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The Influence of Perceived Organizational Support, Intrinsic Motivation, and Knowledge Sharing on Innovative Work Behavior (A Study on Employees of PT XYZ)

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ABSTRACT

This study aims to examine and analyze the influence of Perceived Organizational Support, Intrinsic Motivation, and Knowledge Sharing on the Innovative Work Behavior of employees at PT XYZ. The research is based on the phenomenon of low employee participation in the company's 'Sumbang Saran Program', which was initiated as an effort to encourage innovation and continuous improvement. The population consists of all employees of PT XYZ, Production Department 2, with a total sample of 51 employees, selected using a saturated sampling method. Data was collected through an online questionnaire distributed via Google Form. This study employs an associative quantitative approach using Descriptive Analysis and Structural Equation Modeling–Partial Least Square (SEM-PLS) with SmartPLS version 4. The results show that perceived organizational support and intrinsic motivation do not have a significant effect on innovative work behavior. However, knowledge sharing has a positive and significant effect on innovative work behavior. These findings indicate that within the context of a state-owned manufacturing company, employees' innovative work behavior is more strongly driven by the knowledge-sharing process compared to perceived organizational support or intrinsic motivation.

Keywords: Perceived Organizational Support; Intrinsic Motivation; Knowledge Sharing; Innovative Work Behavior.

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INTRODUCTION

In an era of increasingly intense business competition and rapid globalization, companies must continuously innovate and pursue ongoing improvement. Organizations require effective strategies that can be implemented across all operational units. The successful execution of these strategies depends largely on employee participation and involvement. Even the most well-designed strategies will be ineffective if employees do not actively support their implementation. Therefore, companies need high-quality employees who are creative, proactive, and capable of engaging in continuous innovation.

Employee engagement in innovation and continuous improvement plays a central role in achieving organizational success. Employees are expected to generate, promote, and implement innovative ideas that improve efficiency and operational effectiveness. A preliminary survey conducted by the researcher revealed that the most influential factors affecting innovative work behavior include perceived organizational support, intrinsic motivation, and knowledge sharing among employees in Production Division 2 of PT XYZ.

According to (Tahir et al., 2024), Human Resource Management (HRM) is an approach or process that involves planning, managing, and developing human resources within an organization to create a productive and efficient environment by maximizing employee contribution and performance.

To further understand the phenomenon of innovative work behavior, the researcher analyzed secondary data and found that out of 51 employees in Production Division 2 at PT XYZ, only 16 actively participated in the “Sumbang Saran Program” during the year 2024. This suggests that employee engagement in innovation remains suboptimal compared to the total workforce in the division.

Previous studies investigating factors influencing innovative work behavior show varying results. Al-Taie & Khattak, (2024) found that perceived organizational support positively affects innovative work behavior. However, Park & Kim, (2022) reported no significant relationship between the two. Similarly, Herbiyanti et al. (2024) found that intrinsic motivation positively influences innovative work behavior, whereas Idris et al., (2024) observed no direct impact. In terms of knowledge sharing, Listyanti & Hendarman, (2023) reported a positive effect, while Meidawati et al. (2023) found no significant relationship.

LITERATURE REVIEW

Perceived Organizational Support (POS)

Hidayah et al., (2024) defines Perceived Organizational Support (POS) as employees' perception of how much the organization values their contributions and cares about their well-being. A high level of perceived organizational support fosters psychological reciprocity, leading employees to feel obligated to care about the organization's success and to contribute toward its goals. Recognition, appreciation, and respect from the organization help form employees' socio-emotional attachment and sense of pride in being part of the organization, ultimately shaping their organizational identity. Employees are also likely to believe that the organization rewards improved performance, reinforcing the link between contribution and recognition. A study by Mustika et al. (2020) found that perceived organizational support positively affects innovative work performance. Similarly, research by Al-Taie and Khattak

(2024) and Surya and Jaya (2022) reported the same conclusion—that employees who perceive strong organizational support are more likely to demonstrate innovative work behavior. Perceived support encourages feelings of obligation and trust toward the organization, motivating employees to contribute creatively and improve their performance.

