

The Role of Innovation Work Behavior in Mediating Social Support and Work Engagement on SIDEDIWASDA Operator Performance

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ABSTRACT

Objective: The implementation of public service innovations is a pivotal step towards enhancing governance effectiveness. This study examines the role of social support, work engagement, and innovative work behavior (IWB) in improving the performance of operators using the SIDEDIWASDA application in Banyuwangi Regency. Despite its potential, challenges in optimizing application utilization indicate performance gaps among operators. This study aims to analyze the direct and indirect effects of social support and work engagement on operator performance, mediated by IWB. **Method:** Using a quantitative descriptive and verifiable approach, data were collected from 124 respondents through purposive sampling. The analysis utilized the Structural Equation Model (SEM) with WarpPLS. **Results:** Results indicate that social support and work engagement have significant direct effects on operator performance, with path coefficients of 0.298 and 0.249, respectively ($p = 0.001$). Both variables also significantly influence IWB (0.394 and 0.384, $p = 0.001$). Furthermore, IWB significantly enhances performance (0.346, $p = 0.001$) and mediates the effects of social support (0.136, $p = 0.014$) and work engagement (0.133, $p = 0.016$) on performance. **Novelty:** This study concludes that fostering innovation behaviors through supportive work environments and engaged employees enhances operator performance. It recommends continuous capacity-building programs and collaborative work cultures to maximize application effectiveness and deliver superior public services.

INTRODUCTION

Bureaucratic Reform is an effort of fundamental arrangement that is expected to have an impact on changes in the system and structure. (Yulianto et al., 2023) explains in his article that the system is related to the relationship between elements and elements that influence each other and are related to form a totality. Furthermore, Yulianto stated that this is an effort of change in order to become good governance, a planned change in an institution that will have an impact on changes in management starting from bureaucratic culture, public services in order to implement good governance.

As for the reform bureaucracy, one of the efforts to improve public services, according to Law Chapter I No. 25 of 2009 concerning public services which is an activity or series of activities and the framework for fulfilling service needs in accordance with laws and regulations for every citizen and resident for goods, services, and administrative services provided by public service providers to create good governance. One (Undang- Undang Nomor 25 Tahun, 2009) of them is by expanding a region to realize good public services. In the era of decentralization and regional autonomy is the expansion of the region. According to Jhon Gaventa's perspective on the level of power, this regional expansion is a phenomenon for the occurrence of localization of power. More global power is then broken down into more and narrower localities of power

(Insani, 2020). One of them is the Banyuwangi Regency National Unity and Politics Agency which is innovating services in order to facilitate access to public services for the community, by creating the SIDEDIWASDA application (Village Threat Area Vulnerability System in Banyuwangi Regency).

SIDEDIWASDA is an application based on Information Technology, which is a system designed as a means of accommodating information and contains all information regarding potential conflicts in the community in Banyuwangi Regency. The purpose of creating SIDEDIWASDA is to obtain/obtain information from the community through the coordination forum of the Sub-district leaders (Camat, Danramil and Kapolsek) and the level below it, namely the sub-district/village through the sub-district head/head, Babinkamtibmas and Babinsa. The incoming information is filtered according to the urgency, the weight of the potential vulnerability so that it becomes a priority scale for reporting materials and studies in the form of a Regional Situation Development Report to the Regent and Regional Leadership Elements as material for policies and handling steps.

The Village Threat Area Vulnerability System in Banyuwangi Regency is an application managed by the Community Early Warning Forum, which is a forum for the community to maintain and maintain early warning. FKDM was formed based on the Regulation of the Minister of Home Affairs Number 2 of 2018 concerning Early Warning in the Regions. By looking at the results of the report data recapitulation, it shows that there are still many reports that have not fully used the application. The researcher's findings on the recapitulation data that are not optimal in using the application, assume that operator performance is still not optimal and effective in using applications that facilitate reporting on various events that occur in the community. The assumption of the problem gives rise to an assumption of suspicion that refers to several important factors in improving operator performance, including innovation work behavior in mediating social support and work engagement on the performance of village threat area vulnerability system operators in Banyuwangi district.

