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Perceived Organizational Support for Innovation and Innovative Work Behavior: The Role of Leader-Member Exchange

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***Abstract*--*The aims of this study are to investigate the effect of perceived organizational support (POS) for innovation on innovative work behavior (IWB), and the mediating role of leader-member exchange (LMX) in the relationship between perceived organizational support and innovative work behavior. The samples of this study are 31 lecturers taken among 40 respondents that filled out the questionnaires in Faculty of Civil and Planning Engineering Technology Sepuluh November (ITS), Surabaya, particularly taken from Architecture, Interior and Product Design Department. This study used Partial Least Square (PLS) for the data analysis. The results show that the perceived organization support for innovation has significant positive effect on innovative work behavior and leader-member exchange. Similar result also find that leader-member exchange has positive effect on innovative work behavior although the result is insignificant. This implies that the influence of perceived organizational support for innovation on innovative work behavior was not mediated by leader-member exchange. In conclusion, the ITS should improve the perceived organizational support for innovation toward innovative work behavior. It is also expected that this study can contribute to the leadership literature by exploring one of the processes through which the supervisor-subordinate relationship and perceived organizational support contributes to organizational success, specifically innovative work behavior.*

Key words*--*Innovative Work Behavior, POS for innovation, LMX

I. INTRODUCTION

Dynamic environment compel each organization to have employee innovative work behavior in daily tasks and assignments to be sustainable survive (Cefis & Marsili, 2006; Herrmann & Felfe, 2013). Innovation is the ability of people to develop and implement new idea in their work, and work has become more knowledge-based (J. P. De Jong & Den Hartog, 2007; Pierce & Delbecq, 1977). Generally, the organization fails to assess the innovation level of its member because the assessment is based on the organization's financial capability (Patterson, Kerrin, & Gatto-Roissard, 2009). The innovative work behavior has important role to drive an organizations to be more innovative, which does not only need analytical ability and creativity but also needs an ability to communicate, to persuade, and

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to consistently create an innovation (Dorner, 2012). Innovative working behavior allows the creative ideas of the workers to benefit the company in a way that makes it possible.

Given the importance of innovation, many scholars now pay attention to endorse the view that organizations should encourage innovative work behavior among employees (Atitumpong & Badir, 2018; Saeed, Afsar, Cheema, & Javed, 2019) in which leaders play important role in determining the employees' innovative work behavior. Innovative work behavior allows the organization to appreciate more on each member's participation in order to generate innovation in the organization even if those ideas are not applied at all at the end.

Past studies have examined factors that affect the innovative work behavior (IWB), such as employees' creative self-efficacy, learning orientation, leader-member exchange and perceived organization support (Altunoğlu & Bulgurcu Gürel, 2015; Atitumpong & Badir, 2018; Newman, Tse, Schwarz, & Nielsen, 2018). However, those studies still provide inconclusive results. While some studies found that increases in leader-member exchange (LMX) would increase the level of organizational innovation, other study revealed that LMX has no impact on IWB (Taştan & Davoudi, 2015). Perceived organizational support (hereinafter is POS) is a factor driving the emergence of innovative work behavior (J. P. De Jong & Den Hartog, 2007). Furthermore, the organization's role in creating innovations is as a facilitator. The organization can support the innovation formation by developing appropriate organizational and psychological climate (Scott & Bruce, 1994). The results state that organizational climate is considered capable of establishing a transactional relationship and POS for innovation is the only part of the innovation climate that has significant influence on innovative work behavior.

LMX has important role in determining the IWB (Atitumpong & Badir, 2018; Sanders, Moorkamp, Torka, Groeneveld, & Groeneveld, 2010; Schermuly, Meyer, & Dämmer, 2013). That is why, innovative work behavior should be influenced by leadership in the organization (Scott & Bruce, 1994). The role of a leader in the organization that can motivate and support the member's ideas is needed in encouraging the emergence of innovative work behavior. To innovate, the member of the organization should do actions that favor the company. These activities are not always included in the job description but they are still within the scope of the member's role. Leadership in this study focuses on LMX since LMX is the only concept in the leadership field that focuses on the social reciprocal relationship between the leader and his member (Mapolisa & Kurasha, 2013). The good social reciprocal relationship will facilitate the communication between leader and his member. The easiness in communication will remove the gap that usually appears between the leader and his members due to the differences in hierarchical position, so that the members are willing to give opinions. LMX studies have shown that employees will earn more time and job-related information as well as higher levels of psychological support and respect from their managers if the quality of their leader-member exchange is high. Employees, in exchange, will respond the positive behavioral support of their supervisor through dedication, enhanced effort and positive attitude towards work (Schermuly et al., 2013). Therefore, this study focuses on the effect of POS for innovation on IWB by taking into account the mediating role of LMX in Institute Technology Sepuluh November.

