A model for enhancing innovative work behavior

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Abstract. Innovation has changed the business paradigm globally in recent years. A model for enhancing innovative work behavior needs to be developed. This study aims to examine and determine the relationship between organizational learning and perceived organizational support for innovative work behavior through work engagement mediation. The study was conducted on 210 employees of CV. Laksana using the incidental sampling technique. This study used a questionnaire as a data collection technique. Researchers used SmartPLS 3.0 as an analysis tool. Researchers tested the relationship with various tests, namely the validity test, reliability test, hypothetical and simultaneous hypothesis testing. From the research result, it can be concluded that organizational learning has a significant effect on innovative work behavior. While the perception of organizational support has no significant effect on innovative work behavior. Furthermore, work engagement mediates the relationship between organizational learning and perceived organizational support for innovative work behavior. It is suggested for further research that researchers may use other variables to improve employees' innovative work behavior. It is also suggested for companies to be more concerned about the welfare of employees by fulfilling their rights and giving responsibilities following the work performed.

1. Introduction

The emergence of the development of globalization in the political, social, economic, and technological fields is an important thing that affects the life of the organization [1]. Every organization has a goal, so it requires superior and high-quality human resources to achieve these goals [2]. Superior and quality resources must be managed properly, as requested to build organizational commitment [3]. Other factors that can affect the quality and strengths of employees are internal factors that exist in each employee itself [4]. Each company competes to increase innovation and productivity in order to stay afloat in the market [5]. Innovation is an important part of achieving company goals and competition in the era of technological development and competitive economic environment [6]. New ideas and promotions produced by companies against companies are competitive advantages through differentiation and improvement of products or services [7].

Innovative work behavior is behavior that includes exploration of opportunities or new ideas, can also be in the form of implementing new ideas, applying new knowledge, and achieving increased personal and organizational performance [8]. The ability to utilize the skills and abilities of members depends on the quality of the existing network [9]. The application of innovative work behavior can also encourage an employee to develop his potential and also as a means of self-actualization [10]. Innovation has changed the business paradigm globally in recent years [11]. Therefore, in the application of innovation behavior, it takes all the ability to utilize the skills and abilities of members depends on the quality of the existing network [9]. The application of innovative work behavior can also encourage an employee to develop his potential and also as a means of self-actualization [10].

Learning is the main determinant for innovation in improving the ability of organizations to create, acquire and exchange knowledge and change behavior as a reflection of learning and new insights [12]. Organizational learning is an organization that continuously, and proactively acquires,
processes and disseminates added value about markets, products, technology, and business processes [13]. Organizational ability in learning and sharing knowledge has been explored as a source of innovative employee behavior because knowledge dissemination is the initial stage of ideas [14]. In addition to the organization, individuals who have the knowledge and are able to manage it well will have an impact on company performance [15]. Organizational success in building the basis of learning will have an impact on getting better at learning.

Another factor that can influence innovative work behavior is the perception of organizational support. Perception of organizational support is an employee’s beliefs about the extent to which organizations care about welfare and value employee contributions [16]. Meeting the material needs of employees can motivate them to work [17]. A leader and organization that provides support can be seen as a resource that facilitates the achievement of work goals, stimulates personal development, and can improve employees’ innovative work behavior [18]. Leadership in organizations is the backbone of organizational development [19]. Strong perceptions of organizations and supervisors in the form of work freedom, and availability of resources can increase employee innovative behavior [20]. Organizational support theory is assumed based on reciprocal norms, caring for the welfare of employees’ eating will help the company in achieving its goals [21]. Among the many human resource practices, the perception of organizational support has an impact on positive and innovative work behavior [22].

Learning organization has a positive impact on improving innovative work behavior, accompanied by employee engagement [23]. Learning organization does not have a direct influence on innovative work behavior, but indirectly influences through work engagement [7]. The work engagement variable also mediates the relationship between perceived organizational support and innovative work behavior [24]. Innovative behavior involves the emergence of new ideas, it requires employees to have an attachment to their work [18].

The purpose of this study is to examine the effect of learning organization and perceived organizational support on innovative work behavior mediated by work engagement.

1.1. Hypothesis Development

1.1.1. Effect of Learning Organization on Innovative Work Behavior

Learning in the workplace on human resource management is called an ongoing experiment, as a reference to find out the relationship between learning outcomes and changes in performance [25]. Organizational learning is found as a significant predictor of a culture of innovation, product and service innovation, and administrative innovation [23]. Organizational learning has a significant effect on innovative work behavior [26]. Companies that have an orientation in learning either about new things or things that already exist but need an update will affect the mindset of employees. Employees will try to study harder, especially with the facilities provided by the company for employees to develop their abilities. Then the following hypothesis is generated:

H1: Learning organization has a significant effect on innovative work behavior.

