Improving Innovative Work Behavior and Organizational Performance through Workplace Spirituality and Perceived Organizational Support

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Abstract—**Business organizations enter an environment that is very difficult to predict. Improving employee behavior in innovation and the performance of the organization for creating competitive advantages is very urgent for the sustainability business organization. Workplace spirituality and perceived organizational support are two factors that can be used to boost the innovative work of the employee and organizational performance. The purposes of this research were (1) to explain and describe how to improve innovative work behavior and organizational performance using workplace spirituality (2) to explain and describe how to improve innovative work behavior and organizational performance through perceived organizational support. This research considered as descriptive research. Data collection method used library research and the Internet. The results of this study were (1) in improving innovative work behavior and organization performance through workplace spirituality can be done by creating a meaningful company condition, creating a sense of community, and creating an alignment of values. (2) In improving innovative work behavior and organizational performance through perceived organizational support can be done by creating corporate justice, providing support from corporate leaders and creating organizational rewards and good working conditions.**

Keywords—workplace spirituality; perceived organizational support; innovative work behavior; organizational performance

I. INTRODUCTION

Business organizations enter an environment that is very difficult to predict. This is due to changes in the increasingly competitive business environment. The competitive environment is a dynamic environment where the business organization competes. Because of the competition, the company must work hard in order to compete through new ideas or by maintaining existing ones to improve the company. According to Anantatmula, the competitive environment is influenced by external factors and internal factors [1]. External factors originate from free-market globalization, while internal factors originate from worker factors and information technology development factors. To win a competition in a business environment requires a competitive advantage.

David states the definition of competitive advantage is a collection of strategies to determine the superiority of a company from competition among other companies [2]. Meanwhile, according to Porter, competitive advantage basically develops from the value that can be created by a company for buyers that exceeds the company's costs in creating it [3]. In enhancing competitive advantage, good organizational performance and innovative work situations are needed.

Organization performance is all activities carried out by a company in order to achieve goals [4]. The better an organization is, the better the achievement of the annual targets achieved by a company. Organization performance is an aggregate of individual performance. Thus, in engineering individual behavior is a method to increase the company performance.

Employee innovation behavior is one concept that can be used to create competitive advantage. Innovative behavior is defined as behavior that is directed at the initiation and application of ideas and a process that is of new nature that is useful [5]. A company that has good innovation will produce a good quality product and will win the competition.

One of the factors that influence performance and workplace innovation behavior is spirituality. Spirituality has an important role in improving performance and innovation in a company. Spirituality is something that relates to emotions or certain behaviors and attitudes of an individual. Being a spiritual person means being open, giving, and loving [6]. Whereas according to Hasan spirituality is awareness about self and individual awareness about origin, purpose, and fate [7].

Ashmos and Duchon explain workplace spirituality is an individual's self-understanding as a spiritual being who has a soul [8], where the soul needs maintenance in the workplace with all the values in it experiencing experience of a sense of purpose and meaning in its work; and also experience the feeling of connecting with others and the community where the individual works. Marques explains that spirituality is a process of looking into one's inner self towards awareness of universal values, while formal religion generally looks out using formal rites and scriptures [9].

Not only spirituality in the workplace, to create high organizational performance and good innovative work behavior also can use the perceived organizational support variable. According to Byrne perceived organizational support has a positive relationship to company performance [10]. When a company has a good perceived organizational support it will reduce the stress level of employees and be able to encourage employee commitment to the company. In turn, such conditions can increase the performance of employees and companies. Then, perceived organizational support has a positive influence on innovative work behavior [11].

Based on the background, this study wants to verify in depth about how to use spirituality in the workplace and perceived organizational support to increase the innovative work behavior and organizational performance.

In this study there are two problem formulations that want to be solved, namely (1) how does organization in business improving the work behavior which innovative and organizational performance of the business organization by spirituality at work? (2) How does organization in business) how does organization in business improving the work behavior which innovative and organizational performance of the business organization by spirituality at work? Perceived organizational support?

The purposes of this study are (1) to explain and describe how business organization increase its innovative work behavior and organizational performance by workplace spirituality (2) to explain and describe how to increase innovative work behavior and organizational performance through perceived organizational support.

It is expected that this research will theoretically add to the literature review of theories related to the theory of spirituality in the organization, perceived organizational support innovative behavior, and organizational performance. In addition, this study proposes the framework of strategies to use spirituality in the workplace and perceived organizational support to boost the performance of the organization and innovative work behavior. Practically this research can be taken into consideration by managers or business practitioners in order to improve employee innovation behavior and company performance through spirituality in the workplace and the employee perceived related the support of the organization.

