

**PREDICTING INNOVATIVE WORK BEHAVIOR THROUGH THE  
PERSPECTIVE OF KNOWLEDGE SHARING, PERCEIVED  
ORGANIZATIONAL SUPPORT, AND PSYCHOLOGICAL  
EMPOWERMENT (STUDY AT THE NATIONAL NARCOTICS AGENCY  
FOR THE SPECIAL REGION OF YOGYAKARTA)**



**Wahyu Rahmawati<sup>1</sup>**

**Universitas Ahmad Dahlan, Yogyakarta, Indonesia**  
[wahyu2107051012@webmail.uad.ac.id](mailto:wahyu2107051012@webmail.uad.ac.id)

**Ema Nurmaya<sup>2</sup>**

**Universitas Ahmad Dahlan, Yogyakarta, Indonesia**  
[ema.nuryama@mgm.uad.ac.id](mailto:ema.nuryama@mgm.uad.ac.id)

**Aftoni Sutanto<sup>3</sup>**

**Universitas Ahmad Dahlan, Yogyakarta, Indonesia**  
[aftoni.sutanto@mgm.uad.ac.id](mailto:aftoni.sutanto@mgm.uad.ac.id)

**Abdul Choliq Hidayat<sup>4</sup>**

**Universitas Ahmad Dahlan, Yogyakarta, Indonesia**  
[abdul.hidayat@mm.uad.ac.id](mailto:abdul.hidayat@mm.uad.ac.id)

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**Abstract**

This research aims to determine the influence of Knowledge Sharing, Perceived Organizational Support, and Psychological Empowerment on Innovative Work Behavior in employees of the National Narcotics Agency for the Special Region of Yogyakarta. The population was all employees of the Provincial National Narcotics Agency as well as employees of the Regency/City National Narcotics Agency in the Special Region of Yogyakarta. The sample measurement technique uses the Slovin formula because the population is known for certain. The sample was 131 employees of the Yogyakarta Special Region National Narcotics Agency, including employees of the Provincial National Narcotics Agency and Regency/City National Narcotics Agency. The sampling technique uses simple random sampling as a data collection method. Hypothesis testing with multiple regression analysis using the Statistical Package for Social Sciences (SPSS). The research results show that Knowledge Sharing has a positive and significant effect on Innovative Work Behavior, Perceived Organizational Support has a positive and significant effect on Innovative Work Behavior, and Psychological Empowerment has a positive and significant effect on Innovative Work Behavior. The three variables simultaneously have a positive and significant effect on Innovative Work Behavior. It is hoped that the results of this relationship research can contribute to theory and practice for organizations in improving Innovative Work Behavior.

**Keywords:** Innovation, Innovative Work Behavior, Knowledge Sharing, Perception of Organizational Support, Psychological Empowerment

## INTRODUCTION

Innovation is an important issue in achieving organizational goals, especially when it has to deal with various conditions that demand change. Organizations need to be adaptive and responsive to changes that may arise from both external and internal factors. Organizational performance depends on the ability and speed of responding to change by making breakthroughs or innovations.

Organizations need to have individuals who have Innovative Work Behavior to encourage innovation. Employees with innovative work behavior are an important asset that needs to be managed well because they have the potential to become a strength for the organization. Innovative Work Behavior that is embedded in every employee needs to be managed well so that they can produce new ideas, create new products or services, help solve problems, and encourage quality improvements, which ultimately can improve performance to achieve organizational goals.

Janssen (2000) categorizes Innovative Work Behavior into Organizational Citizenship Behavior because employees voluntarily involve themselves in assignments outside their main duties. Jong (2007) defines Innovative Work Behavior as an individual behavior related to the introduction of new ideas, processes, products, and methods or procedures that are useful for the organization. Innovative Work Behavior can be seen when organizational members use different methods when solving problems and proposing creative ideas for the progress of the organization (Jong and Hartog, 2010).

Innovative Work Behavior in an organization can be formed from various factors. This research focuses on three factors that have the potential to drive the formation of Innovative Work Behavior in the workplace, namely Knowledge Sharing, Perceived Organizational Support, and Psychological Empowerment.

Lin (2007) explains that knowledge sharing is an organizational culture that involves social interaction in which organizational members or employees exchange knowledge, experience and abilities within the organization. Previous research has proven the positive and significant influence of Knowledge Sharing on Innovative Work Behavior (Anser, Yousaf, Yasir, Sharif, Nasir, Rasheed, Waheed, Husain, and Majid, 2022; Pratiwi, 2021; Hazem, Ashly, and Abdelmounaim, 2021, Sudibjo and Prameswari, 2021; Yasir, Majid, Yousaf, Nassani, and Haffar, 2021; Almulhim, 2020; Asurakkody and Kim, 2020,

Mustika, Rahardjo, and Prasetya, 2019; Khan, Yasir, Majid, and Afridi, 2019). Organization members can implement Knowledge Sharing by learning from each other, sharing skills, insights and experiences. Knowledge and skills obtained by one member of the organization can be shared with other members of the organization to produce feedback, share knowledge, skills, experience, produce sufficient information and insight that can spark new ideas and encourage the creation of innovation.

Rhoades and Eisenberger (2002) explain that Perceived Organizational Support is the belief that an organization values the contributions of its members and cares about their welfare. Previous research proves that Perceived Organizational Support directly influences Innovative Work Behavior (Suryosukmono, Praningrum, and Pareke, 2022, Mathafena and Grobler, 2021; Mustika, et al., 2019; Khan, et al., 2019; Nazir, Shafi, Atit, Qun, and Abdullah, 2019; Qi, Liu, Wei, and Hu, 2019). Employees who have Perceived Organizational Support tend to be motivated to innovate because they feel they have support from the organization, feel they are cared for by the organization for the efforts and contributions they make, and feel they are cared for by the organization in relation to fulfilling welfare.

Psychological Empowerment is intrinsic task motivation which is formed from four cognitions, namely: meaning, competence, self-determination, and impact in understanding activities and completing assigned responsibilities as an employee or member of the organization (Thomas and Velthouse, 1990). Spreitzer (1995) emphasized that Psychological Empowerment is the level of cognitive empowerment felt by employees. Previous research has proven that Psychological Empowerment has a positive effect on Innovative Work Behavior (Cetinkaya and Yesilada, 2022; Shah and Hussain, 2022; Liang, Lv, Yu, Li, and Liu, 2022; Zang, Abdullah, Hossan, and Hou, 2021; Hazem, et al., 2021; Yasir, et al., 2021; Almulhim, 2020; Javed, Abdullah, Zaffar, Haque, and Rubab, 2019). Innovative Work Behavior can be formed when they get intrinsic motivation within themselves when they feel the meaning of work, feel capable of completing work, can choose methods on how to complete work, and can have an impact on the organization through what they do.

The research was conducted at the National Narcotics Agency for the Special Region of Yogyakarta (BNN DIY) which has the main task of preventing and eradicating

the abuse and illicit trafficking of narcotics in the Special Region of Yogyakarta. The research targets were Provincial BNN employees and Regency/City BNN employees in the Special Region of Yogyakarta.

