

# How does Symbolic Incentives Meaning and Knowledge Sharing Quality enhancing Innovative Work Behavior?

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## ABSTRACT

*This research aims to analyze the effect of perceived organizational support, symbolic incentives meaning, and knowledge sharing quality on innovative work behavior at e-commerce in Indonesia. The number of samples in this research examined was 160 instances of business owners or managers who sell their products in e-commerce, originating from Special Region Yogyakarta, Central Java, East Java, and West Nusa Tenggara, Indonesia. We use the purposive sampling technique for the data collection method. We use SEM-Amos to analyze data. This research indicates that perceived organizational support has a significant positive effect on symbolic incentives meaning. Perceived organization support has a significant positive impact on knowledge sharing quality. The perceived organizational support is given to business actors in e-commerce will help business actors to run their business more efficiently. Additional capital is provided to business actors; a knowledge-sharing quality will add sales insight to business actors. Perceived organization support has an insignificant positive impact on innovative work behavior. Symbolic incentives meaning has a negligible positive effect on innovative work behavior. Knowledge sharing quality has an insignificant positive effect on innovative work behavior.*

**KEYWORDS:** *Perceived organization support; Symbolic incentives meaning, knowledge sharing quality; Innovative work behavior.*

## 1. Introduction

Innovation is the keyword in business improvement. Innovation at the individual level, better known as innovative work behavior, is one of the best ways to increase innovation and company success [1]. One of the businesses run by business actors is to market their business in e-commerce. Innovation at the individual level, better known as innovative work behavior, is one of the best ways to increase innovation and company success [1]. Innovation is a collective process created through organizational tasks or different organizations, ideas generated in resources, skills, and employees [2]. The innovative work behavior carried out by workers

is considered the foundation of the company's highly innovative work behavior [3]. Innovative work behavior in the workplace is individual behavior that aims to reach an initial stage or try to introduce (in work, group, or company) ideas, processes, new and useful products, and procedures [4].

Symbolic incentives meaning is also seen as an element in improving innovative work behavior. Providing financial incentives for workers is really dependent on their substantive work contribution. Policies pay for performance is believed to be a strong driving force to increase the innovative behavior of workers [5]. Non-financial incentives cannot be valued in money, such as verbal and written praise, award certificates, and formal and informal thanks.

Knowledge sharing quality is a way to exchange valuable ideas and information through mutual interaction and communication between employees within a company [4]. A company should have the responsibility to take advantages of the processes and technologies provided by the organization as a framework for a having

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responsible human resource and to utilize the knowledge in an organization; the processes and technologies are needed to improve the different knowledge effectively [6]. Knowledge-sharing quality facilitates individuals to exchange experiences, knowledge, and skills, increasing opportunities to engage in value-added activities and beyond the required tasks [7]. Workers are strengthened by new knowledge received from other co-workers through exchanging knowledge and information between them. Therefore, knowledge-sharing quality activities play an essential role in forming innovative work behavior of business actors. The relational capability can create networks and build relationships to be an essential part of a company to improve business [8]. Sharing information will help employees of different divisions understand various definitions. Information can also be shared between companies and even competitors. Perceived organization support and the quality of relationships with community members are important in developing innovative work behavior. Perceived organization support is community members' perception about the extent to which the company values their contribution and cares about their welfare. When perceived organization support provides benefits, community members feel obliged to help the company and the community achieve common goals. Community support for innovation is realized through community support for the change process by always being responsive to change.

This research will be conducted in e-commerce because of the phenomenon gap regarding the views of some community members who assess the company's lack of support for the innovative things they are trying to do. In addition, they argue that the existing financial incentive scheme is not enough to motivate community members to innovate; moreover, the lack of a strong knowledge sharing quality culture makes the knowledge and skill gap between community members wide. New challenges and experiences will undoubtedly be obtained by business actors in running their business in e-commerce. Joining e-commerce does not mean that the business will run smoothly. Moreover, it needs innovative work behavior from business actors. Even though it has been built with innovation, other things make business actors feel that there is a lack of support from e-commerce. Difficulties in setting up shops, utilizing e-commerce, and developing marketing activities must be overcome to minimize obstacles in changing

business models. Some e-commerce provides a forum for users that can be used for question-and-answer activities. This includes sharing information about using the features provided, product marketing tips, and other information [9]. However, not all users are involved in sharing knowledge on the forum. The importance of innovation is highly emphasized in e-commerce to create an even economy for business actors. The growth of e-commerce in Indonesia is very rapid, so it must have a strong differentiation compared to similar players. Business actors who join e-commerce have a significant impact on the success or failure of the company; purchasing management, which is almost considered a mere technical tool, is regarded as a strategic task [10]. The existence and the role of the small-and medium-sized enterprises (SMEs) are influential to the regional, national, as well as global economies. The SMEs are weak on their management and haven't able yet to anticipate the environmental changes because of their limited innovation [11].

