



THE INFLUENCE OF SELF-EFFICACY ON JOB PERFORMANCE OF EMPLOYEES IN THE ONLINE RETAIL SECTOR IN MALAYSIA – THE MEDIATING EFFECT OF INNOVATIVE BEHAVIOUR

Kumaran Kanapathipillaiⁱ,

Aida Binti Shaari,

Nur Nadiah Mahbob

Faculty of Business and Technology,

UNITAR International University,

Tierra Crest, Jalan SS6/3,

Kelana Jaya, 47301 Petaling Jaya,

Selangor, Malaysia

Abstract:

Fundamentally, all employees can recognise the objectives they want to achieve and plan changes they want to implement in an organisation to attain better job performance. However, most employees also understand that commissioning these plans into reality is not easy. Psychologists have identified that workers' self-efficacy plays a significant role in tackling tasks and challenges in organisations. This research illuminates current situations regarding the significance of self-efficacy on employees' job performance in the online retail sector in Malaysia. A total of 511 employees attached to the online retail sector provided the data for this research. Additionally, in-depth literature was assessed, revealing the relationship between self-efficacy, innovative behaviour, and job performance. Moreover, the intervening effect of innovative behaviour on the relationship between self-efficacy and employees' job performance was also investigated to verify the research hypothesis. The findings of this research established a statistically significant relationship between self-efficacy and innovative behaviour as well as employees' job performance. Conclusively, the hypothesis is supported by data and illustrated that innovative behaviour statistically mediates the relationship between self-efficacy and employees' job performance in the online retail sector in Malaysia. This study also validates that employees who have high self-efficacy are willing to embrace innovative behaviour, which then leads to enhanced job performance. In conclusion, self-efficacy with the intervention of innovative behaviour can heighten the employees' job performance in the online retail sector in Malaysia.

Keywords: self-efficacy, innovative behaviour, job performance, online retail sector

ⁱ Correspondence: email kumar.erapintar@gmail.com, frank.erapintar@gmail.com

1. Introduction

The performance of employees of an organisation is dependent on several factors. One of the crucial factors that employees must possess is self-efficacy. Self-efficacy leads to better job performance and energises the employees of an organisation to achieve sustainability. Various research in the area of self-efficacy has unearthed the influence of self-efficacy on the performance of employees (Guha & Chakraborty, 2021; Abdullah et al., 2019). Albert Bandura was the first scholar to present the self-efficacy theory in an article called 'Self-Efficacy: Toward a Unifying Theory of Behavioral Change' (Bandura, 1977). Since the inception of the self-efficacy theory nearly forty-four years ago by Albert Bandura, many research scholars have used this theory to study various aspects of humans' performances in business sectors, entrepreneurship, education, psychology, and health sciences (Triantoro, 2013). Research on employees' self-efficacy and its influence on job performance were given substantial importance since its introduction by Albert Bandura by several main-stream scholars (Vitapamoorthy et al., 2021; Parimita et al., 2020; Bargsted et al., 2019; Song et al., 2018; Machmud, 2018; Varshney & Varshney, 2017; Cherian & Jacob, 2013). Furthermore, several studies have concluded that self-efficacy positively correlated with job performance (Vitapamoorthy et al., 2021; Purnama et al., 2020). Additionally, several studies have used self-efficacy as a probable mediator and moderator in enlightening organisational results (Fitzgerald & Schutte, 2010; Ballout, 2009). Moreover, most studies have been concentrating on finding the impact of self-efficacy on different outcomes. However, in businesses, self-efficacy by itself is not enough to attain job or organisational performance. Therefore, various other intervening factors are also crucial to achieve a high level of job performance. This research intends to explain self-efficacy in the light of Social Cognitive Theory and to statistically illuminate the relationship between self-efficacy and job performance with innovative behaviour as an intervening factor in the online retail sector in Malaysia.

1.1 The Online Retail Sector in Malaysia

The online retail sector is one of the most appealing business sectors in Malaysia (Naseri et al., 2021; Ratih et al., 2020), and it has been developing precipitously now compared to before the incursion of the Covid-19 killer virus (Syahirah, 2020; United Nations, 2020; Statista, 2020). According to (Hirschmann, 2021) online shopping is the most profound method of shopping where on average, fifty-nine percent of Malaysians have made online purchases in a single day since 2019. Additionally, it is projected that the online retail sector will yield approximately RM9.8 billion in revenue in 2022 (Chew, 2018).

1.2 Research Problem Statement

The association between self-efficacy and innovative behaviour is indicated by (Robbins & Timothy, 2013; Bandura, 2005; Bandura, 1997) in the Social Cognitive Theory. According to (Dorner, 2012) self-efficacy stimulates workers to embrace innovative behaviour and utilise his or her capabilities through perseverance and determination

even when faced with hurdles in an organisation. Additionally, (Jiang & Gu, 2017) explicates that workers who have high self-efficacy exhibit higher involvement in innovative behaviour and are more self-assured on their competencies to generate concepts and implement those concepts without hesitation. Likewise, (Richter et al., 2012) mentions that workers with an elevated level of self-efficacy realise themselves as efficient and well prepared to undertake challenges that arise when implementing innovation processes in the organisation. Therefore, based on the (Richter et al., 2012; Jiang & Gu, 2017), it is evident that the employees with higher self-efficacy in the online retail sector would invest their energy to input new ideas and dedicate their time and effort to overcome challenges through innovative behaviour. On the contrary, workers with low self-efficacy in the online retail sector will be convinced that they lack the competencies and are inclined to evade innovative behaviour. In contrast, research conducted by (Bani Melhem et al., 2020; Abdullah et al., 2019; Lunenberg, 2011) found that self-efficacy causes stress, which hinders workers from embarking on innovative behaviour.

