



The Influence of Perceived Organizational Support on Innovative Behavior With Organizational Commitment as a Mediating Variable on Employees of PT. Lay Brothers

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ABSTRAK

Inovasi pada level individu atau karyawan merupakan salah satu cara terbaik dalam mengembangkan perusahaan. Penelitian ini menguji dan menganalisa beberapa hipotesis diantaranya adalah pengaruh variabel persepsi dukungan organisasi terhadap perilaku inovatif, pengaruh persepsi dukungan organisasi terhadap komitmen organisasi dan pengaruh persepsi dukungan organisasi terhadap perilaku inovatif melalui komitmen organisasi sebagai variabel mediator pada karyawan perusahaan ritel yang sedang berkembang yaitu PT. Awam Bersaudara. Pada penelitian ini persepsi dukungan organisasi menggunakan teori Rhoades & Eisenberger (2002), Perilaku inovatif menggunakan teori De Jong (2010) dan komitmen organisasi menggunakan teori Meyer dan Allen (1993). Hasil penelitian menunjukkan bahwa terdapat pengaruh langsung dan tidak langsung antara variabel yang diuji. Terdapat pengaruh langsung antara variabel persepsi dukungan organisasi terhadap perilaku inovatif sebesar 0,439 dengan signifikansi 0,000. Terdapat pengaruh antara variabel persepsi dukungan organisasi terhadap komitmen organisasi sebesar 0,424 dengan signifikansi 0,000. Hasil temuan yang terakhir adalah terdapat pengaruh tidak langsung antara persepsi dukungan organisasi terhadap perilaku inovatif melalui komitmen organisasi sebagai variabel mediator sebesar 0,142 dengan signifikansi 0,000. Hal itu mengindikasikan bahwa komitmen organisasi sebagai variabel mediator mampu memperkuat pengaruh hubungan persepsi dukungan organisasi terhadap perilaku inovatif.

Kata kunci: Persepsi Dukungan Organisasi, Perilaku Inovatif, Komitmen Organisasi dan Ritel

ABSTRACT

Innovation at the individual or employee level is one of the best ways to develop a company. This study examines and analyzes several hypotheses including the influence of perceived organizational support on innovative behavior, the effect of perceived organizational support on organizational commitment and the effect of perceived organizational support on innovative behavior through organizational commitment as a mediator variable on employees of a developing retail company, namely PT. Brothers lay. In this study, the perception of organizational support uses the theory of Rhoades & Eisenberger (2002), innovative behavior uses the theory of De Jong (2010) and organizational commitment uses the theory of Meyer and Allen (1993). The results showed that there was a direct and indirect effect between the variables being tested. There is a direct influence between the perceived organizational support variables on innovative behavior of 0.439 with a significance of 0.000. There is an influence between the perceived organizational support variables on organizational commitment of 0.424 with a significance of 0.000. The last finding is that there is an indirect effect between perceptions of organizational support for innovative behavior through organizational commitment as a mediator variable of 0.142 with a significance of 0.000. This indicates that organizational commitment as a mediator variable is able to strengthen the relationship between perceived organizational support and innovative behavior.

Keywords: Perception of Organizational Support, Innovative Behavior, Organizational Commitment and Retail

INTRODUCTION

The retail industry in Indonesia is currently growing rapidly with the construction of new outlets or stores in various places in Indonesia. Modern retail is starting to appear with a large size and has several complete and modern facilities and the number of outlets it has is quite large. In Indonesia, there are large retailers that dominate the modern retail market, namely Alfamart, Indomaret and Alfa Midi (See Table 1. Data on Development of Number of Minimarket Outlets in Indonesia). Reporting from *katadata.co.id* based on Nielsen retail audit data in the presentation showed that Alfamart outlets had grown by approximately 266 units in just 3 months, namely 12,710 units in January 2017 and an increase of 12,456 units in March 2017. followed by other large retailers such as Indomaret and Alfa Midi which are increasingly showing store growth. On the other hand, negative growth was also shown in several other retails such as Circle K, Hypermart, Giant Ekspres, Ramayan and others which showed a reduction in the number of outlets in 2017.