The results of initial observations and interviews with the Head of General Affairs and several employees of the National Narcotics Agency for the Special Region of Yogyakarta indicate that Innovative Work Behavior of employees has emerged, as evidenced by the implementation of several innovations within the organization, but it is not yet optimal and not evenly distributed among all employees. Innovation ideas still come from leaders or certain employees, so efforts are needed to encourage innovative work behavior for all employees. The results of initial interviews also indicate that not all employees are able to understand and identify organizational problems that require innovation, there are still employees who feel they do not have sufficient knowledge or insight to provide innovative ideas, some employees are reluctant to submit ideas because they think it is difficult for innovative ideas to get support from organizations, and some employees still lack the motivation to put forward innovative ideas. The author predicts that these problems can be minimized by increasing knowledge sharing behavior, increasing organizational support, and increasing employee intrinsic motivation through psychological empowerment to form Innovative Work Behavior. Based on this background, the authors conducted research by examining the factors that form Innovative Work Behavior of employees of the National Narcotics Agency for the Special Region of Yogyakarta from the perspective of Knowledge Sharing, Perception of Organizational Support, and Psychological Empowerment.

## **REVIEW OF LITERATURE**

### **Innovative Work Behavior**

West and Farr (1990) define Innovative Behavior as human behavior in promoting and realizing new ideas in an organization or work group that provides direct benefits for improving organizational performance. Innovative Work Behavior is individual behavior aimed at achieving initiation and introducing new ideas, processes, products or procedures that are deliberately created and beneficial to the organization (Farr and Ford, 1990).

Innovative Work Behavior is an individual process of recognizing problems that generate new ideas, promoting new ideas, and trying to ensure that these ideas can be implemented to achieve organizational goals (Janssen, 2000).

Janssen explained that Innovative Work Behavior consists of 3 (three) aspects, namely:

1) Idea Generation

Idea Generation is the process of generating new ideas that begins with recognizing problems that occur in the workplace. Employees provide solutions by conveying new ideas as solutions to problems found. Organizational problems and changes often trigger the birth of creative and innovative ideas.

2) Idea Promotion

Idea Promotion is the stage of promoting ideas where employees introduce new ideas to organizational leaders and gather support from colleagues and superiors so that these new ideas can be implemented within the organization.

3) Idea Realization

Idea Realization is the stage of realizing ideas by developing product concepts, actualizing products, implementing services from new ideas that have been raised and promoted. New models resulting from the realization of useful ideas provide added value to the organization.

Jong (2007) conveys Innovative Work Behavior as individual behavior that leads to intentional initiation in work roles, groups and organizations that arises from conveying ideas, forming processes, followed by developing new products or methods that are beneficial to the organization. Innovative Work Behavior is limited to deliberate efforts to produce new, useful results.

Jong and Hartog (2010) explain that there are 4 (four) dimensions of Innovative Work Behavior, namely:

1) Idea Exploration

Idea Exploration is the initial dimension of the process of forming Innovative Work Behavior, namely when employees can find the causes of problems and opportunities to improve the situation.

2) Idea Generation

Idea Generation is the second stage dimension of the process of creating Innovative Work Behavior, namely when employees can generate ideas related to the creation of new products, services, process design or methods.

3) Championing Ideas

Championing Ideas is the third stage dimension of the process of creating Innovative Work Behavior, namely when employees can fight for ideas to become relevant for implementation after the idea has previously been successfully created. Idea Championing in this case also includes seeking support by expressing enthusiasm and confidence about the success of the innovation, being persistent, and involving appropriate people.

4) Idea Implementation

Idea Implementation is the dimension of the final stage of the process of forming Innovative Work Behavior, namely when employees can realize the idea as part of the work activity process.

The definition of Innovative Work Behavior based on the discussion above is the behavior of someone who generates new ideas, introduces or promotes, and attempts to realize these ideas for the progress of the organization. Innovative Work Behavior is an individual activity to generate new ideas which are implemented directly in the organization.

### **Knowledge Sharing**

Knowledge Sharing is an interpersonal communication pattern that involves the interaction of gathering knowledge from sharing knowledge (Chen, 2001). Knowledge Sharing is a culture of exchanging employee experiences, insights and skills across all functions within the organization through social interaction (Hoegl, Parboteeah, and Munson, 2003). Van Den Hooff and De Ridder's (2004) explained that the concept of Knowledge Sharing is a description of the process in which individuals exchange knowledge to produce new knowledge.

Knowledge Sharing consists of two dimensions, namely knowledge collecting and knowledge donating (Hoof and Ridder, 2004). Knowledge Collecting is the action of organizational members to communicate with members of other organizations in relation to

collecting their insights or intellectual capital. Knowledge Donating is the act of sharing insights or conveying intellectual capital to members of other organizations.

Knowledge Sharing according to Lin (2007) is a culture that involves social interaction where employees share knowledge, skills and experiences within the organization. Lin (2007) measures knowledge donating and knowledge collecting statements as part of the Knowledge Sharing process with the following indicators:

- a) Employees who succeed in learning new things tell other colleagues about these new things.
- b) Employees ask colleagues about new things they have learned.
- c) Employees are used to sharing knowledge between colleagues.
- d) Employees share the information they have when coworkers ask for information about it.
- e) Employees share expertise with coworkers when they ask about it.
- f) Employees ask questions and ask colleagues to share their knowledge and knowledge.
- g) Employees ask questions and ask colleagues to share their skills and knowledge.

Knowledge Sharing according to Wang and Noe (2010) refers to the availability of information regarding tasks and knowledge to make it easier to collaborate with other people in terms of finding solutions, implementing ideas, and implementing methods and policies in the organization. Knowledge Sharing refers to the behavioral process of spreading work-related knowledge, skills and technical proficiency to colleagues (Chiang, Han, and Chuang, 2011).

Knowledge Sharing Based on the discussion above, this is knowledge exchange behavior which consists of conveying knowledge (Knowledge Donating) and gaining knowledge (Knowledge Collecting).

### **Perceived Organizational Support**

Perceived Organizational Support is a person's belief in an organization that can produce perceptions about how the organization rewards member contributions and cares about the welfare of members (Huntington, Hutchison, and Sowa, 1986). Rhoades and Eisenberger (2002) explain that Perceived Organizational Support is the belief that the

organization values members' contributions and cares about their welfare. Neves and Eisenberg (2014) explained that Perceived Organizational Support is about the perception of organizational support for employees and the belief that the organization values contributions and cares about employee welfare.

Perceived Organizational Support according to Eisenberger, et al. (1986) consists of:

a) Award

Awards are a manifestation of the organization's attention to the contributions made by its members. Forms of organizational reward include salary and allowance increases, leadership attention, bonuses, information disclosure and various other forms of maximizing performance.

b) Development

Development within the organization can take the form of promotional opportunities, career advancement, and employee capacity development.

c) Working conditions

Employee working conditions are conditions or situations along with the attributes that accompany and are related to the work environment.

d) Care about Welfare

Organizational concern can be realized by providing justice in improving the welfare of organizational members, listening to input, and paying attention to the tasks that are distributed.

Perceived Organizational Support based on the explanation above, these are all things related to employee perceptions in assessing the organization, regarding the extent to which the organization values contributions and cares about employee welfare.

### **Psychological Empowerment**

Empowerment in organizations is needed to increase employee work motivation. Whetten and Cameron (2005) define Empowerment as a condition of increasing a person's ability to increase self-confidence, overcome feelings of helplessness, so that organizational members are enthusiastic and have intrinsic motivation to act. Empowerment according to Huber (2006) can be interpreted as giving responsibility and freedom to act to achieve goals or success armed with knowledge, confidence in abilities and self-confidence.

Empowerment is a process through which individuals increase their abilities and identify things that can eliminate feelings of helplessness (Conger and Kanungo, 1988). Empowerment can be concluded as a stage of increasing abilities, creating freedom of thought and freedom to act according to one's values and beliefs.