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This paper is organized as follows. Second section explains the literature review and hypothesis. Third section discusses the research method and is followed by finding and discussion in section four. The last is section five which concludes the findings and implication of the results.

II. LITERATURE REVIEW

The basic theory of innovation behavior is comprised in two stages, namely initiation and implementation (Zaltman, Duncan, & Holbek, 1973). The innovation theory implies that innovation means broader than human creativity and also includes the implementation of ideas (King & Anderson, 2002). Initiation of innovations means generating employees' ideas by engaging behavior to explore opportunities and identifying the gaps of their performance (J. P. De Jong & Den Hartog, 2007). This is related to individual innovation and personal characteristic of employees. The conceptualization of IWB has proposed three distinct dimensions, namely development of ideas, advocacy and implementation of innovation (Scott & Bruce, 1994). Theoretically, the conceptual framework should be developed on the relationship between POS for innovation and leader member exchange, and also to seek the effect of LMX and POS for innovation on IWB. Thus, the literature review and theory that support these relationships would be addressed as follow:

POS For Innovation and Leader-Member Exchange

The relationship between POS and LMX has been proposed by some researchers (Altunoğlu & Gürel, 2015). These results suggest that organizational creativity and innovation consider the leader to emphasize on LMX and organization support facilities for employees. Moreover, other research also found out that there was reciprocal effect between POS and LMX (Wayne, Shore, & Liden, 1997). These empirical findings could be used as the basis for developing a hypothesis about the unidirectional effect between POS and the LMX. The example of this relationship can be seen when there is a good mark on the organization's support based on the employees' evaluation. Consequently, the supervisor as the organization representative will also be considered good and as a result, the employees become more confident and feel free to develop good social relationship with their supervisor. Settoon, Bennett, and Liden (1996) investigated the relationship between POS and LMX, found that leader-member exchange is driven by perceived organizational support and it is associated with organizational commitment. Thus, the hypothesis would be addressed as follows:

H_1: The POS for innovation has direct and significant effect on the LMX.

Leader-Member Exchange and Innovative Work Behavior

The concept of innovative work behavior (IWB) in an organization is related to human creativity in generating ideas. IWB is positively linked to participative leadership, external working connections and innovative performance (J. P. De Jong & Den Hartog, 2008). Considering the importance of employees' innovative behavior, several researchers have investigated whether supervisor-subordinate relationship can influence this behavior. Among these, studies employing LMX theory are able to identify positive influences of LMX on IWB (Alsughayir, 2017; Basu & Green, 1997; Sanders et al., 2010). The LMX theory proposes that both leaders and employees should have interaction in social exchange process. The relationship between LMX and IWB has been documented by many

studies. Another research is addressed by Saeed et al. (2019) who found that LMX has positive relation to IWB when both knowledge and core self-evaluation domains are high. Other studies conducted by Scott and Bruce (1994) showed that there is significant influence of LMX on innovative work behavior. Similar results were also found by Denti (2011). Therefore, this study would like to prove the effect of LMX on innovative work behavior. Hence, the hypothesis of the relationship is developed as bellow:

H_2: The LMX has direct and significant effect on the innovative work behavior.

POS For Innovation and Innovative Work Behavior

POS is viewed as an assurance that the company would have available when necessary to carry out its work effectively and to cope with difficult circumstances. Employees who experience high levels of POS tend to be obligated to look after the company's growth and help the company achieve its targets (Qi, Liu, Wei, & Hu, 2019). Previous studies of the effect of POS on IWB have been documented broadly by many researchers (Afsar & Badir, 2017; Wijaya, 2018). These findings suggest that innovative work behavior is significantly affected by POS for innovation. Employee's view of the organization's favorable treatment, such as supervisor support, would improve POS (Kurtessis, Northon, & Streets, 2018). Moreover, POS has positive impact on organizational innovation, which suggest that the higher the perceived organizational support, the higher the organization might increase the innovation (Altunoğlu & Bulgurcu Gürel, 2015). Based on the theoretical basis that has been mentioned above, the hypothesis of present study formulated as below:

H_3: The POS for innovation has direct and significant effect on the innovative work behavior.