II. METHODS

This study uses descriptive research methods in conducting research. Descriptive research defines as the research using descriptions or explanations by systematically in analyzing the data. The qualitative research is considered the approach used in this research. According to Azwar, a qualitative approach is an approach that emphasizes its analysis on deductive and inductive processes and on the analysis of the dynamics of the relationship between observed phenomena, using scientific logic [12]. Research using qualitative methods will measure certain aspects of data.

The quantitative research methodology based on the explanation of Creswell has five steps in conducting research which is as follows [13]:
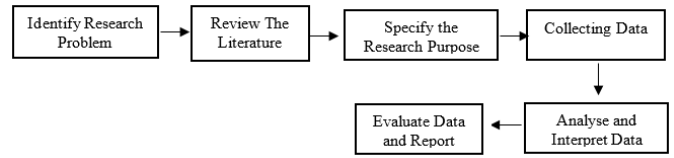

Fig. 1. Research Steps [13].

The five steps described in figure 1 is used by the author as a reference for analysis. First, identify research problems, second, review the literature related to the problem, collect third data from the company, and finally analyze and interpret the data. The step is carried out by the author based on the research process cycle.

Then, Data collection techniques are very important in this research. By using data collection techniques, the researcher can obtain the data needed for analysis. Data collection methods according to Arikunto are ways that can be used by researchers to collect data [14]. In this study, the data collection techniques used was library research and internet research.

III. RESULTS

According to the research method, the data collection techniques in this study use internet and library research. The researcher mapped the empirical studies that verify the relationships of the spirituality of employee in the workplace and employee perceived related support of the organization to the innovative work behavior and organizational performance.

TABLE I.   RESEARCH MAPPING

No	Journal	Conclusion
1	Afsar, Bilal and Yuosre Badir, 2017. "Workplace spirituality, perceived organizational support and innovative work behavior The mediating effects of person-organization fit". 2017 pp. 95-109 [11]	This study explains Workplace Spirituality and Perceived organizational support has a significant influence on innovative work behavior.
2	Byrne, Zinta S. 2008 [10]. "Perceived organizational support and performance Relationships across levels of organizational cynicism".	This study explains that perceived organizational support has a very close relationship with organizational performance
3	Garg, Naval. 2017. "Workplace Spirituality and Organizational Performance in Indian Context: Mediating Effect of Organizational "Commitment, Work Motivation and Employee Engagement" [15]	This study explains directly that workplace spirituality has a significant influence on organizational performance in the company.
4	Afsara, Bilal & Maryam Rehman. 2015. "The relationship between workplace spirituality and innovative work behavior: the mediating role of perceived person–organization fit" [16]	This study explains workplace spirituality has a significant influence on innovative work behavior

Table 1. Cont.

5	Prasanna, Vishnu J & Madhavaiah C. 2018. "The Effect of Workplace Spirituality on Innovative Work Behaviour of Employees with Reference to Auto Mobile Sector in Tamilnadu" [17]	The findings of this study are Workplace Spirituality has an effect on employee work behavior
6	Kim, Kyoung Yong, Robert Eisenberger, and Kibok Baik. 2017. "Perceived Organizational Support and Organization Performance: HR, CEO, and Industry Influences" [18]	This study found that Perceived organizational support in a company affects the performance of the company
7	Xin Guan, Tao Sun, Yan Hou, Liang Zhao, Yi-Ze Luan and Li-Hua Fan. 2014. "The relationship between job performance and perceived organizational support in faculty members at Chinese universities: a questionnaire survey" [19].	This study explains that variables perceived organizational support indirectly affect performance

Based on table 1, workplace spirituality influences organizational performance and innovative work behavior. In addition, perceived organizational support in a company will have an impact on organizational performance and Innovative work behavior as well.

IV. DISCUSSION

From empirical research obtained from library and internet research, it can be seen that the performance of a company and employee innovations in the company can be engineered through variables that influence them, namely Workplace spirituality and organizational performance. Knowing each indicator in the study can be used as a basis for determining a company's general strategy if it wants to improve company performance and employee innovation in the workplace.

A. Improving Performance and Innovation through Workplace Spirituality

Organizational performance of a company is one of the most important. One of the things that really determine organizational performance is Workplace Spirituality. Theoretically, companies that are concerned with spirituality in the workplace have far higher productivity than companies that have a low spiritual workplace [20]. Garg explains that empirically when a company is able to improve its spirituality, the company is able to increase its organizational performance [15].

