

# The Mediation Role of Self-Efficacy on Innovative Work Behavior

*Innovative Work  
Behavior*

Ainul Izza

Universitas Semarang; Semarang, Indonesia

E-Mail: zaaaaaaa630@gmail.com

**2349**

Indarto

Universitas Semarang; Semarang, Indonesia

E-Mail: indarto@usm.ac.id

Albert

Universitas Semarang; Semarang, Indonesia

Submitted:  
17 AUGUST 2024

Accepted:  
22 OCTOBER 2024

## ABSTRACT

*This study aims to determine the effect of Organizational Innovation and Perception of Organizational Support on Innovative Work Behavior through Self-Efficacy. The research sample consisted of 108 State Civil Apparatus in the Regional Secretariat of Grobogan Regency, using a quantitative approach with data analysis using SmartPLS v.3. The results of the study indicate that Organizational Innovation and Perception of Organizational Support have a positive effect on self-efficacy. In addition, Organizational Innovation and Perception of Organizational Support also have a positive effect on innovative work behavior, both directly and through self-efficacy. Self-efficacy was found to have a positive effect on innovative work behavior. Thus, self-efficacy acts as an intervening variable in the influence of Organizational Innovation and Perception of Organizational Support on Innovative Work Behavior.*

**Keywords:** *Organizational Innovation, Perception of Organizational Support, Self Efficacy, Innovative Work Behavior*

## ABSTRAK

*Penelitian ini bertujuan untuk mengetahui pengaruh Inovasi Organisasi dan Persepsi Dukungan Organisasi terhadap Perilaku Kerja Inovatif melalui Self Efficacy. Sampel penelitian terdiri dari 108 Aparatur Sipil Negara di Sekretariat Daerah Kabupaten Grobogan, menggunakan pendekatan kuantitatif dengan analisis data menggunakan SmartPLS v.3. Hasil penelitian menunjukkan bahwa Inovasi Organisasi dan Persepsi Dukungan Organisasi berpengaruh positif terhadap self-efficacy. Selain itu, Inovasi Organisasi dan Persepsi Dukungan Organisasi juga berpengaruh positif terhadap perilaku kerja inovatif, baik secara langsung maupun melalui self-efficacy. Self-efficacy ditemukan berpengaruh positif terhadap perilaku kerja inovatif. Dengan demikian, self-efficacy berperan sebagai variabel intervening dalam pengaruh Inovasi Organisasi dan Persepsi Dukungan Organisasi terhadap Perilaku Kerja Inovatif.*

**Kata kunci:** *Inovasi Organisasi, Persepsi Dukungan Organisasi, Self-Efficacy, Perilaku Kerja Inovatif*

## INTRODUCTION

Amidst technological developments, public and private organizations face new opportunities and challenges, where employees' innovative work behavior becomes important to achieve competitive advantage (Siregar, 2019). Human resources play a

**JIMKES**

Jurnal Ilmiah Manajemen  
Kesatuan  
Vol. 12 No. 6, 2024  
pp. 2349-2360  
IBI Kesatuan  
ISSN 2337 – 7860  
E-ISSN 2721 – 169X  
DOI: 10.37641/jimkes.v12i6.2915

strategic role in organizational innovation, especially through innovative work behavior that includes efforts to find new solutions and apply effective methods (Ariyani & Hidayati, 2018). Local governments, in accordance with Law Number 23 of 2014 and PP Number 38 of 2014, encourage State Civil Apparatus to be more innovative in serving the public in order to improve government performance and regional competitiveness. Research shows that self-efficacy and perception of organizational support are two important factors that influence employees' innovative work behavior. Self-efficacy encourages the courage to try new things and solve problems creatively, while good organizational support increases employees' self-confidence, positively influencing work innovation (Ariyani & Hidayati, 2018).

Numerous studies reveal varying outcomes concerning the impact of self-efficacy and organizational support on innovative work behavior. Researchers such as Berliana & Arsanti (2018); Prabowo et al. (2022), found that self-efficacy has a significant influence on work innovation. Meanwhile, researchers such as Wijayana et al. (2022) and Shalma (2024), found an insignificant influence. Other studies examine the perception of organizational support, where several studies show a positive influence on work innovation (Rizana, 2017; Putri & Izzati, 2022). However, others did not find a significant influence on self-efficacy (Ranihusna et al., 2021). The Grobogan Regency Regional Secretariat seeks to increase State Civil Apparatus innovation by implementing the tagline Professional State Civil Apparatus and Innovative Service, as part of the regional priorities listed in the 2021-2026 Regional Development Work Plan. However, regional innovation performance fluctuated between 2020 and 2022, from the category of "very innovative" in 2020 to "innovative" in 2022, with this change partly due to the lack of submissions for basic service innovations. Observations in the Grobogan Regional Secretariat environment also showed low levels of organizational support, especially in increasing allowances, performance, and career development, which resulted in low employee participation in training and reduced self-efficacy and innovative behaviour (Aswin & Rahyuda, 2017).