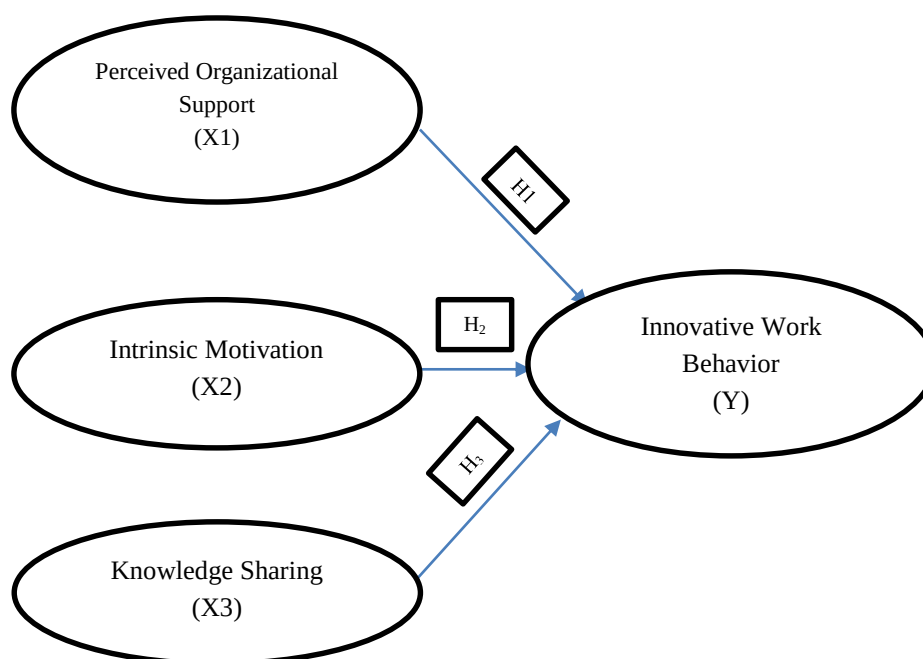
Intrinsic Motivation

Koziol & Koziol, (2020) describe Intrinsic Motivation—also known as autotelic or endogenous motivation—as the drive that arises from an individual’s inherent interest in the task itself. This motivation comes from within, rather than being influenced by external rewards or pressures. According to Herbiyanti et al. (2024), intrinsic motivation positively influences innovative work behavior. Employees who are intrinsically motivated experience satisfaction and enjoyment in performing their tasks, leading them to engage in creative thinking and innovation. Similarly, Nilasari et al. (2022) and Kardeniz et al. (2021) found that intrinsic motivation stimulates employees to explore new ideas and find novel solutions within their work environment.

Knowledge Sharing

According to Van den Hooff and De Ridder, as cited in Nguyen et al., (2020) Knowledge Sharing involves two or more individuals within an organization exchanging knowledge and experience. This process assumes at least two parties, one communicating or distributing knowledge and the other acquiring and internalizing it. Almulhim and Abdullah (2020) argued that knowledge sharing significantly influences innovative work behavior, as it allows employees to exchange ideas and experiences that lead to creative improvements. Nguyen et al. (2020), Listyanti (2023), and Wahyuni (2023) also reported consistent results, emphasizing that effective knowledge-sharing practices promote the dissemination of insights and the creation of innovative solutions.

Figure 1. Conceptual Framework



Hypothesis:

H1: Perceived Organizational Support has a positive and significant effect on Innovative Work Behavior

H2: Intrinsic Motivation has a positive and significant effect on Innovative Work Behavior

H3: Knowledge Sharing has a positive and significant effect on Innovative Work Behavior

METHOD

This study employed a quantitative research approach. According to Sugiyono, (2023), quantitative research is based on the philosophy of positivism, used to examine specific populations or samples, with data collection using research instruments and statistical analysis for hypothesis testing. The research was conducted at PT XYZ, located at Jalan Rawa Gelam V No. 1, Jatinegara, East Jakarta, Indonesia. The study population consisted of permanent and contract employees in Production Division 2, totalling 51 employees. The sampling technique used was Saturated Sampling (also known as a census method). Sugiyono, (2023) explains that a saturated sample is used when the population size is relatively small (less than 100 individuals), meaning that all members of the population are included in the study. Therefore, the researcher included all 51 employees in the analysis.

