

INVESTIGATING THE ROLE OF INNOVATIVE WORK BEHAVIOR, ORGANIZATIONAL TRUST, PERCEIVED ORGANIZATIONAL SUPPORT: AN EMPIRICAL STUDY ON SMES PERFORMANCE

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ABSTRACT

Objective: This study aims to analyze the relationship between perceived organizational support (POS) and organizational trust, analyze the relationship between innovative work behavior (IWB) and organizational trust, analyze the relationship between perceived organizational support (POS) and performance, and analyze the relationship between innovative work behavior (IWB) on performance, analyzing the relationship between organizational trust variables and performance.

Method: This type of research is associative research, namely research that aims to determine the relationship between two or more variables. Each research indicator was measured using a Likert scale 1-5-point scale and the degree of agreement from strongly agree to strongly disagree. The analytical tool used in this study was SEM based on PLS (Partial Least Square), the respondents of this study are 546 SME owners in Banten Indonesia. The data collection technique used is simple random sampling. The scale used in the study to fill in each question item uses a Likert scale with 5 (five) alternative answers, namely strongly agree, agree, undecided, disagree, strongly disagree. Data were obtained by distributing online questionnaires via social media. Analysis of research data using Structural Equation Model Partial Least Square (SEM-PLS) using SmartPLS software.

Results: The results of the hypothesis test show that the variable perceived organizational support (POS) has significant effect on organizational trust, the innovative work behavior (IWB) variable has a positive and significant effect on organizational trust, the variable perceived organizational support (POS) has a positive and significant effect on performance, the innovative work behavior (IWB) variable has a positive and significant effect on performance, the organizational trust variable has significant effect on SMEs performance. Innovative work behaviour has significant effect on performance through organizational trust,

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organizational trust mediate the relationship between Innovative work behaviour and performance. Perceived organizational support has significant effect on performance through organizational trust, organizational trust mediate the relationship between Perceived organizational support on performance

Keywords: perceived organizational support (POS), innovative work behavior (IWB), performance, SMEs, organizational trust.

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INVESTIGANDO O PAPEL DO COMPORTAMENTO INOVADOR NO TRABALHO, DA CONFIANÇA ORGANIZACIONAL E DO APOIO ORGANIZACIONAL PERCEBIDO: UM ESTUDO EMPÍRICO SOBRE O DESEMPENHO DAS PME

RESUMO

Objetivo: Este estudo tem como objetivo analisar a relação entre o suporte organizacional percebido (PDV) e a confiança organizacional, analisar a relação entre o comportamento de trabalho inovador (IBF) e a confiança organizacional, analisar a relação entre o suporte organizacional percebido (PDV) e o desempenho, e analisar a relação entre o comportamento de trabalho inovador (IBF) no desempenho, analisando a relação entre as variáveis de confiança organizacional e o desempenho.

Método: Este tipo de pesquisa é pesquisa associativa, ou seja, pesquisa que visa determinar a relação entre duas ou mais variáveis. Cada indicador de pesquisa foi medido usando uma escala Likert de 1-5 pontos e o grau de concordância de fortemente discordar. A ferramenta analítica utilizada neste estudo foi SEM baseada em PLS (Parcial Least Square), os respondentes deste estudo são 546 proprietários de PME na Banten Indonesia. A técnica de recolha de dados utilizada é a amostragem aleatória simples. A escala usada no estudo para preencher cada item da pergunta usa uma escala Likert com 5 (cinco) respostas alternativas, ou seja, fortemente concordo, concordo, indeciso, discordo, discordo fortemente. Os dados foram obtidos por meio da distribuição de questionários on-line através das mídias sociais. Análise de dados de pesquisa usando Modelo de Equação Estrutural Parcial Least Square (SEM-PLS) usando software SmartPLS.