Studies on the impact of perceived organizational support and self-efficacy on employees' innovative work behaviour have yielded inconsistent results. Rizana (2017) found that perceived organizational support has a significant effect on employees' innovative behaviour, while Ranihusna et al. (2021) reported no significant impact. In contrast, Noerchoidah et al. (2022) demonstrated that self-efficacy significantly influences innovative work behaviour. However, other researchers, such as Putri & Rini (2021), Wijayana et al. (2022); Shalma (2024), concluded that self-efficacy does not significantly affect innovative work behaviour.

This study seeks to explore in greater detail the relationship between various variables within the Regional Secretariat of Grobogan Regency. The research investigates how organizational innovation and perceived organizational support influence self-efficacy, and how these factors impact employees' innovative work behavior, both directly and indirectly via self-efficacy. Additionally, the study aims to assess how organizational innovation and perceived support can enhance innovative work behavior through self-efficacy. The study offers both theoretical and practical contributions. Theoretically, it is expected to contribute to the development of theories regarding organizational innovation, perceived organizational support, and self-efficacy in promoting innovative work behavior. The findings may also serve as a valuable reference for future research in related areas. Practically, the study aims to provide insights for managerial strategies in the Regional Secretariat of Grobogan Regency, specifically in managing organizational innovation and support to boost employee innovative work behavior and enhance self-efficacy.

## **LITERATURE REVIEW**

The Innovative Work Behavior (IWB) theory, developed by Farr and Ford (1990), outlines the innovation process in organizations through three stages: idea creation, promotion, and realization. In the first stage, idea creation, employees are required to

use their creativity to generate innovative solutions. During the idea promotion stage, employees work to advocate for their ideas and gain support within the organization. The final stage, idea realization, involves turning the idea into tangible outcomes. IWB is defined as actions that intentionally introduce new ideas into a work role, team, or organization, including valuable processes, products, or methods (Jong & Den Hartog, 2010). According to Janssen (2000) and Tespani et al. (2023), IWB includes the generation and application of new ideas to improve performance. Gaynor (2002) and McGuirk et al. (2015) emphasized the role of developing new business models and management practices in fostering organizational innovation. Factors influencing IWB include work challenges, autonomy, strategic organizational support, an innovative climate, external collaborations, and diverse consumer demands (Jong & Den Hartog, 2010). Janssen (2000) and Tespani et al. (2023) identified the three key aspects of IWB as idea generation, sharing ideas for support, and realizing ideas as practical solutions.

Self-efficacy refers to an individual's belief in their ability to complete tasks and achieve desired outcomes (Bandura, 2012). Renaningtyas (2017), self-efficacy reflects how one perceives their ability to perform in different situations, with Yamin emphasizing that this belief guides expected behaviors. Bandura (2012); Türkoglu et al. (2017) explain that self-efficacy involves the belief in one's capacity to handle responsibilities, particularly in achieving personal objectives. It encompasses three dimensions: level, strength, and generality, which relate to task difficulty, the consistency of beliefs, and the ability to apply skills across various contexts (Bandura, 2012; Manuntung, 2020). Factors shaping self-efficacy include culture, gender, and knowledge about one's abilities Renaningtyas (2017), with indicators like persistence and problem-solving ability (Brown et al., in Yunianti et al., 2016). Innovation, as defined by Mukhlis & Tyas (2024), is a deliberate change driven by new technologies and ideas. Prabowo et al. (2022) observed that innovation in the public sector transforms traditional management practices, improving both efficiency and service quality. Public sector innovation includes new knowledge, technologies, and methods, encompassing product, process, and policy innovations (Afifawati et al., 2023). Additionally, Costumato (2021) highlighted that it also involves system concepts and collaborative interactions to enhance inter-organizational relationships.

Perceived organizational support is the belief held by employees that their organization appreciates their contributions and is concerned about their well-being (Neves & Eisenberger, 2014). This belief strengthens employees' attachment to the organization, driving motivation to perform better. Organizational support is formed through compensation, promotion, training, and job security, which encourage positive responses such as trust and constructive behaviour from employees (Rhoades & Eisenberger, 2002). This support plays an important role, especially during times of crisis, by strengthening individual and organizational performance. Dimensions of perceived support include rewards, development, working conditions, and concern for employee well-being (Desky, 2023). Indicators include fairness, superior support, and rewards and working conditions, all of which indicate an organization's commitment to employee well-being (Rhoades & Eisenberger, 2002). In the context of government, organizational innovation is a demand as public pressure for improved services increases. Organizations that are able to innovate can influence employee self-efficacy. Değer & Arslan's (2023) research shows a positive relationship between organizational innovation and employee self-efficacy, which is the basis for this research hypothesis.