The purpose of the study is to analyze the effect of perceived organizational support on symbolic incentives meaning. Analyze the impact of perceived organizational support on knowledge sharing quality. Analyze the impact of perceived organizational support on innovative work behavior. Analyze symbolic incentives meaning on innovative work behavior. Analyze the effect of knowledge sharing quality on innovative work behavior. Researchers can provide knowledge about the research results carried out to readers and business actors and references for further research. In this research, readers expecting to know the problems about perceived organizational support and symbolic incentives meaning. The findings in this study indicate that perceived organizational support has a positive impact on symbolic incentives meaning, shown through cooperation between e-commerce and bank to provide gifts to business actors. The prizes are in the form of vouchers and additional business capital. With the support of business actors, it will increase the income of business actors, making business actors loyal to e-commerce.

## 2. Literature Review

### 2.1. The effect of perceived organization support on symbolic incentives meaning

Some empirical research reveals that perceived organization support underlines symbolic incentives, which is positively interpreted in intensive knowledge [9]. Combining conceptualization and empirical findings in

social cognition research, causality emerges from perceived organization support to symbolic incentives meaning and then to innovative work behavior. Perceived organization support displays mutual trust, mutual care, interdependence, reciprocity, and fairness according to the attributes of social exchange in providing financial incentives to obtain favorable interpretations of symbolic incentives meaning [12]. Perceived organization support is one of the concepts in organization support theory, and this concept originates from reciprocity norms and social exchange theory [13]. Perceived organization support has been defined as the perception of business actors regarding the extent to which companies value their contributions and care for their welfare [14]. Perceived organizational support has been defined as the perception of business actors about the extent to which companies value their contributions and concern for their well-being [14].

Favorable interpretations of symbolic incentives forge more informative and inspiring content in the symbolic representation of performance feedback where individuals encourage references to evaluate and improve the quality of their work [7]. In a knowledge-intensive context, symbolic representations of performance feedback with informative and inspiring content have a more pronounced effect than in work routines. Individuals rely on high creativity and innovation to guarantee satisfactory work results, so they must be responsive to symbolic representations of performance feedback as a reference for self-evaluation and self-improvement [7]. Perceived organization support has four items used to measure perceptions, which are related to [12]: appreciate work contribution, caring for well-being, fulfillment of socio-psychological needs, and availability of work-related assistance.

When perceived organization support provides beneficial benefits, business actors feel obliged to help the company achieve the company goals and objectives [15]. Perceived organization support is also the degree to which the company supports and cares for business actors' welfare in meeting their socio-emotional needs, for the contribution of business actors to the company [1]. The refers to business actors; the company is an essential source for their socio-emotional needs such as appreciation, care, and salaries and benefits [13]. The research of [13], [12], and [16] both found the effect of perceived organizational

support on the existence of symbolic incentives meaning.

The following is research related to perceived organizational support on symbolic incentives meaning. For the first is research from [12] with title Innovative Work Behavior of Knowledge Workers and Social Exchange Attributes of Financial Incentive: Implications for Knowledge Management, then this research using quantitative method, and the result from this research is the result confirm that perceived organizational support has an effect on symbolic incentives meaning.

Second research is, research from [13], with title The Relationship Between Perceived Organizational Support and Proactive Behavior Directed Towards the Organization, this research using quantitative method. The result from this research is perceived organization support underlines the symbolic incentives meaning which is positively interpreted in the context of intensive knowledge.

Third research is, research from [17] with title The Effect of Compensation, Work Environment, and Perceived Organizational Support on Employee Retention, this research using quantitative method. The result from this research is perceived organizational support has no effect on incentives and can reduce employee retention.

According to the previous study, it explains that they found the effect of perceived organizational support for the existence of symbolic incentives meaning. Other studies have not seen a relationship between significant perceived organization support and symbolic incentives meaning. With this gap, the researchers developed a hypothesis as follows:

H1: Perceived organization support has a positive and significant effect on symbolic incentives meaning.

## **2.2. The effect of perceived organization support on knowledge sharing quality**

Perceived organization support is a belief about a company that is concerned about the contribution and welfare of individuals so that individuals will feel safe in the company. The individual will continue to work and feel comfortable in the company where they work as long as the company is concerned about the welfare of the individual and provides individuals with operational tasks deemed appropriate to the individual's abilities, including knowledge sharing [18]. If the perceived organizational

support perceived by the individual is sufficient, the individual will conduct knowledge sharing quality for the company's growth. The role of knowledge sharing rate in achieving performance can increase the effectiveness in decision making. Knowledge is a company resource that provides a sustainable competitive advantage in an increasingly competitive and dynamic economy [19].

