

Innovative Work Behavior of Employees in The Government of West Tanjung Jabung District: The Effect of Organizational Support and Work Involvement, Mediated By Job Satisfaction

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ABSTRACT

This study aims to analyze the effect of organizational support and work involvement on employees' innovative work behavior, with job satisfaction as a mediating variable, at Regional Government Organizations in the Government of West Tanjung Jabung Regency. This study employed a quantitative approach involving 290 respondents. Data were collected through questionnaires that had experienced validity, reliability, comprehension testing, and instrument revision. The results showed that work involvement had a positive and significant effect on innovative work behavior, while organizational support and job satisfaction had no significant effect. In addition, organizational support and work involvement positively affected job satisfaction, but job satisfaction was unable to mediate the relationship among the variables. These findings indicate that improving employees' innovative work behavior is more effectively achieved through strengthening work involvement rather than increasing job satisfaction.

Keywords: Organizational Support, Work Involvement, Job Satisfaction, Innovative Work Behavior.

INTRODUCTION

An organization is a consciously coordinated social unit, consisting of two or more people, that functions on a relatively continuous basis to achieve a common goal or set of specific goals (Robbins, SP, & Judge, 2021). The regional government of West Tanjung Jabung Regency as a public organization (non-profit) has an important role in organizing government, public services, and implementing regional development in order to realize community welfare, the wheels of government are run by employees consisting of Civil Servants (PNS) and Government Employees with Work Agreements (PPPK).

The Regional Government continues to develop and improve performance in the implementation of governance, including by innovating in various areas of work, both internally and for the community, especially direct service activities to ensure public satisfaction. Innovation in government is carried out to improve efficiency, service quality, transparency, and adaptability in the face of changing times. Through innovation, government organizations can provide better and more responsive services, and meet public expectations and increasingly complex global challenges.

Innovation in government is closely linked to public service, governance, and commitment to the organization's mission. Innovative government employees often

demonstrate a strong commitment to improving public welfare, are effective and efficient, and strive to overcome bureaucratic obstacles to implement positive changes.

Many factors influence innovative work behavior in individuals, including at the individual level, including personality, cognitive abilities, and job characteristics, at the group level including leadership and work group characteristics, at the organizational level including organizational structure and strategy, and other factors including the environment (Jong, 2024).

Organizational support, employee engagement, and job satisfaction in a local government organization are very important because every local government must establish good relationships with employees as part of the process of organizational improvement and development, especially through innovation. Innovative work behavior is very important in the world of work, both in the private and public sectors, innovative work behavior is defined as the deliberate creation, promotion, and application of new ideas in work roles, groups, or organizations to improve individual, group, and organizational performance (Anne Nederveen Pieterse* & Stam, 2010).

Adequate organizational support, such as providing work facilities, opportunities for competency development, and attention to employee well-being, can increase employee motivation in carrying out their work. When employees feel supported by the organization, they are more motivated to make their best contributions, including generating new ideas that can improve organizational performance.

There are studies that show different results, but the author found more research results that show that organizational support has a significant influence on innovative work behavior than not (Armeli et al., 1998), (Purba et al., 2025),(Kananlua, 2022) and many more have stated that organizational support has a significant influence on innovative work behavior. On the other hand, research (Akhtar et al., 2019),(Park & Kim, 2022) stated that organizational support does not significantly, and does not directly influence innovative work behavior.

Furthermore, employee engagement in work is also an important factor in encouraging innovative work behavior. Employee engagement positively influences innovative work behavior and is a positive psychological state associated with innovative work behavior (Kim & Park, 2017). Employees with high levels of work engagement tend to demonstrate greater commitment to their work, have a strong sense of responsibility, and strive to find new ways to improve effectiveness and efficiency in carrying out their duties. This engagement will encourage employees to be more active in identifying problems, proposing ideas, and implementing innovative solutions. However, theories of work engagement do not always align with research findings.(Erwan, 2024)concluded that work involvement does not have a significant influence on innovative work behavior.

On the other hand, research shows that job satisfaction is closely related to employee attitudes and behavior in the organization, including work performance and commitment (Lisa M. Saari and Timothy A. Judge, 2004). Employees who are

satisfied with their jobs will have higher levels of loyalty and work enthusiasm, making them more open to change and the development of new ideas within the organization. Thus, organizational support, job engagement, and job satisfaction are interrelated factors in encouraging innovative work behavior in local government organizations.

Based on this description, the author views innovative work behavior as a key factor in improving the performance of local government organizations, particularly in facing increasingly complex and dynamic public service demands. To improve employees' innovative work behavior, The Regional Government of West Tanjung Jabung Regency has established Regional Regulation Number 6 of 2024 concerning Regional Innovation in order to provide stronger encouragement for the implementation of regional government and the community to be more creative and innovative, in addition The local government also provides allowances Sufficient Employee Income (TPP) is quite large for employees. However, in practice, not all employees are able to optimally demonstrate innovative work behavior. This indicates that factors influence the emergence of such behavior, both individual and organizational.

The authors chose to examine the influence of organizational support, employee engagement, and job satisfaction on innovative work behavior because these three variables are important factors that can be directly managed by organizations. Organizational support reflects the organization's attention and commitment to employees, employee engagement indicates the level of employee participation and attachment to their work, while job satisfaction reflects the psychological state of employees in carrying out their duties. These three factors are believed to be closely related in encouraging the emergence of innovative work behavior in the organizational environment.

Furthermore, this research is crucial for the West Tanjung Jabung Regency Government, given the strategic role of local government in improving the quality of public services and community welfare. Efforts to increase innovation within the regional bureaucracy require support from various aspects, including effective human resource management focused on improving performance.