Resultados: Os resultados do teste de hipótese mostram que a variável percebida suporte organizacional (PDV) tem efeito significativo sobre a confiança organizacional, a variável "comportamento inovador no trabalho" (IWB) tem um efeito positivo e significativo sobre a confiança organizacional, a variável "apoio organizacional percebido" (POS) tem um efeito positivo e significativo sobre o desempenho, a variável "comportamento inovador no trabalho" (IWB) tem um efeito positivo e significativo sobre o desempenho, a variável "confiança organizacional" tem um efeito significativo sobre o desempenho das PME. O comportamento de trabalho inovador tem um efeito significativo no desempenho através da confiança organizacional, confiança organizacional mediar a relação entre o comportamento de trabalho inovador e desempenho. O suporte organizacional percebido tem efeito significativo no desempenho através da confiança organizacional, confiança organizacional mediar a relação entre o suporte organizacional percebido no desempenho

Palavras-chave: apoio organizacional percebido (POS), comportamento inovador no trabalho (IWB), desempenho, PME, confiança organizacional.



1 INTRODUCTION

According to Purwanto et al. (2021); Wijaya (2018) Development of Micro and Small Enterprises in Indonesia is one of the priorities in national economic development. This is not only because the business is the backbone of the people's economic system which is not only aimed at reducing the problem of disparities between groups, income and between business actors, or poverty alleviation and employment. More than that, its development is able to broaden the economic base and can make a significant contribution in accelerating structural change, namely increasing the regional economy and national economic resilience. The role of micro, small and medium enterprises (MSMEs) in the Indonesian economy is shown by their population as the largest business actor, as well as their contribution to employment, formation of gross domestic product (GDP), exports and creation of fixed capital/investment. According to Sunarsi et al. (2020); Kadiyono et al. (2020) Apart from low productivity, SMEs have better resilience to crises, which is formed because the organizational structure and workforce of SMEs are more flexible in adapting to market changes. This resilience and flexibility make SMEs used by most people as the main source of livelihood. Based on the level of productivity and the need to increase the population of small and medium enterprises, increasing the productivity of micro-enterprises is used as a target for empowering SMEs in the future. Improvement of the capacity and productivity of micro-enterprises can be carried out through strengthening assets, skills and linkages with business and marketing networks in an established business system. Increasing the capacity of micro businesses is also expected to increase income. According to Purwanto et al. (2021); Wijaya (2018); Setyoko et al. (2022) SMEs are also seen as having the ability to move quickly in making decisions because they have a dynamic character and have the ability to innovate. SMEs have the advantage of contributing to many aspects apart from their ability to create jobs that can absorb labor at relatively low costs, SMEs are also a vessel for sources of skills for future industrial development. As a forum, SMEs are considered capable of training the entrepreneurial spirit and managerial skills which have been the main concern for the economic development of a country. According to Sheikh (2023); Setyoko et al. (2022) the SME sector is always discussed as a sector that earns quite a lot of workers and does not require special skills in carrying out its business activities. The majority of SMEs do not always depend on large capital and the use of foreign currency for their business



operations, so that when monetary fluctuations occur, it does not have such an impact and investors' interests do not disturb their business too much.

According to Wibowo et al. (2020); Vizano et al. (2020) The development of SMEs in Indonesia is certainly inseparable from various obstacles. These barriers may differ from one region to another or between rural and urban areas, or between sectors, or between business units in the same sector. SMEs in Indonesia generally do not have the resources to find, develop or expand their own market. On the other hand, SMEs in Indonesia are very dependent on their trading partners, for example mobile traders, collectors or trading houses to market their products, or depend on consumers who come directly to the places of production. Every organization definitely wants its organizational performance to continue to increase. Low performance reflects an achievement in an organization that still needs to be improved. According to Lumineau et al. (2023) performance is a series of management activities that provide an overview of the extent to which results have been achieved in carrying out their duties and responsibilities in public accountability, both in the form of successes and deficiencies that occur. For the most part, companies measure their performance based on the level of sales and company profits in a certain period of time. According to Haudi et al. (2020); Asbari et al. (2020) Assessment of the performance of an organization itself is often interpreted by the word assessment, and company performance is something that is produced by a company in a certain period with reference to established standards. Performance appraisal is a periodic determination of the operational effectiveness of an organization, its parts and employees based on predetermined goals, standards and criteria. In addition, performance is often measured by comparing between actual performance and planned performance. According to Patnaik et al. (2023); Putri et al. (2023) performance is a description of the level of achievement of the implementation of an activity/program/policy in realizing the goals, objectives, mission, and vision of the organization contained in the strategic planning of an organization. Performance measurement is very important for management and parties involved in the organization to evaluate company performance and plan for the future. According to Musenze et al. (2022); Putri et al. (2023) measuring organizational performance, of course, is not solely measured using financial performance indicators, because there are various indicators that should be measured comprehensively to see overall organizational performance.