Conger and Kanungo (1988) explained that in assessing Empowerment there are two points of view, namely from a structural point of view or Relational Construct and a psychological point of view or Motivational Construct. Structural Empowerment focuses on authority to control and make policies, while psychological Empowerment focuses on creating motivation. Psychological Empowerment creates feelings of empowerment, formed through hopes and motivations that are embedded in each individual.

Conger and Kanungo (1988) described Psychological Empowerment as a motivational concept regarding self-fulfillment. Psychological Empowerment is described by the growth of inner motivation related to carrying out tasks (intrinsic task motivation) which is formed through a series of thought processes, showing each individual's focus and attention to their role and contribution in the workplace, which can be described in four dimensions, namely the dimension of meaningfulness, the dimension of competence, dimensions of self-fulfillment, and dimensions of impact. Thomas and Velthouse (1990) emphasized the definition of Psychological Empowerment as inner motivation related to carrying out tasks created from 4 (four) cognitions, namely: meaningfulness, competence, self-determination, as well as impacts related to understanding activities and responsibilities for completing each assignment.

Psychological Empowerment can be described as a series of processes that start from interactions in the work environment with various characteristics of its members, then the interactions that have taken place encourage the creation of a sense of empowerment through feelings of meaning, feeling competent enough, self-determination, and the ability to be able to make an impact, all of which can increase motivation.

Spreitzer (1995) stated that Psychological Empowerment is an increase in self-motivation which describes an individual's recognition of their role in the workplace. Spreitzer's research measures Psychological Empowerment in 4 (four) dimensions:

- a) Meaningfulness

Meaningfulness is the value of a job that is related to the employee's goals or aspirations. Meaningfulness involves a match between work rules and employees' beliefs, values, and behavior. Work becomes meaningful when employees believe that the tasks, they carry out are a big responsibility, meaningful, and useful.

b) Competence

Competence is part of employees' confidence in completing assignments because they feel capable and expert in their field. Employee competency increases feelings of empowerment that encourage employees to complete assignments.

c) Self-Determination

Self-determination is an employee's authority to manage the responsibilities of their assignment, for example the authority to decide on work methods or procedures and resolve problems in the workplace. Employees are free to determine the steps to complete tasks according to their individual choices.

d) Impact

Impact is the influence of the employee's role and contribution to the organization. Employees can contribute to meeting administrative needs, organizational operations, as well as forming strategies that have an impact on the results achieved. Employees need to believe that no matter how small the completion of the tasks they carry out, they will contribute to the achievement of organizational goals.

Psychological Empowerment make employees believe that they are capable of completing assignments (Meyerson and Kline, 2008). Psychological Empowerment is formed from the condition of competent employees. Employees who have sufficient competence tend to feel empowered.

Psychological Empowerment based on the discussion above, it is a form of personal intrinsic motivation that feels capable or empowered, related to their perception of their role and abilities in carrying out assignments in the work environment. Intrinsic motivation in Psychological Empowerment is formed through cognition or mental processes of thinking activities regarding meaningfulness, competence, self-determination, and the impact of contributions or roles in the workplace so that it is able to mobilize and produce job satisfaction.

This research tries to examine the factors that form Innovative Work Behavior in terms of Knowledge Sharing, Perceived Organizational Support, and Psychological Empowerment. The following are some references to previous research:

**Table 1**  
**Previous Research**

<b>Author's Name, Year of Publication, and Title</b>	<b>Hypothesis*</b>	<b>Research result*</b>
Almulhim, AF (2020) <i>Linking Knowledge Sharing to Innovative Work Behavior: The Role of Psychological Empowerment</i>	Knowledge sharing influences innovative behavior positively and significantly. Psychological Empowerment influences Innovative Work Behavior positively and significantly. Psychological Empowerment moderating the influence	<i>Knowledge sharing</i> influencing innovative behavior positively and significantly. <i>Psychological Empowerment</i> influences Innovative Work Behavior positively and significantly. <i>Psychological Empowerment</i> moderating the influence

	of Knowledge Sharing on Innovative Work Behavior.	of Knowledge Sharing on Innovative Work Behavior.
Pratiwi, R. (2021) Exploration of The Quality of Knowledge Sharing in Increasing Employees' Innovative Behavior	Knowledge Sharing influences Innovative Behavior positively and significantly.	Knowledge Sharing influences Innovative Behavior positively and significantly.
Hazem, A., Ashly, P., Abdelmounaim, L. (2021) The Mediating Role of Psychological Empowerment in the Relationship Between Knowledge Sharing and Innovative Work Behavior.	Knowledge sharing positively and significantly influences Innovative Work Behavior. Psychological Empowerment positively and significantly influences Innovative Work Behavior. Psychological Empowerment moderating the influence	Knowledge sharing positively and significantly influences Innovative Work Behavior. Psychological Empowerment positively and significantly influences Innovative Work Behavior. Psychological Empowerment moderating the influence

	of Knowledge Sharing on Innovative Work Behavior.	of Knowledge Sharing on Innovative Work Behavior.
Sudibjo, N. and Prameswari, RK (2021). The Effect of Knowledge Sharing and Perceived Organization Fit on The Relationship Between Transformation Leadership on Innovative Work Behavior	Knowledge Sharing influences Innovative Work Behavior positively and significantly. Knowledge Sharing mediating the influence of Transformational Leadership on Innovative Work Behavior.	Knowledge Sharing influences Innovative Work Behavior positively and significantly. Knowledge Sharing mediating the influence of Transformational Leadership on Innovative Work Behavior.
Asurakkody, TA and Kim, SH (2020) Effect of Knowledge Sharing Behavior on Innovative Work Behavior Among Nursing Students: Mediating Role of Self	Knowledge Sharing influences Innovative Work Behavior positively and significantly. Self-Leadershipmediates the influence of Knowledge Sharing on	Knowledge Sharing influences Innovative Work Behavior positively and significantly. Self-Leadershipmediates the influence of

Leadership.	Innovative Work Behavior.	Knowledge Sharing on Innovative Work Behavior.
Anser, MK., Yousaf, Z., Yasir, M., Sharif, M., Nasir, M.H., Rasheed, Ml, Waheed, J., Husain, H., and Majid, A. (2022). How to Unify Innovative Work Behavior of SME's Workers Through Knowledge Sharing? Accessing Functional Flexibility as a Mediator.	Knowledge Sharing influences Innovative Work Behavior positively and significantly. Functional Flexibility mediates the influence of Knowledge Sharing on Innovative Work Behavior.	Knowledge Sharing influences Innovative Work Behavior positively and significantly. Functional Flexibility mediates the influence of Knowledge Sharing on Innovative Work Behavior.
Yasir, M., Majid, A., Yousaf, Z., Nassani, A., and Haffar, M. (2021) An Integrative Framework of Innovative Work Behavior for Employees	Knowledge Sharing influences Innovative Work Behavior positively and significantly. Psychological Empowerment influences Innovative Work	Knowledge Sharing influences Innovative Work Behavior positively and significantly. Psychological Empowerment influences

