

The Influence of Motivation and Perceived Organizational Support on the Innovative Behavior of Civil Servants at the Singkawang City Investment and Labor Office

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ABSTRACT

This study aims to analyze the influence of motivation and perceived organizational support on the innovative behavior of Civil Servants at the Investment and Manpower Office of Singkawang City. This study employed a quantitative method with an associative approach. Data were collected through questionnaires distributed to 34 Civil Servants selected using a saturated sampling technique and analyzed using multiple linear regression with SPSS. The results indicate that motivation and perceived organizational support have positive and significant effects on innovative behavior, both partially and simultaneously. Perceived organizational support was found to have a relatively stronger contribution to innovative behavior than motivation. These findings suggest that employees are more likely to generate, promote, and implement new ideas when they have strong work motivation and perceive that the organization values their contributions, supports their development, and cares about their well-being.

INTRODUCTION

Human resource management includes managing employees from planning, placement, development, evaluation, compensation, to retirement (Sinambela, 2016). In public organizations, employee management is related to task implementation, attendance discipline, competency development, and work contribution. Motivation is associated with enthusiasm and individual involvement in achieving work goals (Hasibuan, 2020), while low motivation can reduce employee enthusiasm and hinder the achievement of organizational goals (Agustina & Mahdi, 2025). Organizational support is related to appreciation for contributions and concern for employee welfare (Sunarto & Suparji, 2020), while innovative behavior is associated with individual actions in generating, introducing, and implementing new ideas within the organization (Nardo et al., 2022). Organizational culture supported by managerial practices, good working relationships, effective communication, and access to employee development is also related to the formation of employees' innovative behavior (Istiqomah & Mahdi, 2025).

The Investment and Manpower Office of Singkawang City is a regional agency that carries out governmental affairs in the fields of investment and manpower based on Regional Regulation of Singkawang City Number 3 of 2016 and Mayor Regulation Number 9 of 2021. This institution has functions including policy formulation, policy implementation, evaluation and reporting, administration of the agency, as well as other functions assigned by the Mayor. In 2026, the number of employees at the Investment and Manpower Office of Singkawang City was 56 people, consisting of 35 Civil Servants, 8 Government Employees with Work Agreements (PPPK), and 13 honorary employees (Investment and Manpower Office of Singkawang City, 2026). The employee attendance system uses fingerprint devices with working hours from Monday to Thursday at 08:00–12:00 WIB and 13:30–16:00 WIB, and Friday at 08:00–11:20 WIB and 13:30–16:00 WIB (Investment and Manpower Office of Singkawang City, 2026).

An observable form of innovation at the Investment and Manpower Office of Singkawang City is the implementation of digital-based public services to facilitate licensing procedures for the public and business actors. The Office currently uses the Online Single Submission (OSS) system and SICANTIK (Sistem Informasi Cerdas Pelayanan Perizinan untuk Publik). The use of these applications accelerates service processes, facilitates data management, reduces manual administrative work, and enables employees to monitor the progress of licensing applications more effectively. Digital service delivery also encourages employees to adapt to technology and apply new working methods in providing public services (Investment and Manpower Office of Singkawang City, 2026).

However, the implementation of digital licensing and investment services also presents challenges for employees. Employees' technological capabilities are not yet evenly distributed, and not all employees have the same level of proficiency in operating licensing applications such as OSS and SICANTIK. Consequently, some employees require assistance or additional time to complete their tasks. Employees must also provide explanations and direct assistance

when members of the public or business actors do not yet understand online licensing procedures, thereby increasing their service workload. This situation demonstrates that the existence of digital systems alone does not automatically ensure uniform innovative behavior among employees. Effective implementation also requires employees' willingness to learn, adapt, develop solutions, and apply new working methods, supported by adequate organizational facilities and guidance. Therefore, the digitalization of licensing services provides a concrete phenomenon underlying the need to examine employees' innovative behavior in relation to motivation and perceived organizational support.