Perceived organizational support (POS) can be defined as employee perceptions regarding the extent to which the organization provides support to employees and the extent to which the organization is prepared to provide assistance when needed. According to Sabir et al. (2022); Sheikh (2023); Setyoko et al. (2022) defines Perceived Organizational Support (POS) as employees' perceptions of the extent to which the organization values contribution, provides support, and cares about their well-being. Furthermore, when employees are in a difficult situation to solve their work problems, the organization is considered as a guarantee in providing assistance to calm and care for their employees by providing the right solution to solving these problems. According to Riska et al. (2023); Sheikh (2023); Setyoko et al. (2022) argues that Perceived organizational support (POS) is an employee's description of the company where he works, employees will see and have views about the extent to which the company provides support and feedback that is in accordance with the performance and efforts that have been made by employees. do. According to Patnaik et al. (2023); Putri et al. (2023) stated that POS is an attributional process that is used to show commitment made by others in a social relationship. Organizational support is influenced by a person's interaction with the organization where the organization gives praise, support and approval. According to Lumineau et al. (2023); Musenze et al. (2022) defines POS as an employee's perception of the extent to which the organization provides support to employees and the extent of the organization's readiness to provide assistance when needed. According to Patnaik et al. (2023); Putri et al. (2023) also defines POS as the extent to which employees believe that the organization values contribution and cares about their welfare.

Purwanto et al. (2020) revealed that 80% of new ideas for innovation are generated by employees. Individual innovation in the organization is called innovative work behavior, innovative work behavior is a fundamental basis for improving organizational performance. Innovative work behavior carried out by employees at work includes efforts to explore opportunities, generate ideas, fight for ideas, and implement ideas. That is, employees try to find solutions to problems by creating solution ideas, finding supporting data, and implementing them so that they are able to produce innovations in the fields of products, markets, or organizational structures. Organizations with low innovative work behavior will experience several negative impacts including hampering organizational performance, increasing employee absenteeism, resignation, poor employee work ethic,



and decreased service to customers. Organizations thus need to try to encourage employees to have an innovative mindset.

Trust in an organization is one of the important things in building an organizational culture. According to Putra et al. (2023); Purwanto et al. (2021); Purwanto et al. (2020) trust in an organization can be described in three ways, namely: belief in integrity, character and ability of leaders, confidence in reciprocal relationships from the behavior carried out, believe in integrity, honesty or fairness that is intertwined with fellow individuals in a company. According to Akhtar et al. (2019); Alleyne et al. (2018) states that Organizational Trust is a feeling of mutual trust between one another, between individuals and between groups within an organizational environment. According to Putra et al. (2023); Purwanto et al. (2021) trust in an organization is psychological consisting of a state of submission to accept deficiencies based on positive expectations from the intentions or behavior of others. According to Akhtar et al. (2019); Putra et al. (2023) trust is an expectation and positive expectation that other people will not through words, actions, and policies act opportunistically. Meanwhile, another understanding of organizational trust is the desire of organizations based on culture and communication behavior in relationships and transactions, to be open and honest based on the belief that other individuals, groups, or organizations are also competent, open and honest, caring, reliable, and identified with the same goals, norms and values. Organizational trust is also defined as a feeling of trust self and commitment without the perception of fear and doubt, where people believe that they will receive support and can cooperate with others in solving a problem without being based on ulterior motives and negative thoughts. According to Alleyne et al. (2018); Andrade et al. (2022); Putra et al. (2023) organizational trust is the belief of an individual or group as a whole that the individual or organization will make every effort in good faith in acting in accordance with its commitment to provide the best wherever it works.