<p>in SMEs Linking Knowledge Sharing, Functional Flexibility and Psychological Empowerment.</p>	<p>Behavior positively and significantly.</p>	<p>Innovative Work Behavior positively and significantly.</p>
<p>Mustika, SI, Rahardjo, K., Prasetya, A. (2019)                  The Effect of Perceived Organization Support on Knowledge Sharing and Innovative Work Behavior.</p>	<p>Perceived Organizational Support positive and significant effect on Knowledge Sharing. Knowledge Sharing positive and significant effect on Innovative Work Behavior. Knowledge Sharingmediates the influence of Perceived Organization Support on Innovative Work Behavior.</p>	<p>Perceived Organizational Support positive and significant effect on Knowledge Sharing. Knowledge Sharing positive and significant effect on Innovative Work Behavior. Knowledge Sharing mediates the influence of Perceived Organization Support on Innovative Work Behavior.</p>
<p>Khan, ZA, Yasir, M., Majid, A., and Afridi, S.A. (2019)                  Talent Management</p>	<p>Knowledge Sharing influences Innovative Work Behavior positively and significantly.</p>	<p>Knowledge Sharing influences Innovative Work Behavior positively and</p>

<p>Practices, Psychological Empowerment and Innovative Work Behavior: Moderating Role of Knowledge Sharing.</p>	<p>Psychological Empowerment influences Innovative Work Behavior positively and significantly.</p>	<p>significantly Psychological Empowerment influences Innovative Work Behavior positively and significantly.</p>
<p>Suryosukmono, G., Praningrum, and Pareke, FJ (2022) Linking Person Job Fit and Perceived Organization Support to Increase Public Employee Performance: The Role of Innovative Behavior in Workplace</p>	<p>Perceived Organizational Support influences Innovative Work Behavior positively and significantly.</p>	<p>Perceived Organizational Support influences Innovative Work Behavior positively and significantly.</p>
<p>Mathafena, R.B. and Grobler, A. (2021). Perceived Organization Support and Leader Member Exchange in Cultivating Innovative Work Behavior in South</p>	<p>Perceived Organizational Support Influences Innovative Work Behavior positively and significantly.</p>	<p>Perceived Organizational Support Influences Innovative Work Behavior positively and significantly.</p>

African Organizations.		
Nazir, F., Shafi, A., Atit, MM, Qun, W., and AbduIIah, MM (2019). How Organization Justice and Perceived Organization Support Facilitate Employee's Innovative Behavior at Work.	Perceived Organizational support influences Employee's Innovative Behavior positively and significantly.	Perceived Organizational Support influences Employee's Innovative Behavior positively and significantly.
Qi, L., Liu, B., Wei, X. and Hu, Y. (2019). Impact of Inclusive Leadership on Employee Innovative Behavior: Perceived Organization Support as a Mediator.	Perceived Organizational Support influence Employee Innovative Behavior positively and significantly. Perceived Organization Support mediates the influence of Inclusive Leadership on Employee Innovative Behavior.	Perceived Organizational Support influence Employee Innovative Behavior positively and significantly. Perceived Organization Support mediates the influence of Inclusive Leadership on Employee Innovative Behavior.
Park, J. and Kim, W. (2022) The Impact of Perceived	Perceived Organizational Support influences Innovative Work	Perceived Organizational Support does not directly influence Innovative

<p>Organizational Support on Innovative Work Behavior Through Psychological Empowerment: Focusing on the Moderated Mediating Role of Organizational Procedural Justice</p>	<p>Behavior positively and significantly. Psychological Empowerment mediates the influence of Perceived Organization Support on Innovative Work Behavior</p>	<p>Work Behavior, but indirectly Perceived Organization Support influences Innovative Work Behavior through moderating Psychological Empowerment.</p>
<p>Zang, Q., AbduIIah, AR, Hossan, D., and Hou, Z. (2021)                  The effect of Transformational Leadership on Innovative Work Behavior with Moderating Role of Internal Locus of Control and Psychological Empowerment</p>	<p>Psychological Empowerment influences Innovative Work Behavior positively and significantly. Psychological Empowerment moderating the influence of Transformational Leadership on Innovative Work Behavior.</p>	<p>Psychological Empowerment influences Innovative Work Behavior Positively and significantly, Psychological Empowerment does not moderate the influence of Transformational Leadership on Innovative Work Behavior.</p>
<p>Shah, A., and Husain, N.</p>	<p>Psychological</p>	<p>Psychological</p>

<p>(2021)</p> <p>An Empirical Study to Evaluate the Impact of Ethical Leadership on Organizational Citizenship and Innovative Behavior: Mediated by Psychological Empowerment at the Workplace</p>	<p>Empowerment influences Innovative Work Behavior positively and significantly. Psychological Empowermentmediating the relationship between Ethical Leadership and Innovative Work Behavior.</p>	<p>Empowerment influences Innovative Work Behavior positively and significantly. Psychological Empowermentmediating the relationship between Ethical Leadership and Innovative Work Behavior.</p>
<p>Liang, W., Lv, C., Yu, Y., Li, T., and Liu. P. (2022)</p> <p>Leader's Implicit Followership and Employees Innovation Behavior: Chain Mediation Effect of Leader-Member Exchange and Psychological</p>	<p>Psychological Empowermentand Leader Member Exchange mediates the influence of Leader's Implicit Followership on Employee's Innovation Behavior</p>	<p>Psychological Empowermentand Leader Member Exchange mediates the influence of Leader's Implicit Followership on Employee's Innovation Behavior</p>

Empowerment		
Javed, B., Abdullah, I., Zaffar, M.A., Haque, A., and Rubab, U. (2019) Innovative Leadership and Innovative Work Behavior: The Role of Psychological Empowerment	Psychological Empowerment influences Innovative Work Behavior positively and significantly. Psychological Empowerment mediates the influence of Inclusive Leadership on Innovative Work Behavior.	Psychological Empowerment influences Innovative Work Behavior positively and significantly. Psychological Empowerment mediates the influence of Inclusive Leadership on Innovative Work Behavior.

### Hypothesis Development

#### The Influence of Knowledge Sharing on Innovative Work Behavior

According to Lin (2007), Knowledge Sharing is a culture that involves employee social interaction, where employees share knowledge, skills, and experiences within the organization. Previous research has proven that Knowledge Sharing has a positive and significant influence on Innovative Work Behavior (Anser, et al., 2022; Pratiwi, 2021; Hazem, et al., 2021; Sudibjo and Prameswari, 2021; Yasir, et al., 2021; Almulhim, 2020; Asurakkody and Kim, 202; Mustika, et al., 2019; Khan, et al., 2019).

Based on previous research, the hypothesis proposed is:

**H1:** Knowledge Sharing has a positive and significant effect on Innovative Work Behavior among employees of the National Narcotics Agency for the Special Region of Yogyakarta.

### **The Influence of Perceived Organizational Support on Innovative Work Behavior**

Perceived Organizational Support is everything about employee perceptions of the organization by believing that the organization values contributions and cares about employee welfare (Neves and Eisenberg, 2014). Previous research has proven that Perceived Organizational Support has a positive and significant effect on Innovative Work Behavior (Suryosukmono, et al., 2022, Mathafena and Grobler, 2021; Mustika, et al., 2019; Khan, et al., 2019; Nazir, et al., 2019; Qi, et al., 2019).

Based on previous research, the proposed hypothesis is:

**H2:** Perceived Organization Support has a positive and significant effect on Innovative Work Behavior in employees of the National Narcotics Agency for the Special Region of Yogyakarta.

