



The Effect of Organizational Culture and Perceived Organizational Support on Innovative Work Behavior

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Keywords

Organizational Culture;
Perceived Organizational Support;
Innovative Work Behavior

Abstract

In the current era of bureaucratic reform, the State Civil Apparatus must have positive competitiveness and is required to innovate and develop their competencies in carrying out their duties and responsibilities in order to achieve the best performance for the organization. This requires the full effort and support of the organization by utilizing the organization's internal resources. Therefore, this study aims to determine and analyze the influence of organizational culture and perceived organizational support on innovative work behavior through the mediating role of knowledge sharing at the Supreme Audit Board (BPK) Representative of Central Kalimantan Province. This study uses quantitative methods with data collection through the distribution of questionnaires with a sample of 103 respondents. Data analysis using SEM-PLS with Smart Pls 3.0 tools. The results showed that organizational culture had no significant effect on innovative work behavior, but showed significant results when knowledge sharing mediated the relationship. In addition, the perceived organizational support has a significant effect on innovative work behavior but knowledge sharing cannot mediate the relationship.

INTRODUCTION

Since 2010, the Government of Indonesia has launched bureaucratic reform by making several improvements, including those related to improving the performance of the State Civil Apparatus. The community often complains about the poor service provided both in terms of quantity and quality (Kadarisman, 2018). This improvement is also in line with the need to respond to increasingly high work challenges along with the times. Currently the Government of Indonesia must face the era of the industrial revolution 4.0 where civil servants must be able to adapt to technological transformation so that the public services provided can be more efficient, precise and fast (Faedlulloh et al., 2020). Every employee must have positive competitiveness and are required to innovate and develop competence in carrying out their duties and responsibilities in order to achieve the best performance for the organization. Bureaucratic reform in the industrial era 4.0 emphasizes three main aspects, namely collaboration, innovation, and the use of information and communication technology.

BPK as one of the state institutions is trying to make improvements and reforms in accordance with the direction of

bureaucratic reform that has been proclaimed by the Government. BPK tries to encourage its employees to innovate, which is stated in the 2020-2024 BPK Strategic Plan. One of the encouragements to create innovation at BPK is expected to be carried out through strengthening knowledge management. In order to encourage the implementation of knowledge management, BPK, among other things, develops a culture of knowledge sharing.

The BPK Representative for Central Kalimantan Province is one of the work units within BPK that is obliged to implement the 2020-2024 BPK Strategic Plan. Based on the 2021 Performance Accountability Report, the achievement of the Main Performance Indicator level of implementation of BPK Representative Office of Central Kalimantan Province exceeded the target set with a realization of 170.83%. With this achievement, BPK Representative for Central Kalimantan Province has implemented knowledge management and must continue to optimize it by enriching knowledge through a variety of supporting activities including knowledge sharing activities. So far, sharing of knowledge is often carried out between employees in one work unit because they handle the same work, whereas in terms of sharing knowledge between work units it needs to be further developed. Syifani (2017) found that knowledge sharing can help

improve employee performance with indicators including their ability to adapt to all changes that occur in their work environment. Adaptation to work will be carried out more quickly when employees carry out knowledge management activities (Tung, 2018).

Optimizing knowledge sharing activities is expected to encourage and motivate employees to propose innovative ideas that are useful for organizational development. Employees create and develop innovative ideas for things that become their work routine. Interest in the development of innovative ideas that come from issues that are not routine work needs to be developed. It is hoped that this can be developed through knowledge sharing between divisions/work units.

The Resource Based View (RBV) theory is one of the theories used to explain the importance of resource and organizational capabilities in achieving individual and organizational performance (Astrama et al., 2021). Efforts to establish and improve the competence or ability of employees in the organization will make employees do their jobs optimally. A good organizational culture will be able to encourage its members to behave innovatively (Esha & Dwipayani, 2021; Ferdinan & Lindawati, 2021; Sena, 2020; Suareski & Nawangsari, 2021). However, different things were found by Nurdin et al. (2020) which found that there was no positive and significant influence from organizational culture on innovative work behavior.

Organizational members who feel high organizational support will encourage them to behave innovatively (Akhtar et al., 2019; Ayuni & Etikariena, 2020; Masyhuri et al., 2021; Mustika et al., 2020; Sulaiman et al., 2019). However, the results of this study are different from those found by Nugroho & Ranihusna (2021) where the results of their research show that perceived organizational support has no significant effect on innovative work behavior.

