







“Enhancing innovative work behavior through perceived organizational support: The mediating role of person-organization fit”

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ENHANCING INNOVATIVE WORK BEHAVIOR THROUGH PERCEIVED ORGANIZATIONAL SUPPORT: THE MEDIATING ROLE OF PERSON- ORGANIZATION FIT

Abstract

Recognizing the importance of innovative work behavior in driving organizational success, this study investigates the influence of perceived organizational support to enhance employees' innovative behavior, with person-organization fit positioned as a mediating factor. In pursuit of this goal, organizations must develop and sustain a competent and adaptable workforce, as human resources play a pivotal role in securing long-term competitive advantage. Consequently, implementing effective and innovative approaches to support employees, particularly by nurturing their capacity for innovation, has become increasingly essential. To accomplish the research objectives, data were collected from 251 employees from different sectors in Indonesia between November 2024 and February 2025. The collected data were subsequently examined using the SEM-PLS analysis tool, and the obtained findings highlighted that perceived organizational support possessed a clear and substantial effect on innovative work behavior ($p = 0.012$) as well as person-organization fit ($p = 0.000$). The results also reflected that person-organization fit significantly influenced innovative work behavior ($p = 0.000$) and partially mediated the relationship between innovative work behavior and perceived organizational support ($p = 0.000$). The investigation emphasized the importance of organizations providing a conducive work environment for employees and adopting activities that could increase the level of employee satisfaction with their respective jobs in the organization. This emphasis is especially crucial because the proper implementation of favorable work environments and adoption of relevant activities invariably can significantly enhance employees' innovative work behavior.

Keywords

behavior, employee, innovative, fit, organizational,
support, work, Indonesia

JEL Classification

D23, O15, J24, O31

INTRODUCTION

The current competitive corporate landscape has intensified rivalries among organizations. These rivalries are not only unavoidable but also essential for achieving competitive advantage and sustaining long-term success. To remain competitive, organizations must prioritize fostering a satisfied workforce, encouraging employees to go beyond the boundaries of their assigned formal job descriptions. In order to achieve this advantage, organizations must recognize that employees are not merely an expense but an important and significantly influential asset capable of reducing costs across various areas. A key behavior essential for organizational success is innovative work behavior, which has been consistently proven to play a crucial part in facilitating the achievement of competitive advantage. This behavior typically includes the deliberate introduction of innovative and beneficial ideas by employees, as well as comprises the motivation required to create, initiate, and execute these ideas to enhance individual and organiza-

tional outcomes. The role of the human resource management (HRM) department has been observed to be increasingly important in fostering a culture that prioritizes innovation. Since innovation necessitates cultural transformation and collaboration, HRM must adopt a proactive approach to develop conducive work environments.

Despite the growing focus on innovation in human resource development, studies explicitly conducted on factors capable of motivating innovative behavior in employees remain incomplete. The existing literature on the subject matter has explored various antecedents and consequences of this phenomenon, emphasizing predictive roles of attitudes, perceptions, and behaviors (Kriegel et al., 2024; Lee & Kim, 2024; Sulistiawan et al., 2017) and the majority were observed to overlook the function of perceived organizational support in fostering innovative behavior. Promoting a sense of organizational support and care is perceived by employees as an obligation of their respective organizations, and this support typically motivates the demographic to propose and implement innovative ideas that improve organizational performance. Numerous studies have reported the positive influence of perceived organizational support on the emergence of innovative work behavior (Sulaiman et al., 2019; Lafta & Dahi, 2022). However, several other studies have reported contradicting results (Park & Kim, 2022; Ranihusna et al., 2021). To address the inconsistencies, this present study proposes testing person-organization fit as a mediating variable. When employees perceive a strong congruence between inherent personal values and the values of the organization, the demographic tends to feel a sense of belonging and purpose. The congruence between individual and organizational values has been observed to drive positive behaviors for both individuals and the organization as a whole, enhancing the sense of fulfillment and engagement and contributing significantly to organizational effectiveness and success.

1. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Innovative work behavior is considered a crucial mechanism for organizations to gain a competitive edge in the market. Continuous innovation is essential for organizational survival in today's dynamic environment (Pradhan & Jena, 2019; Ranasinghe & Samarasinghe, 2019). Innovative work behavior encompasses actions where employees intentionally generate and implement new ideas by adjusting their behavior to enhance both individual and organizational performance (De Jong & Den Hartog, 2010; Messmann et al., 2022; Nordin et al., 2024; Saif et al., 2024); therefore, innovative behavior involves individual efforts aimed at organizational benefit, where employees propose and apply original ideas to support company growth. These contributions are particularly valuable in addressing organizational changes, such as establishing new routines, streamlining workflows, and strengthening both internal and external collaborations (AlEssa & Durugbo, 2022; Kim, 2022). Innovative behavior does not emerge spontaneously; instead, it tends

to arise when employees face challenges in their work and are granted sufficient autonomy to carry out their responsibilities. Therefore, organizations are encouraged to create opportunities and provide platforms enabling employees to express their ideas freely. By doing so, companies can stimulate innovation that contributes to organizational development and enhances competitiveness in the marketplace.

Employees' perception of organizational support has been observed to grow invariably in organizations where employees engage in daily interactions and receive a range of tangible and intangible benefits for effective contributions (Eisenberger et al., 2020; Hakeem & Nisa, 2016). These perceptions are rooted in the belief that employers or superiors genuinely care about the well-being of employees and are consistently available to provide support when necessary (Afsar & Badir, 2017). As a result, the positive outcomes of these interactions often motivate workers to engage in extra-role activities. Workers who feel encouraged by their company are more likely to initiate creative ideas, identify opportunities, address both present and future challenges, translate respective innovative thoughts into action, and contribute to innova-

tive work as a whole. This supportive environment, typically characterized by genuine care, constructive feedback, and motivation, drives employees to enhance inherent work behaviors (Bammens, 2016; Eisenberger et al., 2020). In this context, De Jong and Den Hartog (2010) and Saeed et al. (2019) reported that innovative work behavior was a continuous process where employees generated new ideas and worked to implement the generated ideas by securing organizational support and collaborating with others.

Based on social exchange theory, the sustainability of a relationship depends on both parties receiving substantial value from each other (Cropanzano et al., 2017; John et al., 2013; Kinge, 2014). This implies that when one party treats the other properly, a reciprocal response is motivated. Typically, the principle of social exchange forms the foundation of perceived organizational support. These perceptions generate feelings of obligation, which, in return, inspire positive actions in line with organizational objectives, such as the achievement of innovative work behavior. According to previous investigations, perceived organizational support influences innovative work behavior by enhancing the commitment of employees to respective workplaces by enhancing the psychological well-being of the demographic, and providing sufficient motivation to foster substantial contribution to achieving organizational objectives (Darwish et al., 2020; Islam et al., 2019). To facilitate innovation, employees must feel strongly supported by management, both in terms of freedom and available resources in the workplace (Afsar et al., 2016). Moreover, the demographic must also possess individual role behaviors that reflect personal satisfaction, adaptability, risk-taking, and courage (Peng et al., 2014). Collective role behaviors, such as sharing ideas and offering support to colleagues, have also been observed to be essential for cultivating an innovative environment (De Jong & Den Hartog, 2010; Kwon & Kim, 2020). Based on these insights, perceived organizational support can be inferred to comprise several psychological traits capable of significantly enhancing employees' innovative work behavior.

Workers who recognize high levels of organizational support are more likely to feel a greater feeling of responsibility to help the organization

achieve its goals. As a result, this sense of obligation fosters stronger affective commitment and increased expectations of rewards for strong performance. These factors are consistently related to increased innovation in each employee's assigned work roles (Chen et al., 2017; Eisenberger et al., 2020). Kurtessis et al. (2015) discovered a moderate relationship between perceived organizational support and innovative behavior to advance the organization. In accordance with this, numerous other studies have confirmed a positive and significant influence of perceived organizational support on innovative work behavior (Doğru, 2018; Fan et al., 2022; Khan & Dukhaykh, 2022; Lafta & Dahi, 2022; Masyhuri et al., 2021; Sulaiman et al., 2019; Suryosukmono et al., 2022). These studies prove that perceived organizational support leads to increased creativity and innovative behavior.