1.1.2. Effect of Learning Organization on Work Engagement

An opportunity, learning, and collaboration are important to improve employees’ skills and attachments [7]. In accordance with research from [27] that learning organization has a significant influence on work engagement. Employees who have the opportunity to learn continuously will be able to understand more deeply about their work. The greater the level of employee understanding of work, then employees will have an attachment to the work. Then the following hypothesis is generated:

H2: Learning organization has a significant effect on innovative work behavior.
1.1.3. Effect of Perceived Organizational Support on Innovative Work Behavior
Organizational support theory states that employees form beliefs about the extent to which organizations care about employees and value employee contributions to the organization [16]. The perception of organizational support has a positive effect on innovative work behavior [24]. Other studies also agree that the perception of organizational support significantly and positively influences innovative work behavior [28]. With the company’s concern that is felt by employees, it will cause employees to be more confident in working and come up with ideas or aspirations that are intended to improve company performance. Then the following hypothesis is generated:
H3: Perceived organizational support has a significant effect on innovative work behavior.

1.1.4. Effect of Perceived Organizational Support on Work Engagement
Perceived organizational support has a positive and significant effect on work engagement [29]. Other opinions reveal that the perception of organizational support is also positively and significantly related to work engagement [30]. The perception of organizational support is directly and positively related to work engagement [31]. Personal roles require leaders to be able to provide motivation and also as role models [32]. The motivation of the leader is able to provide its satisfaction by some employees so that the employee will dedicate himself to the company [33]. Then the following hypothesis is generated:
H4: Perceived organizational support has a significant effect on work engagement.

1.1.5. Effect of Work Engagement on Innovative Work Behavior
Employee engagement increases their initiatives, which results in increased work unit innovation [34]. Research conducted by [18] states that work engagement has a significant positive effect on innovative work behavior. Work engagement has a positive effect on innovative work behavior [7]. Employees who work optimally will strive for performance in accordance with what the company wants, one of them by innovating. Then the following hypothesis is generated:
H5: Work engagement has a significant effect on innovative work behavior.

1.1.6. Effect of Learning Organization on Innovative Work Behavior Mediated by Work Engagement
Employees who have a high engagement tend to look for something new and innovative ideas, and develop to increase organizational effectiveness in learning organization settings [35]. Organizations that always learn in each of their activities will have a good impact on their employees. That way employees will have an engagement to work on learning outcomes on an ongoing basis so that new innovative ideas will emerge to support the success and achievement of organizational goals. Research shows that work engagement fully mediates the relationship of a learning organization to innovative work behavior [7]. So this can produce the following hypothesis:
H6: Work engagement mediates the relationship of a learning organization on innovative work behavior.

1.1.7. Effect of Perceived Organizational Support on Innovative Work Behavior Mediated by Work Engagement
According to the Job Demand-Resources theory, it is expected that adequate employment resources can reduce work demands, encourage achievement of goals, and stimulate positive reactions such as work engagement [18]. Eventually, feeling happy about work will trigger a willingness to play, try new things, lead to the creation of new ideas and new solutions that have been considered [36]. Research conducted by [18] shows that work engagement mediates the relationship between perceived organizational support for innovative work behavior. So the following hypothesis is generated:
**H7:** Work engagement mediates the relationship of perceived organizational support on innovative work behavior.

![Figure 1. Research Model](image)

2. **Methods**

   This type of research was quantitative research because the research data in the form of numbers and analysis using statistics. The research design used is descriptive research, which was a research design prepared to provide a systematic description of scientific information coming from the subject or object of research. The data used in this study were primary and secondary data.

   The population in this study was employees of CV. Laksana a total of 1330 employees and only 440 contract employees were used as the study population. While the sample used in this study was 210 employees of CV. Laksana. The sampling technique that is using nonprobability sampling is done by proportional random sampling. Data collection methods were interviews and observations. Analysis of the data used in this research was Structural Equation Modeling (SEM) with analytical tools using SmartPLS 3.0. The questionnaire in this study was obtained from various sources and then translated into Indonesian using the back-translation method. This research questionnaire used a Likert scale starting from 1 = strongly disagree to 5 = strongly agree.