Innovative behaviour has been acknowledged as a significant element that augments job performance by several research scholars (Kanapathipillai, 2021; Abdullah et al., 2019; Kim & Koo, 2017; Balkar, 2015; Dorner et al., 2012; Muhtadi et al., 2013). Contrarily, (Park et al., 2016) disclosed that innovative behaviour causes job dissatisfaction, which leads to reduced job performance (Raziq & Maulabakhsh, 2015; Okpara, 2004; Herzberg et al., 1966).

Additionally, (Carter et al., 2016) established that self-efficacy improves workers' performance. Conversely, (Oldham & Cummings, 1996) asserted that exceptional job performance is shaped by employees' creativity and not on self-efficacy. According to (Janssen et al., 2004), employees' ability to acclimatise well to their work or find an appropriate work atmosphere increases job performance and not high self-efficacy.

Therefore, there is a gap in the literature that needs scrutinising. Studying the employees in the online retail sector would give an understanding of whether self-efficacy heightens job performance with innovative behaviour as an intervening factor.

1.3 Research Questions

RQ1: Is there a statistically significant relationship between self-efficacy and innovative behaviour of employees in the online retail sector?

RQ2: Is there a statistically significant relationship between innovative behaviour and job performance of employees in the online retail sector?

RQ3: Is there a statistically significant relationship between self-efficacy and job performance of employees in the online retail sector?

RQ4: Does innovative behaviour statistically mediate the relationship between self-efficacy and job performance of employees in the online retail sector?

1.4 Research Objectives

RO1: To investigate the statistically significant relationship between self-efficacy and innovative behaviour of employees in the online retail sector.

RO2: To examine the statistically significant relationship between innovative behaviour and job performance of employees in the online retail sector.

RO3: To study the statistically significant relationship between self-efficacy and job performance of employees in the online retail sector.

RO4: To explore the statistically mediating effect of innovative behaviour between self-efficacy and job performance of employees in the online retail sector.

2. Literature Review and Hypothesis Development

The following sub-sections focus on the critical literature and hypothesis development regarding self-efficacy, innovative behaviour, and job performance.

2.1 Self-Efficacy

Self-efficacy is the degree to which an individual considers that he or she can efficaciously accomplish a specific behaviour required to yield anticipated consequences (Bandura, 1977). Moreover, (Rafiola et al., 2020) elucidate that self-efficacy is an employees' conviction and self-knowledge in his or her capability in schematising and assuming activities needed to yield victory and incapacitating challenges. Additionally, based on the Social Cognitive Theory (Robbins & Timothy, 2013; Bandura, 1999), self-efficacy is an individual's perceived capability and firm conviction in realising jobs that converge on skills accomplishment. Additionally, (Alghamdi 2020; Bandura, 2012) uncovered that employee with higher self-efficacy levels were more tenacious in their undertakings.

2.2 Innovative Behaviour

Innovative behaviour is described by (Al-Omari et al., 2019; De Spiegelaere et al., 2014; Birkinshaw et al., 2008; de Jong, 2007; Farr & Ford, 1990) as an employee's behaviour focused on introducing, initiating, and applying new concepts, procedures, products or services, which could be adopted by the organisation. To add to this definition (Abstein & Spieth, 2014; Scott & Bruce, 1994) expressed innovative behavior as the fabrication of utilizable products or services and processes that begin by identifying tribulations then generating concepts and options in an organisation. Likewise, (Parker & Collins, 2010; Spreitzer, 1995) denoted innovative behavior as the deliberate action of employees inventing new and different concepts in an organisation. Additionally, (Janssen, 2004) elucidated that innovative behavior is a multidimensional behaviour, which involves idea creation (Kanter, 1988), idea encouragement (Kanter, 1983), and idea execution (Kanter, 1988).

Based on the definitions, innovative behavior involves three phases. Generally, it begins with the novel idea creation, idea stimulation and finishes with idea execution. This can be noted from new and previous scholars (Al-Omari et al., 2019; Agarwal, 2014;

Yuan & Woodman, 2010; Janssen, 2004; De Jong & Den Hartog, 2008; Farr & Ford, 1990; Kanter, 1988, 1983).

2.3 Job Performance

Job performance is described as job adeptness and is measured by a worker's superiority in an organisation according to (Somers & Birnbaum, 1998). Moreover, based on (Piercy et al., 2006), job adeptness includes an employees' in-role behaviour, which encompasses the behaviours of an employee in fulfilling job responsibilities. A manager's perception of job performance and requirements are not similar to a worker's perception of job performance. According to (Belogolovsky & Somech, 2010), workers have a narrower meaning of job performance in-role behaviour. Additionally, (Belogolovsky & Somech, 2010) denotes that in-role behaviours are also the extra-role behaviours from what is inscribed in the employees' Terms of Contract.

