism places, hotels, restaurants, travel agencies, etc. in the East Java region, Indonesia. Based on the sample criteria and having gone through sample selection, a total of 1320 respondents were obtained. Partial least squares structural equation modeling (PLS-SEM) is used as a data analysis tool. The results showed that individual performance was significantly influenced by innovation culture and QWL, besides that marketing performance was significantly influenced by individual performance, this is in accordance with Mardiatmi and Pinem (2021). The implication of this research is the importance of a culture of innovation and QWL to improve individual performance which will have an impact on marketing performance so that SMEs can grow rapidly and win the competition.

**Keywords:** Innovation Culture, Quality of Work Life, Individual Performance, Marketing Performance

**Authors' individual contribution:** Conceptualization — A.H.; Methodology — W.W.; Software — A.T.S.; Validation — A.H.; Formal Analysis — A.H.; Investigation — A.T.S.; Resources — A.H.; Data Curation — W.W.; Writing — Original Draft — A.H.; Writing — Review & Editing — W.W.; Visualization — W.W.; Supervision — A.H.; Project Administration — A.T.S.; Funding Acquisition — A.H.

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## 1. INTRODUCTION

The pandemic that has occurred worldwide has had an impact on global economic activity. According to

several economic analysts, the tourism industry is one of the industries that has experienced the most severe impact. The implementation of the social restriction policy made people's mobility very

limited, starting by prohibiting travel out of town and gathering in large numbers, causing many potential tourists to cancel visits to tourist attractions objects in certain areas.

The United Nations World Tourism Organization (UNWTO) has changed the prospects for international tourist growth which has fallen by 70% to 100%. This had an impact in the form of losses of approximately USD300–450 billion in the form of international tourism exports that were obtained globally, which caused many companies engaged in the tourism sector to go bankrupt.

The tourism industry has a significant impact on people's lives, including the economy, natural environment, local population at the destination, and tourists themselves. Various kinds of impacts arise, starting from the renewal of the production process needed to produce goods and services for visitors and parties who have interests involved in the tourism sector, as a result, a holistic strategy for tourism destination development, tourism management, and monitoring of existing tourism activities are required.

This approach is highly recommended for application to national and local tourism policies and international agreements. The tourism sector plays an important role in developing the community's economy and this is consistent with government plans aimed at creating a more sustainable economy in the future. The tourist sector, which includes recreation places, hotels, restaurants, transportation, and other forms of commerce that promote the growth of the tourism industry, has made a significant contribution to a country's economic progress.

The decline in the transportation sector and the provision of accommodation and food and drink is the beginning of the deteriorating employment conditions in the tourism sector. Entrepreneurs engaged in tourism experience difficulties in financing their business operations due to decreased income and losses up to bankruptcy due to no business income. The decline in the tourism sector also had an impact on small and medium-sized enterprises (SMEs) businesses and community employment.

The tourism sector is one of the sectors that provides the most employment and provides welfare to the community. The non-operation of any of the activities in the tourism sector causes most people to become economically disadvantaged. Currently, the World Health Organization (WHO) has declared the pandemic over. To restore economic conditions and strengthen SMEs, business managers must be able to develop strategies to achieve optimal marketing performance.

Marketing performance is commonly used to assess the effectiveness of a company's strategy. In theory, there are various strategies to attain and sustain marketing performance, one of which claims that by focusing on customers and competitors, a company can improve its performance. Orientation toward consumers and competitors is one way that a corporation can utilize to excel in competition.

A high degree of marketing performance demonstrates a high level of sales, increasing the number of sales in both product units and monetary units. Marketing performance is distinguished by strong sales growth over past

years, better growth than competitors, and a larger market share than in previous years. Meanwhile, bad marketing performance was characterized by decreased sales, decreased sales relative to the previous year and competitors in the same industry, and decreased market share.

Many factors influence marketing performance, one of the factors is individual performance. Individual performance refers to the qualitative and quantitative work results obtained by an individual after carrying out her/his tasks and obligations (Alhakimi & Mahmoud, 2020). Individual performance is linked to job fulfillment through information technology.

This is in line with the research by Goodhue and Thompson (1995), implying that the achievement of individual performance is tied to the achievement of a sequence of individual assignments. Higher performance denotes a rise in the efficiency, effectiveness, or quality of performing a series of duties assigned to individuals inside a firm or organization, which will impact marketing performance. Marketing performance is a factor that influences business performance. This explanation is in accordance with Mardiatmi and Pinem (2021) who state that personal selling literacy is an effective way to improve marketing performance.