RESULTS AND DISCUSSION

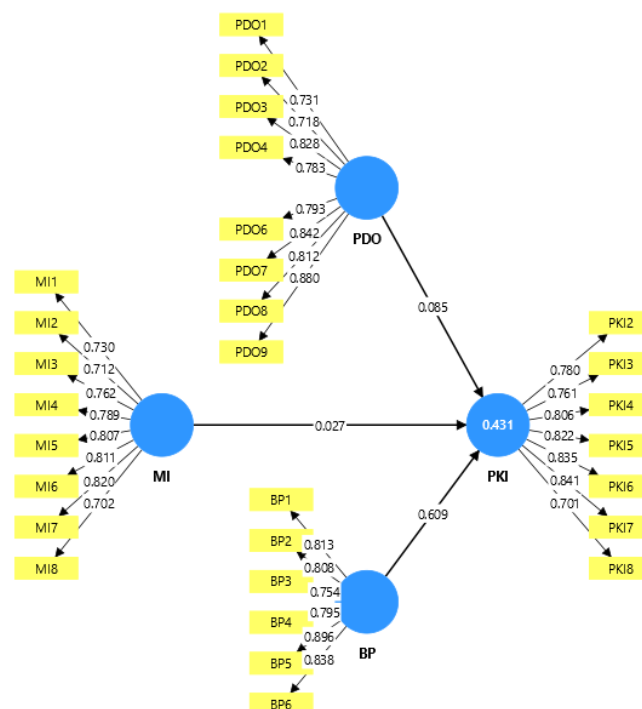
The first phase of the SEM-PLS analysis commenced with the assessment of convergent validity. The convergent validity of the measurement model with reflective indicators was evaluated based on the correlation between each item score and its corresponding construct score. An indicator is deemed valid when its correlation coefficient exceeds 0.70. The following table and structural figure present the correlation results between the indicators and their respective latent constructs.

Table 1. Loading Factor

Variable	Indicator	Outer Loading	Information
Perceived Organizational Support	PDO1	0.731	Valid
	PDO2	0.718	Valid
	PDO3	0.828	Valid
	PDO4	0.783	Valid
	PDO6	0.793	Valid
	PDO7	0.842	Valid
	PDO8	0.812	Valid
	PDO9	0.880	Valid
Intrinsic Motivation	MI1	0.730	Valid
	MI2	0.712	Valid
	MI3	0.762	Valid
	MI4	0.789	Valid
	MI5	0.807	Valid
	MI6	0.811	Valid
	MI7	0.820	Valid
	MI8	0.702	Valid
Knowledge Sharing	BP1	0.813	Valid
	BP2	0.808	Valid
	BP3	0.754	Valid
	BP4	0.795	Valid
	BP5	0.896	Valid

Innovative Work Behavior	BP6	0.838	Valid
	PKI2	0.78	Valid
	PKI3	0.761	Valid
	PKI4	0.806	Valid
	PKI5	0.822	Valid
	PKI6	0.835	Valid
	PKI7	0.841	Valid
	PKI8	0.701	Valid

Figure 2. SEM-PLS Algorithm Result



Based on the results of the convergent validity test presented above, it can be concluded that all examined indicators meet the criteria for convergent validity, as each indicator exhibits a loading factor greater than 0.70. The subsequent analysis involves the evaluation of the Average Variance Extracted (AVE), which is summarized in the following table.

Table 2. Average Variance Extracted (AVE) Test Results

Variable	Average Variance Extracted (AVE)	Information
Perceived Organizational Support	0.670	Valid
Intrinsic Motivation	0.590	Valid
Knowledge Sharing	0.640	Valid
Innovative Work Behavior	0.630	Valid

The results of the Average Variance Extracted (AVE) presented in Table 2 indicate that all variables have values exceeding 0.50, signifying that each construct is valid. Furthermore, the square root of the AVE for each construct is greater than the correlation between that construct and other constructs within the model. Based on the AVE values shown in the table,

it can be concluded that all constructs in the proposed model satisfy the discriminant validity criteria.

The next phase of the SEM-PLS analysis is the assessment of Discriminant Validity. The assessment of discriminant validity for reflective indicators is conducted by examining the cross-loading values between each indicator and its corresponding construct. An indicator is considered valid when its loading factor is highest on the construct it is intended to measure, compared with its loadings on other constructs within the model.

Table 3. Discriminant Validity (Cross Loading) Test Results

	Knowledge Sharing	Intrinsic Motivation	Perceived Organizational Support	Innovative Work Behavior
BP1	0.813	0.341	0.271	0.559
BP2	0.808	0.296	0.305	0.565
BP3	0.754	0.338	0.275	0.421
BP4	0.795	0.371	0.327	0.457
BP5	0.896	0.471	0.328	0.648
BP6	0.838	0.566	0.207	0.501
MI1	0.119	0.730	0.265	0.132
MI2	0.163	0.712	0.275	0.199
MI3	0.26	0.762	0.347	0.033
MI4	0.387	0.789	0.254	0.171
MI5	0.461	0.807	0.265	0.241
MI6	0.48	0.811	0.281	0.266
MI7	0.482	0.820	0.271	0.235
MI8	0.367	0.702	0.128	0.427
PDO1	-0.036	0.088	0.731	0.08
PDO2	0.015	0.056	0.718	-0.037
PDO3	0.198	0.243	0.828	0.1
PDO4	0.253	0.342	0.783	0.269
PDO6	0.258	0.267	0.793	0.26
PDO7	0.387	0.352	0.842	0.21
PDO8	0.343	0.136	0.812	0.288
PDO9	0.297	0.224	0.880	0.278
PKI2	0.504	0.091	0.061	0.780
PKI3	0.553	0.329	0.365	0.761
PKI4	0.492	0.159	0.139	0.806
PKI5	0.438	0.163	0.139	0.822
PKI6	0.477	0.157	0.318	0.835
PKI7	0.675	0.451	0.403	0.841
PKI8	0.382	0.541	0.152	0.701