The Role of LMX on The Effect of POS for Innovation on IWB

Management researchers rely on exchange-based frameworks to describe the job attitudes and behaviors expected by organizations. In particular, two forms of social exchanges have been studied, exchanges between an employee and the organization (POS), and exchanges between an employee and his leader (LMX) (Agarwal, 2014). However, although great efforts to discover the factors that motivate employees to innovate have been witnessed in the last few years, the findings are still inconclusive and underdeveloped (Yuan & Woodman, 2010). Whether LMX and POS act independently or jointly to influence IWB remains uncertain in the literature (Cole et al, 2002). Previous studies that investigated the role of LMX on the effect of POS for innovation on IWB still limited and still did not found yet. To address this gap, the following hypothesis is formulated.

H_4: The POS for innovation has significant effect on the innovative work behavior through LMX.

Based on the literature review and the development of hypothesis, this study formulated the following framework. First it examines whether POS has effect on LMX. Next, the influence of LMX on IWB is tested as well as POS on IWB. The last hypothesis is regarding the influence of POS on IWB with LMX as mediating variable.

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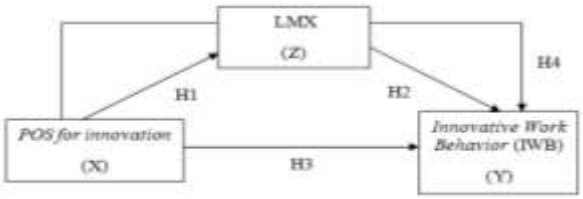

Figure 1. Conceptual Framework

III. METHOD

This study used quantitative approach that emphasizes in theory testing through the measurement of research variables using statistical procedure. This study aims to prove the causality relationship among POS for innovation, LMX and IWB. The data used in this study are primary and secondary data. Primary data were obtained from questionnaires on respondent who are lecturers of Architecture, Interior and Product Design Department, Faculty of Civil and Planning Engineering Institut Teknologi Sepuluh Nopember in Indonesia. The respondents are permanent lecturers that have at least five years of service. This study population is 74 lecturers since the respondents should have minimum rank of III C, then the sample becomes 40 people. The questionnaires then processed further and 31 questionnaires were left. Secondary data were obtained from books, journals and company documents related to the variables of the study.

There are three variables in this study, which are: POS for Innovation (X), Innovative work behavior (Y), Leader-Member Exchange (LMX) (Z). The indicators of innovative work behavior in this research are the exploration, creation, championing and realization of ideas and new techniques intentionally done by the lecturers in their roles as educators to improve students' creativity and facilitate students to understand the given lecture materials. This study measured lecturers' innovative work behavior by using aspects stated by (J. De Jong & Den Hartog, 2010). The questions to measure the innovative work behavior as follows:

(1). The frequency of the lecturers in caring things that do not belongs to their daily work.
(2). The frequency of the lecturers in thinking of ways to improve something.
(3). The frequency of the lecturers in trying to seek new techniques.
(4). The frequency of the lecturers in finding new approach in doing their job.
(5). The frequency of the lecturers in enhancing the members' enthusiasm to innovative ideas.
(6). The frequency of the lecturers in encouraging the surrounding people to support innovative ideas.
(7). The frequency of the lecturers in trying to implement innovative ideas in their work practice.
(8). The frequency of the lecturers in contributing to the implementation of new ideas.
(9). The frequency of the lecturers in developing new things.

Moreover, POS for innovation in this research refers to the degree of assessment given by lecturers regarding the extent of faculty support to lecturers' creative ideas in improving effective teaching technique. The indicators developed by Scott and Bruce (1994) to support creativity and tolerance for differences are used to measure POS for innovation. There are 5 aspects used to measure POS for innovation in this study are below:

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(1). The creativities of lecturers are supported by the department.
(2). The ability of lecturers to work creatively is appreciated by the department.
(3). The lecturers are allowed to solve current teaching problems by using different ways.
(4). The lecturers assume that their faculty is flexible and is constantly changing.
(5). The department is responsive to changes.

The definition of LMX in this study refers to the quality of social interrelationship between department head and lecturers which is based on their trust, respect, and professional responsibility. LMX measurements were done by investigating the modified indicators presented by Graen and Uhl-Bien (1995). Accordingly, the questions used to measure LMX in this study are:

1. Are the lecturers aware of their position in the presence of each department head?
2. The lecturers' opinion on how likely each department head will provide assurance for their actions regardless of the formal authority differences.
3. The lecturers' opinion on how likely each department head will help them to solve the problem regardless of the formal authority differences.
4. Do the lecturers believe that the department heads know their potential?
5. Do the lecturers know when their department head is satisfied with their performance?
6. The lecturers' opinion on the degree of the department head's understanding on lecturers' needs to improve the effectiveness of teaching and learning process.