2.4 Relationship Between Self-efficacy and Innovative Behaviour

Self-efficacy refers to an individual's belief and self-knowledge in his capability in systematising and undertaking a set of tasks required to generate successes and meet challenges (Rafiola et al., 2020; Hamid et al., 2020; Chang et al., 2012; Bandura, 1997). Additionally, based on the Social Cognitive Theory (Agu, 2015; Hasan et al., 2014; Robbins & Timothy, 2013), self-efficacy is a person's perceived capability and strong belief in accomplishing tasks that focus on skills accomplishment rather than possessed aptitude to reach particular objectives. Research conducted by (Wei, 2020; Hashim, 2020; Su et al., 2019; Chiang, 2014; Hsiao, 2011; Kumar, 2010) discovered that self-efficacy positively impacts innovative behaviours, which implies that the greater the self-efficacy of an employee, the greater the innovative behaviour the employee will demonstrate. Furthermore, (Vitapamoorthy et al., 2021; Purnama et al., 2020; Zahra & Waheed, 2017; Fatemeh et al., 2016) elucidate that an employee displays higher levels of innovative behaviour through a healthy level of self-efficacy, which indicates that self-efficacy positively affects and generates innovative behaviour in an employee.

Additionally, (Jiang & Gu, 2017) postulate that workers who have higher self-efficacy tend to exhibit higher innovative behaviour because they are more self-assured on their knowledge, skills, and capabilities, which allows them to put forward more incredible ideas that elevate their job performance. This is parallel to the study of (Richter et al., 2012), who discovered that workers who possess self-efficacy would recognize themselves as brilliant and better equipped with the knowledge and skills to overcome hurdles encountered during the innovation processes. Therefore, when employees possess high self-efficacy, they tend to display self-confidence. This enables employees to generate good ideas and, in turn, encourages innovative behaviour. Moreover, (Dorner, 2012) has found that workers with higher self-efficacy are self-confident when they indulge in work that requires a higher degree of innovative behaviour, and as a result, they tend to achieve better job performance. Conversely, (Abdullah et al., 2019) remark that workers with lower self-efficacy deem innovative behaviour as

incomprehensible and are beyond their capabilities and inclined to evade them. Moreover, (Lunenberg, 2011) discovered that self-efficacy causes stress at the workplace. Therefore, when workers are stressed, they may not indulge in innovative behaviour. According to (Bani Melhem et al., 2020), stress negatively impacts innovative behaviour. Thus, as mentioned by (Abdullah et al., 2019), the workers will shun innovative behaviour.

The literature above discussed the relationship between self-efficacy and innovative behaviour of employees, and there is a gap in the literature that needs to be addressed. Thus, based on this literature search, the following hypothesis is formulated:

H1: There is a statistically significant relationship between self-efficacy and innovative behaviour among employees in the online retail sector.

2.5 Relationship Between Innovative Behaviour and Job Performance

Traditionally, the job performance of employees is measured based on employees' productivity, job quality, absenteeism, and job satisfaction (Abdalkrim, 2013). Employees' job performance is crucial because it determines the victory of an organisation competing in the marketplace (Imran et al., 2012).

Additionally, another factor that is significant for achieving job performance is innovative behaviour (Kanapathipillai, 2021; Afsar et al., 2014; Suryani et al., 2019). Innovative behaviour has been acknowledged as a vital component that enhances job performance by several research scholars (Kanapathipillai, 2021; Abdullah et al., 2019; Kim & Koo, 2017; Balkar, 2015; Dorner et al., 2012; Muhtadi et al., 2013). Furthermore, (Sadikoglu & Zehir, 2010) scrutinised the relationship between innovative behaviour and job performance and found a positive outcome. Likewise, (Kanapathipillai, 2021; Sadikoglu & Zehir, 2010) also implied that innovative behaviour generates contemporary ideas for new product and service development and improves job performance, leading to unchallenged competitiveness. According to (Walker et al., 2010), innovative behaviour amplifies employees' administrative process, intensifies efficiency and allows, employees, to better manage their jobs. Moreover, innovative behaviour enriches employees' job quality, heightens productivity, and enhances job performance (Rostami & Branch, 2011). Besides, (Kanapathipillai, 2021; Tinofirei, 2011) noted that innovative behaviour intensifies employees' jobs' quality, quantity, efficiency, and effectiveness.