Although several previous studies have discussed the relationship between work engagement, organizational support, job satisfaction, and innovative work behavior, the results still show differences or inconsistencies. This suggests that the relationship between these variables still requires further study. For example, research conducted by (Kananlua, 2022) found that increased work engagement and organizational support, accompanied by increased job satisfaction, will have an impact on increasing employee innovative work behavior. This finding indicates that job satisfaction plays a significant role in strengthening the relationship between these variables.

On the other hand, research conducted by (Erwan, 2024) And (Armeli et al., 1998) showed different results, where organizational support was proven to have a direct effect on innovative work behavior without having to go through job

satisfaction as an intermediary variable. These results indicate that job satisfaction is not always a determining factor in the relationship between organizational support and innovative work behavior. The same study by (Purba et al., 2025), The research results show that job engagement and organizational support have a positive and significant influence on employees' innovative work behavior. Furthermore, job satisfaction also significantly influences innovative work behavior and mediates the relationship between job engagement and organizational support on innovative work behavior.

The differences in research results indicate a research gap that is interesting to research further, especially in the context of local government organizations.

RESEARCH METHODS

This study uses a quantitative approach with an explanatory research style, which aims to explain the causal relationship between variables, namely organizational support, work engagement, job satisfaction, and innovative work behavior. Quantitative research methods are scientific approaches that emphasize the collection of data in the form of numbers or quantitative data. A thorough understanding of this method is considered crucial because it provides a strong foundation for researchers to optimize its use in investigating various problems.(Rizka Zulfikar, Fifian Permata Sari et al., 2024).

According to (Arikunto, 2017; Bungin, 2021) in(Rizka Zulfikar, Fifian Permata Sari et al., 2024) A sample is a subset of the population and its characteristics. In this study, the sample consists of a number of members selected from the population, but only a few members are selected to be included in the sample. This occurs when the population is large and the researcher cannot study everyone in the population, for example due to time, funding, or manpower constraints.

The Regional Government of West Tanjung Jabung Regency organizes government affairs according to the authority carried out by the regional apparatus organization (OPD). The population in this study is all employees in the Regional Government of West Tanjung Jabung Regency consisting of Civil Servants (PNS) and Government Employees with Work Agreements (PPPK), the large population in this study makes it impossible for researchers to research all those in the population, due to limited time, funds and manpower. Based on that, this study uses the Proportionate Stratified Random Sampling method for sample determination.

Researchers divided (stratified) the population based on OPD. Then, using simple random sampling, they took samples from each OPD proportionally. To calculate the sample size, given the known population size, this study used the YAMANE formula as follows (Sugiyono, 2017):(Rizka Zulfikar, Fifian Permata Sari et al., 2024):

$$n = \frac{N}{1+N(e)^2} \quad n = \frac{1048}{3,62} \approx 289,5$$

Information:

- n = Number of samples required

- N = Total population
- e = Margin of error
- Sample calculation results:

The proportion of the number of samples in each OPD with a total of 31 OPDs and 290 samples.

Validity, reliability, comprehension, and instrument revision tests are crucial steps in ensuring the quality of research measurement tools. Validity tests ensure the instrument accurately measures the intended variables; reliability tests assess the consistency of measurement results over time; comprehension tests ensure respondents understand the instrument well; and instrument revisions are conducted based on trial results to improve or adjust items to ensure the data collected is truly accurate and meets the research objectives (Sugiyono, 2013).

RESULTS AND DISCUSSION

Measurement Model Testing (outer model)

The research data used must be of sufficient quality to be suitable for analysis. Research data is always tested for validity and reliability before being used in further analysis.

Discriminant Validity

Discriminant validity is used to ensure that each construct in the research model is truly distinct from one another and does not overlap in measuring different concepts. In the analysis using SmartPLS, discriminant validity was evaluated using the Heterotrait-Monotrait Ratio of Correlations (HTMT) approach.

(Hair Jr. et al., 2017) recommends an HTMT below 0.90 because this measure of discriminant validity is considered more sensitive or accurate in detecting discriminant validity. A construct is considered to have met discriminant validity if the HTMT value between one construct and another is less than 0.90. An HTMT value <0.90 indicates that the correlation between indicators of different constructs is not too high, so each construct can be assured to measure a different aspect of the research model. In other words, this value ensures that the constructs have conceptual clarity and there is no measurement redundancy.

The results of processing validity test data using Smart PLS can be seen in the table below:

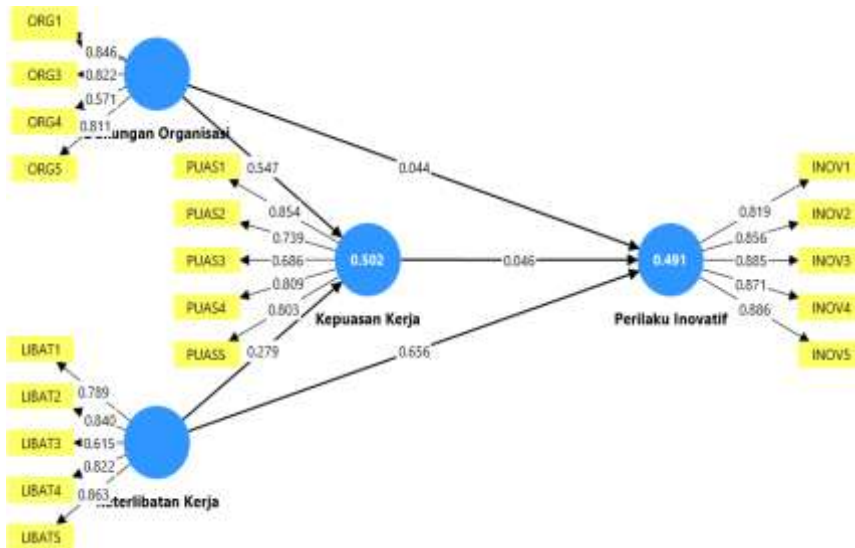


Table 1. Convergent Validity Test Results

Outer Loadings - Matrix				
Indicators / Variables	Organizational Support (X1)	Job Engagement (X2)	Job Satisfaction (X3)	Innovative Work Behavior (Y)
X1.1	0.755			
X1.2	0.846			
X1.3	0.822			
X1.4	0.571			
X1.5	0.811			
X2.1		0.789		
X2.2		0.840		
X2.3		0.615		
X2.4		0.822		
X2.5		0.863		
X3.1			0.854	
X3.2			0.739	
X3.3			0.686	
X3.4			0.809	
X3.5			0.803	
Y1				0.819
Y2				0.856
Y3				0.885
Y4				0.871
Y5				0.886

