

THE EFFECT OF PERCEIVED ORGANIZATIONAL SUPPORT AND SELF-LEADERSHIP ON INNOVATIVE WORK BEHAVIOR THROUGH SELF-EFFICACY AS A MEDIATING VARIABLE AT THE MADIUN CITY LAND OFFICE

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Abstract

This study aims to analyze the influence of Perceived Organizational Support and Self-Leadership on Innovative Work Behavior through Self-Efficacy as a mediating variable in employees of the Madiun City Land Office. The study used a quantitative approach with an associative method, involving all employees as respondents through a saturated sampling technique. Data were collected using a questionnaire and analyzed with SPSS through instrument testing, classical assumption testing, regression analysis, hypothesis testing, and mediation testing. This study was motivated by the demands of digital transformation that require innovative work behavior of employees to improve the quality of land services. The results of the study are expected to contribute to the development of Human Resource Management science and provide input for the Madiun City Land Office in improving organizational support, self-leadership, and self-efficacy to encourage innovative work behavior of employees.

Keywords: *perceived organizational support, self leadership, self efficacy, innovative work behavior.*

A. INTRODUCTION

Background and Phenomenon

Entering the Industrial 4.0 era and transitioning into Society 5.0, human resources (HR) must master technical skills and possess adaptive psychological capacity. Digital transformation across private and public sectors shifts HR management from infrastructure provision to mental and behavioral development. Organizations realize that digital success depends on employee self-

efficacy to master new systems, self-leadership to handle uncertainty, and drive for innovative work behavior.

At the Land Office under the Ministry of ATR/BPN, these HR challenges are clear. As a public service institution, the Madiun City Land Office is transitioning from paper-based operations to digital systems. This transition integrates digital applications like Electronic Land Certificates (Sertifikat-el), Electronic Signatures (TTE), Computerized Land Activities (KKP), SIPITAN, WAKIDI, Bhumi ATR/BPN, and Sentuh Tanahku.

Despite digital integration, employees face obstacles regarding innovative work behavior. For idea generation, employees focus on routine tasks rather than creating new solutions. For idea promotion, employees rarely communicate improvement proposals to leaders or peers. For idea realization, turning ideas into continuous procedures remains limited. Pre-survey data of 30 employees showed an average innovative work behavior score of 3.17, with 16.7% scoring low (<2) in generating and implementing new ideas.

Theoretical Framework

This study is grounded in Albert Bandura's Social Cognitive Theory (2012). The theory states that human behavior results from dynamic interactions between cognition (self-efficacy), environment (perceived organizational support), and behavior (innovative work behavior), known as triadic reciprocal determinism.

Perceived Organizational Support (X_1) is the belief regarding how much an organization values employee contributions and cares about their well-being (Eisenberger & Stinglhamber, 2011). Indicators include fairness, supervisor support, organizational rewards, and job conditions (Rhoades & Eisenberger, 2002). Self-Leadership (X_2) is the process of directing and motivating oneself using cognitive and behavioral strategies (Houghton et al., 2016). Indicators include behavior-focused, natural reward, and constructive thought pattern strategies. Self-Efficacy (Z) is the belief in one's capability to execute actions needed to attain specific achievements (Bandura, 1997; Khaerana, 2020). Indicators include task competence belief, superiority over peers,

resilience, and job satisfaction. Innovative Work Behavior (Y) is individual behavior aimed at introducing and applying new ideas within a role or organization (Janssen, 2000). Indicators consist of idea generation, idea promotion, and idea realization.

Prior studies show inconsistencies. Phuong et al. (2026) found that self-efficacy does not mediate the relationship between perceived organizational support and innovative work behavior. Conversely, Uppathampracha & Liu (2022) and Rizana (2022) proved that self-efficacy acts as a significant mediator. Furthermore, research on innovative work behavior within transforming land administration bureaucracies remains limited. This study addresses these theoretical and contextual gaps.

Research Objective

This study empirically examines the influence of Perceived Organizational Support and Self-Leadership on Innovative Work Behavior through Self-Efficacy as a mediating variable at the Madiun City Land Office.

Hypothesis

H₁: Perceived Organizational Support has a positive and significant effect on Self-Efficacy.

H₂: Self-Leadership has a positive and significant effect on Self-Efficacy.

H₃: Perceived Organizational Support has a positive and significant effect on Innovative Work Behavior.

H₄: Self-Leadership has a positive and significant effect on Innovative Work Behavior.

H₅: Self-Efficacy has a positive and significant effect on Innovative Work Behavior.

H₆: Self-Efficacy mediates the effect of Perceived Organizational Support on Innovative Work Behavior.

H₇: Self-Efficacy mediates the effect of Self-Leadership on Innovative Work Behavior.

B. METHOD

This study used a quantitative approach with a causal associative design (Sugiyono, 2019). Research was conducted at the Madiun City Land Office, located at Dr. Soetomo Street, No.11,

Madiun Lor Village, Manguharjo Subdistrict, Madiun City, East Java. The population comprised all 68 employees across 7 work units (Administrative Sub-division, Survey and Mapping Section, Rights Determination and Registration Section, Arrangement and Empowerment Section, Land Acquisition and Development Section, Control and Dispute Resolution Section, and Support Staff). Sampling used a non-probability saturated sampling technique (census), selecting all 68 employees as respondents.