Employees who intend to outshine in performing their job would alter their behaviour by involving process, product, technological, and organisational innovation. Several researchers have discovered that employees who improve the organisation's processes, operations, and distribution which is process innovation, have displayed better job performance. In line with this, (Gunday et al., 2011; Umashankar et al., 2011) have revealed that process innovation positively impacts employees' job performance. Moreover, employees who provide novel ideas to introduce and improve products and services through product innovation see an escalation in job performance. This is parallel to the findings of (Umashankar et al., 2011; Rostami & Branch, 2011) that employees who

engage in product innovation have shown better job performance. Likewise, when employees contribute to the organisation through new technologies or upgrade existing technologies, they become a part of the technological innovation. Based on the findings (Camison & Villar-Lopez, 2014), employees who contribute to technological innovation tend to increase their job performance. Additionally, (Kanapathipillai, 2021; Gunday et al., 2011; Aime et al., 2011) cite that employees who take the initiative to revolutionise organisational systems related to organisational innovation also demonstrate higher job performance. Conversely, research conducted by (Park et al., 2016) revealed that innovative behaviour leads to job dissatisfaction. Job dissatisfaction, in turn, leads to poor job performance, according to scholars (Raziq & Maulabakhsh, 2015; Okpara, 2004; Herzberg et al., 1959). Therefore, innovative behaviour could also lead to poor job performance. The literature above reviewed the relationship between innovative behaviour and employees' job performance, and there is a gap in the literature that needs to be addressed. Thus, based on this literature search, the following hypothesis is developed:

H2: There is a statistically significant relationship between innovative behaviour and job performance among employees in the online retail sector.

2.6 Relationship Between Self-Efficacy and Job Performance

Employees' self-efficacy can be associated with their job performance based on research conducted by (Abun et al., 2021). Several researchers have related self-efficacy to various other factors which lead to job performance. Based on a study conducted by (Hill et al., 1987), self-efficacy increases an employees' ability to adapt to the latest technologies, which enhances the employees' job performance. Additionally, (Gist, 1989) mentions that self-efficacy enables an employee to spawn novel concepts that elevate the employees' position in the workplace. Moreover, (Wood et al., 1990) found that self-efficacy empowers an employee to perform well in a group, improving job performance. According to (Mitchell et al., 1994), self-efficacy allows an employee to gain various skills vital to enhancing job performance. Therefore, all these shreds of evidence show the merits of self-efficacy in enhancing job performance.

Likewise, self-efficacy can impact the tasks chosen by an employee, the amount of effort put into completing tasks by an employee, and an employee's determination to overcome problems. All this, in turn, will lead to better employee behaviour and performance, according to (Abun et al., 2021; Bandura, 1977).

Similarly, based on (Wood & Bandura, 1989), self-efficacy facilitates individuals to strongly believe in their abilities, be persistent and work hard to accomplish their goals. Additionally, self-efficacy provides confidence to employees to accept more challenging jobs, which increases their job performance (Wood & Bandura, 1989). According to (Abun et al., 2021; Bandura, 1999), self-efficacy lets employees exert tremendous effort and try to overcome hurdles. This is because self-efficacy drives employees to reach anticipated outcomes through their actions (Bandura, 1999). Conversely, (Bandura, 1986; Bandura,

1999) elucidate that employee who deems self-efficacy as insignificant will doubt their abilities and not succeed in accomplishing their jobs, or try to avoid undertaking challenging tasks, or they would instead choose mediocre resolutions which decrease their job performance. Besides, (Abun et al., 2021; Stajkovic & Luthans, 1998) remark that employees with lower self-efficacy will quickly give up when faced with challenging tasks. The employees will undoubtedly accept defeat in demoralizing situations at the workplace, diminishing their job performance. More recent researches have indicated that employees with greater self-efficacy attain more incredible job performance than employees with lesser self-efficacy (Abun et al., 2021; Judge & Bono, 2001; Judge et al., 2007; Stajkovic & Luthans, 1998; Tims et al., 2014). Contrarily, (Oldham & Cummings, 1996) elucidate that employees' creativity and not self-efficacy shape employees' job performance. Moreover, (Janssen et al., 2004) elucidate that employees' ability to adjust well to their work environment increases job performance and not self-efficacy. From the literature above, the relationship between self-efficacy and employees' job performance was appraised, and there is a gap in the literature that needs to be addressed. Thus, based on this literature search, the following hypothesis is developed:

H3: There is a statistically significant relationship between self-efficacy and job performance among employees in the online retail sector.

2.7 The Mediating Role of Innovative Behaviour Between Self-Efficacy and Job Performance

Innovative behaviour affects employees' leadership, efficacy, and sustainability of businesses which are indicators of performance according to scholars (Carlucci et al., 2020; Mutonyi et al., 2020; Pradhan and Jena, 2019; Oldham and Cummings, 1996; Scott and Bruce, 1994). The study on the mediating effect of innovative behaviour is still at the infancy stages. According to (Wen et al., 2021; Vitapamoorthy et al., 2021; Bos-Nehles et al., 2017; Ali & Buang, 2011), the study on the impact of innovative behaviour and as an intervening factor has been the aim of many scholars, and it is still in its early stages. Besides, innovative behaviour is crucial for the sustainable development of online retailers, which leads to better employee and organisational performance according to (Natorina, 2019; Baird, 2018; Parviainen et al., 2017). A study conducted by (Bhave et al., 2018) from the Boston Consulting Group also discovered that innovative behaviour is crucial to increasing employees' performance. In line with this, Nielsen Company (US), LLC has accentuated the significance of innovative behaviour for retailers' job performance and their business operations (Nielsen, 2013). Additionally, (Suryani et al., 2019) elucidated that innovative behaviour is a significant factor that elevates employees' job performance. This finding was confirmed by (van Zyl et al., 2019), who revealed that employees would alter their everyday work behaviour to innovative behaviour in an organization when they realize that innovative behaviour is the trail to achieve better job and organisational performance. Furthermore, based on (Pantano, 2016) when retailers embrace innovative behaviour, a strong image of the organization is created, retail

strategies are reinforced, and employees will become more capable of integrating innovation into their jobs. Consequently, employees' self-efficacy is elevated and increases their level of creativity and job performance (Tran et al., 2018).

