



Antecedents of Improving Service Performance Innovation in Food and Beverage Start Up Businesses

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ABSTRACT

Service innovation is currently a challenge for every business, including start-up food and beverage businesses in Yogyakarta. This study aims to test the importance of service performance innovation by considering positive Thriving at work behavior as a mediator, with antecedents of Leader Member Exchange (LMX) and co-worker support. The approach used in the study is a quantitative approach. The study was conducted by taking a Food and beverage startup business, a Cafe service in the Yogyakarta area. Using Path Analysis and Sobel test, the results show the influence of LMX on Thriving at work, the influence of co-worker support on thriving at work, and the influence of co-worker support on service performance innovation. The results of this study provide implications for the importance of building a model for improving business service performance innovation through positive thriving at work behavior and organizational processes, namely leader member exchange and co-worker support, especially in the context of the food and beverage business.

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1. Introduction

The growth of start-up businesses, especially food and beverages in the cafe and restaurant category in Indonesia, is increasing. Based on data released by the Central Statistics Agency (BPS), the food and beverage industry in Indonesia has increased from 2020 to 2021 by 2.54 percent to IDR 775.1 trillion. In more detail, BPS presents information on the gross domestic product (GDP) of the national food and beverage industry at current prices (ADHB) of IDR 1.12 quadrillion in 2021. This value accounts for 38.05 percent of the non-oil and gas processing industry or 6.61 percent of the national GDP which reached IDR 16.97 quadrillion. This data should describe the fairly good business prospects in the FnB sector. However, several facts show conditions that are not commensurate. Released from suara.com (October 5, 2023), at least 42 culinary businesses have been declared closed. This shows the high dynamics and complexity of FnB business competition that cannot be underestimated.

Yogyakarta as a center of tourism, education, and cultural center provides quite high market potential. However, the ability to survive and compete requires the ability to adapt to trends according to the target market. One important point in this context is the importance of service performance innovation to respond to changes in market tastes and competitor movements so that the FnB business has the ability to survive in the long term. This study will examine the important role of positive employee behavior, namely thriving at work, in improving service innovation performance by using two organizational process specs, namely Leader Member Exchange (LMX) and coworker support as antecedents. Service performance innovation is a logical consequence considering that this context describes the degree of perception of organizational members regarding the ability of the business where they work in creating and implementing new service techniques or ideas to solve problems in service (Yang, Luu, & Qian, 2021).

The increasing development of research on Thriving at work illustrates this theme as one of the trends or concerns in the field of organizational management. This study has not been widely carried out, especially using the context of research in Food and Beverage (FnB). Research conducted by (Walumbwa, Muchiri, Misati, Wu, & Meiliani, 2018); (Ali, Lei, SHi-Jie, & Rahman, 2018); (Wu, Chen, & Wang, 2023) revealed the importance of thriving at work to encourage employee performance. Meanwhile, when viewed from an antecedent perspective, Li (2015); (M. S. Kim & Koo, 2017); Di Milia & Jiang (2024); Liu, Zhang, Wang, & Yan (2021); (Bhatti, Khan, Hussain, & Ghaleb, 2022) proved that LMX has an influence in increasing employee thriving at work.

2. Literature Review

Innovation plays a key role in competitive advantage (Hoang, G., Luu, T. T., Nguyen, T. T., Du, T., & Le, 2022; Tajeddini, Martin, & Ali, 2020; H. Kim, Im, & Shin, 2023). Innovation describes the form of reorganization, reconstruction, or application of information, resources, technology, and related knowledge by businesses in comparable industries (Xie et al., 2020; Kogut & Zander, 1992). Innovation is an important part of an organization to survive and produce long-term performance (Isa, Praswalia, & Zulaekah, 2024). At the individual level, the concept of innovation can be represented in positive behavior and service performance (Djoko Purwito, Karunia, & Sutawa, 2016). In the behavioral aspect, the concept of innovative behavior began to be developed by De Jong, 2008 emphasizing the importance of individual behavior in

carrying out work. Employees have demands to continue to innovate in improving the quality of products and services so that the organization is able to achieve superior performance (Janssen, 2000). Innovative work behavior has dimensions such as innovative work behavior, exploring opportunities, finding ideas, fighting for ideas that are found, and implementing new ideas (De Jong & Den Hartog, 2008). Employees who have innovative work behavior will be encouraged to have innovation in producing service performance. At the individual level, the concept of service performance innovation describes the ability of employees to create and apply new service techniques or ideas to solve problems in service (Yang et al., 2021).