Primary data were gathered via a closed 4-point Likert scale questionnaire (1 = Strongly Disagree to 4 = Strongly Agree). Data were processed in SPSS using: Validity Tests (Pearson Product-Moment) and Reliability Tests (Cronbach's Alpha > 0.60); Classical Assumption Tests (Kolmogorov-Smirnov Normality, Multicollinearity VIF < 10, and Glejser Heteroscedasticity); Multiple Linear Regression Analysis; Hypothesis Testing (t-test and F-test at $\alpha = 0.05$); and Mediation Testing via the Sobel Test ($Z > 1.96$, $p < 0.05$).

C. RESULTS AND DISCUSSIONS

Instrument Evaluation and Classical Assumptions

Validity testing across 68 respondents showed all items for X_1 , X_2 , Z , and Y had $r_{\text{calculated}} > r_{\text{table}}$ (0.2387) with $p = 0.000$, proving all items valid. Reliability tests confirmed all variables exceeded Cronbach's Alpha > 0.60, as presented in Table 1:

Table 1. Instrument Testing and Classical Assumption Results

Variable	Cronbach's Alpha	N of Items	Result
<i>Perceived Organizational Support</i>	0,891	15	Reliable
<i>Self Leadership</i>	0,874	25	Reliable
<i>Self Efficacy</i>	0,865	20	Reliable
<i>Innovative Work Behavior</i>	0,898	15	Reliable

Source: Processed SPSS Data, 2026

Multiple Linear Regression Analysis

Regression analysis was executed in two stages to evaluate direct and indirect effects at Table 2:

Table 2. Multiple Linear Regression Analysis Results

Model	B	Std. Error	Coeff. Beta	T-statistic	Sig.
<i>Constant</i>	4,931	2,955	-	1,669	0,100
<i>POS</i>	0,119	0,098	0,133	1,213	0,299
<i>Self Leadership</i>	0,450	0,066	0,753	6,850	0,000

Source: Processed SPSS Data, 2026

Direct Effect and Mediation Hypothesis Testing

Hypotheses were tested using regression analysis and the Sobel Test. Decisions were based on significance levels ($\alpha = 0.05$) and test statistics. Tables 3 and 4 summarize these results:

Table 3. Direct Effect Hypothesis Testing Results

Hypothesis	Path	Coefficient	t-statistic	p-values
H ₁	POS > SE	0,412	4,385	0,000
H ₂	SL > SE	0,481	5,134	0,000
H ₃	POS > IWB	0,268	3,116	0,003
H ₄	SL > IWB	0,335	3,838	0,000
H ₅	SE > IWB	0,402	4,543	0,000

Source: Processed SPSS Data, 2026

Table 4. Mediation Effect Results (Sobel Test)

Hypothesis	Path	Coefficient	z-statistic	p-values
H ₆	POS > SE > IWB	0,126	3,151	0,001
H ₇	SL > SE > IWB	0,155	3,408	0,000

Source: Data diolah SPSS, 2026

Discussion

Perceived Organizational Support (POS) has a positive and significant effect on the Self-Efficacy of Madiun City Land Office employees. Organizational appreciation, the provision of

digital application training, and psychological safety directly enhance employee confidence in completing complex operational tasks. This finding aligns with Social Cognitive Theory, which asserts that a supportive work environment strengthens individual beliefs in their personal capabilities.

Self-Leadership also demonstrates a positive and significant effect on enhancing employee Self-Efficacy. The use of self-behavior regulation strategies, intrinsic motivation, and constructive thought patterns directly reinforces employee confidence in mastering various digital land service systems. When employees lead themselves effectively, their belief in their ability to resolve work challenges increases significantly.

Perceived Organizational Support exerts a direct, positive, and significant influence on Innovative Work Behavior. Organizational backing and resources create a safe space for employees to generate and realize new ideas without fear of failure. Fair treatment and recognition from the institution systematically encourage active employee participation in developing service innovations.

Self-Leadership impacts Innovative Work Behavior positively and significantly within the agency. Employees with strong self-leadership skills actively solve technical operational hurdles rather than passively waiting for instructions. This individual initiative serves as a primary driver for generating new ideas to streamline land service procedures.

Self-Efficacy significantly and positively influences Innovative Work Behavior, serving as the strongest direct predictor. Employee confidence in task competence and personal resilience empowers them to promote and execute workflow improvements. High self-efficacy enables employees to navigate the demands of digital land service transformation effectively.

Self-Efficacy significantly acts as a partial mediating variable that strengthens the impact of both POS and Self-Leadership on Innovative Work Behavior. Organizational support and self-directed leadership do not fully translate into maximum workplace innovation without elevated

individual self-efficacy. These results address prior empirical inconsistencies and confirm that employee psychological readiness is key to driving public sector innovation.

D. CONCLUSIONS

Perceived Organizational Support and Self-Leadership exert positive, significant direct and indirect influences on Innovative Work Behavior via Self-Efficacy at the Madiun City Land Office, supporting all 7 hypotheses. Self-Efficacy acts as a partial mediator that strengthens organizational support and self-leadership in driving innovation. Digital service transformation requires both technological infrastructure and psychological readiness among self-directed, confident employees. Limitations include a focus on a single public institution and a small sample size (N = 68).

E. SUGGESTIONS

Madiun City Land Office leaders should equalize organizational support through regular digital application training, establish reward channels for innovative ideas, and maintain open feedback loops. Employees must build self-leadership by setting independent targets, exploring application features, and maintaining constructive mindsets during service disruptions. The Ministry of ATR/BPN should complement digital policies with continuous psychological intervention programs across regional offices. Future researchers should expand geographic scope and incorporate variables like Digital Competence, Transformational Leadership, or Organizational Culture.

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