Therefore, it is evident that the intervention of innovative behaviour behaves as a mediating factor between self-efficacy and job performance. Additionally, innovative behaviour inspires retail employees to introduce the latest technologies to enhance their retailing activities (Priporas et al., 2017). This proves that the employee's self-efficacy is elevated to a point where retailers can develop new capabilities to dynamically engage in customer management, leading to improved job performance. Hence, as elucidated by (Mielniczuk & Laguna, 2020), it can be established that innovative behaviour acts as a stimulus to self-efficacy, which enhances the job performance of online retailers. In contrast, based on research conducted by (Wojtczuk-Turek & Turek, 2015), innovative behaviour also causes a certain degree of anxiety among employees because of hurdles, excessive energy required, hazards and ambiguity when implementing innovative ideas in an organisation. Moreover, (Mielniczuk & Laguna, 2020) asserted that innovative behaviour could pose an extreme challenge for employees because of the inherent high probability of failure, which in turn decreases their self-efficacy and reduces job performance. However, according to (Hosseini & Shirazi, 2021) when management encourages and gets employees involved in innovative activities, innovative behaviour would be ignited, and self-efficacy of the employee kindled (Mielniczuk and Laguna, 2020; Bandura, 1997), which will lead to more excellent job performance (Kanapathipillai, 2021; Suryani et al., 2019; Abdullah et al., 2019). According to these findings, a conclusion can be drawn based on the Social Cognitive Theory (Robbins & Timothy, 2013; Bandura, 1999) that innovative behaviour acts as an intervening factor between self-efficacy and job performance. Thus, grounded on the theoretical literature, the following hypothesis is developed:

H4: There is a statistically significant mediating effect of innovative behaviour between self-efficacy and the job performance among employees in the online retail sector.

2.8 Proposed Conceptual Model

The purpose of this research is to scrutinise the mediating effect of innovative behaviour on the relationship between self-efficacy and job performance of online retailers in Malaysia. Figure 1 shows the proposed conceptual model developed to illuminate the relationship between variables of this research.

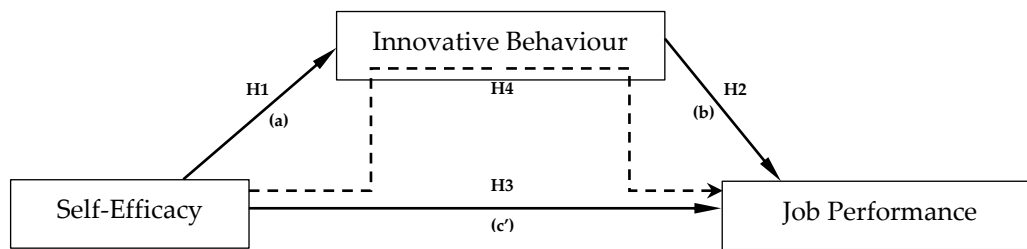


Figure 1: Proposed Conceptual Model

3. Methodology

This study scrutinises the relationship between self-efficacy and job performance with innovative behaviour as the mediating variable. A total of 770 self-administered survey questionnaires were distributed among employees in the online retail industry in Malaysia. The questionnaires utilised Likert's 5-points scale varying from "Strongly disagree (1)" to "Strongly agree (5)". The survey instrument is comprised of four sections. The first section intended to obtain data about the employees' demographic profile, the second section generated data on self-efficacy. The third section produced data on innovative behaviour. Finally, the fourth section provided data on the employees' job performance in the online retail industry.

To obtain data on the independent variable (self-efficacy), which is the 5-point Likert's scale, was adapted from Liu, (n.d.). It consists of 5 items. Next, to acquire data on the mediating variable (innovative behaviour), the questions were adapted from (Samma et al., 2020; Osman et al., 2016). The measure included 5 items. To evaluate the dependent variable (employees' job performance), the questions were adapted from Liu, (n.d.). The measure contained 5 items. The demographic profile encompassed 5 items to identify the profile of the employees involved in this research.

To test the instrument's reliability that was utilised to harvest the data for this research, Cronbach's Alpha was examined. The α values were between 0.7 and 0.8, indicating that the instrument's internal consistency was good. Table 1 shows the reliability of the instrument used in this study.

Table 1: Reliability Analysis

Variables	Cronbach's Alpha	No of Items
Self-Efficacy	0.796	5
Innovative Behaviour	0.791	5
Job Performance	0.798	5

3.1 Population, Sampling and Measurements

The population of this study is Malaysian citizens who are employees of the online retail sector in Malaysia. The total number of retail businesses in Malaysia is 1.6 million (Statista, 2020), and based on (Aisyah, 2020) only 5% or 80,000 of this total are online retail businesses. The (Krejcie & Morgan, 1970) population and sample size tabulation was furnished a suitable sample size for this research from the population. Based on (Krejcie

and Morgan, 1970) tabulation, the value of $\alpha = 0.05$, and the degree of accuracy is 0.05. Consequently, no calculations were needed when determining the sample size for this study. Based on (Krejcie & Morgan, 1970) tabularisation, the acceptable sample size is 382 as the population of online retailers in Malaysia is 80,000. Therefore, a sample size of 770 was regarded as a fit for this study by the researcher.