One of the critical elements of knowledge management is a knowledge sharing quality. Knowledge sharing quality is the process by which a person shares his knowledge with others. This knowledge is based on the expertise and skills of the individual, which he has had over a certain period, or can also be obtained from other sources. One that is based on skill or experience is called implicit or tacit knowledge. On the other hand, knowledge acquired through some published document, or document or codified somewhere, is known as explicit knowledge [7]. Knowledge sharing quality is interpersonal communication in which there is a communication and acceptance of knowledge, like interacting with humans [20]. Knowledge sharing quality is the process by which explicit or tacit knowledge is communicated to other individuals [15]. Forming the ability of knowledge sharing quality is essential for the company achievement [3]. Several factors influence knowledge sharing quality activities, namely the characteristics of individuals who carry inside and groups and companies [4]. Researchers have identified and described the antecedents of knowledge-sharing quality activities. For example, individual personal characteristics, which include demographic variables such as age and gender. While [21] in his research results note that the factors that influence knowledge sharing quality include individual, interpersonal, team, and company characteristics.

To realize knowledge sharing quality in a company, it must be built from individuals, and of course, it must be supported by perceived organization support [22]. However, [23] mentions that only part of knowledge sharing can be realized depending on the individual's perceived organizational support. Knowledge sharing quality behavior can be encouraged by organization citizenship behavior (OCB). OCB is prosocial behavior, such as helping, sharing, donating, and cooperating. If an employee sees the company as helpful, then some contextual performance can collaborate. If an employee considers the valuable company, then some

contextual performance can be expected to increase.

The following is research related to perceived organizational support on knowledge sharing quality. For the first research is, research from [23] with title Determinants of Innovation Capability: The Roles of Transformational Leadership, Knowledge Sharing, and Perceived Organizational Support, this research using quantitative method. The result is the influence of knowledge sharing on certain aspects of innovation capability is different and depends on the level of perceived organizational support employees.

Second research is, research from [24] with title The Influence of Organizational Citizenship Behavior and Perceptions of Organizational Support on Knowledge Sharing and Gender as a Moderator on Employees of PT Telekomunikasi Indonesia Tbk, Kandatel Yogyakarta Province, this research using quantitative method. The result is perceived organizational support is able to increase employees to do knowledge sharing.

Third research is, research from [22] with title The Mediation Role of Self-Efficacy and the Role of Knowledge Sharing Moderator Moderator in Empowering Leadership and Perceived Organizational Support for Employee Performance in Small and Medium Enterprises Batik HM Holeh, Tuban Region, this research using quantitative method. The result confirms that perceived organizational support is able to increase employees to fo knowledge sharing.

To realize knowledge sharing within the company, of course, it must be built from a strong will from the individual and must be supported by perceived organization support. But the other research mentions that only a partial knowledge sharing that can be realized depends on the perceived organization individual support. Knowledge sharing quality behavior can be driven by organizational citizenship behavior (OCB). OCB is a prosocial behavior, such as helping, sharing, donating, and cooperating. When employees see the company full of help, then a number of contextual performance issues can be expected to increase within the firm. With a gap in this research, the researcher develop a hypothesis as follows:

H2: Perceived organization support has a positive and significant effect on knowledge sharing quality.

### **2.3. The effect of perceived organization support on innovative work behavior**

Innovative behavior is behavior-oriented to changes in individual and company performance. Perceived organization support and the quality of relationship with the leader are critical in developing innovative work behavior. Companies should facilitate the development of individual creative ideas, which are then implemented in innovative behavior. Nowadays, in a new business environment, successful organizations cover the needs of diverse customers, environmental dynamism, decreased environmental confidence, and the pace to meet the customer's needs, the flexibility, and innovation in which the supply chain management has received particular attention [2]. Organizational support for innovation is realized through support for the change process by always being open and responsive to change. Organizations will appreciate the creativity of their members and provide support to implement new ideas in their work [25].