Attendance data of Civil Servants at the Investment and Manpower Office of Singkawang City shows changes during 2022–2025. The absenteeism rate was recorded at 1.48% in 2022, decreased to 1.06% in 2023, increased to 2.34% in 2024, and increased again to 4.84% in 2025 (Investment and Manpower Office of Singkawang City, 2026). Attendance is used as a control tool to determine the level of employee attendance discipline (Hasibuan, 2020). Hamali (2016) states that employee absenteeism is related to low levels of motivation. Maulina et al. (2024) also show that high absenteeism rates can hinder innovation and performance because they disrupt work continuity and the innovation process.

In addition to absenteeism, data on tardiness and early departures also show changes during the 2022–2025 period. The total minutes of tardiness were recorded at 136,422 minutes in 2022, increased to 156,238 minutes in 2023, decreased to 105,147 minutes in 2024, and decreased again to 84,215 minutes in 2025 (Investment and Manpower Office of Singkawang City, 2026). The total minutes of early departures were recorded at 245,169 minutes in 2022, decreased to 215,419 minutes in 2023, 165,542 minutes in 2024, and 79 minutes in 2025 (Investment and Manpower Office of Singkawang City, 2026). The results of interviews with the Head of the General Affairs, Personnel, and Assets Subdivision indicate that there are employees who arrive late, leave early, are not present in the office during working hours, and are absent from work for three consecutive days. Wahyudi (2019) shows that the dynamics of discipline and motivation can be reflected in work delays, delays in attending meetings, delays in submitting reports, as well as taking leave without official permission.

The number of Civil Servants at the Investment and Manpower Office of Singkawang City who participated in education and training programs fluctuated during the 2022–2024 period. In 2022, six employees participated in such programs. This number increased to eight employees in 2023, representing an increase of 33.3%, before declining by 75% to only two employees in 2024. Based on an interview with the Head of the General Affairs, Personnel, and Assets Subdivision, opportunities to participate in education and training programs are provided according to organizational needs and the availability of participant quotas. However, limitations in the number of participants, budget availability, and job-position priorities have prevented all employees from participating in training each year. This condition requires attention because education and training can strengthen employee motivation (Mumpuni et al., 2023), serve as a form of organizational support perceived by employees (Peelle,

2007), and equip employees with the knowledge and skills needed to develop innovative work behavior (Amin & Djalil, 2025). The decline in the number of employees participating in education and training programs, together with the continuing fluctuations in absenteeism, tardiness, and early departures, indicates that employee motivation, organizational support, and employee involvement in contributing to their work still need to be improved.

Previous studies indicate a relationship between organizational support, absenteeism, discipline, training, and innovative work behavior. Eisenberger et al. (1986) state that organizational support affects employee absenteeism levels, particularly among individuals with a stronger exchange ideology. Fata (2020) shows that organizational support influences employee work discipline. Eder & Eisenberger (2008) state that employees with high perceived organizational support tend to avoid voluntary withdrawal behaviors, such as unnecessary absenteeism and tardiness. In terms of employee development, the number of Civil Servants participating in training was recorded at 6 people in 2022, increased to 8 people in 2023, and decreased to 2 people in 2024 (Investment and Manpower Office of Singkawang City, 2026). Mumpuni et al. (2023) state that work motivation can arise through education and training, while Peelle (2007) positions training as one of the antecedents of perceived organizational support. Amin & Djalil (2025) show that innovative work behavior can be influenced by training and development.

Differences in the focus of previous studies indicate a research gap regarding the relationship between motivation, perceived organizational support, and innovative behavior among Civil Servants in local government institutions. Eisenberger et al. (1986) and Eder & Eisenberger (2008) discuss organizational support in relation to absenteeism and withdrawal behavior. Fata (2020) discusses organizational support in relation to work discipline. Maulina et al. (2024) discuss absenteeism in relation to innovation and performance, while Amin & Djalil (2025) discuss training and development in relation to innovative work behavior. At the Investment and Manpower Office of Singkawang City, empirical data show fluctuations in absenteeism, tardiness, early departures, and the number of training programs during the 2022–2025 period (Investment and Manpower Office of Singkawang City, 2026).

Based on the above description, this study is directed to examine the influence of motivation and perceived organizational support on the innovative behavior of Civil Servants at the Investment and Manpower Office of Singkawang City. This study uses motivation and perceived organizational support as independent variables, while innovative behavior is used as the dependent variable. The objective of this study is to determine the effect of motivation and perceived organizational support on the innovative behavior of Civil Servants at the Investment and Manpower Office of Singkawang City.