This research is based on several behavioral theory concepts. First, the Positive Organizational Behavior (POS) Theory expressed by Luthans, Norman, Avolio, & Avey (2008) which was developed based on positive psychology theory. In this approach, organizations need to manage human resources through appropriate organizational processes, so that positive attitudes and behaviors are built in the workplace. However, positive attitudes and behaviors will encourage positive individual work results that have an impact on positive organizational work results such as performance, innovation, competitiveness, and business adaptability. Second, Self-determination theory (SDT), which describes how an individual has the drive to grow and develop through basic fulfillment or achievement of satisfaction of the need to obtain autonomy, have competence, and connectedness. SDT also explains the process of how individuals develop inner resources to regulate behavior and personal development (Ryan & Deci, 2000; Shulga, 2021). Third, Social Exchange Theory (SET) (Blau, 1964; Cropanzano & Mitchell, 2005) which explains how individuals take actions based on expectations of rewards received. Another Grand Theory relevant to this conceptual model is identity theory, which states that individual behavior is not only influenced by roles but the importance of roles for employees (Burke, 1991). The concepts of LMX and coworker support describe individual involvement in their relationships with superiors and coworkers who place the individual's role to actively contribute to the workplace.

Leader Member Exchange (LMX) and Thriving at Work

LMX describes the dyadic relationship between superiors and subordinates vertically. In the context of an organization, leaders will tend to develop heterogeneous relationships with subordinates by providing opportunities for subordinates to be involved in the organization. In the context of LMX, the relationship between superiors and subordinates is unique. A high level of involvement describes high LMX between superiors and subordinates. A high LMX relationship will encourage employees to maximize their energy and innovation performance (J. Li, 2015); (M. S. Kim & Koo, 2017) proved that LMX has an influence on increasing employee thriving at work. The same results were proven by Di Milia & Jiang (2024); (D. Liu et al., 2021); (Bhatti et al., 2022).

Hypothesis 1: LMX has a positive effect on Thriving at work.

Coworker support and Thriving at Work

Coworker support describes the self-perception that the individual is cared for, loved, appreciated, and a member of the group (Cobb, 1976). Furthermore, House (1981) classified social support into four categories: emotional support, instrumental support, informational support, and appraisal support. Furthermore, Kim et al. (1996) proposed three forms of support from a social context perspective, namely, (1) coworker support, which is related to workgroup cohesion and primary workgroup; (2) supervisor support, which involves line

managers who conduct performance evaluations; and (3) kinship support, which is support from family, especially spouses. In the context of an organization that places a team collaboration-based work system, an attitude of mutual support between employees is very important to demonstrate. The perception of coworker support will have positive consequences for employee work mentality, thus giving rise to high enthusiasm, vitality, and willingness to learn. Research by Niessen, Sonnentag, & Sach (2012) and (Zhai, Wang, & Weadon, 2020) explains the importance of support in the workplace in encouraging thriving at work. The results are in line with those presented by Wu et al. (2023) and (H. Kim et al., 2023) who concluded that coworker support has a positive impact on thriving at work.