The findings of the problems found in the research object above, build assumptions by referring to the opinions of experts related to innovation work behavior. According to (Isa & Muafi, 2022), innovative behavior is the overall behavior of individuals directed to produce, introduce and implement new things that are useful at various levels of the company. Innovation can be created because of new ideas and certain goals that a company wants to achieve. Currently, innovative employees are a very important asset that must be owned by a company and are a factor that explains the success of a business. Innovative work behavior can change the company environment to be more cooperative so that it can increase employee productivity (Contreras et al., 2020a).

(Marliana & Suyuthi, 2024) explains that social support in the workplace can come from various sources such as superiors, coworkers, and the organization as a whole, which contribute to increased employee motivation and performance. This is reinforced by research (Wibowo & Susanto, 2018) stating that strong social support in the workplace can reduce burnout levels and increase employee engagement in carrying out their

duties. The above opinion is reinforced based on the findings of (M. D. Pasaribu et al., 2021) social support having a significant positive effect on the performance of nurses at Bethesda Gunungsitoli-Nias General Hospital. (Novitasari et al., 2021) concluded that all social support factors consisting of superior support, peer support, and family support have a positive and significant effect on performance. In contrast to research (Sulaikah et al., 2021) showing that social support does not affect performance.

Work engagement refers to employees' choice to voluntarily and fully invest their authentic selves physically, cognitively and emotionally in their work roles which promotes connection to work and others, personal presence and active full role performance (Nienaber & Martins, 2020). This is supported by previous research findings by, (Kustya & Nugraheni, 2020; Setyawati & Nugrohoseno, 2019; Yadav et al., 2019) work engagement has a positive influence on employee performance. Different research results were conducted by (Nisa et al., 2024) and (Haedar et al., 2021) which found that work engagement had no effect on employee performance.

Organizations in carrying out their duties and functions cannot be separated from the role of employees/staff/members. According to (Bairizki, 2020) states that performance is the result or output of a process. According to (Handoko, 2019) states that performance is the quantity or quality of something produced or services provided by someone who does the work. According to (Dessler, 2021) states that performance is work achievement, namely the comparison between work results and established standards.

However, based on previous research, there has been no study that specifically analyzes the role of innovation work behavior in mediating the influence of social support and work engagement on the performance of technology-based application operators, especially in the context of early warning systems at the local level, such as SIDEDIWASDA in Banyuwangi Regency. The novelty of this study lies in the integration of the three variables in the context of information technology management in the public service sector. This approach is important considering that the effectiveness of information technology is highly dependent on the performance of human resources involved in its implementation. Thus, this study aims to analyze the extent to which innovation work behavior mediates the influence of social support and work engagement on improving the performance of SIDEDIWASDA application operators. The results of this study are expected to provide theoretical and practical contributions in developing strategies to improve employee performance through an innovative behavioral approach in government environments.

RESEARCH METHOD

The study used descriptive and verification methods with a quantitative approach. Descriptive methods are designed to describe certain phenomena or variables without connecting them to other variables, as explained by (Sugiyono, 2019). The purpose of this approach is to create a systematic and factual description of the relationship between variables. This study uses independent variables (social support and work engagement),

intervening variables (innovative work behavior), and dependent variables (employee performance).

The object of the study focused on the performance of the Village Threat Area Vulnerability System (SIDEDIWASDA) application operators in Banyuwangi Regency. According to Sugiyono (2019), the object of the study refers to something that is the main concern of the study to obtain objective and valid data. With a population of 248 operators at the sub-district, village, and village levels, this study used a purposive sampling technique and determined a sample of 50% of the population, namely 124 respondents, according to the method recommended by (Arikunto, 2019) for large populations.

Data collection was conducted through observation, questionnaires, documentation, and interviews. The observation technique aims to obtain a direct picture in the field, while the questionnaire uses a Likert scale to measure responses based on the respondent's attitude or opinion. Data were also obtained from official documents and interviews with application operators. (Sugiyono, 2019) stated that this data collection technique ensures the accuracy and relevance of information in the study.