Perceived organization support can be defined as a feeling of contentment among employees following the view that respective organizations genuinely care about, value, and respect the contributions of workers while addressing the socio-emotional needs and entire well-being of the demographic (Eisenberger et al., 2020; Stinglhamber & Caesens, 2020). According to the reciprocity principle, workers who recognize organizational support as fulfilling inherent socio-emotional needs are more likely to internalize and harmonize with the values of the organization, and this invariably leads to greater value congruence between the two (Karatepe, 2011). In workplaces where employees feel appreciated and supported, the demographic tends to develop a sense of obligation to reciprocate by enhancing respective extra-role performance, reinforcing inherent exchange ideology, and achieving a high level of person-organization fit. Person-organization fit refers to the degree of alignment between an individual and the organization they work for, which includes not only shared values but also similarities in characteristics and personal attributes (Kristof-Brown et al., 2023; Subramanian et al., 2023). This dynamic typically emphasizes the interaction between perceived organizational support and person-organization fit, as described by social exchange theory (Kristof-Brown et al., 2023). Prior research has confirmed that perceived organizational support positively influenced person-organization fit (Afsar & Badir, 2017), implying that when employ-

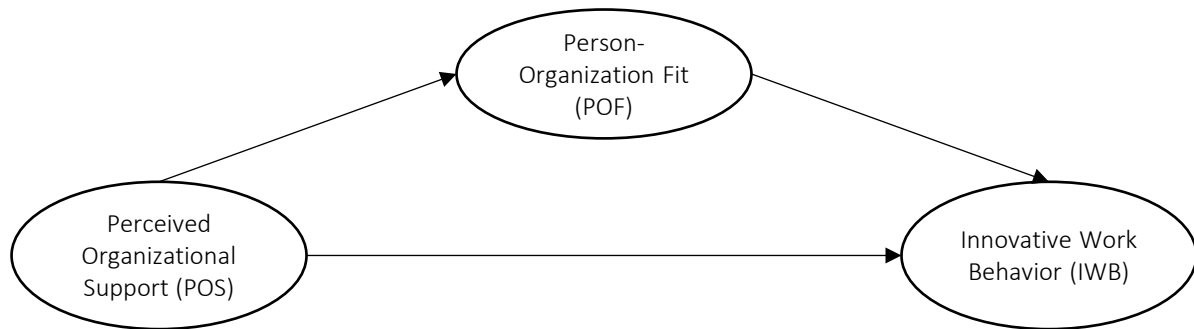


Figure 1. Research framework

ees feel supported by respective organizations, a stronger employee-organization attachment is formed.

Innovative work behavior is an important element of employees' performance, which is shaped by factors such as person-organization fit and environmental dynamics (Zhou et al., 2023). Simultaneously, Afsar and Badir (2016), Afsar and Rehman (2015), and Ratnasari and Sudarma (2019) elucidated that employees with a strong person-organization fit were generally motivated, satisfied with respectively assigned jobs, and possessed a greater tendency to engage in innovative work behavior. Increased correspondence between individuals and respective work environments has been observed to typically promote creative thinking, support the generation of new ideas, and motivate workers to frequently engage in innovative work behavior. Workers who possess a high degree of fit with the respective organizations are more likely to return the support and equitable treatment provided by the organization through the demonstration of positive behavioral patterns, such as innovative work behavior. Kristof-Brown et al. (2023) further emphasized this finding with the statement that employees possessing a strong person-organization fit generally adopt behaviors of benefit to the organization, such as innovation. Accordingly, extra-role behavior, including innovation, is more prevalent in workplaces with a good person-organization fit. Although innovation is not mandatory, it remains an important factor for organizational success, as evidenced by the findings of Pudjiarti and Hutomo (2020), Purnama et al. (2024), and Tian et al. (2020).

The initiation and implementation of new ideas can be significantly enhanced through fair treat-

ment and perceived organizational support. However, the connection between these factors is partially mediated by the alignment of employees' personal values, expertise, competencies, and capabilities with the values, vision, goals, and aspirations of the company. Workers who show strong person-organization fit contribute to the organization by adopting positive work behaviors, such as innovation, in exchange for the support and fair treatment. As supported by another exploration, innovativeness, which is a trait often possessed by employees with a strong person-organization fit, is particularly beneficial to the company (Kristof-Brown et al., 2023). During the course of the present study, a person-organization fit was observed to serve as an effective mediator in the connection between perceived organizational support and innovative work behavior, which is in line with the report of Afsar and Badir (2017).