THEORETICAL REVIEW

Motivation

Motivation is the drive that moves individuals to act toward certain goals. Busro (2018) explains that motivation is a series of encouragements given to oneself or others to act toward desired goals, while Hasibuan (2020) defines

motivation as a driving force that creates work enthusiasm so that individuals are willing to cooperate, work effectively, and integrate all efforts to achieve satisfaction. Robbins and Judge, as cited in Busro (2018), state that motivation is related to the intensity, direction, and persistence of individuals in achieving goals. According to Busro (2018), the motivation variable is measured using the following indicators: physiological needs, safety and security needs, social needs, ego or esteem needs, and self-actualization needs. The relationship between motivation and innovative behavior refers to the study by Susanti and Lizart (2021), which shows that motivation has a positive and significant effect on the innovative work behavior of employees at the Representative Office of Bank Indonesia, West Sumatra Province.

H1: Motivation has a positive and significant effect on the innovative behavior of Civil Servants at the Investment and Manpower Office of Singkawang City.

Perceived Organizational Support

Perceived organizational support is the employees' assessment of the extent to which the organization values their contributions and cares about their well-being. Sunarto & Suparji (2020) defines perceived organizational support as employees' general feelings regarding the organization's concern for their contributions and welfare, where organizational treatment is received as a stimulus and interpreted as a form of organizational support. The indicators of perceived organizational support in this study refer to Rhoades & Eisenberger (2002), namely fairness, supervisor support, and rewards and working conditions. Fairness relates to organizational decisions in the distribution of resources, supervisor support relates to direction and evaluation by supervisors toward employees, while rewards and working conditions include recognition, salary, promotion, job security, autonomy, role stress, and training (Rhoades & Eisenberger, 2002). The relationship between perceived organizational support and innovative behavior refers to the study by Putri & Izzati (2022), which shows that perceived organizational support has a positive and significant relationship with innovative behavior among teachers.

H2: Perceived organizational support has a positive and significant effect on the innovative behavior of Civil Servants at the Investment and Manpower Office of Singkawang City.

Innovative Behavior

Innovative behavior is an individual's actions related to the generation, introduction, and implementation of new ideas that are beneficial to the organization. Kleysen and Street, as cited in Nardo et al. (2022), define innovative behavior as the overall actions of individuals that lead to the generation, introduction, and application of something new and beneficial at all levels of the organization. According to Hammond et al. (2011), innovative behavior is influenced by four main factors, namely individual differences, motivation, job characteristics, and work environment influences. Innovative behavior includes the development of ideas, changes in work procedures, and the implementation of ideas or technologies that can improve work effectiveness and efficiency (Nardo et al., 2022). The indicators of innovative behavior in this study refer to

Jong & Hartog (2010), namely idea exploration, idea generation, idea championing, and idea implementation. In this study, innovative behavior is positioned as the dependent variable (Y), which is explained by motivation and perceived organizational support as independent variables. **H3:** Motivation and perceived organizational support simultaneously have a significant effect on the innovative behavior of Civil Servants at the Investment and Manpower Office of Singkawang City.