In addition, employees with a higher level of knowledge sharing have a tendency to learn and help their colleagues so that they report a higher level of innovative behavior with the new skills or knowledge they have (Vandavasi et al., 2020). Sharing knowledge can form trust and communication as well as form a cooperative and healthy work environment so that it can encourage the creation of innovation (Akram et al., 2020; Aldabbas et al., 2021).

Organizational culture

Organizational culture is a shared value or perception that is guided and adhered to as an organizational value system, and shapes the way of work and behavior of members of the organization (Busro, 2018). The organizational culture will differentiate one organization from another (Robbins & Judge, 2021). The organizational culture that has been built needs to be properly internalized by members of the organization through socialization and habitualization so that it will become a habit and will be applied when doing activities and interacting within the organization (Busro, 2018). Robbins & Judge (2021) explains that there are seven main characteristics which are at the core of organizational culture, namely (1) innovation and risk taking, (2) attention to detail, (3) result orientation, (4) people orientation, (5) orientation to the team, (6) aggressiveness, and (7) stability.

A good organizational culture will foster positive motivation in each individual (Esha & Dwipayani, 2021; Ferdinan & Lindawati, 2021) and shape the behavior of organizational members where they will comply with all rules within the organization (Sena, 2020) to carry out various innovations that supports the improvement of organizational performance. In addition, organizational culture forms patterns of behavior that can influence the appreciation of a process within the organization such as knowledge sharing, development, and retention (Chang et al., 2017) and can be used as a basis for formulating policies related to the implementation of knowledge sharing (Prasetyaningtyas et al., 2020). Based on previous theory and empirical studies, the hypothesis proposed is:

H1: Organizational culture has a significant effect on innovative work behavior.

H2: Organizational culture has a significant effect on knowledge sharing.

Perceived Organizational Support

Perceived organizational support (POS) is assessed as a guarantee that the organization will provide assistance when members of the organization need assistance in carrying out/completing their work effectively and dealing with stressful situations experienced (Rhoades & Eisenberger, 2002). Three general forms that are indicators of organizational treatment that are felt to be beneficial to organizational members that can improve POS are fairness, supervisor support, and rewards and working conditions. Eisenberger et al. (2020)

found that there are several psychological processes that arise as a consequence of the existence of a POS that provide benefits for both members of the organization and for the organization.

Organizations that pay attention to the needs of their employees will make their employees feel organizational support that makes them excited, willing and motivated to think of effective ideas and innovative behavior (Afsar & Badir, 2017; Ayuni & Etikariena, 2020; Masyhuri et al., 2021). Individuals expecting benefits of the same amount or value that they give to other people or employees will create reciprocal feelings with organizational support as stated by social exchange theory (Akhtar et al., 2019; Mustika et al., 2020).

In addition, high perceived organizational support can encourage its members to share knowledge (Yang et al., 2020). Upper and middle management support as part of organizational support for knowledge sharing plays an integral role in encouraging and improving knowledge sharing practices throughout the organization (Ali et al., 2019). Based on previous theory and empirical studies, the hypothesis proposed is:

H3: Perceived organizational support has a significant effect on innovative work behavior.

H4: Perceived organizational support has a significant effect on knowledge sharing.

Knowledge Sharing

Knowledge sharing is a process of sharing, transferring, spreading, and exchanging information, experiences, ideas, knowledge (tacit and explicit) through communication and social interaction to jointly create new knowledge and transform knowledge that was originally owned by individuals into knowledge organization (Tung, 2018). In sharing knowledge, individuals actively share knowledge (*face to face*), are actively involved in knowledge sharing activities (discussions/meetings), and carry out documentation in print and electronic form for the experiences shared (Kese & Hidayat, 2021). According to Van Den Hooff & De Ridder (2004) knowledge sharing has two active processes, namely knowledge donating and knowledge collecting.

Knowledge sharing can help build trust and communication as well as form a cooperative and healthy work environment within an organization which can have a positive impact on the creation of

innovations which also contribute to improving organizational performance (Akram et al., 2020; Aldabbas et al., 2021). Organizations must pay attention to the organizational environment (Kim & Park, 2017) and build a knowledge sharing system to ensure smooth communication among organizational members to maximize innovation creation (Lin & Shin, 2021). Based on previous theory and empirical studies, the hypothesis proposed is:

H5: Knowledge sharing has a significant effect on innovative work behavior.