The results presented in Table 3 demonstrate that each indicator exhibits the highest loading factor on its corresponding variable compared to other constructs. This finding indicates that, based on the discriminant validity test, all indicators are deemed valid.

Furthermore, discriminant validity can also be assessed using an alternative approach known as the Fornell-Larcker Criterion. According to this criterion, discriminant validity is established when the square root of the Average Variance Extracted (AVE) for each construct is greater than the correlations between that construct and any other latent variables in the model. The results of the Fornell-Larcker Criterion test are presented in Table 4 below.

Table 4. Discriminant Validity (Fornell-Lacker) Test Results

	Knowledge Sharing	Intrinsic Motivation	Perceived Organizational Support	Innovative Work Behavior
Knowledge Sharing	0.819			
Intrinsic Motivation	0.486	0.768		
Perceived Organizational Support	0.349	0.309	0.800	
Innovative Work Behavior	0.651	0.349	0.305	0.794

Based on the results of the Fornell-Larcker Criterion test presented in Table 4, the square root of the Average Variance Extracted (AVE) for each construct is greater than its correlations with other constructs within the model. The highest AVE value was observed for the Knowledge Sharing variable (0.819), while the lowest was for Intrinsic Motivation (0.768).

Since all AVE values are higher than the inter-construct correlations, it can be concluded that the four constructs satisfy the Fornell-Larcker discriminant validity criterion. These findings further indicate that Knowledge Sharing plays a more dominant role in driving Innovative Work Behavior compared to the other two latent variables.

Table 5. Composite Reliability and Cronbach's Alpha Test Results

Variable	Cronbach's Alpha	Composite Reliability	Information
Knowledge Sharing	0.901	0.924	Valid
Intrinsic Motivation	0.907	0.920	Valid
Perceived Organizational Support	0.930	0.934	Valid
Innovative Work Behavior	0.902	0.922	Valid

Based on the results presented in Table 5, all reliability assessments demonstrate satisfactory outcomes, as all constructs exhibit values exceeding 0.70. Therefore, it can be concluded that each construct possesses high internal consistency reliability, indicating that the measurement instruments used in this study are reliable and produce consistent results.

Table 6. F-Square Test Results

	Innovative Work Behavior	Effect Size
Knowledge Sharing	0.469	Strong
Intrinsic Motivation	0.001	No Effect
Perceived Organizational Support	0.011	No Effect

Based on the results of the F-square (effect size) analysis presented above, it was found that Knowledge Sharing exhibits a strong effect size on Innovative Work Behavior, whereas Intrinsic Motivation and Perceived Organizational Support demonstrate no significant effect size on Innovative Work Behavior. This finding indicates that Knowledge Sharing contributes more substantially to variations in employees' innovative behavior compared to the other two constructs.

Table 7. R-Square Test Results

Dependent Variable	R-square
Innovative Work Behavior	0.431

Based on the results presented in Table 7, the structural model indicates that the Innovative Work Behavior construct demonstrates a moderate level of explanatory power, as reflected by

an R-Square value exceeding 0.33. This result implies that Innovative Work Behavior can be explained by Knowledge Sharing, Intrinsic Motivation, and Perceived Organizational Support by 43.1%, while the remaining 56.9% is attributed to other variables not included in this study.