Innovative work behavior is intentional individual behavior for the introduction and application, in a role, group or organization of ideas, processes, products or procedures, is something new for the unit concerned, designed to significantly benefit individuals, groups, organizations or society wider. The definition of innovative work behavior is the process of generating, introducing and implementing new ideas in order to benefit the organization or group. These new ideas can be in the form of technology updates, products, services, or work methods. Innovative work behavior is a series of



processes to generate and implement new ideas, products, processes, and procedures that are beneficial to the organization. The relevance of innovative work behavior in the organizational context is in businesses that generate profits for the organization or company. Employee creativity is closely related to innovative work behavior which is the initial stage of the emergence of innovation in the field of problem solving or solutions to a problem. According to Khan et al. (2022); Karimi et al. (2023); Khairunnisa et al. (2023) innovative work behavior is defined as all employee behavior directed at creating, recognizing or implementing related roles, groups or organizations, which include ideas, process, product or procedure, new to the relevant unit of adoption. This definition limits innovative behavior to a deliberate effort to produce new results that benefit the organization. According to Berdiyana et al. (2022); Haris et al. (2023); Karimi et al. (2023) defines innovative work behavior as an individual behavior that leads to useful new work roles, processes, products or procedures. Furthermore, viewing innovative work behavior as a 'willingness' of an employee to develop innovation. The term willingness here refers to employee attitudes or intentions more than effective employee behavior. Organizational trust (OT) refers to the belief that the organization will take actions that benefit its members rather than taking negative actions that are intertwined in the working relationship between the organization and its members, Trust in the organization is the will of the members of the organization to submit themselves to the authority of the organization in the hope that the organization will realize the positive expectations of the members of the organization. According to Karimi et al. (2023); Khairunnisa et al. (2023) trust is a belief in the integrity, fairness, and reliability of individuals or organizations. Trust is the willingness of one party to accept the actions taken by another party and produce results of cooperation, especially in large organizations. believes that the other party has good faith for himself. Therefore, in an organization, trust is the trust of employees to accept the actions taken by the organization and cooperate with the organization on the basis of the belief that the organization values them and has good faith towards them.

2 METHOD

This type of research is associative research, namely research that aims to determine the relationship between two or more variables. Each research indicator was measured using a Likert scale 1-5-point scale and the degree of agreement from strongly



agree to strongly disagree. The analytical tool used in this study was SEM based on PLS (Partial Least Square), the respondents of this study are 546 SMEs owners in Banten Indonesia. The data collection technique used is simple random sampling. The scale used in the study to fill in each question item uses a Likert scale with 5 (five) alternative answers, namely strongly agree, agree, undecided, disagree, strongly disagree. Data were obtained by distributing online questionnaires via social media. Analysis of research data using Structural Equation Model Partial Least Square (SEM-PLS) using SmartPLS software.

The research hypothesis is

H1: Perceived organizational support (POS) has a positive and significant effect on organizational trust