IV. RESULTS AND DISCUSSION

The results of respondent's characteristic show that the number of returned questionnaires is 33 out of 40 distributed questionnaires. Two questionnaires were then rejected because the respondents have less than five years working experience therefore the questionnaires that can be processed were 31 units. Description of respondents are as follow: the lecturers from designated department that have III C class in the study are five people (16,12%), III D class are twelve people (38,7%), IV A class are seven people, IV B class are five people (16,12%), and IV D class are two people (6,45%). The majority of the lecturers who become the respondents in this study are those in III D class.

Furthermore, the results of data processing show the respondents' answer about POS for innovation, LMX as mediating, and Innovative Work Behavior. First, the average value of respondents' answer from each question will be calculated and will be categorized based on class interval. Class interval sought by using the class interval formula as follows:

$$\text{Class Interval} = \frac{\text{Highest Score} - \text{Lowest Score}}{\text{Total Class}} = \frac{5-1}{5} = 0{,}8$$

The criteria of the average respondents' answers were made based on class interval 0,8 that were presented in Table 1. The results report that the average value of respondents' answers regarding POS for innovation is 3, 61, which is included in high category. This result indicates that the lecturers of Architecture, Interior and Product Design

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Department value the support of their organization to lecturers' innovation is high. The flexibility of the department to their lecturers to conduct lecture in a different technique from one lecture to another have the highest value is 4,22. The lowest value of 2,64 describes the department's expectation to the lecturers use the same teaching techniques.

The Leader Member Exchange (LMX) relationship between the lecturers of Architecture, Interior and Product Design Department and their respective department's head was in high category with a value of 3.72. The respondents' answers regarding LMX, got the highest value of 4.09 which means that the LMX relationship between the lecturers and the head departments was dominated by respect. The lowest value at 3.25 indicates that the department head has low courage to ensure the lecturers' action-taken in their department.

Table 1. The Criteria of the Average of Respondents' Answers

Interval	Category
4,20 < a =< 5,00	Very High (VH)
3,40 < a =< 4,20	High (H)
2,60 < a =< 3,40	Medium (M)
1,80 < a =< 2,60	Low (L)
1,00 < a =< 1,80	Very Low (VL)

Sources: Questionnaire data

Furthermore, the innovative work behavior of the lecturers of Architecture, Interior and Product Design Department belong to the high category with a value of 3.66. The high level of innovative work behavior that they owned was dominated by the frequency of the lecturers in thinking the ways to improve the effectiveness of the existing teaching techniques at the moment. While the lowest value is at 2.38 showed the low frequency of the lecturers in working on to develop new teaching techniques to be more effective teaching.

Model Analysis and Hypothesis Testing

PLS techniques recognizes two types of validity, which are, the convergent validity and the determinant validity. In the first stage, there are some indicators that do not comply with the provision of outer loading value of more than 0.5. Therefore, the indicators that do not comply the condition should be reduced until this following model is generated:

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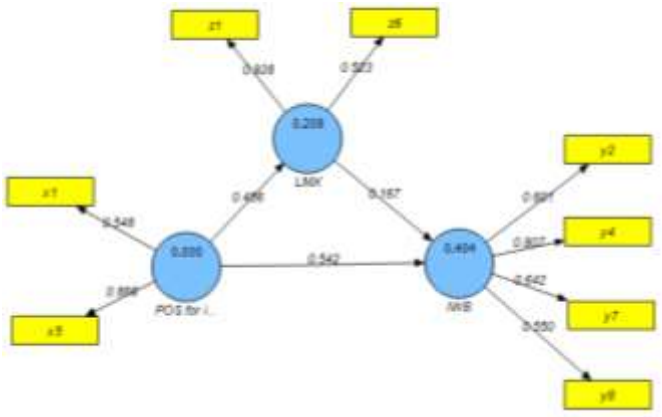

Figure 2. Outer Model

The results of reliability testing presented in Table 2. The reliability testing would be using composite reliability. Based on Henseler, Ringle, and Sinkovics (2009), in order to meet the reliability testing, it should have composite reliability value of more than 0.6. The result shows that each variable has composite reliability higher than 0.6. Hence, it can be concluded that each variable was declared to have construct variable.

Table 2. Reliability Testing

Variables	**Composite Reliability**
IWB	0.7485
LMX	0.7090
POS for innovation	0.6776

Notes: IWB is the innovative work behavior, LMX is Leader-Member Exchange and POS is perceived organizational support.