Innovative Work Behavior

Innovative work behavior is individual behavior that focuses on their ability to create, introduce, and implement intentional new original ideas in work roles, groups, or organizations that provide benefits to organizational performance (Akram et al., 2018). There are four stages of forming innovative work behavior, namely exploring ideas, creating ideas, fighting for ideas, and implementing ideas (Jong & Hartog, 2010). Organizations need to create, shape and maintain an organizational culture, in this case a culture of innovation so that the creation of innovative behavior within the organization can be successful (Sunarto, 2020). The creation of an innovative culture is a complex process that needs to be carried out at all levels of employees in the organization.

Suareski & Nawangsari (2021) found that organizations have a culture that supports the implementation of a knowledge management can make employees come up with creative ideas so that employee innovative behavior increases. In addition, organizational support can increase employees' desire to share knowledge and will lead to other positive behaviors by providing ideas or innovations that are useful for the organization (Mustika et al., 2020). Based on previous theory and empirical studies, the hypothesis proposed is:

H6: Knowledge sharing mediates the influence of organizational culture on innovative work behavior.

H7: Knowledge sharing mediates the effect of perceived organizational support on innovative work behavior.

METHODS

This research is a quantitative research, which examines a certain population or sample, data collection uses research instruments, data analysis is quantitative/statistical in nature, which aims

to describe and test the hypotheses that have been set. The research was conducted at BPK Representative of Central Kalimantan Province. The population in this study were 139 people with a sample of 103 people who were determined based on the purposive sampling method with the criteria of employees who have worked for at least a year.

The data collection technique uses a questionnaire using a Likert scale of 1 to 5, which means starting from strongly disagree to strongly agree. Questionnaires were distributed to all respondents who were a sample of 103 employees. The data analysis technique used in this study is SEM-PLS using Smart PLS 3.0 tools. The variables used in this study include organizational culture and perceived organizational support as independent variables, knowledge sharing variable as a mediating variable, and innovative work behavior as the dependent variable.

RESULTS AND DISCUSSION

Evaluation of the Measurement Model (Outer Model)

Evaluation of the measurement model (outer model) was carried out by means of convergent validity tests, discriminant validity tests, and reliability tests. The convergent validity test is carried out by looking at the outer loading and AVE values. The outer loading test was carried out twice because there were several indicator items whose value was below 0.7 so they had to be aborted. To test the discriminant validity is done by looking at the roots of AVE (Fornell Larcker Criterion). While the reliability test is done by looking at the value of cronbach's alpha and composite reliability.

The results of the evaluation of the measurement model or outer model are described in table 1 below:

Table 1. Results of Evaluation of the Measurement Model (Outer Model)

Variable	Outer Loading	AVE	Fornell Larcker Criterion	Cronbach's alpha	Composite Reliability	Information
Organizational culture	>0.7	0.567	0.753	0.905	0.922	Valid and reliable
Perceived Organizational Support	>0.7	0.581	0.762	0.958	0.961	Valid and reliable
Knowledge Sharing	>0.7	0.687	0.829	0.949	0.956	Valid and reliable
Innovative Work Behavior	>0.7	0.587	0.766	0.92	0.934	Valid and reliable

Evaluation of the Structural Model (Inner Model)

Evaluation of the structural model (inner model) is carried out by looking at the R-Square value and the Q² predictive relevance value. Based on the test results, the R-Square value of the knowledge sharing variable is 0.484 and the innovative

work behavior variable is 0.479. So based on the R-Square value, the Q² predictive relevance value is 0.73. This shows that the model can explain the phenomenon of innovative work behavior associated with organizational culture variables, perceived organizational support, and knowledge sharing of 73%, the remaining 27% is explained by errors and other variables that are not yet in the model. From this test the model can be said to be good or said to have a good estimation value. The results of testing the empirical model of this study can be seen in the visualization of Figure 1 as follows.

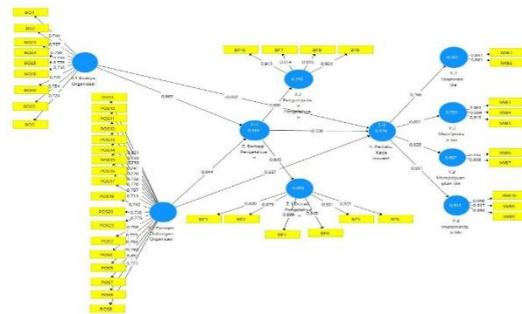


Figure 1. SEM-PLS Test Results

Hypothesis test

Based on the research conceptual framework, testing the hypothesis and modeling the relationship between variables is carried out through two stages, namely (1) testing the direct effect and (2) testing the indirect effect (mediation). The results of hypothesis testing can be explained as follows.