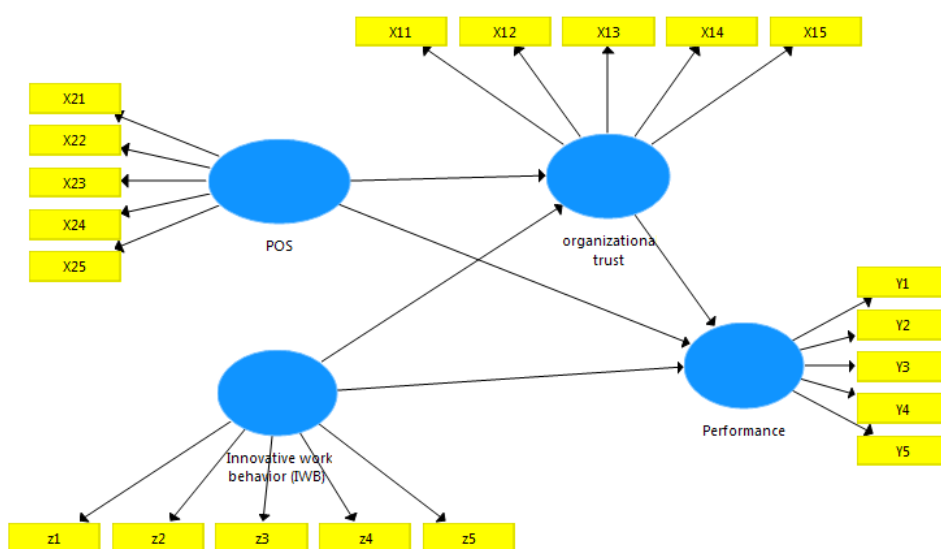
H2: Innovative work behavior (IWB) has a positive and significant effect on organizational trust,

H3: Perceived organizational support (POS) has a positive and significant effect on performance

H4: Innovative work behavior (IWB) has a positive and significant effect on performance

H5: Organizational trust has a positive and significant effect on performance.

Fig 1. Research Model



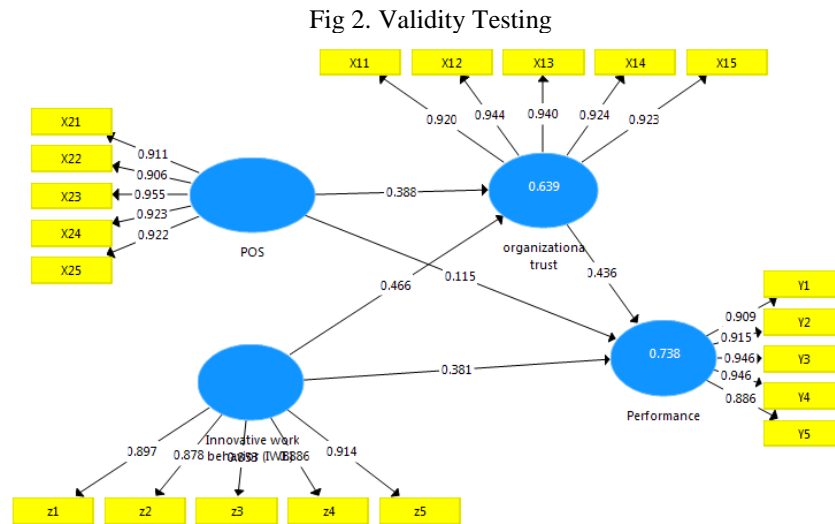
Source: Results of analysis by the authors

3 RESULT

Validity and Reliability Test



The model is said to be good if the AVE of each variable is greater than 0.50. The output results in this study indicate that the AVE value of all variables is greater than 0.50 so that the model can be said to be good.



Source: Results of analysis by the authors

3.1 RELIABILITY TEST

The variable is declared reliable if the value of composite reliability or Cronbach's alpha is above 0.70.

Table 1. Reability Testing

	Cronbach's Al...	rho_A	Composite Reliability	Average Variance Extracted ...
Innovative work behavior (IWB)	0.932	0.939	0.948	0.785
POS	0.957	0.958	0.967	0.853
Performance	0.955	0.956	0.965	0.847
organizational trust	0.961	0.962	0.970	0.866