Hypothesis 2: Coworker support encourages increased employee thriving at work

Thriving at Work and Service Innovation Performance

Thriving at work, describes the psychological condition of someone who feels motivated to learn new things and gain new experiences in their workplace (sense of learning), and feels passionate and excited (sense of vitality) in carrying out their work (Spreitzer, Sutcliffe, Dutton, Sonenshein, & Grant, 2005). When an individual feels motivated to develop in their work, then the individual will have higher loyalty to the organization (J. Liu & Bern-Klug, 2013). In this context, employees will have innovative ideas to maximize their potential in solving problems they face in service. Employees who have a strong drive to develop in their work will have the drive to do better work (service) (Porath, C. L., Spreitzer, G. M., Gibson, C., & Garnett, 2012). This sense of vitality refers to positive feelings in living life and adding energy to do work, while the sense of learning refers to new knowledge, skills, and abilities that are obtained and can be developed by each individual in the organization (Spreitzer et al., 2005). These two things are two things that are interrelated and binding for each individual to develop (Porath, C. L., Spreitzer, G. M., Gibson, C., & Garnett, 2012). Employees who have high thriving at work are described by conditions where they have a high willingness to learn and vitality. In carrying out their work, they will be encouraged to find solutions to problems that may occur, creatively seek service ideas so as to improve service performance. Research conducted by Walumbwa et al. (2018) proves that employees with thriving at work have higher performance. Similar research results concluded by Ali, Lei, SHi-Jie, & Rahman (2018) that thriving at work drives employee performance. Wu et al. (2023) prove that thriving at work has a direct impact on service performance innovation.

Hypothesis 3: Thriving at work has a positive effect on service performance innovation

LMX and Service Innovation Performance

Maintaining a positive and interactive relationship with their manager (e.g., receiving praise or positive feedback) is a major factor in improving employee well-being (Shraga & Shirom, 2009). In such conditions, employees who assess the superior-subordinate exchange relationship (LMX) as good will feel that they have gained positive work experiences such as attention, support, and empowerment. This positive work experience will encourage employees to have the willingness to take risks related to work, such as trying to be creative, innovative in solving tasks or problems at work. Research conducted by Dhar (2016); (Y. Li, Lin, Wu, & Jin, 2016) the same results were concluded by Garg, S., & Dhar (2017) that innovative service behavior is influenced by LMX.

Hypothesis 4: LMX has a positive effect on Service Innovation Performance

Coworker Support and Service Innovation Performance

Coworker support provides an important meaning in strengthening cohesiveness among coworkers, which effectively reduces emotional pain and exhaustion (Baeriswyl, Krause, Elfering, & Berset, 2017). Other studies also report that coworker support effectively reduces work stress (Guchait, Paşamehmetoğlu, & Madera, 2016) and increases employee self-esteem (Goodwin, Costa, & Adonu, 2004). Wu et al. (2023) concluded that employees who have support from coworkers will be encouraged to have high service innovation performance.

Hypothesis 5: Coworker support affects service innovation performance.

The mediating role of Thriving at work

Treatment carried out by the organization by creating a harmonious relationship between superiors and subordinates and creating a climate of mutual support among coworkers will encourage a positive attitude reflected by encouragement, enthusiasm for doing new things and learning in the workplace. If this condition can be created, it will have an impact on employee innovation in presenting service performance. Previous research places thriving at work as a mediator of leadership and OCB (Y. Li et al., 2016); leadership and organizational commitment (Walumbwa et al., 2018); coworker support and superior support for life satisfaction (Zhai et al., 2020); Motivation and engagement (Abid, Sajjad, Elahi, Farooqi, & Nisar, 2018); leadership and innovative behavior (Shahid, 2021). These studies explain the mediating role of thriving at work in explaining aspects of treatment, attitude, behavior and outcomes, so that researchers formulate the following hypotheses.

Hypothesis 6: Thriving at work mediates the effect of LMX on Service Performance Innovation.