Individual performance can increase because of the factors that influence it. These elements include an innovative culture and quality of work life (QWL). To boost marketing performance in the volatility, uncertainty, complexity, and ambiguity (VUCA) era, SMEs must implement a culture of innovation. This is necessary because the environment changes very quickly and environmental conditions are unpredictable, so SMEs must be able to adapt. The culture of innovation is considered as one of the key factors influencing the long-term success of a company in a competitive market (Naranjo-Valencia et al., 2016). This explanation is in accordance with Sanz-Valle et al. (2011) who show that to increase innovation, flexibility focus and external focus alone are not enough. In order to define organizational culture, both are required. In addition, Naranjo-Valencia et al. (2011) found that organizational culture is a clear determinant of innovation strategy.

In addition, Wei et al. (2013) stated that a perceived innovative culture can be the foundation for a company's resources and competitive advantage by providing superior employee-level outcomes. This explanation is in accordance with Karaev and Mercan (2023) who state that a culture of innovation is very important as a marketing strategy. This explanation is in accordance with Aboramadan et al. (2020), Schuldt and Gomes (2020), García-Zamora et al. (2013), Yamakawa and Ostos (2011), and Jiménez-Jiménez and Sanz-Valle (2011) who state that a culture of innovation has a positive impact on performance. However, this study is different from the research by Uz Kurt et al. (2013) which stated that in the presence of organizational innovation, it was discovered that organizational culture had an insignificant regression coefficient on the firm performance.

In addition to a culture of innovation, individual performance can also be influenced by the QWL. QWL is a condition of how far employees' perceptions of the organization's contribution to achieving its goals can provide material and psychological well-being of employees, or a thorough

program designed to boost workplace learning, improve employee satisfaction, and assist staff in more effectively navigating change and transition, so that it will have an impact on individual performance which will in turn improve marketing performance.

This is in line with Wei and Atuahene-Gima (2009) who explained that their research findings give a more thorough grasp of the ways in which the relationship between marketing and human resource management (HRM) affects the use of market orientation and innovative new product development. This explanation is in accordance with Al-Otaibi (2020), Allam and Shaik (2020), and Al-Shawabkeh and Hijjawi (2018), who state that performance is influenced by the QWL. However, Haryono and Pamungkas (2021) and Dewi et al. (2020) showed different results that QWL does not affect performance.

To provide a solution to this problem, this study is important to do. The research questions are:

*RQ1: Whether a culture of innovation and quality of work life influence individual performance?*

*RQ2: Does individual performance mediate innovation culture and quality of work life on marketing performance?*

The originality of this study is that the object of research is the tourism industry SMEs in East Java province, Indonesia. Another originality is the effort of this study to develop a marketing performance model by integrating a culture of innovation and QWL and using individual performance as the mediation. So, this study aims to provide empirical evidence of the role of individual performance in the relationship between innovation culture and QWL life to improve marketing performance.

The structure of this paper is as follows. Section 2 reviews the relevant literature. Section 3 analyses the methodology that has been used to conduct empirical research on SMEs in East Java, Indonesia. Section 4 presents results and discussion of research findings based on valid data and research methodology. Section 5 provides a conclusion, limitations and suggestions for future research.

## 2. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Contingency theory asserts that there is no ideal method to govern a corporation, lead a business, or make decisions. Instead, the best course of action is determined by the internal and external circumstances. According to the essence of contingency, the efficiency of a company comes from aligning or adjusting the company's characteristics with possibilities that reflect the company's situation (Donaldson, 2006).

Contingency theory attempts to describe the factors that influence a company's effectiveness. However, the notion of a company's effectiveness is broad. Overall, performance is referred to as effectiveness (Donaldson, 2006). As a result, the contingency approach model must demonstrate the link and interdependence of the structure or control and the contingency components (environment and strategy). It is also possible to assert that a particular amount of compatibility between organizational structure variables and contingency variables would result in improved performance.

One factor in assessing business performance is marketing performance. If a business is able to select and apply the best strategy, it can grow. Typically, marketing performance is used to gauge how well a company's plan is working. Theoretically, a company can increase its performance in marketing by focusing on its customers and competitors. This is one of the many strategies to attain and sustain marketing performance. One strategy that a business might employ to succeed in the marketplace is to focus on both consumers and rivals. High sales growth relative to previous years, growth that outpaces competitors, and a higher share of the market relative to previous years are indicators of marketing performance. In the meantime, dropping revenues, decreased sales in comparison to the prior year or competitors in the same industry, and diminishing market share are indicative of poor marketing performance (Menon et al., 1999).