**H1:** Organizational innovation has a positive effect on the self-efficacy of employees of the Grobogan Regency Regional Secretariat.

Perceived organizational support is the extent to which employees believe their organization values their contributions and cares about their well-being, fostering a sense of mutual obligation (Aswin & Rahyuda, 2017). Self-efficacy refers to an individual's confidence in their ability to perform specific tasks, reflecting the integration

of personal abilities and potential to handle future challenges (Kaseger, 2013). Research by Al-Hamdan & Bani Issa (2022) indicates that perceived organizational support influences self-efficacy.

**H2:** The perception of organizational support has a positive effect on the self-efficacy of employees of the Grobogan Regency Regional Secretariat.

## **2352**

---

Organizational Innovation in an organization is something new in the form of anything that can happen in an organization. Organizations that constantly innovate in policies or in services and work processes in the organization will trigger an increase in the innovative work behavior of employees working in the organization. Research on the effect of organizational innovation on employee innovative work behavior has been conducted by Li & Zheng (2014) and You et al. (2022), which states that organizational innovation has an effect on employee innovative work behavior.

**H3:** Organizational innovation has a positive effect on the innovative work behavior of employees of the Grobogan Regency Regional Secretariat.

Perceived organizational support refers to an employee's belief in how much the organization appreciates their contributions and prioritizes their well-being, which can enhance job satisfaction and foster innovative work behavior. Sulaiman et al. (2019) and Putri & Izzati (2022), found that perceived organizational support had a significant effect on innovative work behavior. However, Ranihusna et al. (2021) obtained different results, showing that perceived organizational support had no significant effect on innovative behavior.

**H4:** The perception of organizational support has a positive effect on the innovative work behavior of employees of the Grobogan Regency Regional Secretariat.

Self-efficacy is the belief an individual holds about their ability to succeed in specific situations. Those with high self-efficacy are generally more willing to face challenges. Employees with strong self-efficacy are motivated to enhance efficiency and demonstrate innovative work behavior, as supported by Michael et al. (2011) and Hsiao et al. (2011). However, studies by Putri & Rini (2021) and Wijayana et al. (2022) suggest that self-efficacy does not significantly influence innovative work behavior.

**H5:** Self Efficacy has a positive influence on the innovative work behavior of employees of the Grobogan Regency Regional Secretariat.

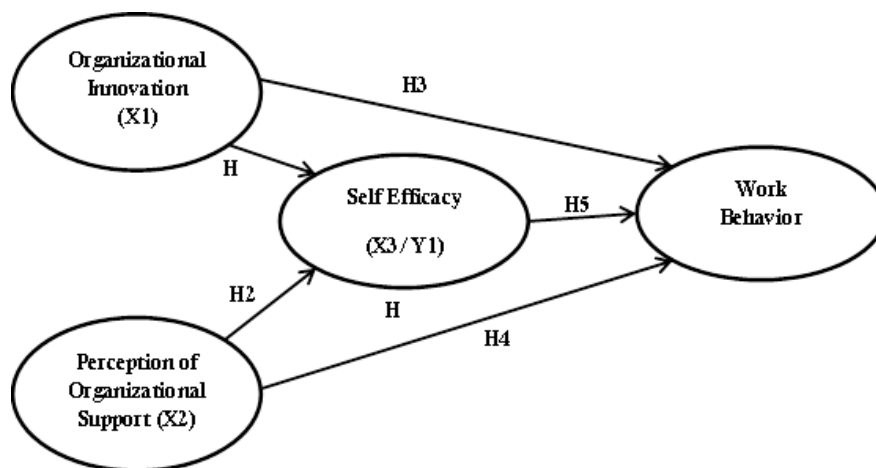
Organizational innovation fosters innovative work behavior by enhancing employees' self-efficacy. When organizations promote innovation, they cultivate a positive environment where employees feel secure exploring new ideas, boosting their confidence. Employees with strong self-efficacy are more inclined to exhibit innovative behavior as they feel valued and supported. However, findings vary: Putri and Rini (2021) found no direct link between self-efficacy and innovative behavior, while You et al. (2022) highlighted a significant connection between an organization's innovation climate and employees' innovative actions.

**H6:** Organizational innovation positively influences innovative work behavior through the self-efficacy of employees at the Grobogan Regency Regional Secretariat.

Organizational innovation and innovative work behavior are related through self-efficacy, where organizational support increases employees' confidence in their abilities, encourages them to take risks, try new ideas, and collaborate. Self-efficacy serves as a mediator between organizational support and innovative behavior. Organizational

support increases self-efficacy, which then encourages innovative behavior. Research by Noerchoidah et al. (2022) revealed that organizational support strengthens self-efficacy and innovative behavior. The results showed that organizational support positively influenced self-efficacy and innovative behavior, strengthening the relationship between the two.

**H7:** The perception of organizational support positively influences innovative work behavior through the self-efficacy of employees at the Grobogan Regency Regional Secretariat.