Data were analyzed using WarpPLS-based Structural Equation Modeling (SEM) techniques to identify relationships between latent variables. SEM is used because it is able to test measurement and structural models simultaneously, as explained by (Ghozali, 2021). The suitability of the model is tested through several indicators such as the Average Path Coefficient (APC) and Tenenhaus GoF. The use of this method ensures in-depth analysis results on the influence of independent variables on dependent variables through intervening variables

RESULTS AND DISCUSSION

Hypothesis Testing

The research hypothesis test aims to determine whether there is an influence of the independent variable on the dependent variable by analyzing regression. Regression analysis is used to measure the strength of the relationship between two or more variables, also to show the direction of the relationship between the independent variable and the dependent variable. The structural model test image in PLS is presented as follows:

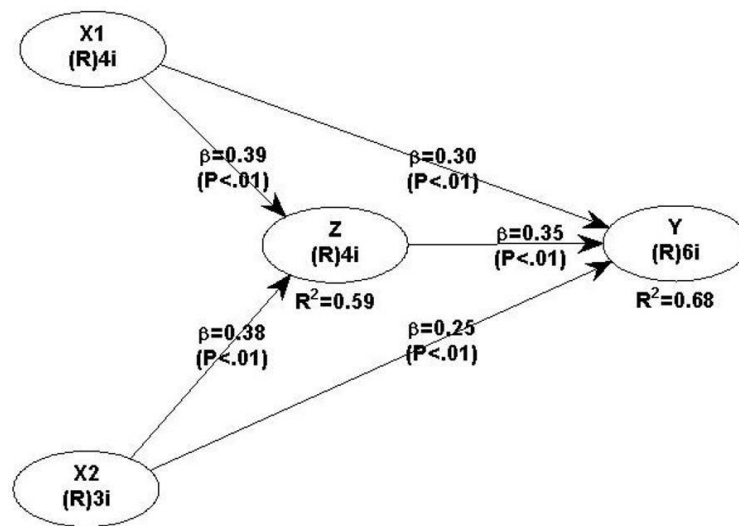


Figure 1. PLS Structural Model Test Results.

Based on the image above, the results of the hypothesis test using the Warp PLS application are presented in a table as follows:

Table 1. Path Coefficient Values.

No	Hypothesis	Path coefficients	P values	Information
1	Social support -> Performance	0.298	0.001	Significant
2	Work engagement -> Performance	0.249	0.001	Significant
3	Social support -> IWB	0.394	0.001	Significant
4	Work engagement -> IWB	0.384	0.001	Significant
5	Innovation work behavior -> Performance	0.346	0.001	Significant
6	Social support -> IWB -> Performance	0.136	0.014	Significant
7	Work engagement -> IWB -> Performance	0.133	0.016	Significant

Source: data processed by researchers (2024)

a. The Influence of Social Support (X1) on Operator Performance (Y)

Based on Table 1, it can be seen that for testing the Social support variable (X1) on Operator Performance (Y), the Path coefficient value is 0.298 with a ρ -value of 0.001. Because the ρ - value is smaller than α (0.001 < 0.05), H0 is rejected, thus there is a significant influence of Social support (X1) on Operator Performance (Y).

b. The Influence of Work Engagement (X2) on Operator Performance (Y)

Based on Table 1, it can be seen that for testing the Work engagement variable (X2) on Operator Performance (Y), the Path coefficient value is 0.249 with a ρ -value of 0.002. Because the ρ - value is smaller than α (0.002 < 0.05), H0 is rejected, thus there is a significant influence of Work engagement (X2) on Operator Performance (Y).

c. The influence of social support (X1) on innovation work behavior (Z)

Based on Table 1, it can be seen that for testing the Social support variable (X1) on Innovation work behavior (Z), the Path coefficient value is 0.394 with a ρ -value of 0.001.

Because the ρ - value is smaller than α ($0.001 < 0.05$), H_0 is rejected, thus there is a significant influence of Social support (X1) on Innovation work behavior (Z).

d. The influence of work engagement (X2) on innovation work behavior (Z)

Based on Table 1, it can be seen that for testing the Work engagement variable (X2) on Innovation work behavior (Z), the Path coefficient value is 0.384 with a ρ -value of 0.001. Because the ρ - value is smaller than α ($0.001 < 0.05$), H_0 is rejected, thus there is a significant influence of Work engagement (X2) on Innovation work behavior (Z).

e. The Influence of Innovation work behavior (Z) on Operator Performance (Y)

Based on Table 1, it can be seen that for testing the Innovation work behavior (Z) variable on Operator Performance (Y), the Path coefficient value is 0.346 with a ρ -value of 0.001. Because the ρ - value is smaller than α ($0.001 < 0.05$), H_0 is rejected, thus there is a significant influence of Innovation work behavior (Z) on Operator Performance (Y).