Individual performance according to Alhakimi and Mahmoud (2020) explains that the results of an individual's work that has been achieved both qualitatively and quantitatively are in accordance with their responsibilities. The main key to surviving in this globalized era is business performance. Innovation is one of the factors determining the business performance of a company. With high competition and rapid technological advances, innovation is what is needed to improve business performance in companies. This means that the increasing innovation culture of a company will improve individual performance which will later have an impact on the company's marketing performance and business performance.

This is in accordance with contingency theory, which states that there is an interdependent relationship between structure or control and contingency factors (environment and strategy). This explanation is in accordance with Aboramadan et al. (2020), Schuldt and Gomes (2020), García-Zamora et al. (2013), Yamakawa and Ostos (2011), and Jiménez-Jiménez and Sanz-Valle (2011) who state that performance is influenced by a culture of innovation. Based on previous explanations and studies, the first hypothesis is as follows:

*H1: Innovation culture has a significant positive effect on individual performance.*

Besides the culture of innovation, another factor that influences individual performance is the QWL. For some businesses, QWL plays a critical role in enhancing performance (Mousavi et al., 2011). According to Allam and Shaik (2020), it is a well-known fact that the QWL philosophy aims to increase people's effectiveness at work by gaining an awareness of their psychological well-being, involvement, and engagement. Implementing a successful QWL makes employees healthier, more devoted, and safer at work, while also producing more goods and lowering organizational expenses (Horst et al., 2014) this can improve individual performance. This means that with the increasing QWL, individual performance will also increase.

This is in line with the contingency theory which states that the determinants of a company's effectiveness refer to performance (Donaldson, 2006). This explanation is in accordance with the studies of Al-Otaibi (2020), Allam and Shaik (2020), and Al-Shawabkeh and Hijjawi (2018) which state that performance is influenced by the QWL. Al-Otaibi (2020) conducted a study on employees in a hospital, he showed evidence that there was a moral impact

based on the QWL dimension on the level of staff work performance, and this impact showed that there were no significant differences between the research samples, both based on type, age, education level, type of work, length of service, or salary. The second research hypothesis is as follows:

*H2: Quality of work life has a significant positive effect on individual performance.*

Individual performance can have an impact on marketing performance. Goodhue and Thompson's (1995) study states that the effective completion of a number of individual tasks is related to the achievement of individual performance. Improved performance refers to a company's or organization's ability to carry out a certain set of activities with greater efficacy, efficiency, or quality. Creative individuals will open themselves to sharing information, and individuals who explore themselves by trying to work creatively will be able to help with problem-solving (Woodman et al., 1993). When an individual can achieve higher performance denotes a rise in efficiency, effectiveness, or quality in accomplishing a sequence of duties delegated to an individual in an organization or organization, so that this can improve marketing performance. This means that the better the individual performance of the employees, the better their marketing performance will be.

This is in line with the contingency theory which states that the determinants of a company's effectiveness refer to performance (Donaldson, 2006). This explanation is also in accordance with Goodhue and Thompson (1995) which individual performance is tied to the completion of a succession of individual tasks, according to this statement. This study is supported by research findings from Mardiati and Pinem (2021) which state that personal selling literacy is an effective way to improve marketing performance. Based on these arguments and theories, the third hypothesis is as follows:

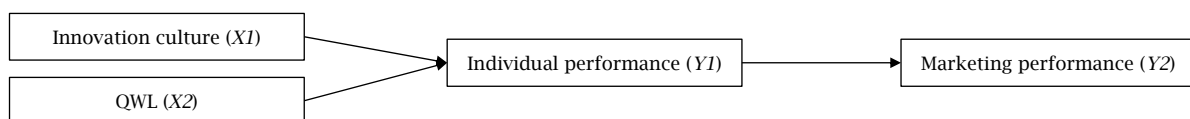
*H3: Individual performance has a significant positive effect on marketing performance.*

### 3. RESEARCH METHODOLOGY

This study is a quantitative research using a survey of employees who are the object of research. The research object is SMEs in the tourism industry, such as tourist spots, hotels, restaurants, travel agencies, transportation, etc. located in East Java, Indonesia. Of the 500 SMEs sampled, only 440 SMEs were netted with 3 employees taken from each SME as respondents. So, the total number of research respondents was 1320 employees. Partial least squares structural equation modeling (PLS-SEM) is used as a data analysis tool.