Hypothesis 7: Thriving at work memediasi pengaruh Dukungan Rekan Kerja terhadap terhadap Inovasi Kinerja Pelayanan

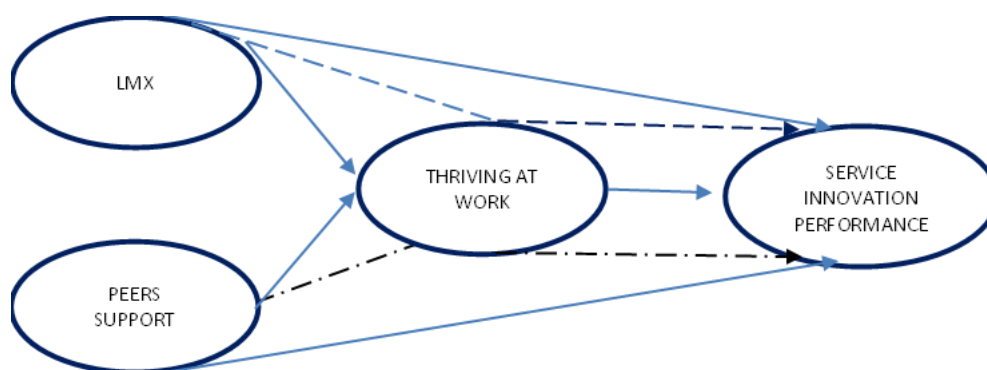


Figure 1. Research Model
Source : Author

3. Research Method

This study uses a quantitative paradigm that tests the causality hypothesis with statistical analysis techniques. The researcher focuses on factors that influence service performance innovation consisting of leader member exchange, coworker support and thriving at work. The research model is built based on empirical studies that are adjusted to the research phenomenon. The object of the study is Food and Beverage in the Coffee and Resto category in Yogyakarta, Indonesia with 165 employee samples. The food and beverage business is a business that from a market aspect has quite high business development potential, but faces

quite tight competition challenges (Setiyawan, Isa, & Wajdi, 2023). For this reason, employees are required to have agility, a very high learning capacity to serve consumers excellently. Businesses need to build a supportive climate such as superior-subordinate relationships, as well as relationships between coworkers.

Measurement

Service Innovation Performance is measured using items developed by (Monica Hu, Horng, & Christine Sun, 2009) consisting of 6 items (see Table 1).

Table 1. Service Innovation Performance Instrument

1.	At work, I often have innovative and creative ideas
2.	I try to find new techniques and methods of service
3.	I convey my creative ideas and try to convince others
4.	At work, I try to get the funding and resources needed to implement work innovations
5.	At work, I establish rational plans and workable processes for developing new services
6.	Overall, I consider myself a creative team member

Table 2. Thriving at Work Instrument

Learn	
1.	I can learn new things in this workplace
2.	As time goes by, I learn a lot of things here
3.	I feel like I am becoming a better person here
4.	I can develop myself here
Vitality	
1.	I feel alive and meaningful here
2.	I feel energized and excited
3.	I am always alert and ready to work here
4.	I always look forward to every new day here

LMX was measured using an 11-item scale from Liden & Maslyn (1998), encompassing four constructs; specifically, 3 items related to influence, 3 items related to loyalty, 2 items related to contribution, and 3 items related to professional respect.

Table 3. Leader Member Exchange Instrument

Question	
Influence	
1.	I like my boss as a good person
2.	My boss is the type of person I want to be friends with.
3.	My boss is very pleasant to work with
Loyalty	
1.	My boss will defend me, even when he/she doesn't know what the problem is
2.	My boss will defend me if I am "attacked" by others
3.	My boss will defend me in front of others if I honestly convey my mistakes
Contribution	
1.	I do work for my boss beyond my actual duties
2.	I am willing to make extra efforts, beyond my usual efforts, to advance the interests of the work group here
Respect	
1.	I am impressed with my boss's knowledge of the job.
2.	I respect my boss's knowledge and competence.
3.	I admire my boss's professional skills

Peer support was measured using 7 questions, adopted from Wu et al. (2023) previously used by (Ladd & Henry, 2000).

Table 4. Thriving at work

Question
1. My coworkers support my goals and values
2. When I have a problem, my coworkers are willing to help me
3. My coworkers really care about my well-being
4. My coworkers are willing to help me with my work
5. My coworkers care about my job satisfaction here
6. My coworkers care about my opinions.
7. My coworkers give me compliments when I do a good job.