Innovative work behavior carried out by individuals is considered a foundation of the company's innovative behavior [3]. Innovative behavior in the workplace is regarded as individual behavior that aims to reach the stage of introducing (in work, group, or organization) new and useful ideas, processes, products, and procedures [4]. Innovative work behavior consists of four stages: exploring opportunities, generating ideas, fighting for ideas, and implementing these ideas [4]. If there is an individual who experiences obstacles in the middle of their work, the individual will try to come up with an idea to complete his work. The individual attempts to solve the problems; then, the individual will try to get support from his colleagues to realize his concept so that the concept will be applied in the hard work [4]. Each of the stages of this process consists of various behavior that will collectively result in a new method, product, market, or company structure [26]. Some previous research only focused their research on employee creativity, while innovative work behavior is also an important aspect. There is some expert who argues that creativity and innovative work behavior are two different things, even though creativity is a part of the innovation process [21]. Innovative work behavior includes a series of activities whose purpose is to introduce, develop, modify, adapt, and implement ideas. In addition, innovative work behavior is an illustration of an application of creativity that can increase

economic added value. Then creativity fixated on a process that gives rise to new ideas [3]. Therefore, it is important to delve deeper into the literature related to creativity because part of innovative behavior is creativity itself, where someone who behaves innovatively will know more about potential differences or gaps from existing events, and be solved through new ideas in response to innovation needs [13]. Behavior is an action taken by a person, for example: interaction with supervisor, listeners when other people speak, reading activities, and etc [20]. Meanwhile [21] states that behavior is generally based on goals. The motivation for the existence of a behavior is a desire to get things or desired goals. Behavior will indicate that the expected goals can be achieved or not. Innovation is the emergence of a new idea but is limited by practices or objects that are declared new by someone who brings up the new idea [18].

Perceived organization support as a shaper in improving performance also greatly influences innovative work behavior [12]. Perceived organization support can only increase innovation to a certain level [23].

The following is research related to perceived organizational support on innovative work behavior. First research is, research from [12] with title Innovative Work Behavior of Knowledge Workers and Social Exchange Attributes of Financial Incentive: Implications for Knowledge Management, this research using quantitative method. The result confirm that perceived organizational support has a direct and indirect effect on innovative work behavior.

Second research is, research from [23] with title Determinants of Innovation Capability: The Roles of Transformational Leadership, Knowledge Sharing, and Perceived Organizational Support, this research using quantitative method. As a result, the influence of perceived organizational support increases innovation capability to a certain level

Third research is, research from [25], with title Building Innovative Behavior of College Lecturers, this research using quantitative method. The result confirm that perceived organizational support has an insignificant effect on innovative work behavior.

Perceived organization support as a shaper in improving performance also greatly affects innovative work behavior [12]. Research from [23] explains that perceived organizational support can only increase innovation to a certain degree. Thus, researchers develop a hypothesis as follows:

H3: Perceived organization support has a positive and significant effect on innovative work behavior.

#### **2.4. The effect of symbolic incentives meaning on innovative work behavior**

A compliment given by the leader to the individual under him will be able to make the individual more motivated in doing his job. This is because the leader recognizes the existence of individual innovative behavior, and the individual will be satisfied with their innovative behavior. The company will give an award to the individual who has achievements, and awards, in this case, are a form of appreciation from the leadership to the individual because of their hard work. Individuals have the right to use the company attributes and facilities, and also the company can give freedom to the individual in using the facilities available within the company so that individuals do not feel limited by the company so that work motivation can increase [12].

Incentives are compensation that links pay based on increasing individual productivity to achieve a competitive advantage [5]. The provision of appropriate incentives can be beneficial to the company and its workers; on the one hand, individuals will feel motivated and more innovative in their work while the company will find it easier to achieve its goal.

Incentives can be used as a motivational tool commonly provided by organizations and companies to stimulate, motivate and improve innovative employee behavior. If all companies are given equal opportunity to participate in getting incentives, then the incentive system will run successfully. However, when an individual is ostracized, this individual will feel jealous of another individual who gets the opportunity for extra incentives, resulting in a decrease in the individual work level. A well-designed incentive program will work because it is based on two well-accepted psychological principles [5]. Innovative companies tend to have incentive schemes based on certain symbols to make working individuals more innovative. This is what puts forward how these incentives can be achieved with a financially stimulating component.

High symbolic incentives meaning in the organization, can increase the individual extra-role behavior in the form of innovation, because an individual is motivated to have good interactions with each other with a comfortable, harmonious company atmosphere and do not put

pressure on individuals. To address the problem of inconsistent and contradictory findings concerning the actual function of increasing innovative behavior in a knowledge-intensive context, the social cognition paradigm goes beyond the conventional perspective where financial incentives only contain materiality and attributes of economic exchange [27]. Research [12] views the importance of incentives so that employees are more innovative.

The following is research related to symbolic incentives meaning on innovative work behavior. First research is, research from [12] with title Innovative Work Behavior of Knowledge Workers and Social Exchange Attributes of Financial Incentive: Implications for Knowledge Management, this research using quantitative method. The results confirm that symbolic incentives meaning has direct and indirect effects on innovative work behavior.