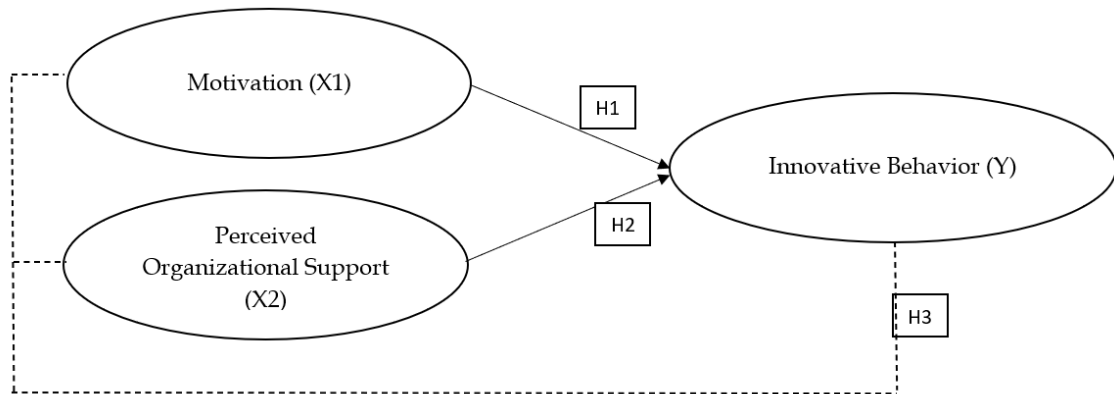


Figure 1. Conceptual Framework

METHODOLOGY

This study employs a quantitative method with an associative approach to examine the influence of motivation and perceived organizational support on the innovative behavior of Civil Servants at the Investment and Manpower Office of Singkawang City. The associative approach is used because this study aims to analyze the relationships or effects among the variables under investigation (Siregar, 2020). The independent variables in this study consist of motivation (X1) and perceived organizational support (X2), while the dependent variable is innovative behavior (Y). The determination of variables refers to the concept of research variables used to obtain empirical information and draw research conclusions (Sugiyono, 2023).

The research data consist of primary data and secondary data. Primary data were obtained through interviews and questionnaire distribution, while secondary data were obtained from the Investment and Manpower Office of Singkawang City, including data on the number of employees, working hours, attendance, tardiness, early departures, and the number of training programs. Interviews were conducted with the Head of the General Affairs, Personnel, and Assets Subdivision to obtain initial information regarding the research phenomenon, while questionnaires were distributed to all Civil Servants, excluding the Head of the Office. The number of Civil Servants at the Investment and Manpower Office of Singkawang City in 2026 was 35 people. However, the Head of the Office was not included as a respondent because they were not part of the questionnaire target group. Thus, the number of respondents in this study was 34 Civil Servants selected using a saturated sampling technique, in which the entire population is used (Sugiyono, 2023). The measurement of respondents'

answers used a Likert scale with five response options, ranging from strongly agree to strongly disagree (Sugiyono, 2023).

Data analysis was conducted through instrument testing, classical assumption testing, and hypothesis testing with the assistance of SPSS. Instrument testing included validity testing using product-moment correlation with the criterion $r\text{-count} > r\text{-table}$, as well as reliability testing using Cronbach's Alpha with the criterion of a reliability coefficient > 0.60 (Siregar, 2020). Classical assumption testing consisted of the Kolmogorov-Smirnov normality test with a significance value criterion > 0.05 (Ghozali, 2021), linearity testing through the Test for Linearity at a significance level of 0.05 (Machali, 2021), and multicollinearity testing by examining Tolerance values and the Variance Inflation Factor (VIF) (Ghozali, 2021). Furthermore, hypothesis testing was conducted using multiple linear regression analysis, multiple correlation coefficient, coefficient of determination, F-test to examine simultaneous effects, and t-test to examine partial effects between motivation and perceived organizational support on innovative behavior (Siregar, 2020).

RESULTS

Test Research Instruments

a. Validity Test

The validity test is conducted by correlating the score of each statement item with the total score. The calculated r-value (r count) is then compared with the r-table value at a significance level of 5%. With a total of 34 respondents, the degrees of freedom are $df = n - 2 = 32$, resulting in an r-table value of 0.338. An item is considered valid if $r\text{ count} > r\text{ table}$, while it is considered invalid if $r\text{ count} \leq r\text{ table}$. The results of the validity test for the motivation variable (X1) are presented in Table 1.

Table 1. Validity Test Results

Variable	Indicator	r-count	r-table	Description
Motivation (X1)	X1.1	0.904	0.338	Valid
	X1.2	0.864		
	X1.3	0.831		
	X1.4	0.878		
	X1.5	0.557		
	X1.6	0.552		
	X1.7	0.864		
	X1.8	0.532		
	X1.9	0.595		
	X1.10	0.445		
	X1.11	0.410		
	X1.12	0.404		
	X1.13	0.425		
	X1.14	0.425		
	X1.15	0.402		
	X2.1	0.419	0.338	Valid