**Figure 1.** Conceptual Framework

**METHODS**

This quantitative explanatory study investigates the impact of organizational innovation and perceived organizational support on innovative work behavior, with self-efficacy serving as an intervening variable. Data collection involved a survey using questionnaires distributed to employees of the Grobogan Regency Regional Secretariat to assess their perceptions of innovation, organizational support, self-efficacy, and innovative work behavior. The study targeted all employees at the Secretariat, selecting 108 participants through purposive sampling (Arikunto, 2013). The analyzed variables included organizational innovation, perceived organizational support, self-efficacy, and innovative work behavior, each measured using specific indicators (Rhoades & Eisenberger, 2002). Data analysis employed Smart PLS 3.0 to evaluate the structural, inner, and outer models, ensuring the validity and reliability of the instruments (Hair et al., 2019). The analysis involved assessing the R-square for the influence of independent variables on dependent variables, testing predictive relevance (Ghozali, 2006), examining relationships through path coefficients and multicollinearity tests, and evaluating data normality via bootstrapping (Hair et al., 2014).

**RESULTS**

This study examined the characteristics of 108 respondents based on gender, age, education, and length of service. Of these, 63 respondents (58.3%) were male and 45 (41.7%) were female, indicating a predominance of men in the selection process for State Civil Apparatus at the Grobogan Regency Regional Secretariat. Most respondents were aged 30-35 years (25.9%), with 69.4% under 40 years. Educational attainment was high, with 35.2% holding bachelor's degrees and 26.9% master's degrees, while only 2.7% had junior high school education, contributing positively to organizational success. The most common length of service was 11-15 years (33.3%), linked to job rotation and promotions. Using descriptive analysis with a 1-5 scale, the study found high scores across variables: Organizational Innovation Index (85.74), Organizational Support Perception Index (87.28), Self-Efficacy Index (88.89), and Innovative Work

Behavior Index (87.69). These indices highlight the importance of innovation and organizational support in boosting self-efficacy and innovative work behavior. Indicator validity tests confirmed reliability, with items showing a loading factor above 0.7 retained, while low-performing indicators like SE.4 were excluded to ensure consistency.

**Table 1.** Convergent and Discriminant Validity

Variable	Organizational Innovation	Innovative Work Behavior	Perception of Organizational Support	Self-Efficacy
IO1	<b>0.778</b>	0.366	0.284	0.346
IO2	<b>0.886</b>	0.516	0.450	0.495
IO3	<b>0.856</b>	0.545	0.490	0.453
IWB1	0.327	<b>0.721</b>	0.504	0.412
IWB2	0.421	<b>0.792</b>	0.707	0.395
IWB3	0.529	<b>0.872</b>	0.734	0.653
IWB4	0.504	<b>0.729</b>	0.457	0.580
PDO1	0.500	0.645	<b>0.834</b>	0.504
PDO2	0.321	0.595	<b>0.816</b>	0.316
PDO3	0.411	0.710	<b>0.855</b>	0.550
SE1	0.350	0.564	0.532	<b>0.812</b>
SE2	0.373	0.556	0.519	<b>0.755</b>
SE3	0.429	0.418	0.315	<b>0.783</b>
SE5	0.467	0.463	0.311	<b>0.721</b>

The results of the convergent validity test presented in the table indicate that the loading factor values for each manifest variable of the latent variables are all greater than 0.7. Therefore, it can be concluded that all indicators meet the requirements for convergent validity and are considered valid. The results of the discriminant validity test indicate that each research indicator exhibits the highest cross-loading on its respective variable, in comparison to the cross-loadings of other variables. Therefore, the indicators utilized in this study demonstrate discriminant validity.

**Table 2.** Composite Reliability Test

Variable	AVE	Composite Reliability	Cronbach's Alpha
Self-Efficacy	0.590	0.852	0.769
Perception of Organizational Support	0.698	0.874	0.785
Innovative Work Behavior	0.610	0.862	0.786
Organizational Innovation	0.708	0.879	0.795

The AVE values for all constructs in this study—organizational innovation, perceived organizational support, self-efficacy, and innovative work behavior—exceed 0.5. This suggests that the research model demonstrates strong discriminant validity. Furthermore, the reliability test results reveal that the composite reliability values for each variable exceed 0.7, indicating that all the instruments employed in this study are reliable. Similarly, the results of the Cronbach's alpha test indicate that the values for each variable exceed 0.7. This suggests that the instruments used in this study demonstrate high reliability. Therefore, both in terms of discriminant validity and reliability, the instruments in this study have been proven to be valid and reliable.