Average Variance Extracted (AVE)	
Variables	AVE value
Organizational Support	0.589
Job Engagement	0.625
Job satisfaction	0.609
Innovative Work Behavior	0.745

An indicator is said to have good convergent validity if the outer loading value is > 0.70 , while the Average Variance Extracted (AVE) value must be greater than 0.50 for the construct to be considered to meet convergent validity.

Based on the results of outer loadings and AVE values in the table above, it can be concluded that all constructs (Organizational Support, Job Involvement, Job Satisfaction, and Innovative Work Behavior) meet convergent validity, all AVE values > 0.50 , and most indicators have loading > 0.70 , and indicators below 0.70 can still be maintained because the AVE value of the construct still meets the requirements.

Table 2. Results of Discriminant Validity Test

Discriminant Validity - Heterotrait-monotrait ratio (HTMT) - Matrix				
	Organizational Support	Job Engagement	Job satisfaction	Innovative Work Behavior
Organizational Support				
Job Engagement	0.489			
Job satisfaction	0.775	0.593		
Innovative Behavior	0.395	0.794	0.455	

In SmartPLS analysis, discriminant validity is assessed using the Heterotrait-Monotrait Ratio (HTMT) value. A construct is considered to have discriminant validity if the HTMT value is less than 0.90.

All HTMT values ranged from 0.395 to 0.794, with none exceeding 0.90. Thus, all relationships between constructs in the model met the criteria for discriminant validity. This indicates that each construct has clear conceptual distinctions and there is no overlap (redundancy) between variables.

By fulfilling this discriminant validity, it can be concluded that the measurement model is suitable to be continued with structural analysis (inner model).

Reliability Test

Table 3. Reliability Test Results

Variables	Cronbach's Alpha	Composite Reliability (rho_c)
Organizational Support	0.822	0.876

Job Engagement	0.845	0.892
Job satisfaction	0.838	0.886
Innovative Work Behavior	0.914	0.936

Based on the results of Cronbach's Alpha and Composite Reliability, all constructs in the model (Organizational Support, Job Involvement, Job Satisfaction, and Innovative Work Behavior) have met the reliability criteria, namely a value > 0.70. Thus, all constructs have good internal consistency and are suitable for use in the next stage of analysis.

Discriminant Validity Test – Cross Loadings

Discriminant Validity – Cross Loadings is one of the methods in Partial Least Squares (PLS) to ensure that each indicator (question item) truly represents the latent variable it should, and does not load more strongly on other variables, and proves that each variable in the study has different indicators and does not overlap with other variables.

The results of processing the Discriminant Validity – Cross Loadings test data using SmartPLS can be seen in the table below:

Table 4. Results of Discriminant Validity Test – Cross Loadings

<i>Discriminant Validity – Cross Loadings</i>				
Variables / Indicators	Organizational Support (X1)	Job Engagement (X2)	Job Satisfaction (X3)	Innovative Work Behavior (Y1)
X1.1	0.755	0.605	0.361	0.819
X1.2	0.846	0.589	0.373	0.856
X1.3	0.822	0.594	0.312	0.885
X1.4	0.571	0.603	0.320	0.871
X1.5	0.811	0.617	0.381	0.886
X2.1	0.327	0.789	0.382	0.535
X2.2	0.358	0.840	0.427	0.556
X2.3	0.167	0.615	0.359	0.472
X2.4	0.409	0.822	0.414	0.593
X2.5	0.332	0.863	0.401	0.588
X3.1	0.755	0.295	0.854	0.255
X3.2	0.846	0.366	0.739	0.310
X3.3	0.822	0.319	0.686	0.279
X3.4	0.571	0.288	0.809	0.218
X3.5	0.811	0.306	0.803	0.246
Y1	0.623	0.361	0.854	0.819
Y2	0.418	0.431	0.739	0.856
Y3	0.467	0.290	0.686	0.885

Y4	0.541	0.496	0.809	0.871
Y5	0.516	0.362	0.803	0.886

Based on the resulting cross-loading table, all indicators in the variables Organizational Support (X1), Job Involvement (X2), Job Satisfaction (X3), and Innovative Work Behavior (Y1) show that the highest loading values are always in their respective constructs. For example, indicators X1.1 to X1.5 have the largest loading values in the Organizational Support construct (0.755–0.846) compared to other constructs. The same applies to all indicators in the Job Involvement variable (X2.1–X2.5), which have the highest loading values in the X2 construct (0.615–0.863), higher than their loadings in other constructs.

In the Job Satisfaction variable (X3.1–X3.5), the highest loading value is also consistently found in the Job Satisfaction construct (0.686–0.854). Furthermore, the indicators in Innovative Work Behavior (Y1–Y5) show a similar pattern, with the highest loading value in the Y1 construct (0.819–0.886) compared to the other constructs.

These results confirm that all indicators more accurately represent the constructs they are intended to measure, as no indicator has a higher loading on another construct. Thus, it can be concluded that discriminant validity through cross-loading analysis has been met, and each construct in the research model has good discriminatory ability.

Structural model testing (inner model)

Structural model testing (inner model) is conducted to analyze the causal relationships between the latent variables formulated in the research model. This stage aims to determine the direction, strength, and significance of the influence between exogenous and endogenous variables, thereby providing an overview of the model's ability to explain the phenomena under study.