### **The Influence of Psychological Empowerment on Innovative Work Behavior**

Psychological Empowerment is intrinsic motivation in carrying out tasks that is created from 4 (four) cognitions, namely: meaningfulness, competence, self-determination, as well as impacts related to understanding activities and responsibilities for completing each assignment (Thomas and Velthouse, 1990). Previous research has proven that Psychological Empowerment has a positive and significant influence on Innovative Work Behavior (Cetinkaya and Yesilada, 2022; Shah and Hussain, 2022; Liang, et al., 2022; Zang, et al., 2021; Hazem, et al., 2021; Almulhim, 2020; Javed, et al., 2019).

From previous research, a hypothesis was proposed:

**H3:** Psychological Empowerment has a positive and significant effect on Innovative Work Behavior in Employees of the National Narcotics Agency for the Special Region of Yogyakarta.

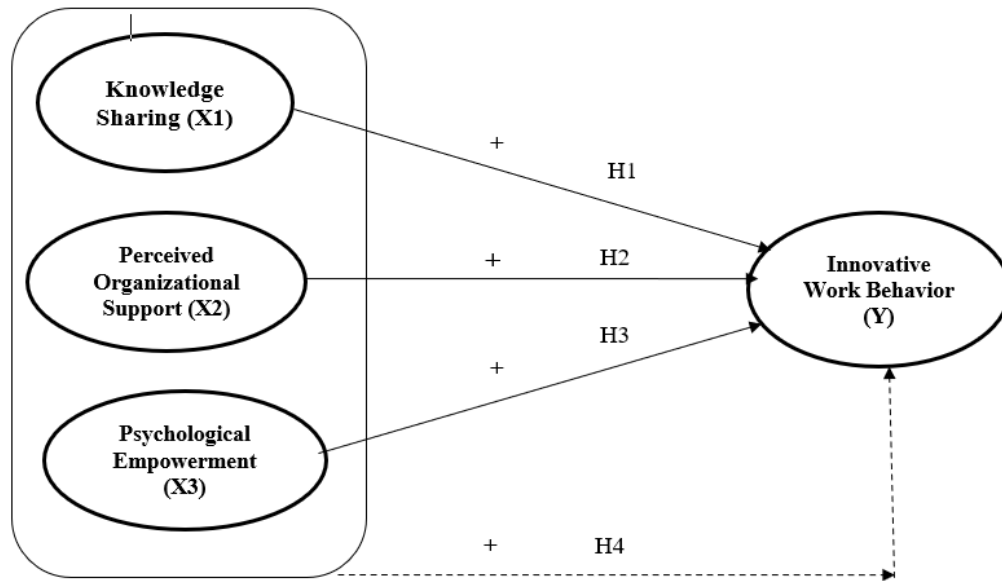
### **The Influence of Knowledge Sharing, Perceived Organization Support, and Psychological Empowerment on Innovative Work Behavior**

The hypothesis proposed is in accordance with the results of previous research and the previous description:

**H4:** Knowledge Sharing, Perceived Organization Support, and Psychological Empowerment simultaneously have a positive and significant effect on Innovative

Work Behavior in Employees of the National Narcotics Agency for the Special Region of Yogyakarta.

**Research Model**



**Figure 2.1**

**Research Model**

Information:

Source X1→Y: Anser, et al., 2022; Pratiwi, 2021; Hazem, et al., 2021; Sudibjo and Prameswari, 2021; Yasir, et al., 2021; Almulhim, 2020; Asurakkody and Kim, 2020, Mustika, et al., 2019; Khan, et al., 2019

Source X2→Y : Suryosukmono, et al., 2022, Mathafena and Grobler, 2021; Mustika, et al., 2019; Khan, et al., 2019; Nazir, et al., 2019; Qi, et al., 2019.

Source  $X_3 \rightarrow Y$  : Cetinkaya and Yesilada, 2022; Shah and Hussain, 2022; Liang, et al., 2022; Zang, et al., 2021; Hazem, et al., 2021; Almulhim, 2020; Javed, et al., 2019.

## **RESEARCH METHOD**

### **Types of Research**

This research is a type of quantitative research. Sugiyono (2018) explains that quantitative research is a research method in which data collection utilizes research instruments, is used to examine certain populations and samples, and data analysis is quantitative by processing statistical data in the form of numbers that apply a certain scale, and aims to test existing hypotheses. has been established. Quantitative tests were carried out to test the influence of the independent variables consisting of Knowledge Sharing, Perceived Organizational Support, and Psychological Empowerment on the dependent variable, namely Innovative Work Behavior.

### **Object of Research**

The research objects were employees of the Yogyakarta Special Region National Narcotics Agency, consisting of Yogyakarta Special Region BNN employees, Sleman Regency BNN employees, Bantul Regency BNN employees, and Yogyakarta City BNN employees.

### **Population, Sample, and Sampling Techniques**

Population is an area that generally includes objects and subjects with certain qualities and characteristics determined by researchers so that they can be analyzed and conclusions drawn (Sugiyono, 2018). The population in this study were all BNN DIY employees, totaling 194 employees based on BNNP DIY General Staffing data.

The sampling method used in research is probability sampling where all parts of the population know that they will be the sample and have the same opportunity to become the sample. Sampling uses the Simple Random Sampling technique or simple random sampling from members of the population without paying attention to existing strata (Sugiyono, 2018).

Researchers use the Slovin Formula in calculating samples to find out what the minimum sample size is. The Slovin formula was chosen because the population size in the research object is known with certainty. The Slovin formula is useful for obtaining a minimum sample limit that is considered sufficiently representative of the population (Sugiyono, 2018).

The minimum number of samples required in this research based on the Slovin Formula is 131 samples with the following calculations:

$$n = \frac{N}{1 + Ne^2} = \frac{194}{1 + (194)(0,05)^2} = 130.64 \text{ rounded to } 131$$

Information:

N = Total Population

n = Number of Samples

e = error tolerance limit

The level of significance or error limit in using the Slovin Formula is not determined with certainty, depending on what the researcher calculates. In this research, researchers used an error tolerance limit of 5% (0.05).

The results of calculating the minimum sample using the Slovin Formula above are in line with the Krejkie and Morgan sample table which determines the number of samples based on population size, where for a population of 190 a sample of 127 is required and for a population of 200 a sample of 132 is required (Sekaran, 2006). In this study, from a population of 194 (between 190 and 200) a sample of 131 was taken (between 127 and 132 according to the Krejkie and Morgan Sample Table).

### **Data Type**

Data type This research consists of primary and secondary data. Primary data was obtained directly while at the research site, either through interviews or filling out questionnaires by employees who were sampled in the research. The primary data obtained is responses from respondents regarding all the variables to be studied, while secondary data can be in the form of articles, books, journals, websites, and other relevant data obtained from agencies.

### **Data Collection Method**

Data collection in this research was carried out by distributing digital questionnaires via Google Form which contained a set of written statements relating to the

dependent variable and independent variables. Respondents responded to the statements in the questionnaire and responded according to the circumstances they felt.