In order to assess the link between variables in a model, including the relationship between indicators and their constructs or the relationship between constructs, SEM is a multivariate analysis technique that combines factor analysis and regression (correlation) analysis. PLS is a structural equation model based on SEM that uses components or variants. PLS is an alternate strategy that switches the SEM technique from covariance-based to variance-based. When it comes to testing theory or causation, covariance-based SEM is typically more focused on predictive models than PLS. Nonetheless, there is a distinction between component-based PLS and covariance-based SEM, specifically in the application of structural equation models for hypothesis testing or prediction development. PLS-SEM is advised when the analysis relates to evaluating the theoretical framework from a prediction standpoint, when the structural model is intricate and comprises numerous constructs, indicators, and/or model relationships, and when the goal of the research is to understand growing complexity through theoretical explorations of the theories that are currently in place (Hair et al., 2021). The following is a picture of the research framework.

Figure 1. Research framework



### 4. RESULTS AND DISCUSSIONS

The total population of this study is 500 SMEs. However, out of 500 SMEs, only 440 SMEs met the sample criteria. The sample criteria are SMEs engaged in the tourism sector in East Java, Indonesia. The respondents were determined as many as 3 respondents for each SME to be able to represent various types of SMEs in the tourism sector. So, the total number of respondents who were used as research samples was as many as 1320 respondents.

The respondents were dominated by employees of restaurants, lodging, travel agencies and transportation services. Based on the results of observations, it is evident that SME employees have

high loyalty due to their long tenure. In addition, the number of respondents was more dominated by men and the education level of the respondents was mostly high school graduates.

Based on the definitions of the variables that have been described, each follows a reflective indicator model. In this regard, the evaluation of the measurement model is carried out by looking at the loading indicators presented in Table 1. Loading on each indicator can be positive or negative in forming the variable. In addition, an indicator can be declared significant if it has a p-value of not more than 0.05.

**Table 1.** The results of the measurement model

Variable	Indicator	Score	p-value	Annotation
Innovation culture (X1)	Creativity (X1.1)	0.828	< 0.001	Significant
	Risk-taking (X1.2)	0.742	< 0.001	Significant
	Teamwork (X1.3)	0.833	< 0.001	Significant
QWL (X2)	Employee participation (X2.1)	0.731	< 0.001	Significant
	Conflict resolution (X2.2)	0.778	< 0.001	Significant
	Communication (X2.3)	0.732	< 0.001	Significant
	Occupational health (X2.4)	0.782	< 0.001	Significant
	Occupational safety (X2.5)	0.742	< 0.001	Significant
	Work safety (X2.6)	0.722	< 0.001	Significant
	Decent compensation (X2.7)	0.698	< 0.001	Significant
	Pride (X2.8)	0.779	< 0.001	Significant
	Career development (X2.9)	0.702	< 0.001	Significant
Individual performance (Y1)	Quality (Y1.1)	0.759	< 0.001	Significant
	Quantity (Y1.2)	0.761	< 0.001	Significant
	Timeliness (Y1.3)	0.679	< 0.001	Significant
	Effectiveness (Y1.4)	0.779	< 0.001	Significant
	Independence (Y1.5)	0.806	< 0.001	Significant
Marketing performance (Y2)	Sales volume (Y3.1)	0.788	< 0.001	Significant
	Customer growth (Y3.2)	0.778	< 0.001	Significant
	Profitability (Y3.3)	0.779	< 0.001	Significant

Source: Authors' elaboration.

The hypotheses testing on the inner model attempts to assess the direct effect of exogenous variables on endogenous variables and endogenous variables on endogenous variables in each path.

The results of testing the inner model hypothesis are presented in Table 2 by looking at the path coefficient and p-value.

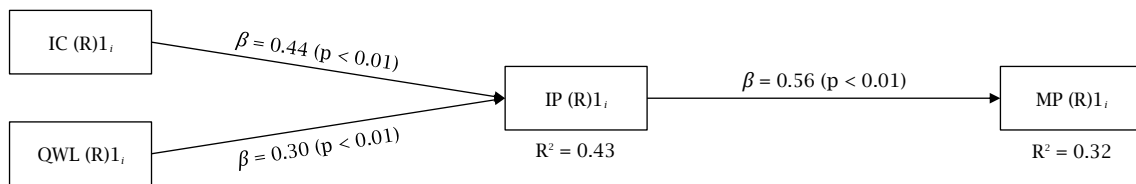
**Table 2.** Path coefficient values

No.	Predictor variables	Response variable	Path coefficient	p-value	Annotation
1	Innovation culture (X1)	Individual performance (Y1)	0.443	< 0.001	Significant
2	QWL (X2)	Individual performance (Y1)	0.300	< 0.001	Significant
3	Individual performance (Y1)	Marketing performance (Y2)	0.565	< 0.001	Significant