The Goodness of Fit assessment for the structural model was conducted using the predictive relevance (Q^2) value. A Q^2 value greater than zero indicates that the model possesses predictive relevance, meaning it has adequate predictive capability for the observed variables. The predictive relevance value can be calculated using the following formula:

$$\begin{aligned} Q^2 &= 1 - (1 - (R^2)^2) \\ Q^2 &= 1 - (1 - (0.431)^2) \\ Q^2 &= 1 - (0.814239) \\ Q^2 &= 0.185761 \end{aligned} \quad (1)$$

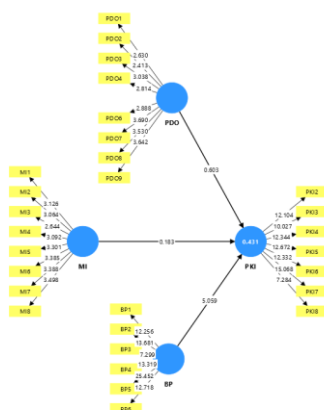
Based on the above calculation, the Q-Square value obtained is 0.185761. This result indicates that the model possesses predictive relevance, as the computed Q^2 value is greater than zero (0), thereby confirming that the structural model has adequate predictive capability for the endogenous constructs.

The next phase of SEM-PLS is Hypotheses Analysis. The significance values for the hypotheses were obtained through the bootstrapping procedure. To determine whether a relationship is statistically significant, the T-statistic (or calculated T-value) is compared against the T-table value at an alpha level of 0.05 (5%). The following results of the bootstrapping analysis are presented in Table 8 below.

Table 8. Hypotheses Analysis Test Results

	Original Sample	Standard Deviation	T statistics	P Values	Information
Knowledge Sharing → Innovative Work Behavior	0.609	0.120	5.059	0.000	Positive
Intrinsic Motivation → Innovative Work Behavior	0.027	0.148	0.183	0.427	Rejected
Perceived Organizational Support → Innovative Work Behavior	0.085	0.140	0.603	0.273	Rejected

Figure 3. Bootstrapping Results



Based on the results of the bootstrapping analysis presented in Table 8, it was found that Perceived Organizational Support does not have a significant influence on Innovative Work Behavior. This is evidenced by the original sample value of 0.085 and a T-statistic of 0.603, which is lower than the critical value of 1.645, along with a P-value of 0.273, which exceeds the significance threshold of 0.05. Therefore, Hypothesis 1 (H1) is rejected. This finding is consistent with the study conducted by Park & Kim, (2022), which also revealed that perceived organizational support does not have a direct and significant effect on innovative work behavior. However, their findings suggest that perceived organizational support may indirectly influence innovative work behavior through the mediating role of psychological empowerment.

The subsequent results indicate that Intrinsic Motivation does not have a significant effect on Innovative Work Behavior. This conclusion is supported by the original sample value of 0.027 and a T-statistic of 0.183, which is lower than 1.645, as well as a P-value of 0.427, which is greater than 0.05. Consequently, Hypothesis 2 (H2) is rejected. These results are in line with the findings of Idris et al., (2024), who reported that intrinsic motivation does not have a direct impact on innovative work behavior. However, their study found that job crafting serves as a mediating variable that can strengthen the relationship between intrinsic motivation and innovative work behavior.

Finally, the results demonstrate that Knowledge Sharing has a significant positive effect on Innovative Work Behavior. This is shown by the original sample value of 0.609 and a T-statistic of 5.059, which exceeds the critical value of 1.645, along with a P-value of 0.000, which is below 0.05. Therefore, Hypothesis 3 (H3) is accepted. This finding aligns with the research conducted by Listyanti & Hendarman, (2023), whose study revealed that knowledge sharing has a positive and significant influence on innovative work behavior, emphasizing the importance of knowledge exchange in fostering employee innovation.

CONCLUSION

Based on the findings of this study, it was discovered that Perceived Organizational Support does not have an impact on Innovative Work Behavior. The results indicate that the recognition dimension, which is considered the most influential factor within this construct, has not yet been optimized in practice. This suggests that organizational appreciation and reward mechanisms have not effectively encouraged employees to engage in innovative behaviors.

Furthermore, the results show that Intrinsic Motivation does not significantly influence Innovative Work Behavior. The responsibility dimension, identified as the most important aspect of this variable, was also found to be suboptimal. This implies that although employees may feel responsible for their tasks, such a sense of accountability alone is insufficient to drive innovation without additional organizational or structural support.

Lastly, the results demonstrate that Knowledge Sharing exerts a positive and significant effect on Innovative Work Behavior. This finding indicates that the act of exchanging knowledge encourages employees to engage in innovative practices within their work environment. Employees' active participation in seeking, sharing, and contributing knowledge, information, and ideas among colleagues effectively enhances their innovative behavior. Data analysis

revealed that employees who voluntarily assist their coworkers by sharing their expertise represent the most dominant factor influencing innovative work behavior, followed by employees' openness to new information obtained from colleagues and their willingness to share experiences and knowledge within the workplace.

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