### Measurement Scale

The preparation of the questionnaire uses a Likert Scale which contains a score for the respondent's answers and has a level from very positive to very negative (Sugiyono, 2018). Respondents can provide answers by choosing one of the five available options with a score of 1 (one) to 5 (five). Respondents' answer choices can be seen in the following table:

**Table 2.**

### Likert Scale

### Scale Variables Knowledge Sharing, Perceived Organizational Support, Psychological Empowerment, and Innovative Work Behavior

No.	Respondent's Answer	Code	Score
1	Strongly agree	SS	5
2	Agree	S	4
3	Neutral	N	3
4	Disagree	T. S	2
5	Strongly Disagree	STS	1

Source: Sugiyono, 2018

### Operational Definition of Variables

Operational Definition of Variables is a description of each variable to be studied according to observable characteristics. Operational definitions are used as construct determinants so that existing variables can be measured (Ferdinand, 2014). Operational Definitions of Variables can be used to help explain how researchers operationalize the construct of variables which makes it easier for future researchers to replicate measurement methods, and adopt and develop previous research. The following is the operational definition used in this research:

**Table 3**

**Operational Definition of Variables**

Variable	Operational Definition	Indicator
Innovative Work Behavior	Innovative Work Behavior is a person's process of recognizing problems, generating ideas, promoting them, and trying to ensure that their ideas can be implemented to achieve organizational goals.  Source: Janssen, 2000  In this research, the Innovative Work Behavior referred to is the Innovative Work Behavior of BNN DIY employees.	a. Creating new ideas for difficult issues. b. Searching out new working methods, techniques, or instruments. c. Generating original solutions for problems. d. Mobilizing support for innovative ideas. e. Acquiring approval for innovative ideas. f. Making it important organizational members enthusiastic for innovative ideas. g. Transforming innovative ideas into useful applications. h. Introducing innovative ideas into the work environment in a systematic way. i. Evaluating the utility of innovative ideas Source: Janssen, 2000
Knowledge Sharing	Knowledge Sharing is a	a. When I have learned something new, I tell my colleagues about it.

	<p>culture of social interaction in which employees exchange knowledge, experience, and abilities in an organization.</p> <p>Source: Lin (2007)</p> <p>In this research, the Knowledge Sharing referred to is the Knowledge Sharing behavior of BNN DIY employees.</p>	<p>b. When they have learned something new, my colleagues tell me about it.</p> <p>c. Knowledge sharing is considered normal in my company.</p> <p>d. I share the information I have with colleagues when they ask for it.</p> <p>e. Colleagues in my company share knowledge with me when I ask them to.</p> <p>f. Colleagues in my company share their skills with me when I ask them to.</p> <p>Source: Lin (2007)</p>
<p>Perceived Organizational Support</p>	<p>Perceived Organizational Support is the belief that the organization values the contributions of employees or organizational members through assignments and</p>	<p>a. The Organization values my contribution to its well being.</p> <p>b. The organization fails to appreciate any extra effort from me.</p> <p>c. The organization would ignore any complaints from me.</p> <p>d. The organization really cares about my well being.</p> <p>e. Even if I did the best job possible, the organization would fail to notice.</p> <p>f. The organization cares about my general</p>

	<p>cares about their welfare.</p> <p>Source: Eisenberger, Huntington, Hutchison, and Sowa (1986)</p> <p>In this research, the Perceived Organization Support referred to is the Perception of Organizational Support among BNN DIY employees</p>	<p>satisfaction at work</p> <p>g. The organization shows very little concern for me</p> <p>h. The organization takes pride in my accomplishments at work</p> <p>Source: Eisenberger, Huntington, Hutchison, and Sowa (1986)</p>
<p>Psychological Empowerment</p>	<p>Psychological Empowerment is an increase in self-motivation that describes an individual's recognition of their role in the workplace</p> <p>Source: Spreitzer (1995)</p>	<p>a. The work I do is very important to me.</p> <p>b. My job activities are personally meaningful to me.</p> <p>c. The work I do is meaningful to me.</p> <p>d. I am confident about my ability to do my job.</p> <p>e. I am self-assured about my capabilities to perform my work activities.</p> <p>f. I have mastered the skills necessary for my job.</p> <p>g. I have significant autonomy in determining how I do my job.</p> <p>h. I can decide on my own how to go about doing my work.</p>

	<p>In this research, the Psychological Empowerment referred to is the Psychological Empowerment of BNN DIY employees.</p>	<p>i. I have considered the opportunity for independence and freedom in how I do my job                  j. My impact on what happens in my department is Large                  k. I have a great deal of control over what happens in my department                  l. I have a significant influence over what happens in my department                  Source: Spreitzer (1995)</p>
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**RESULTS AND DISCUSSION**

**Validity Test**

Test the validity of each statement in the research variables using Pearson Product Moment Correlation. The results of the Correlation Coefficient value and sig value. SPSS version 25 output is used to see whether a statement is valid or not. The validation test was carried out by cross-testing the correlation of each statement with the total score for each variable.

The statement item in each variable can be said to be valid if sig<0.05, whereas if the value is sig. > 0.05 then the statement can be said to be invalid and must be removed before further testing is carried out.

**Table 4**  
**Validity Test Results**

**Innovative Work Behavior Variable Items**

Variable Items	Pearson Correlation	Sig.	Information
Innovative Work Behavior 1	0.743 **	0.01	Valid
Innovative Work Behavior 2	0.761 **	0.01	Valid
Innovative Work Behavior 3	0.707 **	0.01	Valid
Innovative Work Behavior 4	0.732 **	0.01	Valid

Innovative Work Behavior 5	0.662 **	0.01	Valid
Innovative Work Behavior 6	0.695 **	0.01	Valid
Innovative Work Behavior 7	0.805 **	0.01	Valid
Innovative Work Behavior 8	0.779 **	0.01	Valid
Innovative Work Behavior 9	0.824 **	0.01	Valid

Note : \*\* Correlation is significant at the 0.01 level (2-tailed)

Source: SPSS 25 Output, 2023

The table shows all statement items of the valid Innovation Work Behavior variable as seen from all Pearson Correlation ( $r$  calculated)  $>$   $r$  table values. The  $r$  table value for a sample ( $N$ ) of 38 with a significance of 0.01 for a 2-way test is 0.4128. The Correlation Coefficient value of the variable statement item with a \*\* sign indicates a significant value. These results become a reference for the Innovative Work Behavior variable which can be continued for the next stage of testing.

**Table 5**  
**Validity Test Results**

**Knowledge Sharing Variable Items**

Variable Items	Pearson Correlation	Sig.	Information
Knowledge Sharing 1	0.566 **	0.01	Valid
Knowledge Sharing 2	0.750**	0.01	Valid
Knowledge Sharing 3	0.740 **	0.01	Valid
Knowledge Sharing 4	0.625 **	0.01	Valid
Knowledge Sharing 5	0.603 **	0.01	Valid
Knowledge Sharing 6	0.725 **	0.01	Valid
Knowledge Sharing 7	0.754 **	0.01	Valid

Note: \*\* Correlation is significant at the 0.01 level (2-tailed)

Source: SPSS 25 Output, 2023

The table shows that all Knowledge Sharing variable statement items are valid, as seen from all Pearson Correlation ( $r$  calculated)  $>$   $r$  table values. The  $r$  table value for a sample ( $N$ ) of 38 with a significance of 0.01 for a 2-way test is 0.4128. The Correlation Coefficient

value of the variable statement item with the \*\* sign indicates a significant value. These results become a reference for the Knowledge Sharing variable which can be continued with the next stage of testing.