Multicollinearity Test (Inner VIF)

Multicollinearity testing is performed to determine whether there is a very strong linear relationship between exogenous latent variables in a structural model. In PLS-SEM analysis, multicollinearity is evaluated using the Variance Inflation Factor (VIF) value in the inner model, commonly called the inner VIF. In general, a variable is said to experience indications of multicollinearity if the VIF value is more than 5, because this value indicates that the variable has a very high correlation relationship with other independent variables in the model. Conversely, if the VIF value is below 5, then no multicollinearity problem is found, so the model is said to meet the assumption of independence between exogenous latent variables. The results of processing the Multicollinearity test data (Inner VIF) using SmartPLS can be seen in the table below:

Table 5. Multicollinearity Test Results (Inner VIF)

	Organizational Support	Job Engagement	Job satisfaction	Innovative Work Behavior
Organizational Support				
Job Engagement				
Job satisfaction	1,201	1,201		
Innovative Work Behavior	1,802	1,358	2,008	

Based on the Multicollinearity Test Results table (Inner VIF) above, it was found:

1. The VIF value of the Organizational Support variable, both when it influences Job Satisfaction (1.201) and Innovative Behavior (1.802), is far below 5, meaning that Organizational Support does not have a high correlation with other exogenous variables so it is free from multicollinearity.
2. The VIF value of the Work Involvement variable, both for Job Satisfaction (1.201) and Innovative Behavior (1.358), is also below 5. This shows that Job Involvement stands alone and does not experience excessive correlation with other exogenous variables.
3. The VIF value of the Job Satisfaction variable towards Innovative Work Behavior is 2.008, still below 5, thus Job Satisfaction also does not show multicollinearity.

Overall, all inner VIF values are in the range of 1.201 – 2.008, which is an ideal and safe value in PLS-SEM, none of the variables have a VIF value close to or exceeding 5.

Direct Influence Hypothesis Test

The evaluation of the structural model aims to determine the direction, strength, and significance of the influence between the latent variables tested in this study. The criteria used in hypothesis testing include the path coefficient, p-value, 95% confidence interval, and effect size (F^2). The results of hypothesis testing using SmartPLS are presented in the table below:

Table 6. Direct Influence Hypothesis Test

Hypothesis	Path Coefficient ((original sample (0))	P-Value	95% Path Coefficient Confidence Interval		F Square
			Lower Limit	Upper Limit	
Organizational Support → Innovative Work Behavior	0.044	0.447	-0.063	0.161	0.002

Job Engagement→Innovative Work Behavior	0.656	0,000	0.542	0.758	0.623
Organizational Support→Job satisfaction	0.547	0,000	0.420	0.669	0.500
Job Engagement→Job satisfaction	0.279	0,000	0.133	0.422	0.130
Job satisfaction→Innovative Work Behavior	0.046	0.466	-0.081	0.168	0.002

The Influence of Organizational Support on Innovative Work Behavior

The test results show that the influence of organizational support on innovative work behavior has a path coefficient value of 0.044 with a p-value of 0.447. This value is greater than the significance limit of 0.05, and the 95% confidence interval is in the range of -0.063 to 0.161, which includes the value of zero.

These findings indicate that organizational support does not significantly influence employee innovative behavior. The F^2 value of 0.002 indicates that organizational support contributes very little to innovative behavior. Therefore, the hypothesis that organizational support has a positive influence on innovative work behavior is rejected.

The Influence of Work Involvement on Innovative Work Behavior

The analysis results show that work engagement has a positive and significant effect on innovative work behavior, with a path coefficient of 0.656 and a p-value of 0.000. The 95% confidence interval ranges from 0.542 to 0.758, all of which are positive.

Furthermore, the F^2 value of 0.623 indicates that job engagement has a significant influence on innovative behavior. This result indicates that the higher the level of employee engagement in their work, the higher the employee's tendency to display innovative behavior. Therefore, this hypothesis is accepted.

The Influence of Organizational Support on Job Satisfaction

The test results show that organizational support has a positive and significant effect on job satisfaction, with a path coefficient of 0.547 and a p-value of 0.000. The 95% confidence interval ranges from 0.420 to 0.669.

An F^2 value of 0.500 indicates that organizational support has a significant influence on employee job satisfaction. This finding confirms that organizational support, whether in the form of policies, facilities, or leadership attention, can increase employee job satisfaction. Therefore, this hypothesis is accepted.

The Influence of Job Involvement on Job Satisfaction

The analysis results show that job engagement has a positive and significant effect on job satisfaction, with a path coefficient of 0.279 and a p-value of 0.000. The 95% confidence interval ranges from 0.133 to 0.422.

An F^2 value of 0.130 indicates that the influence of job engagement on job satisfaction is moderate. This indicates that employee engagement in their work contributes to increased job satisfaction, although its effect is not as strong as that of organizational support. Therefore, this hypothesis is accepted.

The Influence of Job Satisfaction on Innovative Work Behavior

The test results show that job satisfaction does not significantly influence innovative work behavior, with a path coefficient of 0.046 and a p-value of 0.466. The 95% confidence interval ranges from -0.081 to 0.168, which includes the value of zero.

An F^2 value of 0.002 indicates that the effect of job satisfaction on innovative behavior is very small. Thus, the hypothesis that job satisfaction has a positive effect on innovative work behavior is rejected.

Hypothesis Test of Mediation Effect

The mediation hypothesis test is conducted to determine whether a variable can act as a mediator in the relationship between the independent and dependent variables. This test aims to identify whether the independent variable's influence on the dependent variable occurs directly or through another variable that is theoretically assumed to strengthen or explain the relationship.

