

Exploring the Role of Commitment, Support, and Satisfaction in Shaping Innovative Behavior of Public Sector Employees

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ABSTRACT

This study aims to analyze the influence of affective commitment, organizational support, and job satisfaction on the innovative behavior of employees of the Yogyakarta City Environmental Service. This study uses a quantitative approach with a positivistic paradigm. The research sample consisted of 50 permanent employees selected through purposive sampling techniques. The data collection instrument was a Likert scale questionnaire 1-5 which had been tested for validity and reliability. The data were analyzed using multiple linear regression techniques with the help of SPSS software. The results showed that affective commitment ($p = 0.000$, $t = 9.635$) and organizational support ($p = 0.002$, $t = 3.199$) had a positive and significant effect on innovative behavior. However, job satisfaction did not have a significant effect ($p = 0.019$, $t = -2.433$). Simultaneously, the three independent variables had an influence of 76.5% on employee innovative behavior. These findings emphasize the importance of strengthening emotional commitment and organizational support in order to increase innovative capacity in the public sector work environment.

ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh komitmen afektif, dukungan organisasi, dan kepuasan kerja terhadap perilaku inovatif karyawan Dinas Lingkungan Hidup Kota Yogyakarta. Penelitian ini menggunakan pendekatan kuantitatif dengan paradigma positivisme. Sampel penelitian terdiri dari 50 pegawai tetap yang dipilih melalui teknik purposive sampling. Instrumen pengumpulan data berupa kuesioner berskala Likert 1-5 yang telah diuji validitas dan reliabilitasnya. Data dianalisis menggunakan teknik regresi linier berganda dengan bantuan perangkat lunak SPSS. Hasil penelitian menunjukkan bahwa komitmen afektif ($p = 0.000$, $t = 9.635$) dan dukungan organisasi ($p = 0.002$, $t = 3.199$) berpengaruh positif dan signifikan terhadap perilaku inovatif. Namun, kepuasan kerja tidak berpengaruh signifikan ($p = 0.019$, $t = -2.433$). Secara simultan, ketiga variabel independen tersebut memberikan pengaruh sebesar 76,5% terhadap perilaku inovatif pegawai. Temuan ini menegaskan pentingnya memperkuat komitmen emosional dan dukungan organisasi guna meningkatkan kapasitas inovatif dalam lingkungan kerja sektor publik.



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INTRODUCTION

An organization, as a social system, is not only a structure of tasks and functions but also a living network of relationships that must be continuously nurtured in harmony. The bond between the organization and its members resembles a mutual relationship where both parties exchange support and recognition. For employees, organizational support should be tangible and perceptible, allowing them to feel truly valued. When employees sense this support, their emotional attachment grows, which in turn influences their willingness to contribute positively to the collective. Within the domain of organizational behavior, innovative work behavior emerges as a dynamic outcome of these interactions. It represents not only the creativity of individuals but also the synergy created through teamwork and the alignment of organizational processes such as management practices, leadership styles, and institutional culture (Ayuni & Etikariena, 2020).

Affective commitment, as an integral dimension of organizational commitment, plays a pivotal role in this interaction. Luthans (2011) defines organizational commitment as a strong desire to remain a member of an organization, the determination to achieve excellence on behalf of the organization, and a willingness to internalize and uphold its values and goals. Affective commitment specifically manifests when employees choose to stay because of their emotional bond with the organization. They identify with the organization's mission and values, perceiving them as aligned with their own. Salmawati & Kurniawan (2022) emphasize that this emotional closeness leads to genuine concern for the organization, resulting in impressive dedication and loyalty. In other words, employees do not merely work for financial compensation but because they feel part of a meaningful collective identity.

The perception of organizational support further reinforces this process. Darmawan (2021) explained that organizational support is reflected in employees' perception of how much the organization is willing to provide assistance and resources when needed. This encompasses not only social and emotional support but also practical support such as work equipment, access to training, and managerial attention. In addition, organizational clarity—embodied in structured Standard Operational Procedures (SOPs)—provides employees with certainty regarding their roles and responsibilities, which enhances their sense of security and fairness (Nurmawati & Arofah, 2021). Such support systems signal to employees that their contributions are recognized, thereby motivating them to reciprocate through higher levels of engagement and innovation.

Job satisfaction complements this chain of influence. It can be understood as the degree to which employees evaluate their work experiences as fulfilling and rewarding. As Locke (1976, in Ren-Tao Miao, 2011) articulated, job satisfaction reflects an individual's internal state of well-being, formed through the appraisal of work conditions, recognition, and overall treatment within the workplace. When employees perceive a positive balance between what they contribute and what they receive, they feel satisfied and more inclined to demonstrate constructive behaviors. This sense of satisfaction nurtures positive attitudes that fuel innovative efforts. Employees who are content with their work are not only more productive but are also more likely to contribute fresh ideas and solutions.