3. **Results and Discussion**

   3.1. **Validity Instruments**

   The convergent validity test is measured using the loading factor value. Convergent validity is said to be valid if the loading factor value > 0.50. Based on the test results, 12 items were invalid questions that had to be removed. After testing it will be tested again until all are declared valid. The test results show a factor loading value > 0.50 so that all items after retesting are declared valid.

   3.2. **Reliability Instruments**

   Reliability test can be seen from the value of Cronbach's Alpha of the value of Composite reliability. Requirements to be considered reliable if the Cronbach's Alpha value must be > 0.7 and Composite reliability value must be > 0.7 [37].

   **Table 1. Cronbach’s Alpha**

   | Variable                                      | Cronbach’s Alpha |
   |-----------------------------------------------|------------------|
   | Learning Organization                         | 0.905            |
   | Perceived Organizational Support              | 0.849            |
   | Work Engagement                               | 0.906            |
   | Innovative Work Behavior                      | 0.868            |
Table 2. Composite Reliability

| Variable                      | Composite Reliability |
|-------------------------------|-----------------------|
| Learning Organization         | 0.921                 |
| Perceived Organizational Support | 0.880                |
| Work Engagement               | 0.918                 |
| Innovative Work Behavior      | 0.890                 |

Based on tables 2 and 3, they show that Cronbach's Alpha and Composite Reliability more than 0.7 meaning that the variables in this study are reliable. Variable in this research has consistency and accuracy to measure a construct.

3.3. Variant Analysis ($R^2$) or test Determination

Analysis of variance or determination test aims to determine how much influence the independent variable on the dependent variable.

The coefficient of determination of this study are shown in Table 3 as follows:

Table 3. Coefficient of Determination

| Variable                    | R-Squared |
|-----------------------------|-----------|
| Work Engagement             | 0.407     |
| Innovative Work Behavior    | 0.560     |

The R-Squared calculation results are obtained that the variable learning organization and perceived organizational support can explain the work engagement variable by 41% and the other 59% are explained by other variables not used in this study. The variable of the learning organization, perceived organizational support, and work engagement can explain the variable of innovative work behavior by 56% and the other 44% is explained by other variables not used in this study.

3.4. Hypothesis Testing

Hypothesis testing in this study was conducted using the SmartPLS 3.0 application. Hypothesis testing can be done by taking into account the t-statistics and p-values of each variable. The rule of thumb used in this study is the beta coefficient value to determine the direction of the relationship, t-statistic value $> 1.64$ with a significance level of p-value 0.05 (5%). The results of hypothesis testing can be seen in table 4 and table 5 as follows:
Figure 2. Model PLS

Table 4. Path Coefficient

|       | Original Sample (O) | Sample Mean (M) | Standard Error (STERR) | T Statistics (O/STERR) | P Value |
|-------|---------------------|-----------------|------------------------|------------------------|---------|
| LO    | IWB                 | 0.308           | 0.295                  | 0.077                  | 3.982   | 0.000   |
| POS   | IWB                 | -0.009          | -0.002                 | 0.062                  | 0.140   | 0.889   |
| LO    | WE                  | 0.514           | 0.526                  | 0.067                  | 7.668   | 0.000   |
| POS   | WE                  | 0.182           | 0.183                  | 0.082                  | 2.223   | 0.027   |
| WE    | IWB                 | 0.522           | 0.529                  | 0.078                  | 6.703   | 0.000   |

Table 5. Total Indirect Effect

|       | Original Sample (O) | Sample Mean (M) | Standard Error (STERR) | T Statistics (O/STERR) | P Value |
|-------|---------------------|-----------------|------------------------|------------------------|---------|
| LO    | WE → IWB            | 0.269           | 0.279                  | 0.059                  | 4.524   | 0.000   |
| POS   | WE → IWB            | 0.095           | 0.097                  | 0.045                  | 2.128   | 0.034   |

3.5. Effect of Learning Organization on Innovative Work Behavior

The test results have seen the original sample value 0.308 and t-statistic 3.982 and p-value 0.000. This figure means that learning organization has a significant effect on innovative work behavior. Opportunities given by the company to employees to learn can be known by the existence of training programs provided to improve abilities, can provide feedback to companies such as finding innovative
ideas from learning outcomes. The results of the learning opportunities provided by the company can improve employees’ innovative behavior. Then, CV. Laksana can provide more opportunities for employees to learn so that innovative ideas are provided by employees more and develop. So H1 is supported. The results of this study are in line with previous research which shows that learning organization has a significant effect on innovative work behavior [26].