Perceived Organizational Support (X2)	X2.2	0.441	0.338	Valid
	X2.3	0.632		
	X2.4	0.491		
	X2.5	0.541		
	X2.6	0.685		
	X2.7	0.476		
	X2.8	0.379		
	X2.9	0.370		
	X2.10	0.478		
	X2.11	0.399		
Innovative Behavior (Y)	Y.1	0.558		
	Y.2	0.417		
	Y.3	0.460		
	Y.4	0.462		
	Y.5	0.416		
	Y.6	0.430		
	Y.7	0.511		
	Y.8	0.439		
	Y.9	0.556		
	Y.10	0.453		
	Y.11	0.471		
	Y.12	0.409		

Source: Processed Data, 2026

Based on the validity test results in Table 1, all statement items for the variables of motivation (X1), perceived organizational support (X2), and innovative behavior (Y) have calculated r-values greater than the r-table value. Thus, all statement items across these three variables are declared valid.

b. Reliability Test

The reliability test was conducted to determine the consistency of the research instrument using the Cronbach's Alpha technique through the SPSS program. An instrument is considered reliable if the Cronbach's Alpha value is ≥ 0.60 . The results of the reliability test for the variables of motivation (X1), perceived organizational support (X2), and innovative behavior (Y) are presented in Table 2.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	N of Items	Description
Motivation (X1)	0.881	15	Reliable
Perceived Organizational Support (X2)	0.676	11	
Innovative Behavior (Y)	0.666	12	

Source: Processed Data, 2026

Based on the reliability test results in Table 2, all variables have Cronbach's Alpha values greater than 0.60. Therefore, the instruments for the variables of motivation (X1), perceived organizational support (X2), and innovative behavior (Y) are declared reliable.

Classical Assumption Test

a. Normality Test

The normality test aims to determine whether the residuals in the research model are normally distributed. The test was conducted using the Kolmogorov-Smirnov method, with the criterion that the data are considered normal if the Asymp. Sig. value is > 0.05 . The results of the normality test are presented in Table 3.

Table 3. Normality Test Results

Test	Value
N (Sample)	34
Test Statistic	0.075
Asymp.Sig.(2-tailed)	.200 ^{c.d}

Source: Processed Data, 2026

The normality test results in Table 3 show an Asymp. Sig. (2-tailed) value of 0.200. This value is greater than 0.05, so it can be concluded that the residual data in this study are normally distributed.

b. Linearity Test

The linearity test was conducted to determine whether the relationship between the independent variables and the dependent variable is linear. The relationship is considered linear if the significance value of Linearity < 0.05 and Deviation from Linearity > 0.05 . The results of the linearity test are presented in Table 4.

Table 4. Linearity Test Results

Variable	Linearity	Deviation from Linearity	Description
Innovative Behavior * Motivation	.001	.326	Linear
Innovative Behavior * Perceived Organizational Support	.001	.498	

Source: Processed Data, 2026

The linearity test results in Table 4 show that the Deviation from Linearity value for the relationship between motivation and innovative behavior is 0.326, and between perceived organizational support and innovative behavior is 0.498. Both values are greater than 0.05, indicating that each independent variable has a linear relationship with innovative behavior.

c. Multicollinearity Test

The multicollinearity test aims to identify the presence of strong correlations among independent variables in the regression model. High correlations among independent variables can affect the accuracy of regression coefficient estimates. The results of the multicollinearity test are presented in Table 5.

Table 5. Multicollinearity Test Results

Model		Collinearity Statistics	
		Tolerance	VIF
	Motivation	.979	1.021
	Perceived Organizational Support	.979	1.021
a. Dependent Variable: Innovative Behavior			

Source: Processed Data, 2026

Based on the multicollinearity test results in Table 5, the variables of motivation (X1) and perceived organizational support (X2) do not show symptoms of multicollinearity with respect to innovative behavior (Y). This is indicated by a Tolerance value of $0.979 > 0.10$ and a VIF value of $1.021 < 10.00$.

Hypothesis Test

a. Multiple Linear Regression Analysis

Multiple linear regression analysis was used to examine the effect of independent variables on the dependent variable, both partially and simultaneously, as well as to formulate the regression model equation. The regression coefficient results are presented in Table 6.