Second research is, research from [27] with title Extrinsic Work Values and Feedback: Contrary Effect for Innovation and Well-Being, this research using quantitative method. The result is financial incentives as extrinsic work value have an effect on employee innovation and performance.

Third research is, research from [28] with title Fostering Strategic Renewal: Monetary Incentives, Merit-Based Promotions, and Innovation in Autonomous Strategic Action, this research using quantitative method. The result is incentives as a pay performance system have a big impact on the willingness to innovate.

High symbolic incentives meaning in the organization, can increase individual extra-role behavior in the form of innovation because individuals are motivated to have good interactions with each other in the presence of a company atmosphere that is comfortable, harmonious, and does not put pressure on the individual. To address the problem of inconsistent and contradictory findings related to the actual function for the improvement of innovative behavior. In the context of intensive knowledge, the paradigm of social cognition goes beyond the conventional perspective where financial incentives only contain materiality and attributes of economic exchange. Research from [12] views the importance of incentives so that more innovative employees. The difference is [27] research defines incentives more on extrinsic work value. From the various studies mentioned before, it can be built hypothesis in this research as follows:

H4: Symbolic incentives meaning has a positive and significant effect on innovative work behavior.

### **2.5. The effect knowledge sharing quality on Innovative Work Behavior**

The research entitled "Study on Factors Influencing Knowledge Sharing Activity for the Innovation Activity of Team" by [20] to find out which factors have a more positive influence on knowledge sharing quality for the development of innovation from a team. Then the result is that knowledge sharing quality has a positive influence on innovating activities. According to the definition by [3], knowledge sharing quality is a process of someone exchanging knowledge (tacit knowledge and explicit knowledge). The process has a close relationship with the individual ability to innovate. Knowledge is important for companies that can provide a sustainable competitive advantage for a growing economy [15]. Knowledge sharing quality is a fundamental tool for employees so that they can contribute to knowledge, innovation, and ultimately will achieve the company's competitive advantage [18].

Changing individual behavior is the biggest challenge for the success of the knowledge-sharing quality process. The reason why someone is reluctant to share their knowledge is explained by [7]. The reason includes corporate factors, stress, and personal gain. Knowledge sharing also boosts productivity and profitability, including revenue and sales growth through knowledge sharing, which results in decision making, problem-solving, and the creation of new business ideas [29]. Knowledge gaps can arise when the individual is hesitant to share knowledge within the company. This knowledge gap will act as a barrier to achieving the company's desired results. In addition, [20] also stated that the main obstacles that cause someone not to do knowledge sharing quality are due to the limited time that individuals have, fear of sharing, lack of awareness, different hierarchies, inadequate capture power, and there is a gap in terms of the level of experience, age, gender, level of education and culture.

The motivation for the existence of behavior is a desire to get things or desired goals. The behavior will indicate whether the expected goal can be achieved or not. Innovation is the emergence of a new idea but is limited by practices or objects that are declared new by someone who brings up the new idea [18]. It can also be said that innovation is something new that is considered

more effective in achieving goals [5]. Meanwhile, [30] state that innovation is a new thing in the form of ideas, methods, and innovation. The update in question is an update that is different from the previous one. Innovation is a concept that is used as a tool to make changes for the better [1]. The concept is in the form of ideas, as well as tools that can be used easily. In addition, the new idea can be used easily. In addition, the new idea can be used as a consideration in deciding the renewal of the idea. Explicit knowledge sharing and tacit knowledge sharing have a significant effect on the speed and quality of innovation. The application of knowledge sharing in the research of [31] can directly improve the ability to innovate employees in terms of generating and implementing new ideas or methods in the work process from the result of exchanging information or knowledge in the electronic industry. Knowledge sharing is a mediator that affects innovative work behavior directly and indirectly [14].

The following is research related to knowledge sharing quality on innovative work behavior. First research is, research from [14], with title Towards Innovative Work Behavior through Knowledge Management Infrastructure Capabilities: Mediating Role of Functional Flexibility and Knowledge Sharing, this research using quantitative method. The result of the research explain that knowledge sharing as a form of innovative work behavior, both directly and indirectly.

Second research is, research from [31] with title The Relationship Between Knowledge Sharing and Innovation in Electronic Industry of Iran, this research using quantitative method. The results show that knowledge sharing increases the role of innovative work behavior.