**Table 3.** R-Square Test Results

Variable	R Square	R Square Adjusted
Innovative Work Behavior	0.702	0.693

The coefficient of determination test (R-Square), as shown in Table 3, reveals an Adjusted R Square value of 0.693. This indicates that 69% of the variance in innovative work behavior is accounted for by organizational innovation, perceived organizational support, and self-efficacy, with the remaining 31% influenced by other factors. The path coefficient offers crucial insights into the direction of relationships between variables, showing whether a hypothesis has a positive or negative orientation. Its values range from -1 to 1, where a value between 0 and 1 signifies a positive relationship, and a value

from -1 to 0 indicates a negative relationship. A hypothesis is deemed accepted if the t-statistic is greater than 1.96.

**Table 4.** Direct Influence Test Results

Variable	Original Sample	Sample Mean	STDEV	T Statistics	P Values
Organizational Innovation -> Innovative Work Behavior	0.163	0.164	0.070	2.310	0.021
Organizational Innovation -> Self Efficacy	0.321	0.319	0.099	3.259	0.001
Perception of Organizational Support -> Innovative Work Behavior	0.554	0.552	0.087	6.360	0.000
Perception of Organizational Support -> Self Efficacy	0.400	0.411	0.086	4.627	0.000
Self-Efficacy -> Innovative Work Behavior	0.265	0.264	0.068	3.910	0.000

The path coefficient test results in Table 4 reveal a significant positive influence of several variables. First, organizational innovation positively affects self-efficacy, supported by a t-statistic of 3.259 and a p-value of 0.001, confirming H1. Second, perceived organizational support enhances self-efficacy, with a t-statistic of 4.627 and a p-value of 0.000, validating H2. Third, organizational innovation positively impacts innovative work behavior, as indicated by a t-statistic of 2.310 and a p-value of 0.021, supporting H3. Fourth, perceived organizational support strongly and positively influences innovative work behavior, with a t-statistic of 6.360 and a p-value of 0.000, affirming H4. Lastly, self-efficacy significantly boosts innovative work behavior, reflected in a t-statistic of 3.910 and a p-value of 0.000, validating H5. These results highlight the critical roles of organizational innovation, perceived support, and self-efficacy in fostering employees' confidence and innovative behaviors.

**Table 5.** Indirect Effect Test Results

Variable	Original Sample	Sample Mean	STDEV	T Statistics	P Values
Organizational Innovation -> self-efficacy-> Innovative Work Behavior	0.085	0.085	0.034	2.509	0.012
Perception of Organizational Support -> self-efficacy -> Innovative Work Behavior	0.106	0.106	0.039	2.681	0.008

From the data in Table 5, it can be concluded that the intervening variable self-efficacy has an effect or role in mediating organizational innovation on innovative work behavior and perception of organizational support on innovative work behavior because the p-value is <0.05. Thus, it can be said that organizational innovation has an effect on innovative work behavior through self-efficacy (H6 is accepted). There is an effect of perception of organizational support on innovative work behavior through self-efficacy (H7 is accepted).

**Table 6.** F-Square Measurement

Variable	Innovative Work Behavior	Perception of Organizational Support	Self-Efficacy
Organizational Innovation	0.059		0.128
Innovative Work Behavior			
Perception of Organizational Support	0.647		0.198
Self-Efficacy	0.143		

The criteria of F-square value of 0.02 as small, 0.15 as medium, and 0.35 as large, and values less than 0.02 can be ignored or have no effect, it can be seen from the data above that organizational innovation has a small effect because it is in the number (0.059 <0.15 but >0.02) on innovative work behavior but has a moderate effect on self-efficacy. The perception of organizational support strongly influences innovative work

behavior and has a moderate impact on self-efficacy. In turn, self-efficacy has a moderate effect on innovative work behavior.

## **DISCUSSION**

The results of the hypothesis test on organizational innovation indicate that organizational innovation positively and significantly impacts self-efficacy. Organizations that can increase innovation in carrying out their activities will affect employee self-efficacy (Ramadhan, 2022). Innovation often involves training and developing new skills. When employees receive training, they feel more capable, which increases self-efficacy, then Innovative organizations tend to create a culture that supports collaboration and creativity, a positive environment can also increase employee self-confidence. Innovation often brings new challenges. Facing and overcoming these challenges can strengthen self-efficacy, because individuals feel a sense of accomplishment when they successfully overcome obstacles. The results of this study align with the findings of Değer & Arslan (2023), which suggest that organizational innovation impacts Self-Efficacy.

The results of the hypothesis test indicate that perceived organizational support positively and significantly influences self-efficacy. Perceived organizational support refers to employees' belief that the organization appreciates their contributions and is concerned with their well-being, establishing a cause-and-effect relationship between the two. Self-efficacy is related to an individual's belief in their ability to face future challenges. The data shows that the better the perception of organizational support, the higher the level of employee self-efficacy. Social support from coworkers and management, as well as the provision of resources such as adequate training and tools, also increase employee self-confidence. This finding is consistent with the study by Al-Hamdan and Bani Issa (2022), which indicates that perceived organizational support influences self-efficacy.