Table 1 Data on Development of Number of Minimarket Outlets in Indonesia

Minimarket	Number of Outlets	
	2017	2018
Indomaret	14,214	15,526
Alfamart	12,710	13,522
Alfa Midi	1,299	1,478

Source: Processed from *databoks.katadata.co.id*

With the increasingly fierce competition in the retail business and changes in the market map, retailers should make adjustments to the company's strategy. Retailers should improve the company's competence by creating new innovations by paying attention to customer needs (Soliah, 2008). Furthermore, according to Soebardi (2012) the form of innovation can vary, ranging from minor in nature to innovations that are very important. In addition, innovation can also take the form of changes/improvements in working methods or procedures to changes in the application of the latest appropriate technology. Retailers' efforts to face competition with large retailers are to adopt the superior values of modern retailers who are already large and modify them according to their needs (Chaniago, 2019).

Innovation at the individual level in organizations is important to study because individual actions in organizations are very important for continuous improvement and innovation (De Jong, 2010). Innovative work behavior is also considered as the central point of the organization's capacity to innovate, besides that individuals or human resources are considered as the basis for innovation (Bos, 2017). Based on the findings in the field that the innovative behavior of PT Awam Ber Saudara's employees is not optimal, this is indicated by several indications, including: According to one of *supervisors*, it is also stated that its members have not yet participated in thinking about improvements to their business units. In the end, it is not uncommon for supervisors to take the initiative in finding solutions to problems that occur in the business unit. The absence of employee initiation in making improvements has also resulted in the work process also experiencing obstacles and work targets may not be achieved. All forms of information and knowledge spread on social media in general have the potential to generate ideas and if applied in the company it is also possible to improve the performance of business units. This is not considered an opportunity for employees as a source of immature/raw ideas. Lack of courage to take risks in implementing ideas that are believed to be beneficial for the company, it also allows new problems to arise when the idea is being tried to be implemented. Employees' awareness of risk is also considered an inhibiting factor in realizing their ideas. Efforts in realizing ideas are also considered low because in practice implementing ideas also requires efforts to seek support from colleagues or business unit

leaders to assist in realizing a new breakthrough. The behavior described above is the scope of innovative work behavior that has not been well optimized.

One of the factors that can influence innovative behavior is the perception that organizational support has an important role in influencing employee behavior in the organization. Perception of organizational support based on working conditions and some human resource practices that create positive attitudes and behaviors for employees. Fair treatment, supervisor support, rewards and supportive working conditions will show a strong relationship with perceived organizational support (Eisenberger, 2002). The size of the organizational support provided by the company to employees both directly and indirectly can affect employee perceptions. The presence of a good and positive perception of organizational support will also form organizational commitment to employees. The role of employee commitment also plays an important role for the organization. This is explained by Eisenberger (2002) explaining that the impact of organizational support felt by employees will have an influence on organizational commitment to employees. The formation of organizational commitment also has its own challenges in every organization. The presence of organizational commitment for the company is also considered important because if there is no employee commitment to the organization, it will affect the effectiveness of the organization. With regard to increasing innovative behavior, the role of employee commitment also has an impact on participation in the expression of new ideas in their work, enthusiasm for their work, more initiative and active in self-development and other people and organizations (Hadiyani, 2014).

In this study, based on the background description of the problem described above, the purpose of this study was to examine the effect of perceived organizational support on innovative behavior and organizational commitment of employees of PT. Brothers lay. The hypotheses proposed in this study are as follows:

- H1: There is a significant influence of perceived organizational support on innovative behavior variables.
- H2: There is a significant effect of perceived organizational support on organizational commitment.
- H3: There is a significant effect of perceived organizational support on innovative behavior through commitment organization as a mediator variable.