This study was conducted using the simple random sampling technique. The respondents gladly partook in the survey without any coaxing. A total of 770 questionnaires were dispatched to the employees of the online retail sector through the social media such as WhatsApp, Facebook and Google docs in Malaysia. A total of 527 questionnaires were collected, which is roughly 68.4 percent return rate. During codification, it was identified that 16 out of 527 questionnaires reverted were not completely filled. Therefore, a total of 511 questionnaires provided the data for this study.

Factor Analysis was performed, which clarifies the structure of associations within the group of items. To analyse the descriptive statistics and correlation analysis, which provided the association between variables, SPSS version 26 was used. Additionally, to test the mediation effect, path estimates, and hypothesis, a series of regression analyses was conducted using Jamovi (Version 2.0) (The Jamovi Project, 2021).

4. Findings and Interpretation

The following section provides the findings of this study, including the respondents' demographic profiles, factor analysis, descriptive analysis, correlation, and regression analysis.

4.1 Demographic Profile of Employees in the Online Retail Sector

The profile of the respondents studied is displayed in Table 2.

The demographic profile of the employees in the online retail sector surveyed in this research is exhibited in Table 2. The survey demonstrates that the majority of the employees were females (57.7%). Age-wise, the majority were between (25 – 30) years old (34.0%). In terms of academic qualification, the majority of the employees have an undergraduate degree (54.0%). A majority of (47.1%) of the employees belong to the Chinese ethnic group. A majority of (50.7%) of employees in this study are managers.

Table 2: Demographic Profile (N= 511)

Demographics	Category	Frequency	Percentage
Gender	Male	216	42.3
	Female	295	57.7
Age	25 – 30	174	34.0
	35 – 40	146	28.6
	45 – 50	104	20.4
	55 – 60	87	17.0
Academic Qualification	Primary	0	0
	Secondary	96	18.8
	Diploma	129	25.2

	Undergraduate	276	54.0
	Post-Graduate	10	2.0
Ethnicity	Malay	137	26.8
	Chinese	241	47.1
	Indian	113	22.1
	Others	20	4.0
Position in the organisation	Clerk	53	10.4
	Supervisor	92	18.0
	Manager	259	50.7
	Senior Manager	107	20.9

4.2 Factor Analysis

Table 3 Factor Analysis shows the principal variables that explain the framework of associations within the group of variables. Table 3 displays the factors, the items, and the factor loading of each item used in this study. Seven factor loadings were greater than 0.8. Eight factors loaded between 0.7 and 0.8. Therefore, it can be deduced that the factor loadings were satisfactory in this research.

Table 3: Factor Analysis

Factor ID	Factors & Items	Factor Loading
SE	Self-Efficacy (SE)	
SE1	I am certain that I will succeed at any job that I set my mind upon.	0.731
SE2	I am capable of achieving all goals that I have set for myself.	0.783
SE3	I am positive that I can execute any tasks effectively.	0.842
SE4	I can perform excellently, even when confronted by complex situations.	0.794
SE5	I can effectively incapacitate any challenges in the organisation.	0.819
IB	Innovative Behaviour (IB)	
IB1	I often explore new technologies, processes, techniques, product and service ideas.	0.778
IB2	I encourage my co-workers to engage in innovation.	0.861
IB3	I like discussing new technological ideas with my colleagues.	0.758
IB4	My job performance has improved as I have engaged in innovative activities.	0.813
IB5	I feel competent as I have devoted myself to innovative activities.	0.826
JP	Job Performance (JP)	
JP1	I am able to manage all responsibilities than normally assigned in the organisation.	0.778
JP2	I am proficient in all job areas, and able to complete any job assigned with ease.	0.836
JP3	I always plan and systematise to attain job goals and able to meet datelines.	0.847
JP4	I exhibit proficiency in all job-related tasks even under pressure.	0.704
JP5	I seem appropriate for a senior role in my organisation	0.711

4.3 Mean, Standard Deviation and Normality Analysis

The descriptive statistics in Table 4 shows the mean, standard deviation (SD), skewness and kurtosis values of this study.

Table 4: Descriptive Statistics (N=511)

Factors	Mean	SD	Skew	Kurtosis	Min	Max
Self-Efficacy	3.665	0.789	0.394	0.590	1	5
Innovative Behaviour	3.875	0.724	0.439	0.783	1	5
Job Performance	3.386	0.703	0.832	0.588	1	5

From Table 4, the innovative behaviour of employees reveals the highest mean value of 3.875 ± 0.724 . The lowest mean value is job performance of the employees, 3.386 ± 0.703 . The normality test shows that the skewness and kurtosis values have a threshold of ± 2 which means that the data are distributed normal as elucidated by (Chinna & Yuen, 2015; Gravetter & Wallnau, 2014).

4.4 Correlation Analysis

To study how the variables are correlated, the correlation analysis is shown in Table 5: Correlation Matrix.