**Table 6**  
**Validity Test Results**  
**Perceived Organization Support Variable Items**

Variable Items	Pearson Correlation	Sig.	Information
Perceived Organizational Support 1	0.730 **	0.01	Valid
Perceived Organizational Support 2	0.783 **	0.01	Valid
Perceived Organizational Support 3	0.768 **	0.01	Valid
Perceived Organizational Support 4	0.633 **	0.01	Valid
Perceived Organizational Support 5	0.806 **	0.01	Valid
Perceived Organizational Support 6	0.774 **	0.01	Valid
Perceived Organizational Support 7	0.676 **	0.01	Valid
Perceived Organizational Support 8	0.781 **	0.01	Valid

Note: \*\* Correlation is significant at the 0.01 level (2-tailed)

Source: SPSS Output 22, 2023

The table shows that all statement items for the Perceived Organization Support variable are valid, as seen from all Pearson Correlation values (calculated  $r$ ) >  $r$  table. The  $r$  table value for a sample (N) of 38 with a significance of 0.01 for a 2-way test is 0.4128. The Correlation Coefficient value of the variable statement item with a \*\* sign indicates a significant value. These results become a reference for the Perceived Organization Support variable which can be continued with the next stage of testing.

**Table 7**  
**Validity Test Results**  
**Psychological Empowerment Variable Items**

Variable Items	Pearson Correlation	Sig.	Information
Psychological Empowerment 1	0.584 **	0.01	Valid

Psychological Empowerment 2	0.504 **	0.01	Valid
Psychological Empowerment 3	0.601 **	0.01	Valid
Psychological Empowerment 4	0.475 **	0.01	Valid
Psychological Empowerment 5	0.480**	0.01	Valid
Psychological Empowerment 6	0.639 **	0.01	Valid
Psychological Empowerment 7	0.755 **	0.01	Valid
Psychological Empowerment 8	0.728 **	0.01	Valid
Psychological Empowerment 9	0.763 **	0.01	Valid
Psychological Empowerment 10	0.794 **	0.01	Valid
Psychological Empowerment 11	0.720 **	0.01	Valid
Psychological Empowerment 12	0.749 **	0.01	Valid

Note: \*\* Correlation is significant at the 0.01 level (2-tailed)

Source: SPSS 25 Output, 2023

The table shows that all statement items from the Psychological Empowerment variable are declared valid. This can be seen from all Pearson Correlation values ( $r$  count)  $>$   $r$  table. The  $r$  table value for a sample ( $N$ ) of 38 with a significance of 0.01 for a 2-way test is 0.4128. Correlation Coefficient value of variable statement item value with a \*\* sign indicating a significant value. These results become a reference for the Psychological Empowerment variable which can be continued with the next stage of testing.

### Reliability Test

Reliability test is used to find out whether the questionnaire items that have been prepared are suitable for distribution or not, one of the criteria is that the questionnaire items must be reliable. The questionnaire is declared reliable if the response to the statement is stable or looks consistent even though the time is different. The research variables can be declared reliable as seen from the results of the Cronbach' Alpha ( $\alpha$ ) test. If Cronbach' Alpha  $>$  0.70 then it can be said to be reliable. Cronbach' Alpha results if the value is high or almost close to 1 then the data obtained is more reliable.

**Table 8**  
**Reliability Test Results**

Variable	Cronbach' Alpha	Criteria	Information
Innovative Work Behavior	0.898	0.70	Reliable
Knowledge Sharing	0.805	0.70	Reliable
Perceived Organizational Support	0.880	0.70	Reliable
Psychological Empowerment	0.880	0.70	Reliable

Source: SPSS Output 22, 2023

The table shows that the Cronbach's Alpha of the variables Innovative Work Behavior, Knowledge Sharing, Perceived Organization Support, and Psychological Empowerment is > 0.70 and is declared reliable.

### Hypothesis Test Analysis

#### Multiple Linear Regression Analysis

Hypothesis testing was carried out using multiple linear regression based on three hypotheses, namely: the influence of Knowledge Sharing (X1) on Innovative Work Behavior (Y), the influence of Perceived Organizational Support (X2) on Innovative Work Behavior (Y), and the influence of Psychological Empowerment (X3) on Innovative Work Behavior (Y).

**Table 9**  
**Multiple Linear Regression Test Results**

Model	Unstandardized B	Sig.
(constant)	-0.161	0.579
Knowledge Sharing	0.249	0.003
Perceived Organizational Support	0.233	0,000
Psychological Empowerment	0.533	0,000

Source: SPSS 25 Output, 2023

$$Y = a + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e$$

$$Y = -1.61 + 0.249X_1 + 0.233X_2 + 0.533X_3 + e$$

The multiple linear regression equation above shows that:

- a. A constant of -0.161 shows that if the value of Knowledge Sharing (X1), Perceived Organization Support (X2), and Psychological Empowerment (X3) is 0, then the constant value of Innovative Work Behavior is -0.161.
- b. The Knowledge Sharing (X1) regression coefficient of 0.249 shows that if the Knowledge Sharing (X1) value increases by 1 unit, the Innovative Work Behavior (Y) value will increase by 0.249. These results show that there is a positive relationship between Knowledge Sharing (X1) and Innovative Work Behavior (Y), which means that the higher the Knowledge Sharing (X1), the higher the Innovative Work Behavior (Y).
- c. The Perceived Organization Support (X2) regression coefficient of 0.233 shows that if the Perceived Organization Support (X2) value increases by 1 unit, the Innovative Work Behavior (Y) value will increase by 0.233. These results show that there is a positive relationship between Perceived Organization Support (X2) and Innovative Work Behavior (Y), which means that the higher the Perceived Organization Support (X2), the higher the Innovative Work Behavior (Y).
- d. The Psychological Empowerment (X3) regression coefficient of 0.533 shows that if the Psychological Empowerment (X3) value increases by 1 unit, the Innovative Work Behavior (Y) value will increase by 0.533. These results show that there is a positive relationship between Psychological Empowerment (X3) and Innovative Work Behavior (Y), which means that the higher the Psychological Empowerment (X3), the higher the Innovative Work Behavior (Y).

#### **Partial Test Analysis (t-test)**

The partial test is used to see whether or not there is an influence of the independent variable on the dependent variable.

**Table 10**  
**Partial Test Results (t-test)**

<b>Variable</b>	<b>t</b>	<b>Sig.</b>
Knowledge Sharing	3,081	0.003
Perceived Organizational Support	3,883	0,000
Psychological Empowerment	6,853	0,000

Source: SPSS Output 22, 2023

The table shows the partial test results for variable X and variable Y as follows:

a. Hypothesis 1

The results of hypothesis testing 1 for the Knowledge Sharing (X1) variable on Innovative Work Behavior (Y) show that the t value is 3.081 and the sig value. of 0.003 < 0.05 means that H1 is accepted. The conclusion that can be drawn is that there is a positive and significant influence of Knowledge Sharing on Innovative Work Behavior.

b. Hypothesis 2

The results of hypothesis testing for the 2 variables Perceived Organization Support (X2) on Innovative Work Behavior (Y) show that the t value is 3.883 and the sig value. of 0.000 < 0.05 means that H2 is accepted. The conclusion that can be drawn is that there is a positive and significant influence of Perceived Organization Support on Innovative Work Behavior.

c. Hypothesis 3

The results of hypothesis testing for 3 variables Psychological Empowerment (X3) on Innovative Work Behavior (Y) show that the t value is 6.853 and the sig value. of 0.000 < 0.05 means H3 is accepted. The conclusion that can be drawn is that there is a positive and significant influence of Psychological Empowerment on Innovative Work Behavior.