The results of the hypothesis test show that organizational innovation has a positive effect on innovative work behavior. Organizational Innovation in an organization is something new in the form of anything that can happen in an organization, either formal or informal. Organizations that constantly innovate in policies or in services and work processes in the organization will trigger an increase in the innovative work behavior of employees working in the organization. The analysis results indicate that increasing organizational innovation will lead to an improvement in innovative work behavior. The results of this study align with the research conducted by Li & Zheng (2014) and You et al. (2022), which indicate that organizational innovation impacts employee innovative work behavior.

The hypothesis test results reveal that employees' perception of organizational support positively impacts their innovative work behavior. This perception reflects employees' belief that the organization values their contributions and prioritizes their well-being. When employees feel assured that their welfare is a priority, they tend to feel more comfortable at work, which fosters innovative behavior. The analysis highlights that strengthening perceptions of organizational support can effectively boost innovative work behavior. These findings align with studies by Sulaiman et al. (2019) and Putri & Izzati (2022), both of which demonstrate that organizational support significantly influences employee innovation. However, they differ from the study by Ranihusna et al. (2021), which concluded that organizational support perception does not significantly affect employees' innovative behavior.

The hypothesis test results indicate that self-efficacy positively influences innovative work behavior. Self-efficacy refers to an individual's confidence in their capability to achieve success in a specific situation. Individuals with high self-efficacy tend to challenge themselves to face difficult tasks and try their best to achieve efficiency, which leads to increased innovative behavior. This study shows that increasing the perception of organizational support can increase innovative behavior. This finding is in line with research by Michael et al. (2011); Hsiao et al. (2011), which states that employees with

high self-efficacy will try their best to increase efficiency and innovative work behavior. However, this contradicts the findings of Putri & Rini (2021); Wijayana et al. (2022), who argue that self-efficacy does not significantly influence innovative behavior. This finding confirms the theory of Innovative Work Behavior, which emphasizes the importance of individuals with high self-efficacy in creating success in innovation.

The results of the hypothesis test indicate that organizational support positively influences innovative work behavior through self-efficacy. Employees who perceive the implementation of new strategies each year, changes in habits that foster better relationships among colleagues, and enhanced interactions with other organizations, may experience a boost in their self-confidence. This supports innovative behavior, such as the emergence of more effective ideas and work methods. The connection between organizational innovation, self-efficacy, and innovative work behavior highlights the significance of fostering an innovative culture within the organization. By increasing employee confidence, organizations can stimulate creativity and innovation in teams. This finding aligns with the research conducted by Soomro et al. (2021), which suggests that organizational innovation contributes to enhancing innovative work behavior, and emphasizes that organizations should prioritize learning to boost employees' innovative abilities.

The hypothesis test results reveal that perceived organizational support positively affects innovative work behavior through self-efficacy. When employees experience fair evaluations, receive leadership support for overcoming work challenges, and have access to sufficient facilities and comfort, their self-confidence increases, promoting innovative actions such as suggesting more efficient and effective ideas or approaches. Robust organizational support fosters an atmosphere that bolsters employee confidence, encouraging innovative behavior. These findings align with Ranihusna et al. (2021), who highlighted the positive influence of perceived organizational support on innovation at work. According to organizational support theory, employees who feel appreciated and valued develop greater self-assurance, which in turn encourages them to generate ideas that contribute to improving the organizations or agency's overall performance.

## **CONCLUSION**

This research explores the innovative work behavior of employees at the Grobogan Regency Regional Secretariat, concentrating on organizational innovation, employees' perceptions of organizational support, and self-efficacy. The results show that organizational innovation periodically increases employee self-efficacy, and strong perceptions of organizational support also boost their self-confidence. Employees who feel consistent organizational innovation tend to behave more innovatively. Perceptions of organizational support, including fair evaluations, leadership assistance, and adequate facilities, positively influence employee innovative behavior. In addition, strong self-efficacy in employees supports increased innovative behavior, which can be encouraged through organizational management that focuses on employee skills. Organizational support increases employee self-confidence, triggers creative ideas, and improves overall performance. Theoretically, these results support the theory of innovative work behavior, where self-efficacy, perception of support, and organizational innovation influence innovative behavior. In policy, the Regional Secretariat is advised to increase innovation that supports collaboration and openness, and build a work environment that values employee contributions. Increasing employee self-efficacy can be done through support in activities that increase self-confidence and recognition of achievement. Limitations of the study include potential bias in the questionnaire, time constraints, and respondent subjectivity. For future studies, it is suggested to incorporate additional methods, such as interviews, extend the duration of the research, and include other indicators when measuring intervening variables. Researchers may also consider adding new variables, like proactive personality and openness, to enhance the understanding of innovative work behavior.