In addition to organizational performance workplace spirituality also has an impact on innovative workplace behavior. The workplace spirituality breeds awareness in the organization, which in turn leads to creativity and innovation. This can lead individuals to experience awareness at a deeper level, thereby increasing their intuitive ability to develop more directed and interesting ideas that can enhance innovation. Spirituality increases the sense of duty and loyalty to the organization.

Empirically based on the research conducted by Afsar, and Badir, explained that when a company has good workplace spirituality, an innovative work atmosphere for employees will

be created [11]. This is in line with the research conducted by Afsara, Bilal and Rehman state that workplace spirituality has a close relationship with innovative work behavior [16]. This argument is in line with the research conducted by Prasanna, Vishnu J and Madhavaiah that workplace spirituality is one of the variables that greatly contributes to improving innovation [17].

In-depth there are several steps that can be used by the company to improve its performance and innovative workplace behavior through Workplace Spirituality, which is to enhance the components in the concept of workplace spirituality.

1) Creating a meaningful company condition: A meaningful condition for employees, it is possible to come from an employee or the company. If that comes from within the employee, then relating to the initial recruitment system, a match between the company's value and the employee's value is needed. From the factors, the company must engineer a comfortable organizational climate so that social relations and work in the company run well and normally. Job description and workload analysis provided to employees must be measured thus that they feel comfortable in the organization.

2) Creating sense of community: The sense of community occurs when an employee has a relationship with the organization. Someone who is in the company has feelings as part of the community. Therefore, in work orientation, company values must be embedded thus the employees feel part of the company.

3) Creating alignment of values: Some indicators of alignment of value are employees who feel the company pays attention to them. The company cares about the health of employees, employees feel connected to the goals of the organization besides not only focusing on building transactional relationships but also transformational relationships.

B. Improving Organizational Performance and Innovative Work Behavior through Perceived Organizational Support

Perceived organizational support is the deepest feeling of an employee that the company cares about them, and respects their contributions and provides assistance to their socio-emotional needs and welfare by giving them respect, recognition, and support.

Based on the principle of reciprocity, an individual with good Perceived Organizational Support, employees will receive socio-emotional resources from the organization, which tend to make the individual believe in the company and will accept organizational values, thus leading to better suitability of values.

Perceived organizational support is a factor that can improve the performance of a company and employee innovation. With the existence of good Perceived Organizational Support, it will reduce the stress levels of employees and be able to encourage employee commitment to the company. In turn, such conditions will improve the performance of employees and companies.

Research conducted by Byrne states that perceived organizational support felt by employees in a company will improve the performance of a business organization [10]. Another similar argument expressed by Kim, Yong, Eisenberger, and Baik states that perceived organizational support in a company affects the performance of the company [18].

In addition to influencing these performances, as previously explained, good Perceived organizational support will create a good workplace innovative. This is evidenced by Afsar and Badir who claim that a state of innovative workplace behavior is influenced by perceived good organizational support in the company [11].

Steps that can be taken by companies to improve innovative work behavior and organizational performance through perceived organizational support based on Rhoades and Eisenberger, namely [21]:

1) Creating corporate justice: Justice is a method used to determine the distribution of existing resources among employees; justice includes structural justice and social aspects.

2) Giving Support that comes from company leaders: Superiors' support is a general view of the extent to which leaders are able to assess employee contributions and care about their welfare. By increasing the support from company leaders, It will give benefit in organizational performance and innovation.

3) Creating good organizational rewards and working conditions; Organizational rewards and working conditions are the views of employees about the rewards given by the organization, including salary, recognition, and promotion, job security, and independence, the role of stressors, training, and organizational size.

V. CONCLUSION AND IMPLICATION

A. Conclusion

The conclusions of this research are as follows:

- In improving innovative work behavior and organization performance through workplace spirituality can be done by creating a company condition that means, creating a sense of community, and creating an alignment of values

- In improving innovative work behavior and organizational performance through perceived organizational support can be done by creating corporate justice, providing support from corporate leaders and creating organizational rewards and good working conditions.

B. Implication

1) Theoritical implication: The results of this study imply that in improving the performance of a company and its innovations determined by variables including workplace spirituality and perceived organizational support.

2) Managerial implication: Managers or professionals can use the findings of this study to improve company performance and innovative workplace behavior through engineering workplace spirituality and perceived organizational support for the company.

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