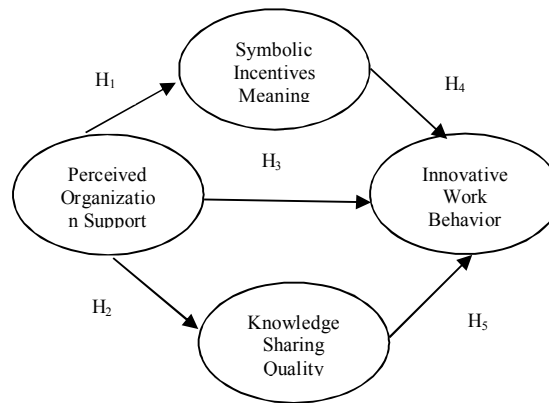
Third research is, research from [32] with title A Study on Factors Influencing Knowledge-Sharing Activity for the Innovation Activity of Team, this research using quantitative method. The results show that knowledge-sharing provides opportunities for other employees for innovative work behavior.

Explicit knowledge sharing and tacit knowledge sharing have an effect significant impact on the speed and quality of innovation. Application of knowledge sharing in the research of [31] can directly improve employees' ability to innovate in terms of generating and applying new ideas or methods in the work process from the results of exchanging information or knowledge in the electronics industry. Research from [14] explains

knowledge sharing as a mediator influencing innovative work behavior directly and indirectly. So the hypothesis in this research is as follows:

H5: Knowledge-sharing quality has a positive and significant effect on innovative work behavior.

Based on the above studies, so the research model is as in the following figure 1.



**Fig. 1. Research model**

Based on previous studies and literature reviews, the framework is developed in the research above. Figure 1 shows the relation between perceived organization support, symbolic incentives meaning, knowledge sharing quality, and innovative work behavior.

### 3. Research Method

#### 3.1. Sample research

The samples in this study are located in the province Special Region of Yogyakarta, Central Java, East Java, and West Nusa Tenggara, Indonesia, and meet certain requirements related to the research problem. The population in this study are all business actors who market their product in Indonesia e-commerce. The number of samples is 150 business actors. The sampling technique was carried out using purposive sampling.

#### 3.2. Data collection technique

This research uses primary data by questionnaire. The distribution of the questionnaire was carried out through a google form in which respondents provided answers by selecting the available options from the information on the questionnaire. This is done on respondents who have been selected according to certain criteria from the researcher, namely by using the purposive sampling method in getting respondents.

#### 3.3. Operational definition variables and measure

Perceived organization support is company support that individuals feel about their work [18]. Indicator in this variable is appreciated work contributions, care for well-being, meeting socio-psychological needs, provide work-related assistance. This variable uses seven scale approach.

Symbolic incentives mean or core function of providing financial and non-financial incentives [21]. These variable's indicators are sales bonus, bonus amount, individual control, innovation in marketing, increased enthusiasm, level of importance. This variable uses seven scale approach.

Knowledge sharing quality is the interaction between humans by accepting knowledge from others, then efforts to convey that knowledge are like normal communication with humans [20]. Indicator in this variable is the opportunity, communication modality, usefulness expectation, context suitability. This variable uses seven scale approach.

Innovative work behavior is individual behavior that aims to introduce new useful things [4]. Indicator in this variable is finding out new things, generating creative ideas, advancing and championing ideas, researching and providing resources, developing plans and schedules, be creative. This variable uses seven scale approach.

#### 3.4. Data analysis technique

The analysis used in testing the model and



hypothesis is Structural Equation Modeling (SEM) analysis with the AMOS program. The first analysis is applied to the model to test the dimensions of a theoretical construct and test the validity of a construct through confirmatory factor analysis. Next is the reliability test, which is a test that shows the extent to which the stability and consistency of the measurement tools used will provide consistent results. Then the normality test, which serves to determine whether the distribution of research data is normal or not from each variable. Then the testing outliers. The last analysis is on SEM to test the research hypothesis.

#### 4. Result

##### 4.1. Data screening

Before performing the statistical test, the first step to do is to screen the data to be processed. I was first doing a validity test. In the validity test, the variable can be valid if the standardized estimate is more than 0.6. Second, reliability test.

In the reliability test using construct reliability (cr) more than 0.6 and variance extracted (ve) more than 0.5. Third normality test. In normality test using the critical ratio (cr) is in the range of  $-2.58 < c.r. < 2.58$ . In this research, the data is not normally distributed, so a bootstrap test is needed. Then test outliers, which have a maximum value of Mahalanobis d-squared 45.314.

##### 4.2. Confirmatory factor analysis

The model confirmatory factor analysis is a factor used to test the dimensions of a theoretical construct and test the validity of a theoretical construct. Testing using confirmatory factor analysis, the indicator can be said to be valid if it has a loading factor above 0.6 [33]. Then the estimation results show that all indicators have a loading factor value above 0.6.

Table one shows that all loading factor values were above 0.6.