This paper aimed to investigate the impact of perceived organizational support on innovative work behavior through the person-organization fit of employees in Indonesia (Figure 1).

The research hypotheses are listed below:

- H1: *Perceived organizational support affects innovative work behavior.*
- H2: *Perceived organizational support affects person-organization fit.*
- H3: *Person-organization fit affects innovative work behavior.*
- H4: *Person-organization fit acts as a mediator in the relationship between perceived organizational support and innovative work behavior.*

2. METHOD

The study sample included 251 workers from both corporate and public organizations across different sectors in Indonesia. Accordingly, a survey approach was used to obtain data, where a questionnaire was distributed online directly to respondents. Each variable was measured using instruments developed in previous studies. The perceived organizational support questionnaire was adapted from Islam et al. (2024), with an example item being, “The organization where I work cares about the well-being of employees.” Meanwhile, the person-organization fit scale was adapted from Tugal and Kilic (2015), with an example statement being, “The values and character of this company reflect my own values and characters.” The innovative work behavior scale was adapted from Nordin et al. (2024), Rafique et al. (2022), and Saif et al. (2024), with one sample item being, “I try various solutions to solve problems at work.” Following data collection, validity, reliability, and hypotheses tests were carried out using partial least squares (PLS). The PLS method was motivated by its reliable use in contexts with limited sample sizes, data distribution, and the exploration of new concepts (Hair et al., 2019).

The respondents’ profiles in this study are presented in Table 1, which includes demographic details such as age, gender, highest level of academic background, marital status, employment duration, and type of organization where each respondent was working. The total number of respondents was 251, with men making up 61% ($n = 153$) and women comprising 39% ($n = 98$). Regarding age, the majority were aged between 25–30 years, representing 65% ($n = 163$) of the sample. Most of the respondents (61.4% or $n = 154$) had completed education at the undergraduate level (S1). In terms of tenure, 21.1% of respondents recorded having worked with respective organizations for 11–15 years of job experience. Furthermore, 74.5% ($n = 187$) were married, and a larger portion worked in private organizations, with 51.3% ($n = 130$) in private sectors and 48.2% in public organizations.

Table 1. Characteristics of the respondents

Attributes	F	%
Gender		
Female	98	39
Male	153	61

Attributes	F	%
Age		
25–30 years	65	25.9
31–35 years	42	16.7
36–40 years	42	16.7
41–45 years	37	14.7
46–50 years	37	14.7
> 51 years	28	11.2
Academic Background		
Senior high school	15	6
Vocation’s degree	56	22.3
Undergraduate degree	154	61.4
Master’s degree	24	9.6
Doctoral degree	2	0.8
Tenure		
1–5 years	51	20.3
6–10 years	49	19.5
11–15 years	53	21.1
16–20 years	30	12
21–25 years	36	14.3
26–30 years	18	7.2
> 30 years	14	5.6
Marital Status		
Married	187	74.5
Not Married	61	24.3
Divorced	3	1.2
Type of Organization		
Private	130	51.8
Public	121	48.2

Note: $N = 251$.

3. RESULTS

Data analysis was conducted to assess the validity and reliability of the instrument, as well as test the model and hypotheses. The evaluation of the outer model was conducted to assess the validity and reliability of the instrument. Accordingly, two types of validity evaluations were carried out: convergent and discriminant. Convergent validity was evaluated using the loading factor value and average variance extracted (AVE), while discriminant validity was established using the Fornell–Larcker and cross-loading criteria. It is also important to state that the loading factor was further used to measure the strength of the relationship between the measurement items and latent variables in path analysis. The obtained results are presented in Table 2. As stated by Hair et al. (2022), a factor loading value greater than 0.6 is considered acceptable and valid in the SmartPLS system. In this exploration, all items possessed factor loading values greater than 0.6, confirming respective validity and suitability for use in the exploration.