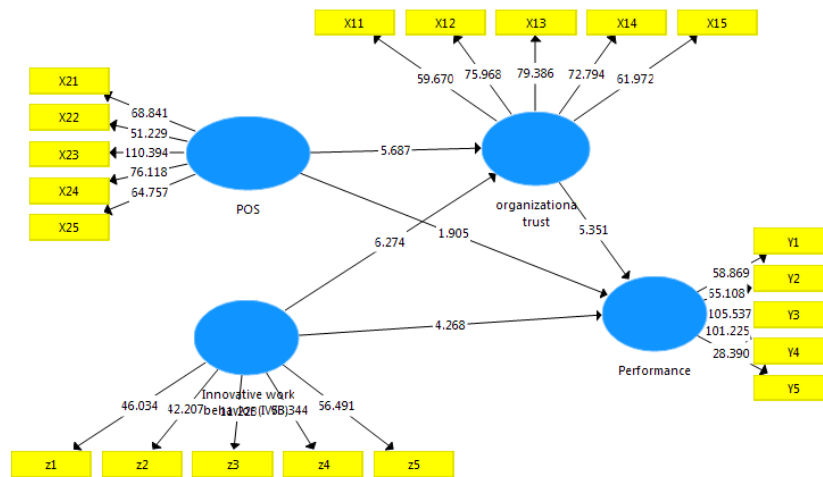
Source: Results of analysis by the authors

3.2 HYPOTHESIS TESTING (RESAMPLING BOOTSTRAPPING)

The t-test is used to prove the hypothesis whether there is an influence of each independent or exogenous variable individually on the dependent or endogenous variable.



Fig 3. Hypothesis Testing



Source: Results of analysis by the authors

Table 2. Hypothesis Testing

	Original Sampl...	Sample Mean...	Standard Deviation (S...	T Statistics (...	P Values
Innovative work behavior (IWB) -> Performance	0.381	0.385	0.090	4.239	0.000
Innovative work behavior (IWB) -> organizational trust	0.466	0.465	0.072	6.464	0.000
POS -> Performance	0.115	0.113	0.058	1.968	0.050
POS -> organizational trust	0.388	0.391	0.072	5.375	0.000
organizational trust -> Performance	0.436	0.431	0.083	5.250	0.000

Source: Results of analysis by the authors

4 DISCUSSION

Relationship between Perceived organizational support (POS) and SMEs performance

Based on the results of hypothesis testing using the SmartPLS software, the results obtained were a p value of 0.000, smaller than <0.050 , so it was concluded that there was a significant relationship between Perceived organizational support (POS) and a positive and significant effect on performance. These results are in line with research by Wijaya et al. (2022); Xu et al. (2022); Afsar et al. (2017); Koroglu et al. (2022) that Perceived organizational support (POS) has a positive and significant effect on performance and is supported by According to Srirahayu et al. (2023); Sumardjo et al. (2023) that Perceived organizational support (POS) has a positive and significant effect on performance

Relationship between Perceived organizational support (POS) and organizational trust. Based on the results of hypothesis testing using SmartPLS software, the p value of 0.000 is lower than 0.050, so it can be concluded that there is significant relationship, Perceived organizational support (POS) has significant effect on organizational trust.



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These results are in line with research by Park et al. (2022); Patnaik et al. (2023); Putri et al. (2023) that perceived organizational support (POS) has not significant effect on organizational trust and is supported by Lumineau et al. (2023); Musenze et al. (2022) that perceived organizational support (POS) has not significant effect on organizational trust. Employees feel full of energy and are often so absorbed in work that it doesn't feel like work time is over. Employees really enjoy their work but they don't having difficulty dividing time between work and other interests. Employees are also not too late with work. Trust in supervisors causes employees to have vigor, dedication and absorption at work. Employees who have trust in their leaders or supervisors will focusing on achieving organizational goals without worrying about being disappointed by unpleasant behavior by the organization so that carrying out tasks will be full of dedication.

The relationship between Innovative work behavior (IWB) and organizational trust. Based on the results of hypothesis testing using SmartPLS software, the p value of 0.000 was lower than 0.050, so it was concluded that there was a significant relationship, Innovative work behavior (IWB) had a positive and significant effect on organizational trust. These results are in line with research by Purwanto et al. (2021); Sabir et al. (2022); Sumardjo et al. (2023) that Innovative work behavior (IWB) has a positive and significant effect on organizational trust and is supported by According to Wijaya (2018); Sheikh (2023); Setyoko et al. (2022) that innovative work behavior (IWB) has a positive and significant effect on organizational trust. High innovative work behavior will also result in high organizational innovation. Innovation behavior is determined by the company's ability to remove obstacles in innovating, while the source of innovation ideas can come from consumer demand, competitors, competition or the company's new vision. Innovative work behavior needs to be implemented to achieve maximum results and profits for the company.