Table 6. Multiple Linear Regression Analysis Results

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	1.597	.554		.007
	Motivation	.112	.054	.279	.046
	Perceived Organizational Support	.537	.125	.576	.000
a. Dependent Variable: Innovative Behavior					

Source: Processed Data, 2026

Based on the results of the multiple linear regression analysis in Table 6, the following equation is obtained:

$$Y = 1.597 + 0.112X_1 + 0.537X_2$$

The equation can be explained as follows:

- 1) The constant value of 1.597 indicates that if motivation (X1) and perceived organizational support (X2) are equal to zero, then innovative behavior (Y) is 1.597.
- 2) The regression coefficient for motivation (b1) of 0.112 indicates that each one-unit increase in motivation will increase innovative behavior by 0.112 units.
- 3) The regression coefficient for perceived organizational support (b2) of 0.537 indicates that each one-unit increase in perceived organizational support will increase innovative behavior by 0.537 units.

b. Correlation Coefficient Analysis (R)

The correlation coefficient is used to measure the strength and direction of the relationship between variables in the study. Correlation analysis in this study was conducted using the Product Moment method. The results of the correlation coefficient test are presented in Table 7.

Table 7. Correlation Coefficient Test Results (R)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.675a	.456	.420	.21355

Predictors: (Constant), Perceived Organizational Support, Motivation.

Source: Processed Data, 2026

Based on the correlation analysis results in Table 7, the correlation coefficient (R) is 0.675. This value falls within the interval of 0.60–0.799, indicating that the relationship between motivation (X1) and perceived organizational support (X2) and innovative behavior (Y) is categorized as strong.

c. Determination Coefficient (R²)

Based on the results of the coefficient of determination (R²) test in Table 7, the R² value is 0.456. This indicates that the variables of motivation (X1) and perceived organizational support (X2) are able to explain 45.6% of the variation in innovative behavior (Y), while the remaining 54.4% is explained by other variables outside this research model.

d. Simultaneous Test (F Test)

The simultaneous test or F-test is used to examine the effect of independent variables collectively on the dependent variable in accordance with the research hypothesis. The results of the F-test based on SPSS output are presented in Table 8.

Table 8. Simultaneous Test Results (F Test)

Model	Sum of Squares	Mean Square	F	Significance
Regression	1.183	.592	12.971	.000b
Residual	1.414	.046		

Dependent Variable: Innovative Behavior

Predictors: (Constant), Perceived Organizational Support, Motivation.

Source: Processed Data, 2026

Based on the results of the simultaneous test (F-test) in Table 8, the calculated F-value is $12.971 > F\text{-table } 3.32$ with a significance value of $0.000 < 0.05$. Thus, H_3 is accepted, indicating that motivation and perceived organizational support have a significant simultaneous effect on innovative behavior.

e. Partial Test (t Test)

The partial test or t-test is used to examine the effect of each independent variable individually on the dependent variable in accordance with the research hypothesis. The results of the t-test are presented in Table 9.

Table 9. Partial Test Results (t Test)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.597	.554		2.880	.007
	Motivation	.112	.054	.279	2.082	.046
	Perceived Organizational Support	.537	.125	.576	4.298	.000
a. Dependent Variable: Innovative Behavior						

Source: Processed Data, 2026

Based on the results of the partial test (t-test) in Table 9, it can be explained as follows:

- 1) The motivation variable has a calculated t-value of $2.082 > t\text{-table } 1.690$ with a significance value of $0.046 < 0.05$. Thus, H_1 is accepted, indicating that motivation has a significant partial effect on innovative behavior.
- 2) The perceived organizational support variable has a calculated t-value of $4.298 > t\text{-table } 1.690$ with a significance value of $0.000 < 0.05$. Thus, H_2 is accepted, indicating that perceived organizational support has a significant partial effect on innovative behavior.

DISCUSSION

The Effect of Motivation on Innovative Behavior

The positive influence of motivation indicates that Civil Servants who have stronger internal and external drives are more willing to explore problems, propose ideas, and apply improvements in their work. In the context of the Investment and Manpower Office of Singkawang City, the implementation of OSS and SICANTIK requires employees to move beyond routine administrative practices. Employees must learn digital procedures, respond to technical difficulties, and find effective ways to assist members of the public and business actors who are unfamiliar with online licensing services. Motivation is therefore important because adapting to these demands requires persistence, initiative, and a willingness to develop new work methods. Employees who perceive their work as meaningful and see opportunities for achievement and self-development

are more likely to engage in idea exploration, idea generation, idea championing, and idea implementation. This interpretation is consistent with Susanti and Lizarti (2021), who found that motivation encourages innovative behavior by strengthening employees' willingness to develop and apply improvements in their work.