Table 5: Correlation Matrix (N=511)

Factors	SE	IB	JP
Self-efficacy (SE)	1		
Innovative Behaviour (IB)	0.871**	1	
Job Performance (JP)	0.809**	0.749**	1

** Correlation is significant at the 0.01 level (2-tailed)

Based on the correlation matrix exhibited in Table 5, it was evident that the data significantly supported the measurement model. The correlation matrix verified that the factor self-efficacy strongly and positively correlated with the factor innovative behaviour ($r = 0.871$; $p < 0.001$) and also strongly and positively correlated with employee' job performance ($r = 0.809$; $p < 0.001$). The factor innovative behaviour strongly and positively correlated with the factor employee's job performance ($r = 0.749$; $p < 0.001$).

Hence, it can be deduced that there is a strong positive association between the variable self-efficacy and both the variables innovative behaviour and employee's job performance. Additionally, there is also a strong positive association between innovative behaviour and employee's job performance.

4.5 Mediation Analysis

To conduct the mediation analysis a series of regression analysis was conducted using Jamovi (Version 2.0) (The Jamovi Project, 2021).

Table 6: Mediation Estimates

Effect	Estimate	SE	Z	p	% Mediation
Indirect	0.141	0.0409	3.46	< 0.001	19.6
Direct	0.580	0.0467	12.41	< 0.001	80.4
Total	0.721	0.0232	31.09	< 0.001	100.0

Table 7: Path Estimates

Factor	Path	Factor	Estimate	SE	Z	p
SE	(a) ----->	IB	0.799	0.020	40.15	< 0.001
IB	(b) ----->	JP	0.177	0.051	3.47	< 0.001
SE	(c') ----->	JP	0.580	0.047	12.41	< 0.001

According to Table 6: Mediation Estimates, the outcome illustrates that self-efficacy positively prophesises employees' job performance ($B=0.721$, $Z=31.09$, $p < 0.001$). Scrutinising the indirect effects, the outcome reveals that innovative behaviour significantly mediates the relationship between self-efficacy and employees' job performance ($a*b=0.141$, $Z=3.46$, $p<0.001$). Hence, this reveals that the variable, innovative behaviour is a statistically significant mediator between the relationship self-efficacy and employees' job performance. Consequently, it can be reckoned that hypothesis H4 is supported by statistical data.

According to Table 7: Path Estimates for (path a) displayed in Figure 1: Proposed Conceptual Model, self-efficacy positively affects innovative behaviour ($B=0.799$, $Z=40.15$, $p<0.001$). Subsequently, the statistical data supports hypothesis H1. Path estimate for (path b) exhibited in Figure 1: Proposed Conceptual Model, innovative behaviour, in turn, positively affects employees' job performance ($B=0.177$, $Z=3.47$, $p<0.001$). Hence, statistical data supports hypothesis H2.

However, the results also suggest that even after accounting for the mediating effect of innovative behaviour, self-efficacy still positively impacts the employees' job performance, which is path c' as shown in Figure 1: Proposed Conceptual Model ($B=0.580$, $Z=12.41$, $p<0.001$). Moreover, the mediating effect of innovative behaviour accounts for 19.6% of the total effect between self-efficacy and the employees' job performance, as exhibited in Table 6: Mediation Estimates. Therefore, statistical data also supports hypothesis H3.

Thus, it can be deduced that innovative behaviour significantly and statistically mediates the relationship between self-efficacy and employees' job performance in the online retail sectors in Malaysia.

5. Discussion

This study focused on the mediating effect of innovative behaviour between self-efficacy and employees' job performance in the online retail sector in Malaysia. The responses from 511 respondents generated the data for this study.

Firstly, this study unveiled a statistically significant relationship between self-efficacy and innovative behaviour of the employees in the online retail sector, supporting hypothesis H1. The results of this study can be supported by previous research (Wei, 2020; Hashim, 2020; Su et al., 2019), who found that self-efficacy is positively correlated to innovative behaviour. Additionally, (Vitapamoorthy et al., 2021; Purnama et al., 2020) discovered that the higher the level of self-efficacy, the higher the adoption of innovative behaviour by employees is parallel to this study. Besides, this study can overturn the previous findings of (Lunenberg, 2011; Bani Melhem et al., 2020), who stated that self-efficacy triggers stress and, therefore, workers will be discouraged from adopting innovative behaviour. Even if stress could be a factor that makes employees shun away from innovative behaviour, the findings of this study indicate that self-efficacy is highly significant for employees of the online retail sector because innovative behaviour will enable the employees to create and execute their new ideas as expressed by (Al-Omari et al., 2019; Agarwal, 2014). Thus, the findings of this research have narrowed the gap in the literature.

Secondly, this study unveils a statistically significant relationship between innovative behaviour and employees' job performance, which supports hypothesis H2. The results of this research corroborate the findings of previous researchers such as (Kanapathipillai, 2021; Afsar et al., 2014; Suryani et al., 2019), who established that innovative behaviour improves the quality, quantity, competence, and efficiency of employees' jobs performance. Moreover, (Kanapathipillai, 2021; Walker et al., 2010) substantiated in their research that innovative behaviour enables employees to create novel ideas for new products and services development, amplifies employees' administrative processes, intensifies productivity, and lets employees better administer their tasks which elevates job performance. Additionally, the findings of this study negate the findings of (Park et al., 2016; Raziq & Maulabakhsh, 2015), who disclosed that innovative behaviour causes job dissatisfaction and poor job performance. Thus, the findings of this research have narrowed the gap in the literature.