Table 2. Loading factors

Items	Loading factors	Cronbach's Alpha	rho_a	Composite reliability (rho_c)	AVE
IWB-1	0.764	0.841	0.857	0.884	0.561
IWB-2	0.766				
IWB-3	0.678				
IWB-4	0.727				
IWB-5	0.802				
IWB-6	0.832				
POF-1	0.927	0.907	0.908	0.942	0.844
POF-2	0.941				
POF-3	0.887				
POF-1	0.855				
POF-2	0.886				
POF-3	0.694				
POS-1	0.699	0.869	0.877	0.902	0.609
POS-2	0.862				
POS-3	0.892				
POS-4	0.879				
POS-5	0.736				
POS-6	0.713				

Note: IWB = innovative work behavior; POF = person-organization fit; POS = perceived organizational support.

Another parameter used to evaluate the consistency of the measurement instrument is AVE. This parameter was used to test whether a latent variable could explain more than half of the average variance. Following predefined standards, an unobserved variable is considered to have good convergent validity when its AVE value exceeds 0.5. As presented in Table 2, all three latent variables in this study fulfilled the necessary criteria, with AVE values greater than 0.5. Following the latent variable, Cronbach's alpha (CA) and composite reliability (CR) values were also evaluated to determine the consistency of the measurement instrument. Unlike CA, CR is usually considered a more dependable measure of internal consistency because it utilizes the standardized loadings of the observed variables.

The results of the evaluations show that the variables had satisfactory Cronbach's alpha values (IWB = 0.841; POF = 0.907; POS = 0.869) and CR values above 0.7. After determining AVE and CR, the subsequent step included testing discriminant validity based on cross-loading. An indicator is generally regarded as exhibiting discriminant validity when its cross-loading value surpasses those of other variables. Table 3 presents the results of the cross-loading analysis performed.

Table 3. Cross-loading analysis

Items	IWB	POF	POS
IWB-1	0.764	0.354	0.323
IWB-2	0.766	0.349	0.332
IWB-3	0.578	0.352	0.221
IWB-4	0.727	0.397	0.347
IWB-5	0.802	0.474	0.397
IWB-6	0.832	0.48	0.453
POF-1	0.524	0.927	0.521
POF-2	0.489	0.941	0.551
POF-3	0.481	0.887	0.517
POS-1	0.369	0.373	0.722
POS-2	0.350	0.418	0.802
POS-3	0.423	0.491	0.855
POS-4	0.422	0.503	0.886
POS-5	0.324	0.44	0.694
POS-6	0.305	0.462	0.699

Note: IWB = innovative work behavior; POF = person-organization fit; POS = perceived organizational support.

Discriminant validity was further assessed using the Fornell–Larcker value. This analysis was carried out to ensure that the measured constructs were distinct and did not overlap (Hair et al., 2022). Hence, the correlation value must be lower than the construct value, as illustrated in Table 4.

Table 4. Fornell–Larcker criterion

	IWB	POF	POS
IWB	0.749		
POF	0.542	0.919	
POS	0.472	0.577	0.780

Note: IWB = innovative work behavior; POF = person-organization fit; POS = perceived organizational support. Items in bold mean that the square root of the AVE (on the diagonal) is greater than the inter-construct correlations (off-diagonal), which indicates discriminant validity.

The structural model was tested by evaluating several indicators, namely R^2 value, path coefficient, t -statistic value, predictive value, and model fit. The model showed an R^2 value of 0.332 for IWB and 0.327 for POF, signifying that POS influenced IWB by 33.2%. Meanwhile, when used as mediating variables, POS and POF collectively influenced IWB by 33.3%.

Table 5. R^2 values

	R^2	R^2 adjusted
IWB	0.332	0.327
POS	0.333	0.330

Note: IWB = innovative work behavior; POS = perceived organizational support.

The subsequent step included an assessment of the path coefficients of all latent variables (paths) by comparing the β values between all paths. Following predefined standards, a relationship between paths is considered significant if the t -statistic value exceeds 1.96 and the p values below 0.05. The test findings presented in Table 6 showed that perceived organizational support significantly influenced innovative work behavior (direct influence) with a p value of 0.012 and a t -statistic greater than 1.96. Additionally, the indirect relationship between perceived organizational support and innovative work behavior, with person-organization fit as a mediating variable, was found to be significant. The direct relationship between perceived organizational support and person-organization fit was also sig-

Table 6. Path coefficient (Direct and indirect testing)

	(O)	(M)	(STDEV)	T statistics	p values	Conclusion
POS → IWB	0.238	0.241	0.095	2.508	0.012	Accepted
POS → POF	0.577	0.581	0.056	10.299	0.000	Accepted
POF → IWB	0.405	0.401	0.085	4.78	0.000	Accepted
POS → POF → IWB	0.234	0.233	0.055	4.257	0.000	Accepted

Note: IWB = innovative work behavior; POF = person-organization fit; POS = perceived organizational support.

nificant, resulting in the acceptance of all the hypotheses proposed in this study.