METHOD

This study uses a quantitative research approach by testing the hypothesis being tested. In this study, the variables to be tested consist of three kinds of variables, namely, the independent variable, namely the perception of organizational support (X), the dependent variable, namely innovative behavior (Y), and the mediator variable, namely organizational commitment (Z). This research data uses primary data by using data sources taken directly for special purposes. While secondary data is used as additional data or information in research. The data analysis technique in this study used the t test, the coefficient of determination test, and the path analysis test.

Population and Sample

This study involved respondents, namely employees of PT Awam Brothers, especially employees in the operational division, amounting to 222. The determination technique in determining sampling in this study used the Slovin formula (Sani, 2013) so that 143 employees were involved as research samples.

Validity and Reliability Test Testing

measuring instruments in this study uses validity tests to be able to determine the consistency of a measuring instrument so as to be able to measure the object of research to be measured by the researcher. In addition to testing the validity of the measuring instrument, it was also tested using a reliability test using SPSS software. Based on the results of the validity test, it was found that all questions in each variable had a value greater than r table 0.164. This value indicates that all questions on the questionnaire are declared valid. Reliability testing was also tested and obtained the results of the reliability test analysis in the following table:

Reliability Test Results

Variable	Alpha	Description
Perception of Organizational Support (X)	0.600	Reliable
Innovative behavior (Y)	0.871	Reliable
Commitment (Z)	0.861	Reliable

Source: Primary Data, 2020

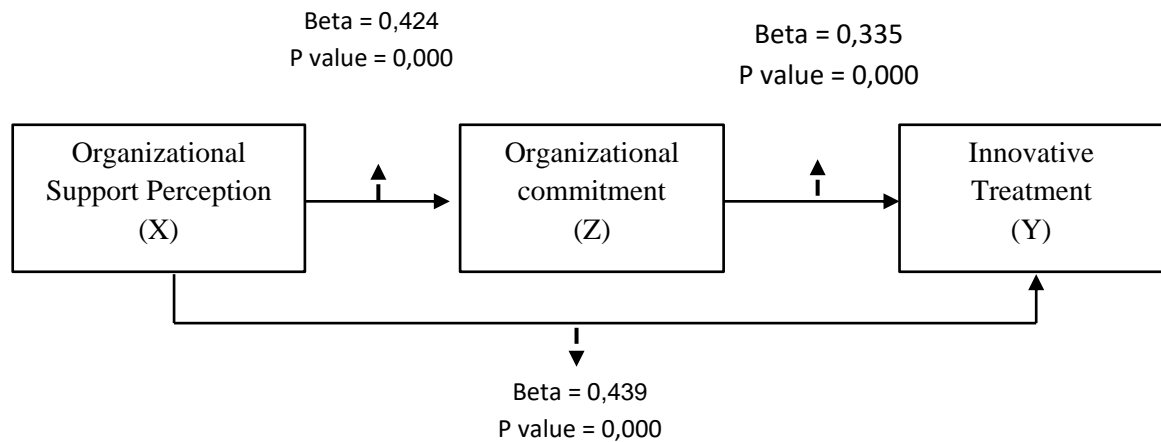
Based on the results of the reliability test in the table above, it can be seen that the alpha value in each reliability test has a Cronbach Alpha 0.600 which means that all variables tested reliable.

RESULTS AND DISCUSSION

Analysis

Results The results of descriptive data analysis will be explained in accordance with the following data findings, research respondents involving employees of PT Awam Berudara, especially employees who work in business units as many as 143 people consisting of male and female gender with details as follows: the following: based on the data, it is known that the number of respondents who are male as many as 84 people or equivalent to 58.7% of the total respondents. Meanwhile, female respondents were found to be 59 people or equal to 41.3% of the total number of respondents. Based on data on the age of respondents with less than 19 years, 9 people or 6.3%, respondents in the age range of 20-30 years, 99 people or 69.2% of the total respondents involved, the age range of 41-50 years being 7 people and the age range of more than 50 years amounted to 2 people, each of which in percentage obtained 4.9% and 1.4% of the total respondents who were involved in this study. Based on the results of data analysis, grouping respondents based on years of service at the company, it was found that the number of respondents who had worked for 1-10 years amounted to 116 people or 81.1% and also dominated the largest number among others. The number of respondents with a working period of less than 1 year is 12 people or the equivalent of 8.4%, the number of respondents with a working period of 11-20 years is 9 people with 6.3% and a working period of 21-30 years is 4 people or equivalent to 2, 8% and the last working period of more than 30 years amounted to 2 people. Path analysis test to test between variables can be seen in Figure 1 below.