**Tab. 1. The result of confirmatory factor analysis**

	Factor Loading
Perceived Organization	
Support	0.737
POS 1	0.922
POS 2	0.905
POS 3	0.849
POS 4	
Symbolic Incentives Meaning	0.747
SIM 1	0.741
SIM 2	0.848
SIM 3	0.808
SIM 4	0.863
SIM 5	0.847
SIM 6	
Knowledge Sharing Quality	0.775
KSQ 1	0.862
KSQ 2	0.822
KSQ 3	0.817
KSQ 4	
Innovative Work Behavior	0.758
IWB 1	0.875
IWB 2	0.905
IWB 3	0.859
IWB 4	0.906
IWB 5	0.742
IWB 6	

Based on the research results, all indicators in each variable have a standardized estimate value  $> 0.6$ , which means that each indicator in each variable is said to be valid.

##### 4.3. Reliability testing

The reliability test shows the consistency and stability of the measurement scale. Reliability is an index that also shows how much a measuring

instrument is reliable. The level of reliability can be assessed by looking at the resulting C.R. (Construct Reliability) value of 0.6 and the VE

(Variance Extract) value of 0.5 [33].

Table two shows that all C.R. and VE were above 0.6 and 0.5.

**Tab. 2. The result of the reliability test**

	C.R.	V.E.
Perceived Organization Support	0.7	0.7
Symbolic Incentives Meaning	0.7	0.6
Knowledge Sharing Quality	0.7	0.6
Innovative Work Behavior	0.7	0.7

All variables in this research have a value of  $C.R. \geq 0.6$  and  $VE \geq 0.5$ . So it can be said that all indicators of the variable innovative work behavior, perceived organization support, knowledge sharing quality, and symbolic incentives meaning in this research, can be stated reliable.

#### 4.4. The analysis of full model structural equation modeling

The model fit test or called goodness of fit is used to determine whether the research model made is in accordance with the theory or not. Model the suitability of the research will be tested by looking at several goodness of criteria fit models, such as: chi-square, probability, RMSEA, PNFI,

PGFI.

Hypothesis testing in this study used the Structural Equation Modeling (SEM) with the AMOS program. The confirmatory result on the full model shows a good result, namely meeting the goodness of fit criteria. The result on the test shows that some goodness of fit does not meet criteria such as chi-square value of 278.227. The probability value is 0.000. Both assumptions are not met. However, the value for RMSEA is 0,068, the value for PNFI is 0.565, and the value for PGFI is 0.649. This phenomenon indicates that the research model is accepted and meets the criteria.

The following table is the result of hypothesis testing.

**Tab. 3. The result of hypothesis testing**

The Structure of Relationship	S.E.	C.R.	P	Information
Perceived Organization Support	0.180	2.469	0.014	Significant
Symbolic Incentives Meaning				
Perceived Organization Support	0.170	3.335	***	Significant
Knowledge Sharing Quality				
Perceived Organization Support	0.215	1.692	0.091	Insignificant
Innovative Work Behavior				
Symbolic Incentives Meaning	0.115	0.084	0.933	Insignificant
Innovative Work Behavior				
Knowledge Sharing Quality	0.170	0.034	0.973	Insignificant
Innovative Work Behavior				

Based on the table above, it can be seen that perceived organizational support has a positive and significant effect on symbolic incentives meaning, indicated by the value of c.r. of 2.469 ( $\geq 1.967$ ) with probability (P)  $\leq 0.05$ . Perceived organization support has a positive and significant effect on knowledge sharing quality, as indicated by the c.r. of 3.335 ( $\geq 1.967$ ) with probability (P)  $\leq 0.05$  or there is \*\*\* sign. Perceived organization support has a positive and insignificant effect on innovative work behavior, as indicated by the c.r. 1.692 ( $\leq 1.967$ ) with probability (P) 0.091 ( $\geq 0.05$ ). Symbolic incentives meaning has a positive and

insignificant effect on innovative work behavior, indicated by the value of c.r. 0.084 ( $\leq 1.967$ ) with probability (P) 0.933 ( $\geq 0.05$ ). Knowledge sharing quality has a positive and insignificant effect on innovative work behavior, as indicated by the c.r. 0.034 ( $\leq 1.967$ ) with probability (P) 0.973 ( $\geq 0.05$ ).

#### 5. Conclusion and Managerial Insight

The findings in this study indicate that perceived organizational support is able to increase the symbolic incentives meaning of business actors who market their product online in e-commerce.