The inner model evaluation has done by looked at the R-Square from endogenous variable. The R-Square value indicates that the data variance can be explained by exogenous variable to endogenous variable. LMX constructs have an R-Square of 0.20, which means that the LMX data variance can be explained by the POS for innovation variable is by 20%. The IWB constructs have an R-Square of 0.40 that means the IWB data variance that can be explained by POS for innovation and LMX is by 40%. Thus, the goodness of fit in PLS was calculated using Q2 by referring to the table 4.3, Q2 value calculated as follow:

$$Q^2 \text{ Value} = 1 - (1 - 0{,}2) \times (1 - 0{,}4) = 0{,}52 \quad \ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots \quad (1)$$

The Q2 value is 0.52, this means the structural model can explain 52 percent of the kinds of data contained in this study.

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Table 3. Path Coefficient Estimate of PLS

Variable	**Path Coefficient**	**t-calculation**
POS *for innovation* → LMX	0,45	(6,30)***
LMX → IWB	0,16	1,51
POS *for innovation* → IWB	0,54	(7,46)***
POS *for innovation* → LMX → IWB	0,07	(1,60)

Notes: The P-value in parentheses ***, ** significant at 1% and 5 % level.

The results of part coefficient and t-calculation of this study is reported in Table 3. The results show that the part coefficient of the effect of POS for innovation on LMX is positive and significantly at 1 percent with the part coefficient of 0.45 and t-statistic of 6.30. This implies that the POS innovation has important in determining the Leader-Member Exchange (LMX) on lecturers of Architecture, Interior and Product Design Department. It can be concluded that the data support the hypothesis H1, which that the POS for innovation has direct and significant effect on the LMX. The better the lecturers' perception about department's supports on innovation, the better the quality in mutual social relationship between lecturers and the department head. This findings are in line with studies documented by Wayne et al. (1997).

Furthermore, the LMX path coefficient of the effect of innovative work behavior is about 0.16 and t-test is 1.51, this means the LMX has positive effect on innovative work behavior but insignificant. The results would be concluded that the data do not support the hypothesis H2, which presumes that LMX has direct and significant impact on the innovative work behavior is rejected. This indicates that the mutual social relationship quality improvement between lecturers and respective department heads will insignificantly improve the lecturers' innovative behavior. This finding is not consistent with previous studies documented by (Saeed et al., 2019; Wijaya, 2018), who suggested that increased LMX tend to improved innovative work behavior.

The effect of POS for innovation on innovative work behavior is positive and significant at 1 percent with the path coefficient value is 0.54 and t-test of 7.46. Thus, it can be said that the data support the hypothesis H3. This implies that the department support to lecturers innovation has significant positive effect on innovative behavior of the lecturers. The better the lecturers' perception about department's supports on innovation, the better the lecturers' innovative behavior. Based on the result, the third hypothesis which presumes that POS for innovation has direct and significant impact on innovative work behavior is accepted. This finding is in line with other studies (Afsar & Badir, 2017; Wijaya, 2018).

Lastly, the role of leader-member exchange (LMX) on the relationship between POS for innovation and IWB seems not significant. Which that the path coefficient value is 0.072 and Z-test value is 1.6, indicates that POS for innovation influence the innovative work behavior through the LMX but insignificant. Thus, the data do not support the hypotheses H4. The insignificant role of LMX could be the lecturers has ability to improve their innovation, and they feel that the innovation was produced from themselves. Lecturers' LMX value is included in the high category,

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even though leaders have a distinctive association with their staff (Graen & Uhl-Bien, 1995). However, the communication that is formed in the LMX relationship between the lecturers and their respective department heads leads to solve the problem and resource allocation. But somehow, these communications are not followed by an increase of lecturers' confidence in their ability for creativity and innovation. This finding contradicts with expected theory

V. CONCLUSION

This study aims to investigates the impact of POS for innovation, leader-member exchange on innovation work behavior by taking into the leader-member exchange as the mediating variable. By using Partial Least Square (PLS), the results show that POS for innovation has significant and positively affect leader-member exchange (LMX) of Architecture, Interior and Product Design Department lecturers. However, the LMX has positive impact but not significant on IWB of the lecturers. Moreover, the POS for innovation has significant positive impact on IWB. The results of mediating effect of POS for innovation to IWB of the lecturers is partially mediated by leader-member exchange (LMX). This finding indicates that the role of LMX does not effective in increasing the innovation behavior of the lecturers in the Faculty of Civil and Planning Engineering Technology Sepuluh November (ITS), Surabaya.

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