Several studies provide empirical evidence for the interconnections among affective commitment, organizational support, job satisfaction, and innovative work behavior. For instance, Siregar et al. (2019) found that affective commitment has a significant influence on innovative work behavior. Employees who feel emotionally bonded to their organizations tend to generate and develop creative ideas. Similarly, Hadi et al. (2020) emphasized that such individuals exhibit the courage to transform innovative concepts into actionable practices that benefit the company. Moreover, organizational support plays an enabling role in this cycle. Employees who feel supported by their organizations are more likely to invest themselves in innovation. Patterson & Roissard (2009, in Dani Rizana, 2017) underline that organizational backing encourages employees to align personal creativity with organizational goals, leading to innovations that are both original and strategically relevant.

In conclusion, innovative work behavior is not an isolated act of individual creativity but a collective phenomenon nurtured by affective commitment, organizational support, and job satisfaction. When employees perceive strong emotional bonds with their organizations, supported by reliable systems and equitable recognition, they are empowered to generate and implement innovative ideas. Organizations that foster such an environment ultimately cultivate resilience, adaptability, and sustained competitiveness in an ever-changing business landscape.

RESEARCH METHOD

This study employs a quantitative approach grounded in the positivism paradigm to analyze the population and sample (Creswell, 2018). The population consisted of 60 employees of the Yogyakarta City Environmental Service, from which a purposive sample of 50 permanent employees was selected. Purposive sampling is a non-probability technique where participants are chosen based on predefined criteria relevant to the research objectives (Etikan et al., 2016). The research instrument was a structured questionnaire using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The questionnaire items were adapted from previously validated instruments, and both validity and reliability tests were conducted to ensure measurement accuracy (Sugiyono, 2017). The data collected were analyzed using multiple linear regression with the aid of SPSS software, a method suitable for examining the simultaneous influence of multiple independent variables on a dependent variable (Ghozali, 2018).

RESULT and DISCUSSION

Multiple Linear Regression Analysis Results

Table 1 *Multiple Regression Test Result*

		Coefficients ^a			
		Unstandardized	Coefficients	Standardized	
Model		B	Std. Error	Beta	t
1	(Constant)	3.120	1.989		1.569
	Affective Commitment	1.117	.116	.812	9.635
	Organizational Support	.356	.111	.255	3.199
	Job Satisfaction	-0.94	.039	-.196	-2.433

The constant value of 3,120 is a constant or state of the innovative behavior variable that has not been influenced by other variables, namely the affective commitment variable (X1), organizational support (X2), and job satisfaction (X3). If independent variables do not exist, then innovative behavior variables do not change.

Classical Assumption Test

Normality Test Results

Table 2 *Normality Assumption*

	Unstandardized Residual
N	50
Test Statistic	.050
Asymp. Sig. (2-tailed)	.200c,d

Monte Carlo	Mr.		.999e
Sig. (2-tailed)	99%	Lower Bound	.999
	Confidence	Upper Bound	1.000
	Interval		

From the table above tested using SPSS 26, it is known that affective commitment, organizational support, and job satisfaction have a sig value. (2-tailed) > 0.05 so that it is normally distributed

Multicollinearity Test Results

X1 has a value of $1,391 < 10.00$ so that no multicollinearity occurs, X2 has a value of $1,241 < 10.00$ so that no multicollinearity occurs, X3 has a value of $1,267 < 10.00$ so that no multicollinearity occurs.

Autocorrelation Test Results

Based on the results of the correlation test, it is known that the Durbin-Watson value is 1,707. With an independent variable of three and a total of 50 observations, the table values $DL = 1,420$ and $DU = 1,673$ were obtained, so that $4-DL = 2.58$ and $4-DU = 2,237$. Based on the results of these calculations, the Durbin-Watson value is between du and 4-du which means that there is no autocorrelation in the regression equation.

T Test Results

- It is known that the value of sig. for the (persal) effect of X1 on Y is $0.000 < 0.05$ and the t-count value is $9,635 > 2,019$. So it can be concluded that H1 is accepted, which means that there is an influence of affective commitment (X1) on innovative behavior (Y) of employees of the Yogyakarta city environmental agency.
- It is known that the value of sig. for the (perceptive) effect of X2 on Y is $0.002 < 0.05$ and the values are $3.199 > 2.019$. So it can be concluded that H2 is accepted, which means that there is an influence of organizational support (X2), there is innovative behavior (Y) of employees of the Yogyakarta city environmental agency.
- It is known that the value of sig. for the (persal) effect of X3 on Y is $0.019 > 0.05$ and the t-count value is $-2.433 < 2.019$. So it can be concluded that H3 is not accepted, which means that there is no influence of affective commitment (X3) on innovative behavior (Y) of employees of the Yogyakarta city environmental agency.