Thirdly, this research has verified a statistically significant relationship between self-efficacy and employees' job performance, which supports hypothesis H3. This research result is parallel to the findings of previous scholars (Abun et al., 2021; Hill et al., 1987; Gist, 1989; Wood et al., 1990), who asserted that self-efficacy increases an employees' capacity to adopt new technologies, assist employees to generate novel concepts, inspire employees to perform excellently in a team, and allow employees to acquire and upgrade their skills which is crucial in augmenting job performance. Moreover, the findings of this research repudiate the findings of (Oldham & Cummings, 1996; Janssen et al., 2004), who mentions that employees' job performance is linked to their creativity and ability to adjust to their workplace and not self-efficacy. Thus, the findings of this research have narrowed the gap in the literature.

Finally, this study also concentrated on the mediating role of innovative behaviour between self-efficacy and employees' job performance. It was evident that innovative behaviour has a mediating effect between self-efficacy and job performance, supporting

hypothesis H4. These findings validate and parallel to previous scholars (Tran et al., 2018; Priporas et al., 2017) who indicated that the intervention of innovative behaviour behaves as a mediating factor between self-efficacy and job performance. This demonstrates that the employee's self-efficacy alone does not elevate job performance, but the mediating role of innovative behaviour acts as a stimulus to enhance the self-efficacy of retail employees to dynamically interact with their customers, which improves job performance. Moreover, this research also invalidates the findings of (Mielniczuk & Laguna, 2020), who asserted that innovative behaviour poses an extreme challenge for employees and a high probability of failure is inherent, which in turn decreases their self-efficacy and diminishes job performances. Subsequently, this study reinforces the mediating effect of innovative behaviour between self-efficacy and job performance of employees in the online retail sector. Thus, narrowing the gap in the literature.

6. Conclusion and Managerial Implications

This research was planned and executed to validate if innovative behaviour mediates the relationship between self-efficacy and job performance. Based on the results, it can therefore be implied that the research aims were realised, and the gaps highlighted in the literature were narrowed. The researchers have uncovered that self-efficacy has a statistically significant impact on employees' innovative behaviour and job performance in the online retail sector in Malaysia. Therefore, this study is in line with the findings of previous scholars (Vitapamoorthy et al., 2021; Abun et al., 2021; Wei, 2020; Hashim, 2020; Purnama et al., 2020; Su et al., 2019; Zahra & Waheed, 2017; Fatemeh et al., 2016; Bandura, 1977). This substantiates that self-efficacy creates tenacity in employees to embrace innovative behaviour to achieve job performance based on the Social Cognitive Theory (Robbins & Timothy, 2013; Bandura, 1999). Therefore, self-efficacy is a significant factor that motivates employees' innovative behavior and empowers them to perform better in their job. This is in line with (Bandura, 2005; Bandura, 1999), who has elucidated that self-efficacy will be a change agent contributing to several outcomes, including job performance. Moreover, this research also demonstrates that self-efficacy alone does not guarantee optimum job performance. The innovative behavior intervention that employees were willing to adopt in their undertakings leads to enhanced job performance. This is parallel to the study conducted by (Wen et al., 2021; Vitapamoorthy et al., 2021; Natorina, 2019; Suryani et al., 2019; van Zyl et al., 2019).

Moreover, the managerial implication is to ensure that all employees in the online retail sector develop high self-efficacy so that they would accept innovative behaviour as their culture in the organisation to reach optimum job performance. Therefore, managers should guide employees to recognise the areas that they are good at, encourage positive relationships among the employees, allow them to take new challenges, and experiment with new ways of solving complex issues in the organisation.

Finally, this research can illuminate the significance of self-efficacy to improve employees' job performance with the mediating role of innovative behaviour.

Consequently, the findings of this research are analogous to (Shahzadi & Khurram, 2020), who elucidated that employees will be more optimistic and display eagerness in their jobs because of higher self-efficacy and acceptance of innovation as a culture in the organisation, which will lead to higher standards of job performance and a higher quality of personal life. Additionally, the accompanying literature will add value to all online retail owners and employees as well as scholars in terms of the shreds of evidence and facts as to why self-efficacy is significant in realising an amplified job performance, thus creating positive social change within the online retail sector in Malaysia.

6.1 Limitations and Further Research

The focus of this study was on the mediating role of innovative behaviour between self-efficacy and job performance of employees in the online retail sectors in Malaysia. Subsequently, to procure additional knowledge on this mediation study, research can also be conducted to compare the mediating effect of innovative behaviour in Malaysia's online and offline retail sectors.

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Conflict of Interests Statement

The authors of this research would like to declare that there are no conflicts of interest linked with this research, and this research was not sponsored by anyone that could have influenced its outcomes. As the researchers of this study, the authors validate its novelty and assert that this study has not been published previously, and verify that it is not presently being considered for publication elsewhere.

About the Authors

The authors are academicians and researchers attached to UNITAR International University and have been involved in scholarly and research activities.

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