Based on the validity and reliability testing of all statement items, it is concluded that they are valid with a probability value of 0.00. The degree of reliability is obtained by calculating the Cronbach alpha of 0.689; 0.865; 0.838; and 0.873 respectively for MMX, coworkers support, thriving at work, and Service innovation performance.

4. Results and Discussion

This study examines the antecedents of F n B business service performance innovation in Yogyakarta. The analysis technique used is path analysis, which is a regression technique using two stages. The first stage is used to test the influence of exogenous variables, namely LMX and co-worker support on thriving at work. The second stage is carried out by entering thriving at work as the third exogenous variable, so that the direct influence of thriving at work on service performance innovation can be tested. Meanwhile, to test the mediation effect, a test is carried out with the Sobel test.

The results of the first stage regression analysis are presented in Table 5, which shows the beta value of LMX is 0.512 with a positive direction. This means that the better the LMX, the higher the thriving at work of employees. Likewise, the b value of coworker support is 0.245 with a positive direction which describes the direction of the positive relationship between coworker support and thriving at work. The better the support of coworkers, the more it will encourage employee thriving at work. Judging from the significance value, it can be concluded that LMX has a significant effect on thriving at work, as indicated by the t value of 7.960 (α 0.000). Likewise, coworker support has a significant effect on thriving at work, as indicated by the t value of 3.807 (α 0.000). Thus, the first and second hypotheses are supported.

Table 5. Step-1 Regressin

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	9.966	2.188		4.555	.000
LMX	.367	.046	.512	7.960	.000
PEER	.253	.066	.245	3.807	.000
			Nilai R	.638 ^a	
			R Square	.406	
			Adjusted R Square	.399	

a. Dependent Variable: Thriving

Source: Data processed

Table 6. Step-2 Regression

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	2.467		1.437	.153
	LMX	.056	.117	1.398	.164
	PEER	.304	.438	5.931	.000
	THRIVING	.055	.081	.940	.349
Nilai R					.536 ^a
R Square					.287
Adjusted R Square					.274

a. Dependent Variable: Service Innovation Performance

Source: Data processed

The results of the second stage regression analysis are presented in Table 6. Based on the summary in the table, it can be seen that the beta value of LMX is 0.117 with a positive direction. However, seen from the t value of 1.398 (α 0.164) it shows that LMX cannot directly influence Service Performance Innovation. Thus, the third hypothesis is not supported. While the beta value of co-worker support is 0.438 with a t of 5.931 (α 0.000) shows that co-worker support has a direct effect on service performance innovation. Thus, the fourth hypothesis is supported. However, the fifth hypothesis cannot be supported because the t value is 0.940 (α 0.349). To test the sixth and seventh hypotheses, namely testing the mediation effect of thriving at work in explaining the influence of LMX on service performance innovation and the influence of co-worker support on service performance innovation, the Sobel test was carried out.

Mediation Test-1: LMX-Thriving at Work – Service Innovation Performance

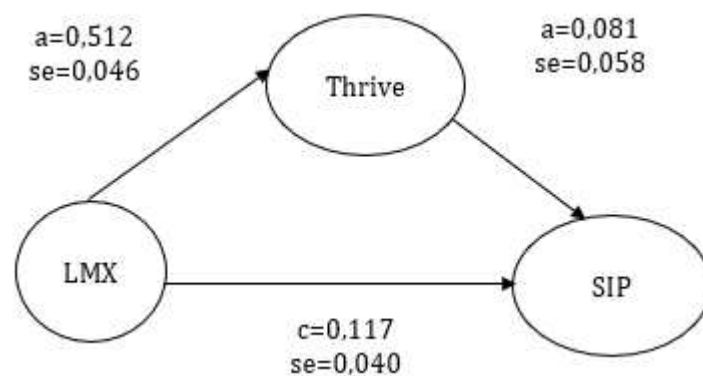


Figure 2. LMX-Thriving at Work – Service Innovation Performance

Source: Data processed

Mediation Test-2: Coworker support-Thriving at Work- Service Innovation Performance