Table 7. Results of the Hypothesis Test of the Mediation Effect

Hypothesis	Path Coefficient ((original sample (0)))	P-Value	95% Path Coefficient Confidence Interval		Upsilon V
			Lower Limit	Upper Limit	
Organizational Support → Job satisfaction → Innovative Work Behavior	0.025	0.482	-0.045	0.098	0.298
Job Engagement → Job satisfaction → Innovative Work Behavior	0.013	0.477	-0.023	0.050	0.163

The interpretation of the strength of the mediation influence in this study refers to the Upsilon (ν) criteria proposed by (Ogbeibu et al., 2022), which classifies a ν value of 0.02 as low influence, 0.075 as medium influence, and 0.175 as high influence.

The Mediating Effect of Job Satisfaction on the Relationship between Organizational Support and Innovative Work Behavior

The test results show that the path of organizational support → job satisfaction → innovative work behavior has a path coefficient value of 0.025 with a p-value of 0.482, which is greater than the significance level of 0.05. In addition, the 95% confidence interval is in the range of -0.045 to 0.098, which includes the value of zero. This finding indicates that the indirect effect of organizational support on innovative work behavior through job satisfaction is not statistically significant, so job satisfaction cannot be stated as a mediating variable in the relationship.

However, the calculation results of the Upsilon (ν) value of 0.298 indicate the potential for a strong substantive mediation effect. Based on the criteria put forward by (Ogbeibu et al., 2022), an Upsilon value of 0.175 or higher is categorized as a high mediation effect. Therefore, the Upsilon value for this pathway falls into the high mediation effect category. However, because the indirect effect is not supported by statistical significance, this mediation pathway cannot be declared methodologically effective; it only indicates a potential substantive contribution that has not been empirically actualized. Therefore, the mediation hypothesis for this pathway is rejected.

The Mediating Effect of Job Satisfaction on the Relationship between Job Involvement and Innovative Work Behavior

The test results of the path of work engagement → job satisfaction → innovative work behavior show a path coefficient value of 0.013 with a p-value of 0.477, which is greater than the significance level of 0.05. In addition, the 95% confidence interval is in the range of -0.023 to 0.050, which includes the value of zero. This finding indicates that the indirect effect of work engagement on innovative work behavior through job satisfaction is not statistically significant, so that job satisfaction cannot be stated to play a role as a mediating variable in the relationship.

However, the calculation results of the Upsilon (ν) value of 0.163 indicate the potential for a substantive mediation effect. Based on the criteria put forward by (Ogbeibu et al., 2022), an Upsilon value of 0.075 is categorized as a moderate mediation effect, while a value of 0.175 is categorized as a high mediation effect. Thus, the Upsilon value for this pathway is in the moderate and approaching high mediation effect category. However, because the indirect effect is not statistically significant, methodologically, this pathway cannot be declared as an effective mediation mechanism, but only indicates a potential substantive contribution that has not been confirmed empirically. Therefore, the mediation hypothesis for this pathway is rejected.

Evaluation of the goodness of fit of the test model

In the PLS-SEM approach, one simple way to assess the goodness of fit of a structural model is to look at the average R-square value (average R^2) of all

endogenous variables. The following is an interpretation of Goodness of Fit (Criteria Chin, 2010) in the book(Hardle, 2011)

R ² value	Interpretation
≥ 0.67	Substantial (strong)
0.33 - < 0.67	Moderate
0.19 - < 0.33	Weak

The R Square value of the test results using SmartPLS is presented in the table below:

Variables	R-Square
Job satisfaction	0.502
Innovative work behavior	0.491

The feasibility of the structural model in this study was also evaluated using the R-square criteria as stated by Chin Criteria, 2010 in the book(Hardle, 2011)Based on the analysis results, the R-square value for the job satisfaction variable was 0.502 and innovative work behavior was 0.491. The average R-square value obtained was 0.497, which is in the moderate category. This indicates that the research model has a fairly good ability to explain the variation in the endogenous variables studied.

DISCUSSION

The Influence of Organizational Support on Innovative Work Behavior in Employees of the West Tanjung Jabung Regency Government

Based on the results of the data analysis that has been conducted, it was found that organizational support does not have a significant effect on employee innovative work behavior. The test results show a relatively small path coefficient value with a significance level that is above the acceptance limit ($\alpha = 0.05$), so that a statistical relationship between organizational support and employee innovative work behavior cannot be proven. Thus, the hypothesis that organizational support has a positive effect on employee innovative behavior is rejected.

Descriptively, these findings indicate that although employees perceive some form of organizational support—whether in the form of policies, facilities, or leadership attention—this support has not directly encouraged the emergence of innovative work behaviors in carrying out tasks. This condition may be caused by the characteristics of public sector organizations which tend to be bureaucratic, have rigid work procedures, and limited discretionary space, so that employee initiative and creativity are not fully accommodated in daily work practices.

Viewed from a theoretical perspective, these results are not entirely in line with the theory of perceived organizational support which states that when employees feel supported by the organization, they will demonstrate positive attitudes and behavior.(Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. Support, 1986), including innovative work behavior. However, in certain contexts, organizational support alone is not enough to encourage innovation without other supporting factors, such as a conducive work climate, leadership that encourages risk-taking, and a reward system that recognizes new ideas.

Furthermore, when linked to previous research, this finding is in line with several studies such as (Akhtar et al., 2019) which shows that organizational support does not always have a direct effect on innovative work behavior. Several studies such as (Park & Kim, 2022) found that organizational support plays a more indirect role, for example through increasing employee job satisfaction, work engagement, or intrinsic motivation, which ultimately impacts innovative work behavior. This indicates the possibility of a mediating relationship or other variables that strengthen the influence of organizational support on innovation.

Thus, the results of this study confirm that organizational support is an important factor, but not the sole determinant of employee innovative work behavior. In the context of public sector organizations, efforts to encourage innovative work behavior require a more comprehensive approach, not only through providing organizational support but also through strengthening a culture of innovation, transformational leadership, and a performance management system that provides space and rewards for innovation.