To determine the quality of the observation value produced, a predictive value or Q -squares test was conducted in SmartPLS using the blindfolding procedure (Henseler et al., 2015). The results showed that person-organization fit and innovative work behavior variables had Q -squared values greater than 0. Based on these insights, a conclusion was made that person-organization fit and innovative work behavior had good observation values, as presented in Table 7.

Table 7. Predictive value analysis

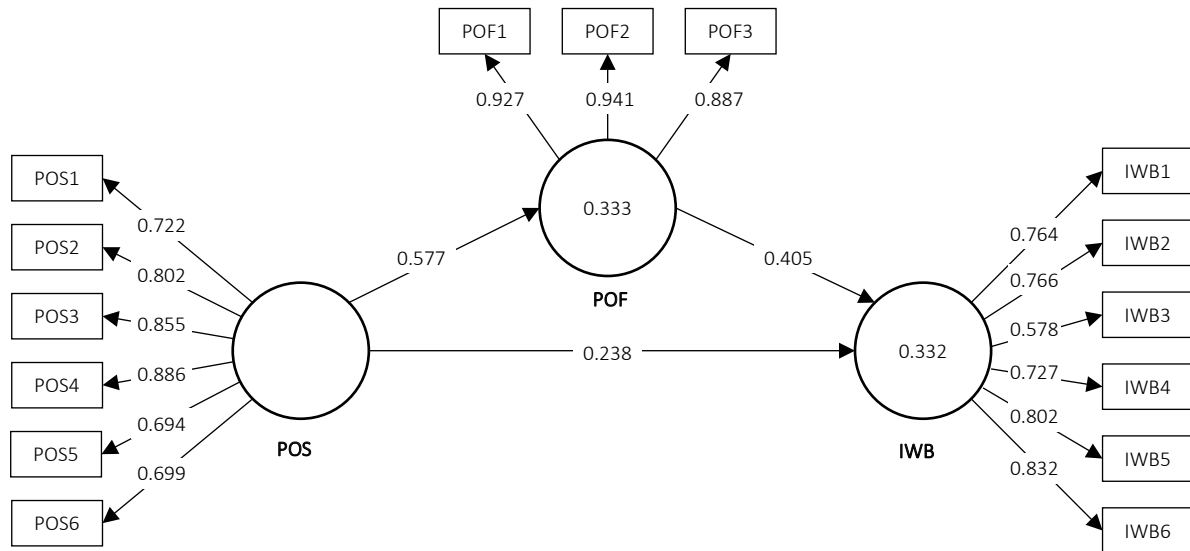
	Q-square predict	RMSE
IWB	0.206	0.901
POF	0.325	0.831

Note: IWB = innovative work behavior; POF = person-organization fit.

A goodness of fit test was performed to evaluate the model's capacity to describe the relationship between latent variables and their corresponding related indicators. Subsequently, the goodness of fit (Gof) of this model was assessed using the NFI value in accordance with predefined standards where an NFI value must exceed 0.90 to signify a good fit (Hair et al., 2022). The model in this study produced an NFI value of 0.871, which was considered a marginal fit. The outcomes of the structural model testing are displayed in Figure 2.

4. DISCUSSION

Using the social exchange theory as a basis, employees view company support as a significant social reward when accompanied by feelings of organizational care induced by the provision of necessary resources and the attention paid to employees' well-being. In return, the support motivates employees to contribute positively, including



Note: IWB = innovative work behavior; POF = person-organization fit; POS = perceived organizational support.

Figure 2. The structural path analysis

engaging in innovative work behavior. This present study, which was conducted with employees in Indonesia, aimed to comprehensively explore the influence of perceived organizational support on innovative work behavior and to examine how person-organization fit mediates the association between the two variables.