The Effect of Perceived Organizational Support on Innovative Behavior

The positive influence of perceived organizational support indicates that innovative behavior is more likely to emerge when employees believe that the organization values their contributions and provides the resources and guidance needed to perform their duties. This is particularly relevant to the use of OSS and SICANTIK because employees have unequal levels of technological proficiency and some require additional assistance or time to operate the applications. Fair access to training, supervisor guidance, technical assistance, recognition of employee initiatives, and adequate working facilities can reduce employees' hesitation in adopting new procedures and encourage them to propose solutions to service problems. Organizational support also creates a sense of security when employees test or implement new working methods, because they perceive that their efforts are recognized rather than treated merely as additional obligations. This explanation is consistent with Maharani and Izzati (2026), Al-Taie and Khattak (2024), and Margaretha et al. (2025), who show that perceived organizational support is positively associated with innovative work behavior.

The Effect of Motivation and Perceived Organizational Support on Innovative Behavior

The joint influence of motivation and perceived organizational support shows that innovative behavior cannot be understood solely as a result of employees' personal willingness or solely as a consequence of organizational facilities. Motivation provides the drive to learn, take initiative, and persist when employees encounter difficulties, whereas organizational support provides the conditions that allow such initiative to be expressed and implemented. In digital licensing services, an employee may be motivated to master OSS and SICANTIK, but this motivation may not develop into innovative behavior without access to training, supervisor guidance, technical support, and recognition. Conversely, organizational support may not produce meaningful improvements when employees lack the willingness to learn or apply new procedures. The combined presence of these two conditions helps explain why employees are more capable of identifying service problems, developing practical solutions, gaining support for their ideas, and implementing new ways of assisting the public. Nevertheless, motivation and perceived organizational support do not fully explain innovative behavior, indicating that other individual and organizational factors may also shape employees' responses to digital service demands.

CONCLUSIONS AND RECOMMENDATIONS

This study concludes that motivation and perceived organizational support positively and significantly influence the innovative behavior of Civil Servants at the Investment and Manpower Office of Singkawang City.

Employees with stronger work motivation and more positive perceptions of organizational support are more likely to demonstrate initiative, develop new ideas, and implement improvements in carrying out their responsibilities. Perceived organizational support has a relatively stronger contribution than motivation, indicating that innovative behavior is particularly encouraged when employees feel that their contributions are valued, their welfare is considered, and their professional development is supported by the organization.

Based on these findings, the Investment and Manpower Office of Singkawang City is recommended to strengthen organizational support through fair treatment, consistent supervisor support, appropriate recognition, and more equitable access to employee development programs. Since participation in education and training is still influenced by participant quotas, budget availability, and job-position priorities, the institution should establish clear and transparent criteria for selecting training participants. Training opportunities should also be adjusted to employees' competency needs and work responsibilities so that the knowledge and skills acquired can be applied directly to improve work processes and public services.

The institution should also create a supportive environment for employee innovation by providing formal opportunities for Civil Servants to submit, discuss, and test new ideas. Employee proposals should receive constructive feedback, while feasible ideas should be supported through clear follow-up mechanisms. In addition, supervisors should encourage open communication, appreciate employee initiatives, and provide guidance during the implementation of new work methods. Work motivation can be maintained through clear work targets, recognition of employee contributions, opportunities for self-development, and the assignment of responsibilities that enable employees to use their competencies.

FURTHER STUDY

This study is limited to examining the effect of motivation and perceived organizational support on the innovative behavior of Civil Servants at the Investment and Manpower Office of Singkawang City. The R^2 value of 0.456 indicates that these two variables are able to explain 45.6% of innovative behavior, while 54.4% is explained by other variables outside the research model. Future research is recommended to include additional variables such as transformational leadership, organizational culture, job satisfaction, organizational commitment, competence, or reward systems. In addition, future studies may expand the number of respondents, research locations, or use qualitative and mixed-method approaches to obtain more comprehensive results.

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