Based on Table 2 it is known that there are three paths formed. Everything shows a significant positive relationship, namely the relationship between innovation culture and QWL on individual performance. Then, individual performance on marketing performance has a p-value  $\leq 0.05$  and all show a positive direction. This proves that the relationship between all these variables can be

proven because it shows significant results. However, the R-square value from this study shows 32%, meaning that only 32% of marketing performance is influenced by innovation culture, QWL and individual performance, so the remaining 68% is influenced by other variables. The following figure presents the research result.

**Figure 2.** Research result



In the current era of globalization, the main key to surviving in business is business performance. Business performance can be achieved through several factors, one of which is innovation. Innovation is very necessary to improve business performance due to intense business competition and rapid technological developments. So, this will require personal adjustment and will trigger individual performance. Each individual will be assessed on the results of their work in each period. Individual performance will increase if the culture of innovation increases. This is proven in the results presented in Table 2 which show that the p-value of the influence of innovation culture on individual performance is  $< 0.001$  with a path coefficient

of 0.443. This means that a culture of innovation has a positive effect on individual performance, the more a company's innovation culture increases, the more individual performance will improve.

This approach is consistent with contingency theory, which holds that structure or control is interdependent on contingency elements (environment and strategy). In addition, according to Naranjo-Valencia et al. (2016) one of the factors that can influence a company's success in a competitive market in the long term is a culture of innovation. Likewise, Wei et al. (2013) stated that a perceived innovative culture can be a foundation for a firm's resources and competitive advantage by producing superior employee-level outcomes. Karaev and

Mercan (2023) state the importance of a culture of innovation as a marketing strategy. This study is supported by Aboramadan et al. (2020), Schuldt and Gomes (2020), García-Zamora et al. (2013), Yamakawa and Ostos (2011), and Jiménez-Jiménez and Sanz-Valle (2011) who state that performance is positively influenced by a culture of innovation. However, this study is different from Uz Kurt et al. (2013) which stated that in the presence of organizational innovation, it was discovered that organizational culture had an insignificant regression coefficient on the firm performance.

Based on the results presented in Table 2, shows that there is a positive influence between the QWL on individual performance. This is evident in the p-value shown at  $< 0.001$  with the path coefficient showing a positive direction of 0.300. This means that the increase in the QWL affects the increase in individual performance. Therefore, when an organization or company implements a good QWL, it makes employees healthier, more devoted, and safer at work, creates more goods, and lowers organizational costs (Horst et al., 2014), so this can improve individual performance.

This explanation follows Donaldson (2006) who explains that performance is a reference for determining the effectiveness of an organization or company. This study is in accordance with Al-Otaibi (2020), Allam and Shaik (2020), and Al-Shawabkeh and Hijjawi (2018) who state that performance is positively influenced by the QWL. However, this study is different from Haryono and Pamungkas (2021) and Dewi et al. (2020) who show that QWL does not affect performance.

This study also answers the last hypothesis, namely the effect of individual performance on marketing performance. This is shown in Table 2, it can be seen that the p-value is  $< 0.001$  with a path

coefficient of 0.565. This means that the more individual performance increases, the marketing performance increases.

These findings are in accordance with Goodhue and Thompson (1995) which state that the achievement of individual performance is related to the achievement of a series of individual tasks. In addition, the findings of this study are consistent with the contingency theory that the determinants of a company's effectiveness refer to performance (Donaldson, 2006). This study is supported by Mardiatmi and Pinem (2021) who state that personal selling literacy is an effective way to improve marketing performance.

## 5. CONCLUSION

The conclusion from this research is the importance of a culture of innovation and QWL to improve individual performance which will have an impact on marketing performance so that SMEs can grow rapidly and win the competition. This can be shown from the results of data processing which shows a significant positive influence between the variables innovation culture, QWL, individual performance, and marketing performance.

The limitation of this study is that the sample used in this study was only SMEs in the tourism industry in one area in Indonesia, so the findings of this study cannot be generalized to other industries and organizations. Suggestions for future research are to expand the research sample so that the research findings can be generalized or to compare research samples between countries so that the results can be generalized and compared. The implication of this research is to contribute to the government in formulating policies related to SMEs in the tourism industry.

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