Figure 1. Path Analysis Test



Based on the results of the path analysis above, it can be explained as follows:

1. The path coefficient of perceived organizational support as an independent variable on innovative behavior as a dependent variable obtained a coefficient value of 0.439 with a p value of 0.00. This positive relationship shows that with increasing perceived value of organizational support, innovative behavior will also increase.
2. The path coefficient of perceived organizational support as an independent variable on organizational commitment as a dependent variable obtained a coefficient value of 0.424 with a p value of 0.00. This positive relationship shows that with increasing perceived value of organizational support, organizational commitment will also increase.
3. The path coefficient of organizational commitment (Z) on innovative behavior (Y) as a dependent variable obtained a coefficient value of 0.335 with a p value of 0.00. This positive relationship shows that with increasing perceived value of organizational support, innovative behavior will also increase.
4. The path coefficient of perceived organizational support (X) on innovative behavior (Y) as a dependent variable through organizational commitment (Z) is obtained by multiplying the coefficient value of 0.424 x 0.335 then the coefficient value is 0.142 with a p value of 0.00. This positive relationship shows that there is a unidirectional relationship to these variables. The total effect of perceived organizational support on innovative behavior through organizational commitment was found to be $0.439 + 0.142 = 0.581$. Furthermore, based on the Sobel test, the score was $3.714 > 1.96$ which indicated that the organizational commitment variable could mediate the influence of the perceived organizational support variable on innovative behavior.

Based on the path analysis described and explained above, briefly the calculation values can be seen in the table below:

Table 3 Results of path coefficient values Effect between

Path	Direct		Effects Indirect Effects	Description
	Beta	P Value		

Perceived organizational support (X) > Behavior Innovative (Y)	0.439	0.000		Significant
Perception of organizational support (X) > Organizational commitment (Z)	0.424	0.000		Significant
Organizational commitment (Z) > innovative behavior (Y)	0.335	0.000		Significant
Perception of organizational support (X) > Organizational commitment (Z) > behavior innovative (Y)			0.142	Significant

Source: Primary Data 2020

Discussion

1. Effect of Perceived Organizational Support on Innovative Behavior

This study proposes a hypothesis that there is a direct relationship between perceived organizational support on employee innovative work behavior and the results obtained with a value of 0.439 at a significance value of $0.000 < 0,05$. These findings indicate that employees' perceptions of organizational support can lead to or have an impact on the emergence of innovative behavior in employees. Based on this description, the first hypothesis proposed in this study is declared accepted or proven. This shows that the perception of organizational support for employees in good conditions does not have a negative reflection on the company. Based on the findings of the research location the company PT. The Brothers and Sisters have tried to pay attention to every employee who works, whether it is carried out by company leaders or business unit leaders, in this case *supervisors*. The concern of the company pays attention to employees who are facing problems, both problems in the family and problems at work related to work. Overall, the level of employee perception of high organizational support has a positive influence on innovative behavior. These findings are also supported by several previous studies, including Rizana's research (2017). The support of superiors or business owners in their employees will have an impact on increasing the innovative behavior of their employees. The higher the level of organizational support felt by employees, the higher the innovative behavior at the individual level. Nazir's research (2018), The *owner* has given a positive value to the creativity of its employees and allowed employees to participate in solving problems that often occur in different ways. The level of perception felt by these employees assumes that the company is very open and responsive to change.