**Simultaneous Test Analysis (f test)**

A simultaneous test is used to test hypothesis 4 which simultaneously shows the influence of the variables Knowledge Sharing (X1), Perceived Organization Support (X2) and Psychological Empowerment (X3) on Innovative Work Behavior (Y) which can be seen in the test results table below:

**Table 11**

**Simultaneous Test Results (f test)**

<b>F</b>	<b>Sig.</b>	<b>Information</b>
98,194	0,000	H4 is accepted

Source: SPSS 25 Output, 2023

The table above shows the sig value results. from the f test of  $0.000 < 0.05$ . The conclusion that can be drawn is that there is a significant influence simultaneously between Knowledge Sharing (X1), Perceived Organization Support (X2), and Psychological Empowerment (X3) on Innovative Work Behavior (Y).

### **Determinant Coefficient Test Analysis (R Square)**

The determinant coefficient test (R Square) aims to find out how much Innovative Work Behavior as a dependent variable gets contributions from three independent variables, namely Knowledge Sharing (X1), Perceived Organization Support (X2), and Psychological Empowerment (X3). The results of the analysis of the coefficient of determination (R Square) are as follows:

**Table 12**

#### **Determinant Coefficient Test Results**

<b>R</b>	<b>R Square</b>
0.836	0.699

Source: SPSS 25 Output, 2023

The table shows that the R Square value is 0.699 or 69.9%. The conclusion that can be drawn is that Innovative Work Behavior (Y) as the dependent variable is explained by the independent variables namely Knowledge Sharing (X1), Perceived Organization Support (X2), and Psychological Empowerment (X3) amounting to 69.9% while the remaining amount is 30.1% explained by other variables outside this research.

### **CONCLUSION**

The results of the analysis and discussion in research conducted at the National Narcotics Agency for the Special Region of Yogyakarta with the title Predicting Factors Forming Innovative Work Behavior through the Perspective of Knowledge Sharing, Perceived Organization Support, and Psychological Empowerment resulted in the following conclusions:

1. It is proven that there is a positive and significant influence of Knowledge Sharing on Innovative Work Behavior.
2. It is proven that there is a positive and significant influence of Perceived Organization Support on Innovative Work Behavior.
3. It is proven that there is a positive and significant influence of Psychological Empowerment on Innovative Work Behavior.
4. It is proven that Knowledge Sharing, Perceived Organization Support, and Psychological Empowerment simultaneously influence Innovative Work Behavior.

The development of the model in this research can strengthen theoretical concepts and provide support for the results of previous research as reference material regarding the factors that influence the formation of Innovative Work Behavior. The results of this research prove that Knowledge Sharing, Perceived Organization Support, and Psychological Empowerment can be factors that have the potential to be managed personally and organizationally in forming Innovative Work Behavior.

Innovative Work Behavior in the organization leads to employees' ability to create new ideas or thought patterns that will be developed into innovation. Management of potential factors that influence the formation of Innovative Work Behavior such as Knowledge Sharing, Perceived Organization Support, and Psychological Empowerment can contribute to an organization's success in generating, implementing, and implementing ideas for optimizing agency performance and services.

Knowledge Sharing in an organization can be a strategy to help improve employee capabilities that encourage employee Innovative Work Behavior. Knowledge Sharing can take the form of a willingness to share knowledge between employees, exchange

information, and further stimulate thought processes that can produce new creative and innovative ideas. Knowledge Sharing increases opportunities for employees to obtain solutions, opinions, suggestions, ideas, and information from other colleagues which can give birth to innovations.

Perceived Organizational Support in an organization can be one of the factors that encourage employee Innovative Work Behavior. Perceived Organization Support can be formed when an organization provides support, welfare, and care to employees and when the organization opens up opportunities for employees to participate in solving problems and being responsive to change. Employees who have high Perceived Organization Support tend to provide positive feedback by providing suggestions, support, creative ideas, and proactively developing new methods, implementing new ideas, and providing recommendations for solutions to problems. This is created when employees feel supported by the organization. High Perceived Organization Support will be able to increase Innovative Work Behavior.

Psychological Empowerment is also one of the factors that encourage employee Innovative Work Behavior. Employees with high Psychological Empowerment feel meaningful, that the work they do is meaningful, feel they have high competence, feel able to have an impact on the results of their work, and feel able to strengthen their determination to work sincerely and are confident they can complete the job well. Psychological Empowerment is an important factor in encouraging Innovative Work Behavior because someone who feels capable or empowered feels meaningful in carrying out their work, has self-competence, has freedom in determining work methods, and has

influence in the workplace will tend to behave positively and be open to seeing opportunities to get new ideas to implement within the organization.

The National Narcotics Agency for the Special Region of Yogyakarta can optimize the Innovative Work Behavior potential of employees to encourage innovation and improve organizational performance. The National Narcotics Agency for the Special Region of Yogyakarta can improve employee Innovative Work Behavior by encouraging its potential forming factors, namely Knowledge Sharing, Perceived Organization Support, and Psychological Empowerment in the following ways:

**Table 13**  
**Suggestions for Improving Innovative Work Behavior**

<b>Variable</b>	<b>Suggestion</b>
Knowledge Sharing	<ol style="list-style-type: none"><li>a. BNN DIY can create a climate of knowledge sharing in the workplace by providing space for social interaction for employees (Lin, 2007), for example: by holding morning roll call activities, coordinating meetings or leadership and employee meetings, organizing educational training and technical guidance, employee capacity development activities, as well as providing employees with opportunities for discussions and presentations.</li><li>b. BNN DIY can provide sufficient availability of information related to job descriptions, work procedures, policies, and work insights (Wang and Noe, 2010), for example by providing websites, work applications, interactive discussion media such as email, Whatsapp groups, and the like.</li></ol>
Perceived Organizational Support	<ol style="list-style-type: none"><li>a. BNN DIY can create justice and provide appreciation for the contributions that employees have made.</li><li>b. BNN DIY can pay attention to self-development and increasing employee capacity.</li><li>c. BNN DIY can increase organizational support by paying attention to working conditions, input, and complaints submitted by employees.</li></ol>

	<p>d. BNN DIY can improve job security and give employees the confidence to be independent in their work.</p> <p>e. BNN DIY can care more about welfare and continuously evaluate communication patterns with employees so that they can make decisions according to employee expectations.</p> <p>(Roades and Eisenberg, 2022)</p>
Psychological Empowerment	<p>a. BNN DIY can provide trust and freedom to determine how employees work.</p> <p>b. BNN DIY can better appreciate and give appreciation to employees.</p> <p>c. BNN DIY can increase adequate access to information so that employees feel competent and psychologically empowered.</p> <p>(Spreitzer, 1995)</p> <p>d. BNN DIY, through structural officials, can provide examples, guidance, and direction regarding assignments.</p> <p>e. BNN DIY can set standards so that employees achieve results according to standards.</p> <p>f. BNN DIY can provide reinforcement of values and emotional support to increase employee self-confidence so that they become psychologically empowered.</p> <p>(Newstrom and Davis, 1997)</p>

### Suggestions for Further Researchers

1. Further research can involve different research objects, namely other organizations or industries, to be able to see the differences in the resulting characteristics.
2. Future research can develop other models by adding mediation or moderation variables for the relationship between Knowledge Sharing, Perceived Organization Support, and Psychological Empowerment on Innovative Work Behavior, for example by adding mediation or moderation variables Self Leadership (Asurakkody and Kim, 2020),

Accessing Functional Flexibility (Anser, et al 2022), Organizational Procedural Justice (Park and Kim, 2022), and so on.

3. Further research can explore other factors that can influence employee Innovative Work Behavior, for example, Self-Efficacy and Work Engagement (Uppathampraca and Liu, 2022), Organizational Climate and Organizational Justice (Khan, 2022), Leadership Factors (Lutfi, et al, 2021), etc.

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