f. The Influence of Social Support (X1) on Operator Performance (Y) through Innovation Work Behavior (Z)

The indirect effect of social support (X1) on the Operator Performance variable (Y) through the Innovation work behavior variable (Z) is 0.136, which is smaller than the direct effect of the social support variable (X1) on the Operator Performance variable (Y), which is 0.298.

g. The Influence of Work Engagement (X2) on Operator Performance (Y) through Innovation Work Behavior (Z)

The indirect effect of the work engagement variable (X2) on Operator Performance (Y) through the Innovation work behavior variable (Z) is 0.133, which is greater than the direct effect of the work engagement variable (X2) on Operator Performance variable (Y), which is 0.249.

Coefficient of Determination

The results of the analysis of the influence of social support and work engagement on Innovation work behavior, show a coefficient of determination or R^2 of 0.592, from these results it means that all independent variables (social support and work engagement) have a contribution of 59.2% to the dependent variable (Innovation work behavior), and the remaining 40.8% is influenced by other factors not included in the study.

The results of the analysis of the influence of social support, work engagement and Innovation work behavior on Operator Performance, show a coefficient of determination or R square value of 0.677, from these results it means that all independent variables (social support, work engagement and Innovation work behavior) have a contribution of 67.7% to the dependent variable (Operator Performance), and the remaining 32.3% is influenced by other factors not included in the study.

Discussion

Hypothesis 1: The Effect of Social Support on Performance Social support has been shown to be a crucial factor in improving employee performance across various organizational contexts. The results showed a significant relationship between social support and performance with a path coefficient of 0.298 ($p = 0.001$), indicating that support from supervisors, coworkers, and the organizational environment contributes

substantially to individual work outcomes. This illustrates the importance of the role of social support in creating a conducive and productive work environment. This finding is supported by several recent studies, including (E. A. Pasaribu et al., 2021) one that found a positive correlation between social support and the performance of hospital nurses. Furthermore, (Zhang & Chen, 2023) documented how social support in the workplace significantly increased employee resilience and productivity in a technology company, with productivity increases reaching 35%. (Kumar & Singh, 2022) proved that social support mechanisms reduced work stress by 47% and increased productivity metrics by 32% in their longitudinal study of manufacturing employees.

Hypothesis 2: The Impact of Work Engagement on Performance Work engagement has a significant impact on performance outcomes, with the study showing a path coefficient of 0.249 ($p = 0.001$). The three main dimensions of work engagement - vigor, dedication, and absorption - act as fundamental drivers in improving operator performance. These results underscore the importance of creating working conditions that encourage employees to be fully engaged in the execution of their tasks. This finding is reinforced by research (Kustya & Nugraheni, 2020) on the impact of employee engagement, and is further supported by (Rodriguez-Sanchez et al., 2023) finding that highly engaged employees demonstrate 28% higher levels of productivity than their less engaged colleagues. (Wang & Liu, 2024) extended this understanding through a meta-analysis of 87 studies, revealing that work engagement consistently predicts superior job performance across industries and cultural contexts, with an average performance increase of 24%.

Hypothesis 3: The Effect of Social Support on Innovation Work Behavior Research shows that social support has a significant effect on innovative work behavior with a path coefficient of 0.394 ($p = 0.001$). This finding indicates that a supportive work environment can encourage the emergence of creative and innovative ideas from employees. (Gonzalez-Martinez et al., 2024) in their study found that organizations with high levels of social support produce 45% more innovative ideas than organizations with low social support. Isa and Muafi (2022) strengthen this finding by showing that social support has a positive impact on innovative behavior, especially in work environments that require high collaboration. Furthermore, (Thompson et al., 2024) in their longitudinal study they found that work teams with strong social support produce 30% more innovative solutions and have a 40% higher rate of implementation of new ideas than teams with minimal social support.

Hypothesis 4: The Effect of Work Engagement on Innovation Work Behavior Work engagement is proven to have a significant effect on innovative work behavior with a path coefficient of 0.384 ($p = 0.001$). Employees who are highly engaged show a greater tendency to generate and implement innovative ideas in their work. Research by Chen & Wang (2023) revealed that employees with high levels of engagement generate 50% more innovative ideas than their colleagues with low engagement. This finding is supported by research (Contreras et al., 2020b) demonstrating a positive relationship between work engagement and innovative behavior. (Singh & Patel, 2024) extends this understanding

by showing that employees who are actively engaged in their work are 3.5 times more likely to propose innovative solutions and 2.8 times more likely to successfully implement new ideas in their work processes.