The Influence of Work Involvement on Innovative Work Behavior in Employees of the West Tanjung Jabung Regency Government

Based on the results of the data analysis that has been carried out, it was found that Work engagement has a positive and significant influence on employee innovative work behavior. The results of statistical testing show a positive path coefficient value with a significance level below the acceptance limit ($\alpha = 0.05$), which indicates that the higher the level of employee work engagement, the higher the employee's tendency to display innovative work behavior in carrying out tasks. Thus, The hypothesis stating that work involvement has a positive influence on employees' innovative work behavior is accepted..

Descriptively, these findings indicate that employees with high levels of work engagement—reflected by enthusiasm, dedication, and emotional attachment to their work—tend to be more proactive in seeking new ways to improve work quality and effectiveness. Actively engaged employees not only perform their tasks according to standards but also strive to contribute more through developing ideas, improving work processes, and creatively solving problems.

Judging from the interrelationships between variables, work engagement acts as an internal factor that encourages innovative work behavior. Employees who perceive their work as meaningful and challenging will have a stronger intrinsic drive to innovate. This condition aligns with work engagement theory as put forward by Schaufeli and Bakker, which states that employees with a high level of work involvement will show energy, dedication, and absorption (vigor, dedication, and absorption) in their work, so they are more open to renewal and change.

Furthermore, when examined based on previous research, the results of this study are in line with various other studies such as (Purba et al., 2025), (Maya & Mansyur, 2024), Kananlua (Kananlua3), 2022) which concluded that work engagement has a positive and significant influence on employee innovative work

behavior. Several studies have shown that engaged employees tend to be more willing to put forward ideas, try new approaches, and actively participate in continuous improvement processes. These findings strengthen the argument that work engagement is a crucial prerequisite for the growth of innovation at the individual level.

In the context of public sector organizations, particularly in local government, these results have important implications. Employee engagement is a key asset in driving bureaucratic innovation, given limited resources and relatively strict regulations. Therefore, organizations need to create a work environment that enhances employee engagement, including through role clarity, opportunities to participate in decision-making, and recognition of employee contributions.

Thus, the findings of this study confirm that work engagement is an important determinant of employee innovative work behavior, so that efforts to increase organizational innovation should be directed at strategies that can strengthen work engagement in a sustainable manner.

The Influence of Organizational Support on Job Satisfaction Employees of the West Tanjung Jabung Regency Government

Based on the results of the hypothesis testing conducted, it was found that organizational support has a positive and significant effect on job satisfaction. The results of the statistical analysis showed a positive coefficient of influence with a significance level below $\alpha = 0.05$, so it can be concluded that the hypothesis stating that there is a positive effect of organizational support on employee job satisfaction is accepted.

Descriptively, the results of this study indicate that employees who perceive high levels of organizational support tend to have higher levels of job satisfaction. Organizational support is reflected in leadership's attention to employee welfare, fair treatment, availability of work facilities and infrastructure, and recognition of employee contributions and performance. These conditions create a conducive work environment, so employees feel valued, safe, and comfortable in carrying out their duties and responsibilities.

In terms of the interrelationships between variables, organizational support acts as a contextual factor that influences employee work attitudes, particularly job satisfaction. When an organization is able to meet employees' social and psychological needs, a positive perception of the organization is formed, which in turn increases employee job satisfaction. This aligns with the organizational support theory proposed by (Rhoades & Eisenberger, 2002), which states that organizational support is related to various beneficial outcomes for both employees (e.g., job satisfaction and positive mood) and for the organization (e.g., affective commitment, performance, and reduced withdrawal behavior).

Furthermore, the findings of this study are consistent with the results of previous studies such as (Purba et al., 2025), (Kananlua), 2022) which concluded that organizational support has a positive and significant influence on job satisfaction.

Various empirical studies have shown that employees who receive adequate support from their organization tend to have higher levels of job satisfaction, characterized by pride in their work, stronger commitment, and positive assessments of the work environment. The alignment of this study's results with previous research strengthens the validity of the findings and demonstrates that organizational support is an important determinant in shaping employee job satisfaction.

In the context of public sector organizations, particularly local government agencies, the findings of this study have strategic implications. Organizational support is a crucial factor in increasing employee job satisfaction, which ultimately leads to improved performance, loyalty, and the quality of public services. Therefore, organizations need to consistently strengthen these forms of support, both through managerial policies, human resource development, and the creation of a fair and participatory work climate.

Thus, the results of this study confirm that organizational support is an important factor in increasing employee job satisfaction, so it needs to be a primary concern in formulating policies and strategies for managing human resources in the organizational environment.

The Influence of Job Involvement on Job Satisfaction in Employees of the West Tanjung Jabung Regency Government

Based on the results of data analysis and hypothesis testing, it was found that job engagement has a positive and significant effect on employee job satisfaction. The statistical test results showed a positive coefficient of influence with a significance level below $\alpha = 0.05$. This finding indicates that the higher the level of employee job engagement, the higher the level of perceived job satisfaction. Therefore, the hypothesis that job engagement has a positive effect on job satisfaction is accepted.

Descriptively, the research results show that employees with high levels of work engagement—reflected in enthusiasm, dedication, and emotional attachment to their work—tend to feel more satisfied in carrying out their duties. Actively engaged employees generally view their work as meaningful, challenging, and providing opportunities for growth. This condition fosters feelings of joy, pride, and satisfaction with their work and the work environment as a whole.

Judging from the interrelationships between variables, job engagement is an internal factor that plays a significant role in shaping positive work attitudes, including job satisfaction. Employees who are psychologically engaged in their work are more likely to experience satisfaction due to the alignment between expectations, personal values, and work experiences. This finding aligns with the theory of job engagement proposed by (Schaufeli & Bakker, 2004) which explains that individuals with high levels of work engagement—characterized by vigor, dedication, and absorption—tend to have more positive and satisfying work experiences.