2. The Effect of Perceived Organizational Support on Innovative Behavior With Organizational Commitment

This research proposes a hypothesis that there is a direct relationship between perceived organizational support and employee organizational commitment and the results obtained with a value of 0.424 at a significance value of 0.000. This is supported by previous research, namely according to Oktaviani (2018) Perception of organizational support on organizational commitment has a positive influence and a significant probability value. The high value of

organizational commitment as a result of the perception of organizational support because the company has met the expectations of employees including, giving above average salaries, bonus allowances and rewards given to employees. The perception of organizational support for PT Awam Berudara employees has contributed to the formation of organizational commitment. The creation of positive perceptions among employees so far is one of the efforts made by management in the workplace as a reflection of one of the company's missions, which is to create a fun work environment and become the pride of employees. Establishing a pleasant working environment by making some improvements as well as in communication and working relations among employees to be more harmonious.

3. The Effect of Perceived Organizational Support on Innovative Behavior Through Organizational Commitment

. The indirect effect of perceived organizational support on innovative behavior through organizational commitment is 0.142, which means that organizational commitment acts as a mediator variable that is able to provide added value between the perceived influence of organizational support on innovative behavior. Organizational commitment to employees can increase along with the positive perceptions felt by employees on management practices in the company. According to Aban (2019), the higher the perception of organizational support, the higher the employee's commitment to the organization. The existence of organizational support plays an important role for employees to be committed to the organization. The existence of values or management's attention to employees becomes important for employees as additional motivation to contribute well to the organization because of the belief that their existence is well appreciated by the company. The organizational commitment shown by the employees of PT Lay Brothers is in the high category. This is because employees feel that their relationship with the company is quite well established, it is proven that the highest average value on the three dimensions of organizational commitment and the highest average value of the organizational commitment variable is affective commitment. The formation of this affective commitment is a form of emotional attachment and acceptance of organizational values and goals. In total, the existence of organizational commitment is able to give a value of 0.581 on the relationship between the perception of organizational support and innovative behavior. In addition, the organizational commitment variable also has an influence on innovative behavior with a value of 0.335 at a significance level of 0.000, this indicates the higher the value of organizational commitment will provide an increase in employee innovative behavior. The existence of organizational commitment to innovative behavior also has a positive influence, which means that increasing employee organizational commitment will increase employee innovative behavior. Acceptance of ideas or ideas from employees is one of the efforts in developing innovative behavior. When employees feel that the ideas conveyed are well received, the employee's perception of the acceptance of ideas or ideas will be good and provide their own motivation for the employee to be able to work on realizing the idea until the implementation stage. According to Asfar (2015) when management or leaders pay attention to the needs and welfare of their employees, employees will feel that the company cares about employees and this will create motivation for employees to be able to carry out innovative behavior. The perception of good organizational support and organizational commitment to employees can be done in several other ways, namely according to Soelistiya (2016) companies can provide opportunities and treat employees fairly at all levels in the company as well as when decision making can be done from the bottom up by considering ideas / ideas conveyed by employees. ideas that are considered good and feasible will be implemented.

CONCLUSION

Based on the results of the research analysis, it can be concluded as follows:

1. There is a direct influence that occurs between the perceived organizational support variables on innovative behavior. The direct influence between these variables has a positive and significant coefficient value, namely 0.439 with a p value of 0.000. This positive relationship shows that with the increasing perceived value of organizational support, employees of PT. Lay Brothers, the innovative behavior of employees will also increase.
2. There is a direct influence on the perceived organizational support variable as an independent variable on organizational commitment as a dependent variable, the coefficient value is 0.424 with a p value of 0.000. This positive and significant relationship shows that with the increasing value of perceived organizational support for employees of PT. Lay brothers then organizational commitment will also experience an increase.
3. Organizational commitment has been shown to influence the relationship between perceived organizational support variables on innovative behavior. So that there is an indirect effect that occurs between the perception of organizational support for innovative behavior with a coefficient value of 0.142, p value of 0.000. The total effect of perceived organizational support on innovative behavior through organizational commitment was found to be $0.439 + 0.142 = 0.581$. The presence of employee organizational commitment of PT. The lay brothers are able to provide an increase in the relationship between perceived organizational support and employee innovative behavior.

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