3.5 Effect of Learning Organization on Work Engagement
From the test result, it can be seen that the original sample values 0.514 and t-statistics 7.668, and p-values 0.000. This figure means that learning organization significantly influences work engagement. Learning organizations in providing opportunities for employees to learn can trigger employee morale at work. The level of a learning organization that is sustainable has a good impact on increasing the sincerity of employees at work. CV. Laksana needing to provide more opportunities for employees to learn to improve employee morale at work. So, H2 is supported. The results of this study are in line with previous research which shows that learning organization has a significant effect on work engagement [27].

3.6. Effect of Perceived Organizational Support on Innovative Work Behavior
Based on the test result, it can be seen the original sample value -0.009 and t-statistic 0.140 and p-value 0.889. This figure means that the perceived organizational support has no significant effect on innovative work behavior. So H3 is not supported. The phenomenon that occurs in the field that some employees have a bad relationship with their superiors. Some of the problems that occur to employees include feeling less at the attention given by superiors to employees and the lack of guidance from superiors to employees in dealing with problems when working. Thus, employee experience in making decisions when encountering problems is still lacking and results in less capable employees in working innovatively. The problem was justified by the HRD staff who handled complaints and coaching employees. That some employees feel they have lost a leader who should value and guide their employees.

3.7. Effect of Perceived Organizational Support on Work Engagement
Based on the results of hypothesis testing, it can be seen that the original sample value was 0.182 and the t-statistic was 2.223 and the p-value was 0.027. This figure means that the perceived organizational support significantly influences work engagement. Perceived organizational support regarding working conditions can be in the form of a company’s willingness to help employees when they have a problem, and companies want to forgive when employees dare to be honest in recognizing mistakes. Perceived organizational support is proven to affect work engagement, so the company can optimize again the working conditions in the company. Employees who perceive that the company provides support will increase morale and motivation at work. Thus, H4 is supported. The results of this study are in line with previous studies that perceived organizational support has a positive and significant effect on work engagement [29] [30].

3.8. Effect of Work Engagement on Innovative Work Behavior
Based on the result, it can be seen that the original sample value of 0.522 and t-statistic 6.703 and p-value of 0.000. This figure means that work engagement has a significant effect on innovative work behavior. The level of dedication of employees at work can be seen from the challenging work for employees and employees feel proud of the work done. Therefore, companies need to create employee engagement through challenging work by giving new tasks to employees or in accordance with the challenges desired by employees. Challenging work will encourage employees to think more than usual and innovative ideas arise to solve these challenges. So that, H5 is supported. The results of this study are consistent with previous research that work engagement has a significant effect on innovative work behavior [24], [7].
3.9. Effect of Learning Organization on Innovative Work Behavior Mediated by Work Engagement

From the hypothesis test result, the original sample value of 0.269 and t-statistic 4.524 with a p-value of 0.000. Based on these results it can be seen that the employees of CV. Laksana learning from an organization will create a sense of engagement to work and will have an impact on employees' innovative work behavior. When companies provide opportunities and support to employees to learn in exploring opportunities that will have an impact on enthusiasm and sincerity in working so that innovative ideas provided by employees are more optimal in solving problems faced by employees or the company. Thus, H6 is supported. The results of the study are consistent with previous research that work engagement mediates the relationship between learning organization and innovative work behavior [7].

3.10. Effect of Perceived Organizational Support on Innovative Work Behavior Mediated by Work Engagement

From the hypothesis test results, it can be seen that the original sample value of 0.095 and t-statistics 2.128 with a p-value of 0.034. Based on these results it is known that the high perceived organizational support can increase the sense of engagement to work so that the impact on the emergence of innovative work behavior of employees in the CV. Laksana. When an employee's perceived organizational support is high regarding welfare being met, providing needed assistance and showing concern for employees can lead to an employee's enthusiasm and engagement to his work in the company. The spirit of work can trigger innovative ideas in completing work or obstacles that are being faced. These results are consistent with previous research that work engagement mediates the relationship between perceived organizational support on innovative work behavior [24].

4. Conclusions

This study found that learning organization and perceived organizational support significantly influence innovative work behavior through work engagement. However, the direct relationship between perceived organizational support for innovative work behavior is not supported. Employees perceive the leadership in paying attention to employee welfare is still lacking, it affects the employee's perception of the company that the leader is a reflection of the face of the company itself.

It is suggested for further research to re-examine innovative work behavior and explore other variables that can influence innovative work behavior in addition to learning organization and perceived organizational support. It is suggested also for companies to be more concerned about the welfare of employees by fulfilling their rights and giving responsibilities in accordance with the work performed. Support from superiors to employees in communication can also give more enthusiasm to work.

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