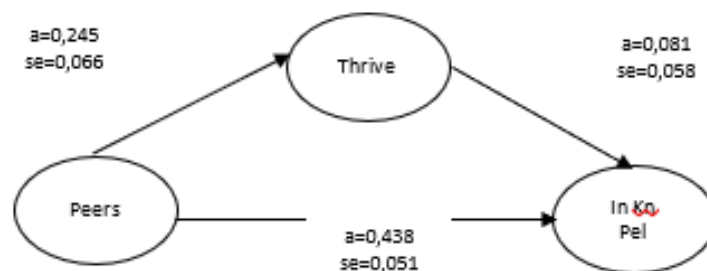


Figure 3. Coworker support-Thriving at Work- Service Innovation Performance

Source: Data processed

The results of the Sobel test for the 1st mediation test: the role of thriving at work in mediating LMX on service performance showed a Sobel value of 1.385 (α 0.1658). This value is below 1.96 and the probability is above 0.05. Thus it is concluded that thriving at work does not mediate the influence of LMX on service performance innovation. Likewise, the results of the Sobel test for the 2nd stage of mediation showed a value of 1.307 (α 0.1912) so that the sixth and seventh hypotheses of this study are not supported. Based on these results, the conclusions of the hypothesis testing can be summarized in the table below:

Table 7. Summary of Hypothesis Testing

Hypothesis	Question	Results
H-1	LMX has a significant positive effect on Thriving at Work	supported
H-2	Coworker support has a significant positive effect on Thriving at Work	supported
H-3	LMX has a significant positive effect on Service Innovation Performance	Not supported
H-4	Coworker support has a significant positive effect on Service Innovation Performance	supported
H-5	Thriving at Work has a significant positive effect on Service Innovation Performance	Not supported
H-6	Thriving at Work mediates the effect of LMX on Service Performance Innovation	Not supported
H-7	Thriving at Work mediates the effect of Coworker Support on Service Performance Innovation	Not supported

5. Conclusion

Based on descriptive statistics, the average value of all variables, namely LMX, coworker support, thriving at work, and service performance innovation are in the high category (value 4). This shows that service performance innovation has shown a high value, as well as employee perceptions of superior-subordinate relationships known as LMX, employee perceptions of coworker support, and positive attitudes of thriving at work. When viewed from the phenomenon of service demands for F n B businesses, especially cafes, this shows a fairly good condition. The existence of F n B, especially in DIY, tends to be dynamic, with young customers who have consequences for the demand for innovation in service. With a conducive environment such as good superior-subordinate relationships and working together to support each other between coworkers, it will encourage a positive attitude in the workplace. The positive attitude shown by thriving at work also has a direct impact on service performance innovation. This study proposes seven research hypotheses and concludes that the three hypotheses, namely H1, H2, and H4, can be supported, while H3, H5, H6, H7 are not supported.

The results of this study are in line with previous research by (Liang, Wu, Zhang, & Wang, 2024) who concluded that LMX has an effect on thriving at work, coworker support has an effect on thriving at work. However, other results in this study do not support (Liang et al., 2024); (Zhai et al., 2020). This study is also inconsistent with the research of (Shahid, Muchiri, & Walumbwa, 2021) who concluded the role of leadership in encouraging thriving at work, and thriving at work on employee innovative behavior. This study provides implications for the importance of working conditions such as high superior-subordinate relationships and coworker support in encouraging positive attitudes reflected in thriving at work. Business in all its aspects requires positive employee attitudes that support work implementation. This

study proves the importance of every business, especially F n B, creating conditions that support each other between coworkers to be able to demonstrate innovation in service performance. However, this study has limitations. Cross-sectional sampling is unable to describe changes in attitudes and behavior over time. Future research can consider this limitation by taking longitudinal data. In addition, the sample limited to F n B employees limits the generalization of the research results.

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