Furthermore, when compared to previous research, the results of this study are consistent with various studies that found that job engagement has a positive and significant influence on job satisfaction. These studies indicate that engaged

employees enjoy their work more, experience lower stress levels, and demonstrate higher satisfaction with their roles and work environment. The alignment of these findings with previous research strengthens the argument that job engagement is a crucial determinant in increasing employee job satisfaction.

In the context of public sector organizations, particularly in local government, these findings have significant practical implications. High levels of employee engagement have the potential to increase job satisfaction, which in turn can lead to better performance, stronger organizational commitment, and optimal public service quality. Therefore, organizations need to create a work environment that supports increased engagement, including through role clarity, opportunities for participation, competency development, and supportive leadership.

Thus, the results of this study confirm that work engagement is a key factor in increasing employee job satisfaction, so it needs to be a focus of attention in human resource management within the organization.

The Influence of Job Satisfaction on Innovative Work Behavior of Employees in the West Tanjung Jabung Regency Government

Based on the results of the hypothesis testing conducted, it was found that job satisfaction does not have a significant effect on employee innovative work behavior. The results of the statistical analysis showed that the coefficient of influence of job satisfaction on innovative behavior was relatively small with a significance level above $\alpha = 0.05$. This finding indicates that the level of employee job satisfaction is not yet able to directly encourage the emergence of innovative work behavior. Thus, the hypothesis stating that job satisfaction has a positive effect on employee innovative work behavior is rejected.

Descriptively, the research results indicate that the majority of respondents were in the relatively good job satisfaction category, as reflected in their satisfaction with the work environment, inter-employee relationships, and job security. However, this level of satisfaction was not accompanied by high levels of innovative work behavior. This indicates that employees who are satisfied with their jobs tend to focus on fulfilling routine tasks and achieving established work standards, without being actively motivated to innovate or develop innovative work methods.

In terms of the interrelationships between variables, job satisfaction is more reflective of an employee's affective attitude toward their work, while innovative work behavior requires proactive motivation, the courage to take risks, and a readiness to face change. In this context, job satisfaction does not automatically result in innovative work behavior, especially if the organization does not provide adequate space, support, and incentives for employees to innovate. This suggests that job satisfaction acts as a psychological state that maintains stability, rather than as a direct trigger for innovation.

When examined theoretically, these findings do not fully align with the view that positive work attitudes, including job satisfaction, will encourage innovative work behavior. However, several theoretical perspectives suggest that innovation is

more influenced by certain motivational and contextual factors, such as work engagement, innovation-supportive leadership, organizational climate, and reward systems. Thus, job satisfaction tends to act as an indirect supporting factor, rather than a primary determinant of innovative work behavior.

Furthermore, when compared with the results of previous research, this finding is in line with several studies such as (Zain et al., 2024) who found that job satisfaction had no significant influence on innovative work behavior, particularly in the context of public sector organizations. Several studies have shown that satisfied employees tend to maintain the existing working conditions (status quo), thus being less motivated to make changes or innovate. This further strengthens the finding that the relationship between job satisfaction and innovative behavior is contextual and influenced by organizational characteristics.

In the context of local government organizations, the results of this study provide important implications: increasing job satisfaction alone is not necessarily sufficient to encourage innovative behavior among civil servants. Innovation development efforts need to be directed at other factors that are more oriented towards work dynamics, such as increasing employee engagement, providing autonomy, strengthening innovative leadership, and creating an organizational climate that supports creativity and innovation.

Thus, the findings of this study confirm that job satisfaction is not a direct determinant of employee innovative behavior, so a more comprehensive approach is needed to encourage innovation in the organizational environment.

The Mediating Effect of Job Satisfaction on the Relationship between Organizational Support and Innovative Behavior

Based on the results of the mediation model testing conducted, it was found that the indirect influence path of organizational support on innovative work behavior through job satisfaction was not statistically significant. The analysis results showed that although organizational support had a positive and significant effect on job satisfaction, and job satisfaction had been tested as an intervening variable, the effect of job satisfaction on innovative work behavior did not show significance.

Thus, job satisfaction cannot be stated as playing a role as a mediating variable in the relationship between organizational support and innovative work behavior, so the mediation hypothesis on this path is rejected.

Descriptively, these findings indicate that increased organizational support can increase employee job satisfaction, as reflected in positive perceptions of organizational attention, fairness, and work environment conditions. However, this level of job satisfaction does not significantly encourage employees to display innovative work behaviors. This indicates a gap between the affective state of employees who feel satisfied with their jobs and the drive to innovate in carrying out their duties.

Judging from the interrelationships between variables, the results of this study indicate that the relationship between organizational support and innovative

behavior does not operate through job satisfaction. Job satisfaction represents more of an affective attitude that maintains existing working conditions, while innovative work behavior requires proactive encouragement, the courage to take risks, and a readiness to make changes. Therefore, even though employees feel satisfied with the support provided by the organization, this does not necessarily encourage them to develop new ideas or make innovations in their work.

When examined based on theoretical basis, this finding is not entirely in line with the theory of organizational support which states that one of the factors that precedes (antecedes) innovative behavior is a supportive work environment in the form of perceived organizational support. (Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. Support, 1986) Organizational support can encourage various positive employee attitudes and behaviors. However, in the context of innovative work behavior, several theories suggest that other factors such as work engagement, intrinsic motivation, leadership that encourages innovation, and an organizational climate that supports creativity play a more dominant role than job satisfaction alone. Thus, job satisfaction tends to function as an outcome of organizational support, but not as a mediating mechanism leading to innovative work behavior.

Furthermore, when linked to previous research, this finding is in line with a number of studies such as (Alfiyanti, 2024), (Hartanto; Sariwulan, Tuty; Nikensari, 2025) which states that job satisfaction does not always act as a mediator in the relationship between organizational support and innovative work behavior, particularly in the context of public sector organizations. Several studies have shown that job satisfaction has a greater influence on behaviors that maintain organizational stability, such as commitment and loyalty, than on innovative behaviors that require change and renewal.