The output of the first hypothesis (H1) indicates that the perceived organizational support factor was observed to play a significant role in driving innovative behavior ($t = 2.508, \rho = 0.012$). By fulfilling the well-being of employees, organizations can motivate employees to participate in achieving company objectives, one of which is through innovative work behavior. Positive organizational support fosters a climate that promotes creativity by providing essential facilities and infrastructure (Inam et al., 2021). These findings are consistent with Islam et al. (2024), Masyhuri et al. (2021), Sulaiman et al. (2019), and Lafta and Dahi (2022), all of whom reported the manner in which higher perceived organizational support led to enhanced creativity and triggered innovative work behavior. Innovation is often a challenging process primarily because significant effort is required to transform innovative ideas into practical benefits for workplaces. Therefore, both companies and employees must commit time, energy, and thought to facilitate the implementation process. The perception of employees that respective organizations

provide essential support for workers through the facilitation of freedom and the provision of resources served as a major influencer of innovative work behavior, alongside individual competence and the courage to take risks (Abbas et al., 2020).

The second hypothesis (H2) finding showed that perceived organizational support positively influences person-organization fit ($t = 10.229, \rho = 0.000$). The core of the person-organization fit focus is to harmonize the needs and values of individuals with those of the company. Yu (2014) highlighted how crucial it is to align corporate and individual values with person-organization fit, which influences the attractiveness of an organization. Meyer et al. (2010) further emphasized that employees' behaviors and attitudes improved when there was a strong correspondence between respective inherent values and those of the observed organization. When employees feel valued and supported, they often develop a sense of responsibility to give back by improving their extra-role performance and fostering a strong person-organization fit (Kristof-Brown et al., 2023). Perceived organizational support positively impacts person-organization fit (Afsar & Badir, 2017), suggesting that employees form a stronger bond with them when organizations provide support.

Similarly, the person-organization fit motivates employees to display innovative work behavior

(Afsar & Badir, 2017; Afsar & Rehman, 2015; Bibi & Afsar, 2018). It has also been noted that trust from colleagues and perceived organizational support are crucial for workers to participate in the behavior (Meyer et al., 2010). In this context, Barrick and Parks-Leduc (2019) added that employees' work behavior, both inside and outside respective formally assigned roles, depended on how well each employee fits with the organization. Thus, H3 (third hypothesis) exhibits that person-organization fit significantly influences innovative work behavior ($t = 4.780$, $p = 0.000$). It has been noted that perceived organizational support significantly aids in developing and applying novel concepts. However, this relationship is mediated by the level at which the knowledge, values, skills, and competencies of workers correspond with the

organization's beliefs, vision, goals, and aspirations. In return for perceived organizational support and fair treatment, personnel with a high level of person-organization fit contribute to company success by showing positive behaviors, such as innovative work behavior.

The analysis of the fourth hypothesis (H4) concurs with those of Afsar and Badir (2017), reporting that person-organization fit mediated the interaction between perceived organizational support and innovative work behavior ($t = 4.257$; $p = 0.000$). In essence, the support of the company provides to employees fosters the implementation of novel ideas, which is further facilitated by how well the values of the demographic correspond with the vision and objectives of the organization.

CONCLUSION

The aim of this paper is to present a detailed examination of the role of perceived organizational support in promoting innovative work behavior, with special attention to the mediating effect of person-organization fit and the relevance of innovation across various organizational forms and sectors. Conducted with 251 employees across different sectors in Indonesia, the obtained results showed that all proposed hypotheses were accepted. Thus, perceived organizational support has a direct and significant influence on innovative work behavior. Perceived organizational support positively influences person-organization fit. Next, person-organization fit positively and significantly influences innovative work behavior. Finally, person-organization fit mediates the relationship between perceived organizational support and innovative work behavior.

Organizations should cultivate a work environment to support innovation. Additional forms of organizational support, such as active managerial roles, must be implemented to foster innovative work behavior among employees.

Despite associated advantages, this present study has certain weaknesses that require further investigation. Foremost, it did not focus on specific organizational sectors but instead included employees from a range of industries. To address this limitation, future studies could examine particular industries or organizations, such as government or private companies, where innovation plays a vital role. Additionally, further explorations should enhance the proposed model by incorporating other relevant variables, such as leadership, employee engagement, and other antecedents, to better understand how organizations could foster innovative work behavior.

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