## REFERENCES

- [1] Affawati, N., Khasanah, L., & Giovanni, A. (2023). Interplay of Risk Management in the Multi-Disruption Era and Agency Theory Insights: A Literature Review. *Jurnal Ilmiah Manajemen Kesatuan*, 11(2), 505-512.
- [2] Akbari, M., Bagheri, A., Imani, S., & Asadnezhad, M. (2021). Does entrepreneurial leadership encourage innovation work behavior? The mediating role of creative self-efficacy and support for innovation. *European Journal of Innovation Management*, 24(1), 1-22.
- [3] Al-Hamdan, Z., & Bani Issa, H. (2022). The role of organizational support and self-efficacy on work engagement among registered nurses in Jordan: A descriptive study. *Journal of Nursing Management*, 30(7), 2154-2164.
- [4] Arikunto, S. (2013). *Prosedur Penelitian Suatu Pendekatan Praktik*. Edisi Revisi. Jakarta: PT. Rineka Cipta
- [5] Ariyani, N., & Hidayati, S. (2018). Influence of transformational leadership and work engagement on innovative behavior. *Etikonomi*, 17(2), 275-284.
- [6] Aswin, A. E., & Rahyuda, A. G. (2017). *Pengaruh perceived organizational support terhadap organizational citizenship behavior dengan variabel kepuasan kerja sebagai mediasi*. Dissertation, Udayana University.
- [7] Bandura, A. (2012). On the functional properties of perceived self-efficacy revisited. *Journal of management*, 38(1), 9-44.
- [8] Berliana, V., & Arsanti, T. A. (2018). Analisis pengaruh self-efficacy, kapabilitas, dan perilaku kerja inovatif terhadap kinerja. *Jurnal Maksipreneur: Manajemen, Koperasi, Dan Entrepreneurship*, 7(2), 149-161.
- [9] Costumato, L. (2021). Collaboration among public organizations: a systematic literature review on determinants of interinstitutional performance. *International Journal of Public Sector Management*, 34(3), 247-273.
- [10] De Jong, J., & Den Hartog, D. (2010). Measuring innovative work behaviour. *Creativity and innovation management*, 19(1), 23-36.
- [11] Değer, V. B., & Arslan, N. (2023). Evaluation of the organizational innovation and self-efficiency levels of health workers. *Acta Scientiarum. Health Sciences*, 45.
- [12] Desky, H. (2023). The Effect of Compensation and Motivation on Performance Employees at Public Works and Spatial Planning Service of North Aceh. *Jurnal Ilmiah Manajemen Kesatuan*, 11(2), 495-504.
- [13] Farr, J. L., & Ford, C. M. (1990). *Individual innovation*. New Jersey: John Wiley & Sons.
- [14] Gaynor, G. H. (2002). *Innovation by Design: What it Takes to Keep Your Company on the Cutting Edge*. New York: American Management Association.
- [15] Ghozali, I. (2006). *Aplikasi analisis multivariate dengan program SPSS*. Semarang: Badan Penerbit Universitas Diponegoro.
- [16] Hair, J. F., Gabriel, M., & Patel, V. (2014). AMOS covariance-based structural equation modeling (CB-SEM): Guidelines on its application as a marketing research tool. *Brazilian Journal of Marketing*, 13(2).
- [17] Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European business review*, 31(1), 2-24.
- [18] Hsiao, H. C., Chang, J. C., Tu, Y. L., & Chen, S. C. (2011). The impact of self-efficacy on innovative work behavior for teachers. *International Journal of Social Science and Humanity*, 1(1), 31.
- [19] Janssen, O. (2000). Job demands, perceptions of effort-reward fairness and innovative work behaviour. *Journal of Occupational and organizational psychology*, 73(3), 287-302.
- [20] Kaseger, R. G. K. G. (2013). Pengembangan karir dan self-efficacy terhadap kinerja karyawan pada pt. Matahari department store manado town square. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 1(4).
- [21] Li, X., & Zheng, Y. (2014). The influential factors of employees' innovative behavior and the management advices. *Journal of Service Science and Management*, 7(06), 446.
- [22] Manuntung, A. (2020). Efikasi Diri Dan Perilaku Perawatan Diri Pasien Diabetes Melitus Tipe 2 Di Wilayah Puskesmas Pahandut. *Adi Husada Nursing Journal*, 6(1), 52-58.
- [23] McGuirk, H., Lenihan, H., & Hart, M. (2015). Measuring the impact of innovative human capital on small firms' propensity to innovate. *Research policy*, 44(4), 965-976.
- [24] Michael, L. H., HOU, S. T., & FAN, H. L. (2011). Creative self-efficacy and innovative behavior in a service setting: Optimism as a moderator. *The Journal of Creative Behavior*, 45(4), 258-272.