In the context of local government organizations, the results of this study provide important implications: increasing organizational support solely focused on job satisfaction is insufficient to encourage innovative work behavior among civil servants. Therefore, efforts to encourage innovation need to be directed at strengthening other, more relevant, mediating variables, such as work engagement, employee empowerment, transformational leadership, and creating a work climate that supports innovation.

Thus, the findings of this study confirm that job satisfaction does not play a role as a mediating variable in the relationship between organizational support and innovative work behavior, so that the mediation hypothesis on this path is stated to be empirically unproven.

The Mediating Effect of Job Satisfaction on the Relationship between Job Involvement and Innovative Work Behavior

Based on the results of the mediation pathway testing that has been conducted, the findings obtained that the indirect effect of job involvement on innovative work behavior through job satisfaction is not statistically significant. The results of the analysis show that although job involvement has a positive and

significant effect on job satisfaction, and job involvement also has a direct effect on innovative work behavior, the mediation pathway through job satisfaction is not empirically proven. Thus, job satisfaction cannot be stated as a mediating variable in the relationship between job involvement and innovative work behavior, so the mediation hypothesis on this pathway is declared rejected.

Descriptively, these findings indicate that employees with high levels of job engagement tend to feel more satisfied with their jobs. This satisfaction is reflected in a sense of comfort, engagement with their work, and a positive assessment of the work environment. However, this perceived job satisfaction does not yet effectively serve as a mechanism that channels the influence of job engagement toward innovative behavior. This means that employees may exhibit innovative work behavior due to direct job engagement, not due to feelings of job satisfaction.

Judging from the interrelationships between variables, the results of this study indicate that job engagement has a more dominant direct influence on innovative work behavior compared to its indirect influence through job satisfaction. Job engagement reflects an active and proactive psychological state, such as enthusiasm, dedication, and focus on work, which directly encourages employees to take initiative, seek new solutions, and innovate in their work. In contrast, job satisfaction is more affective and comfort-oriented, so it does not always encourage employees to take risks or break from work routines.

When studied based on theoretical grounds, these findings are in line with work engagement theory, Santosa (2012) in (Safariningsih, RTH, Rizan, M., & Handaru., 2022), stated that employees who feel highly involved in their work and organization have a significant positive impact on various organizational aspects, including innovative work behavior. From this perspective, job satisfaction is viewed as an outcome of job engagement, not as the primary mediator linking job engagement to innovative behavior. Thus, job engagement can directly drive innovation without first increasing job satisfaction.

Furthermore, when compared with the various previous studies found by the author, all indicate that job satisfaction plays a significant role as a mediating variable in the relationship between job engagement and innovative work behavior. These findings indicate that employees with high levels of job engagement tend to exhibit innovative work behavior, driven by intrinsic motivation and engagement with their work. This is reinforced by their perceived level of satisfaction with their work environment and situation.

In the context of public sector organizations, particularly local governments, these findings provide important implications: efforts to increase employee innovation should focus on strengthening direct work engagement, such as through providing meaningful work challenges, increasing employee participation in decision-making, and leadership that fosters work enthusiasm and dedication. Increasing job satisfaction remains important, but it plays a supporting role rather than a primary mechanism for encouraging innovative work behavior.

Thus, the results of this study confirm that job satisfaction does not function as a mediating variable in the relationship between work involvement and innovative work behavior, so that the mediation hypothesis on this path is stated to be empirically unproven.

CONCLUSION

Based on the results of the analysis and discussion of the influence of organizational support, work involvement, and job satisfaction on the innovative work behavior of employees in the West Tanjung Jabung Regency Government, with a total of 290 respondents, it can be concluded that the innovative work behavior of employees is more determined by factors that are of affective, proactive, and intrinsic, compared to factors that are affective and maintain work stability.

First, organizational support is evident. does not have a direct significant effect on employee innovative work behavior. These findings indicate that although organizations have provided various forms of support, this support has not been able to encourage employees to truly innovate. In the context of bureaucratic and regulatory public sector organizations, organizational support tends to increase job comfort and stability, but is not sufficient to create space for creativity and innovation.

Second, work engagement is proven has a positive and significant effect on employee innovative work behavior. Employees with high levels of work engagement, characterized by enthusiasm, dedication, and psychological attachment to their work, are more likely to exhibit innovative work behavior. These findings confirm that work engagement is a key determinant of innovative work behavior because it directly encourages initiative, the courage to try new things, and an orientation toward continuous improvement.

Third, organizational support and collaborative work engagement are both evident. has a positive and significant effect on job satisfaction. This shows that both contextual factors (organizational support) and internal factors (job engagement) play a significant role in shaping positive employee work attitudes. Job satisfaction reflects the affective state of employees who feel valued, comfortable, and safe at work.

Fourth, job satisfaction is proven does not have a significant effect on innovative work behavior. These findings indicate that job satisfaction functions more as a factor in maintaining the existing working conditions (status quo), rather than as a driver of change and innovation. Satisfied employees tend to focus on fulfilling routine tasks and work standards, without a strong drive for innovation.

Fifth, job satisfaction not proven to play a role as a mediating variable, both on the relationship between organizational support and innovative behavior, as well as on the relationship between job engagement and innovative behavior. This suggests that increased organizational support or job engagement does not channel its influence on innovation through job satisfaction. Instead, job engagement has a more dominant direct influence on innovative behavior than the indirect pathway through job satisfaction.

Overall, the results of this study confirm that in the context of regional government organizations, employee innovation is more effectively driven through increased direct work engagement, not solely through increased job satisfaction or administrative organizational support. Therefore, efforts to encourage innovative work behavior among civil servants need to be directed at creating meaningful and challenging work, increasing employee participation, providing discretionary space, and strengthening leadership and an organizational culture that supports innovation.

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