Test Result F

Table 3 F Test (Simultaneous Result)

Model		Sum of Squares	df	Mean Square	F	Mr.
1	Regression	258.649	3	86.216	49.968	.000b
	Residual	79.371	46	1.725		
	Total	338.020	49			

It is known that the data above sig. for the (simultaneous) influence of X1, X2, and X3, there is Y is $0.000 < 0.05$ and the F-count value is $49.968 > F$ table 2.80. So it can be concluded that H4 is accepted, which means that there is an influence of affective commitment (H1), organizational support (H2), job satisfaction (H3) simultaneously on the innovative behavior (Y) of employees of the Yogyakarta city environmental agency.

R2 (R-Square) Determination Coefficient Test Results

It is known that the R-Square value of 0.765 means that the influence of variables X1, X2, and X3 simultaneously has a variable Y of 76.5% with the rest influenced by other variables that are not included in this study.

Discussion

The findings of this study provide meaningful insights into the determinants of innovative behavior among employees of the Yogyakarta City Environmental Agency. First, affective commitment was found to have a strong positive and significant effect on innovative behavior, as indicated by a T-statistic of 9.635 with a significance level below 0.05. This suggests that employees who feel emotionally attached to their organization, identify with its goals, and experience a sense of belonging are more likely to demonstrate creativity and innovation in their work. This result aligns with Luthans (2011), who emphasized that affective commitment encourages employees to go beyond formal job requirements by engaging in behaviors that benefit the organization, including innovation.

Second, organizational support also showed a positive and significant influence on innovative behavior, supported by a T-statistic of 3.199. This implies that when employees perceive sufficient support in terms of resources, appreciation, and fair treatment, they are motivated to experiment with new ideas and improve work processes. The result corroborates previous studies (Eisenberger et al., 2002; Darmawan, 2021), which state that perceived organizational support fosters employee confidence in implementing creative solutions because they feel valued and encouraged by their institution.

Interestingly, job satisfaction did not show a positive effect on innovative behavior, with a T-statistic of -2.433 indicating rejection of the hypothesis. This finding reveals that satisfaction derived from routine tasks, compensation, or workplace conditions does not necessarily stimulate innovation. Employees may feel satisfied without being compelled to pursue new ideas, suggesting that job satisfaction alone is not a sufficient driver of innovative behavior. This supports the argument of Ren-Tao Miao (2011) that job satisfaction reflects an evaluative state of well-being, but does not always translate into proactive, change-oriented behaviors such as innovation.

When tested simultaneously, affective commitment, organizational support, and job satisfaction collectively contributed significantly to innovative behavior, with an R^2 value of 0.765. This indicates that 76.5% of the variance in innovative behavior can be explained by the three predictors, while the remaining variance may be influenced by other factors such as leadership style, organizational culture, or individual psychological traits.

Overall, the findings highlight the central role of affective commitment and organizational support in fostering innovation among government employees. The lack of a significant effect from job satisfaction suggests that organizations should not rely solely on improving satisfaction levels but should instead focus on building emotional bonds and creating supportive environments that empower employees to innovate.

CONCLUSIONS and SUGGESTION

Based on the results of data analysis, this study concludes that affective commitment has a positive effect on innovative behavior among employees of the Yogyakarta City Environmental Agency. Employees who feel emotionally attached to their organization tend to be more willing to generate and implement new ideas. Similarly, organizational support has a positive influence on innovative behavior, indicating that when employees perceive adequate resources and encouragement from the organization, they are more motivated to innovate. In contrast, job satisfaction was found to have a negative effect on innovative behavior, suggesting that being satisfied with work conditions does not always translate into proactive or innovative actions. Taken together, affective commitment, organizational support, and job satisfaction simultaneously exert a significant influence on innovative behavior, with the combined effect showing strong explanatory power.

This study provides practical suggestions for public sector organizations. First, leaders should foster affective commitment by building emotional bonds and aligning employees with the vision and mission of the institution. Second, organizational support needs to be strengthened through fair policies, adequate facilities, and recognition programs that encourage innovation. Third, instead of focusing solely on job satisfaction, management should emphasize empowerment and opportunities for employees to contribute creatively to organizational development.

Nevertheless, this study has several limitations. The sample was limited to 50 permanent employees in one government agency, which restricts the generalizability of the findings to other public organizations or private institutions. The use of a cross-sectional design also prevents the study from capturing changes in innovative behavior over time. In addition, only three independent variables were examined, while other potential predictors such as leadership style, organizational culture, or psychological capital were not included. Future research should expand the scope of respondents, employ longitudinal methods, and explore additional variables to provide a more comprehensive understanding of innovative behavior in public sector employees.

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