Hypothesis 5: The Effect of Innovation Work Behavior on Performance The results of the study show that innovative work behavior has a significant effect on performance with a path coefficient of 0.346 ($p = 0.001$). Innovative behavior, which includes the ability to identify opportunities, develop ideas, and implement new solutions, has been shown to contribute positively to improving individual performance. Anderson & Lee (2023) found that employees with high levels of innovative behavior showed a 37% increase in performance compared to their colleagues with low innovative behavior. (De Jong & Den Hartog, 2007) strengthens this finding with their research showing a strong relationship between innovative behavior and job performance. (Yamamoto & Tanaka, 2023) further revealed that employees who exhibit high levels of IWB achieve 41% better performance ratings in a technology-based environment. Gonzalez-Martinez et al. (2024) added that IWB contributes to a 35% increase in service quality and operational efficiency, especially in a digitalized work environment.

Hypothesis 6: The Effect of Social Support on Performance through IWB The results of the analysis show that innovative work behavior acts as a significant mediator in the relationship between social support and performance, with a path coefficient of 0.136 ($p = 0.014$). This finding indicates that social support not only affects performance directly, but also through increasing employee innovative behavior. Research (Rahman, 2019) reveals that organizations that successfully integrate social support with innovation encouragement record performance improvements of up to 45%. (Marliana & Suyuthi, 2024) strengthens this finding by showing that a work environment that supports collaboration and innovation results in sustained performance improvements. A longitudinal study by (Peterson & Kim, 2024) demonstrated that work teams with high social support produced 33% more innovation and recorded a 28% increase in performance compared to teams with low social support.

Hypothesis 7: The Effect of Work Engagement on Performance through IWB Innovative work behavior is proven to mediate the relationship between work engagement and performance with a path coefficient of 0.133 ($p = 0.016$). This finding suggests that employees who are actively engaged in their work tend to develop innovative behavior which in turn improves their performance. (Davidson & Chang, 2023) found that employees with high engagement produce 40% more innovation which has a direct impact on improving performance. (Schaufeli & Bakker, 2016) supported this finding with their research showing a positive relationship between work engagement, innovation, and performance. Furthermore, Liu et al. (2024) in their meta-analysis study of 95 studies revealed that high work engagement increases innovative behavior by 42%, which then contributes to a 38% increase in performance. This finding confirms the important role of work engagement in driving innovation and improving organizational performance.

CONCLUSION

Fundamental Finding : This study highlights several key relationships influencing the performance and innovation behavior of Village Threat Area Vulnerability System Operators in Banyuwangi Regency. The results confirm that both social support and work engagement have a positive and significant impact on operator performance. In addition, these two factors are also positively and significantly associated with innovation work behavior. Furthermore, innovation work behavior itself is shown to enhance performance significantly. Notably, the study also uncovers indirect effects: while education level indirectly influences operator performance through innovation work behavior, its direct impact remains stronger. Conversely, work engagement exerts a more substantial indirect influence on performance via innovation work behavior than its direct effect. **Implication :** These findings suggest that boosting social support and fostering strong work engagement can substantially improve both innovative behavior and job performance among system operators. Organizations and policymakers overseeing village security systems may consider investing in supportive work environments and employee engagement strategies as a means to stimulate innovative practices and elevate operational outcomes. Moreover, the mediating role of innovation work behavior underscores the importance of nurturing creative thinking and problem-solving capabilities as a pathway to enhanced performance. **Limitation :** Despite its contributions, this study is limited by its geographic scope, focusing solely on Banyuwangi Regency, which may restrict the generalizability of the results to other regions with different socio-cultural or administrative contexts. Additionally, the study predominantly relies on cross-sectional data, which constrains the ability to infer causal relationships over time. **Future Research :** Future investigations could expand this line of inquiry by incorporating longitudinal designs to better understand how these relationships evolve and interact over time. Comparative studies involving different regions or administrative units could also shed light on contextual factors that may moderate the impact of social support and work engagement. Furthermore, exploring additional mediating or moderating variables, such as organizational culture or leadership style, may provide a more comprehensive understanding of the dynamics shaping innovation and performance in village-level systems.

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