In the first hypothesis, the path coefficient is -0.037, the t table is smaller than the t statistic (0.226 < 1.98) and the p value is greater than α (0.821 > 0.05). Thus it can be concluded that H1 is rejected. This indicates that the organizational culture has not been able to directly encourage and motivate employees to behave innovatively. Organizations need to focus on developing an innovative culture, for example by enhancing a culture of learning, rewarding, and a culture of healthy competition.

In the second hypothesis, the path coefficient is 0.665, the t table is greater than the t statistic (5.417 > 1.98) and the p value is smaller than α (0.000 < 0.05). Thus it can be concluded that H2 is accepted. This indicates that the organizational culture can encourage employees to share knowledge. With the demands of work that meets standards and optimally and a good communication culture, it will encourage employees to share information, knowledge, and skills to improve their abilities and help facilitate the completion of their work.

In the third hypothesis, the path coefficient is 0.327, the t table is greater than the t statistic ($2.496 > 1.98$) and the p value is smaller than α ($0.013 < 0.05$). Thus it can be concluded that H3 is accepted. This indicates that the organizational support felt by employees is able to encourage employees to contribute more to the organization by behaving innovatively. Organizations provide organizational support including decent income according to the workload carried, the opportunity to develop abilities and skills through training, and a conducive work environment. This has been felt by employees and made employees want to contribute more to the organization by behaving innovatively.

In the fourth hypothesis, the path coefficient is 0.044, the t table is smaller than the t statistic ($0.345 < 1.98$) and the p value is smaller than α ($0.730 > 0.05$). Thus it can be concluded that H4 is rejected. This indicates that the organizational support felt by employees cannot motivate employees to share knowledge. Organizational support provided by the organization is not the main driver for employees to share knowledge. Knowledge sharing activities began to become the needs and habits of employees. This is because employees feel the benefits of sharing knowledge. Knowledge sharing can help employees to quickly understand and adapt to their work and environment.

In the fifth hypothesis, the path coefficient is 0.500, the t table is greater than the t statistic ($4.100 > 1.98$) and the p value is smaller than α ($0.000 < 0.05$). Thus it can be concluded that H5 is accepted. This indicates that knowledge sharing activities can encourage the formation of innovative behavior among employees. Knowledge sharing activities have become a necessity for employees to help carry out their work. Thus, good communication will be formed and also increase the desire to learn by exploring knowledge from colleagues. From the communication that is formed, employees have many discussions with their colleagues so that they can come up with innovative ideas that are useful for the organization.

In the sixth hypothesis, the path coefficient is 0.332, the t table is greater than the t statistic ($2.829 > 1.98$) and the p value is smaller than α ($0.005 < 0.05$). Thus it can be concluded that H6 is accepted. The knowledge sharing variable acts as a *full mediation* in this relationship because organizational culture will have a significant effect on innovative work behavior when mediated by knowledge sharing. This

indicates that organizational culture can motivate employees to share knowledge and can further influence the creation of innovative employee behavior.

In the seventh hypothesis, the path coefficient is 0.022, the t table is smaller than the t statistic ($0.356 < 1.98$) and the p value is greater than α ($0.722 > 0.05$). Thus it can be concluded that H7 is rejected. This indicates that perceived organizational support cannot motivate employees to share knowledge so that it will not further influence the formation of innovative work behavior.

CONCLUSION

The BPK Representative of Central Kalimantan Province develops an organizational culture that can encourage employees to share knowledge such as a good communication culture between employees and a learning culture. The organizational culture that is built can form a conducive work environment and build good communication and relationships between employees, making it easier for them to share knowledge. From the communication that is built between employees, creative and innovative ideas can be generated to support and improve work implementation. Innovative work behavior is an extra effort from employees given to the organization. The organizational support provided by the The BPK Representative for Central Kalimantan Province can be felt by employees, including organizational policies and support provided by superiors. Therefore, employees are willing to give positive feedback and contribution to the organization by providing innovative ideas. The results of this study cannot be generalized to other populations because they were only carried out at the BPK Representative for Central Kalimantan Province. Therefore, future research can improve the limitations of this study, including by increasing the number of respondents, re-examining research results that are not significant and including other variables that influence knowledge sharing and innovative work behavior, for example the factors driving innovative work behavior owned by individuals.

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