It is known that business actors who use e-commerce in marketing their products are increasing their income; this is due to the increasing number and an increasing number of consumers who use online purchasing tools. Marketing by online e-commerce platforms is able to shift conventional sales methods so that consumers can access product purchases anytime and anywhere. The result of this study is supported by previous research conducted by [12], which states that perceived organizational support has a positive effect on symbolic incentives meaning. Perceived organization support has a role in the formation of worker satisfaction and incentives, research by [16] as well as the research of [13] which stated that perceived organization support underlines symbolic incentives meaning which is positively interpreted in the context of incentive knowledge. Companies should of course focus on developing long-period relationships. Focus on long-period relationship development will increase customer loyalty and company performance. Moreover, the customer has long-term relationship with organization, although instability condition because of the belief in long-period relationship and strong commitment to each other [34].

Perceived organization support is able to improve knowledge sharing quality to business actors who market their products online in e-commerce. The findings obtained that these business actors are members of a community forum which consists of business actors with various types of goods being marketed. This community forum can help business actors to share knowledge, strategies, and other things that can make it easier for business actors to market their products online in e-commerce. In addition, sharing knowledge between business actors can also minimize repeated mistakes and increase good practice. The results of this study are supported by previous research conducted by [22], which stated that perceived organization support had a positive impact on knowledge sharing quality. Research by [23] states that organizational support has a positive impact on knowledge sharing. Encountering the environmental changes of ecosystem, a role should develop to provide solution to any new arising problems [35].

Perceived organization support, which in this case is e-commerce, has given respect to the creativity of business actors. Business actors are allowed to solve the same problem in different ways. However, on the other hand, the innovative behavior of business actors shown through giving constructive suggestions, providing support for

creative ideas to business partners, providing new ideas, developing new methods, and implementing new ideas, and providing recommendations for the problem at work is still in the low category. This matter means that innovative work behavior cannot be built if only through perceived organization support. This study is in line with research [25] which states that perceived organizational support has an insignificant impact on innovative work behavior. Symbolic incentives mean innovative work behavior is insignificant. From the result of respondent answers, it is known that the statement "I try to assess my marketing performance to be more innovative and get better reward" is the statement that gets the second-lowest answer. This means that business actors in evaluating their marketing performance are not carried out regularly. This is also due to the absence of a special assessment team that assesses the marketing performance of these business actors. So, if there is a special assessment team, the result will be different than if there is no team that assesses. Here businesses focus on responding effectively and efficiently to consumer demands without prioritizing their marketing performance. The result of this study is not in line with other previous studies. This study is not in line with research conducted by [12] and [27]. The research shows that symbolic incentives meaning have a positive and significant impact on innovative work behavior.

Knowledge sharing quality on innovative work behavior is insignificant. From the result of the respondent answer, it is known that the statement "When I share knowledge and skills with my online business partners, it is always appropriate in the context of online business" is the statement that gets the lowest answer first. This is when business actors in a community are sharing knowledge, the knowledge that is shared is not the main element that contains marketing, so things that should be improved in product marketing are less able to be improved due to the lack of qualified knowledge obtained by business actors in sharing knowledge. This study is not in line with research conducted by [14]. The research shows that knowledge-sharing quality has a positive and significant impact on innovative work behavior.

The managerial insight of the findings in this study is that perceived organization support, which is defined as a form of support provided from the organization, in this case, e-commerce acts as an organization for business actors who are members of e-commerce, is to provide

support to business actors to market products in e-commerce and more to increase the income of business actors, especially business actors on a micro-scale. Perceived organization support in this study has a positive impact on symbolic incentives meaning or the meaning of incentives for business actors. There is e-commerce that collaboration with a bank to give a gift to business capital for customers. Symbolic incentives are not only interpreted as incentives in the form of material but also in the form of non-material. So that the acquisition of gift vouchers to business entrepreneurs is included in the non-material category, with the support for business actors, it will make business actors loyal to the e-commerce.

In addition to perceived organization support, another thing that makes business actors get attention from e-commerce is the provision of space for sharing, which in this study is referred to as knowledge sharing quality. The existence of space for business actors is provided by a community in which there are many business actors with various products being sold. In this community, it is possible to transfer knowledge between business actors about anything that can increase buyer interest and increase income.

In this study, the use of symbolic incentives meaning and knowledge sharing quality variables in analyzing perceived organization support on innovative work behavior did not have an effect on increasing perceived organization support on innovative work behavior. The findings show that innovative work behavior in the world of business actors who are members of the community, the main element to build innovative levels in individuals is not through symbolic incentives meaning or knowledge sharing quality. From the statements contained in the questionnaire, there are items regarding creativity that are still relatively low. Symbolic incentives, meaning the meaning of the incentive function, also has a low category in increasing innovative work behavior in the individual.

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