- [25] Mukhlis, M., & Tyas, A. A. W. P. (2024). The Role of Change Management in Improving Organizational Performance. *Jurnal Ilmiah Manajemen Kesatuan*, 12(3), 773-782.
- [26] Neves, P., & Eisenberger, R. (2014). Perceived organizational support and risk taking. *Journal of managerial psychology*, 29(2), 187-205.
- [27] Noerchoidah, N., Mochklas, M., Indriyani, R., & Arianto, A. (2022). The Mediating Effect of Knowledge Sharing on Interpersonal Trust and Job Satisfaction of Creative Industry in East Jawa. *Matrik: Jurnal Manajemen, Strategi Bisnis Dan Kewirausahaan*, 16(1), 87-98.
- [28] Prabowo, H., Suwanda, D., & Syafri, W. (2022). *Inovasi pelayanan pada organisasi publik*. Bandung: PT Remaja Rosdakarya
- [29] Putri, A. T., & Izzati, A. U. (2022). Hubungan antara persepsi dukungan organisasi dengan perilaku inovatif pada guru. *Character: Jurnal Penelitian Psikologi*, 9(6), 84-96.
- [30] Putri, N. H., & Rini, Q. K. (2021). Efikasi diri, keterlibatan kerja, dan perilaku kerja inovatif pada guru smk. *Jurnal Psikologi*, 14(2), 284-300.
- [31] Ramadhan, M. D. (2002). Pengaruh Self-efficacy dan Locus of Control terhadap Employee Performance melalui Job Satisfaction (Studi pada Karyawan UD. Karya Jati Divisi Produksi Unit 2). *Jurnal Ilmu Manajemen*, 685-701.
- [32] Ranihusna, D., Nugroho, A. S., Ridloah, S., Putri, V. W., & Wulansari, N. A. (2021, May). A model for enhancing innovative work behavior. In *IOP Conference Series: Earth and Environmental Science* (Vol. 747, No. 1, p. 012039). IOP Publishing.
- [33] Renaningtyas, W. (2017). Pengaruh Efikasi Diri dan Kemandirian Terhadap Keberhasilan Usaha Pada Anggota Komunitas. *Sumber*, 14(11.379), 7-328.
- [34] Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: a review of the literature. *Journal of applied psychology*, 87(4), 698.
- [35] Rizana, D. (2017). Pengaruh perilaku berbagi pengetahuan, persepsi dukungan organisasi dan person job fit terhadap perilaku inovatif. *Fokus Bisnis: Media Pengkajian Manajemen Dan Akuntansi*, 16(2), 93-102.
- [36] Shalma, U. N. (2024). *Pengaruh Orientasi Pembelajaran Dan Kepribadian Proaktif Terhadap Perilaku Kerja Inovatif Dengan Creative Self-Efficacy Sebagai Variabel Mediasi*. Dissertation, Universitas Putra Bangsa.
- [37] Siregar, Z. M. E. (2019). *Pengaruh Kompetensi, Efikasi Diri, Motivasi, dan Komitmen Organisasi terhadap Perilaku Kerja Inovatif Aparatur di Kabupaten Labuhanbatu Provinsi Sumatera Utara*. Doctoral dissertation, Universitas Pendidikan Indonesia.
- [38] Soomro, B. A., Mangi, S., & Shah, N. (2021). Strategic factors and significance of organizational innovation and organizational learning in organizational performance. *European Journal of Innovation Management*, 24(2), 481-506.
- [39] Sulaiman, M., Ragheb, M. A., & Wahba, M. (2019). Perceived organization support role in creating an innovative work behavior. *Open Access Library Journal*, 6(5), 1-14.
- [40] Tespani, J., Fitriana, D., & Bakhtiar, B. (2023). Pengaruh Kepemimpinan Transformasional terhadap Perilaku Kerja Inovatif Penyiar Radio Kota Padang. *Jurnal Ekonomi Manajemen dan Bisnis (JEMB)*, 1(2), 148-152.
- [41] Türkoglu, M. E., Cansoy, R., & Parlar, H. (2017). Examining Relationship between Teachers' Self-Efficacy and Job Satisfaction. *Universal journal of educational research*, 5(5), 765-772.
- [42] Wijayana, T. T., Rahayu, M. K. P., & Wahyuningsih, S. H. (2022). The influence of self efficacy on performance with innovation work behavior as an intervening variable (case study on pt. indah kiat employee). *Economics and Business Quarterly Reviews*, 5(3).
- [43] You, Y., Hu, Z., Li, J., Wang, Y., & Xu, M. (2022). The effect of organizational innovation climate on employee innovative behavior: The role of psychological ownership and task interdependence. *Frontiers in psychology*, 13, 856407.
- [44] Yuniarti, E., Jaeng, M., & Mustamin, M. (2016). Pengaruh Model Pembelajaran Dan Self-Efficacy Terhadap Hasil Belajar Matematika Siswa SMA Negeri 1 Parigi. *Mitra Sains*, 4(1), 8-19.

*Innovative Work  
Behavior*

**2360**