The relationship between Innovative work behavior (IWB) and SMEs performance. Based on the results of hypothesis testing using the SmartPLS software, a p-value of 0.035 is lower than 0.050, so it can be concluded that there is a significant relationship between Innovative work behavior (IWB) which has a positive and significant effect on performance. These results are in line with research by Khan et al. (2022)); Karimi et al. (2023); Khairunnisa et al. (2023) that innovative work behavior (IWB) has a positive and significant effect on performance and is supported by Berdiyana et al. (2022); Haris et al. (2023); Karimi et al. (2023); Khan et al. (2022) that innovative



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work behavior (IWB) has a positive and significant effect on performance. Innovative work behavior is a person's behavior that appears to result in generating excellence beyond the required standards. The foundation of innovative work behavior begins with individual contributions to the development of organizational innovation. The stages of innovative work behavior are as follows: first, the process stage includes the creative stage which refers to recognizing problems and generating ideas at the individual level, and secondly, the implementation stage refers to achieving and implementing innovative ideas in organizational practice. Employees who have innovative work behavior at work will always try to innovate in completing their duties and responsibilities. This can arise from the way of communication, completing work, use.

The relationship between Organizational trust has a positive effect on performance. Based on the results of hypothesis testing using the SmartPLS software, the results obtained were a p value of 0.000, greater than <0.050 , so it was concluded that there significant relationship. Organizational trust has significant efek on performance. These results are in line with research by Park et al. (2022); Patnaik et al. (2023); Putri et al. (2023) that Organizational trust has significant effect on performance. and is supported by Lumineau et al. (2023); Musenze et al. (2022) that Organizational trust has significant effect significant to performance.

According to Wijaya et al. (2022); Xu et al. (2022); Afar et al. (2017); Koroglu et al. (2022) Innovative work behavior (IWB) Increases the productivity of SMEs managers and colleagues. Increase the motivation of someone who has the ability to think innovatively. Become an effective tool for coordinating teamwork activities effectively. Improving the organization's ability to recruit and retain employees with good quality performance. Maintaining the stability of organizational performance. Helping the organization's ability to survive and adapt to environmental changes. the level of perceived organizational support in an organization, namely the organization appreciates the contribution of employees. The extent to which the organization values and cares about the contributions and roles played by employees in a job. SMEs appreciate the extra effort employees put in. Not infrequently in an organization, employees give more effort than required, from this it is not uncommon for organizations to also provide extra to these employees. The organization will pay attention to all complaints from employees. The extent to which the organization listens, pays attention to and cares about complaints felt by employees and accepts suggestions or input from employees. According to Akhtar



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et al. (2019); Putra et al. (2023); Purwanto et al. (2021) perceived organizational support has several impacts including: Organizational commitment On the basis of the norm of reciprocity, perceived organizational support will create SMEs employee obligations to pay attention to the welfare of SMEs i. Rhoades & Eisenberger, as explained by Lumineau et al. (2023); Musenze et al. (2022); Park et al. (2022); Patnaik et al. (2023); Putri et al. (2023) stated that the obligation to exchanging concern for concern can increase employee affective commitment to SMEs. Job-related affect Perceived organizational support affects employees' affective reactions to their work, including job satisfaction and positive mood. Perceived organizational support contributes to job satisfaction by increasing expectations of performance rewards and the availability of assistance when employees need it. Perceived organizational support also contributes to employees' feelings of competence and value as employees, thus increasing positive moods. Work involvement. Work involvement leads to identification and interest in the particular work performed by employees. Interest in a job is related to the competence of SMEs employees. By increasing perceived organizational support through increasing employee competence, employee interest in their work will increase. Performance Perceived organizational support can improve the performance of SMEs employees and actions that benefit the organization. Actions taken can protect organizations from various risks, share knowledge and skills that are beneficial to SMEs.

According to Purwanto et al. (2021); Wijaya (2018); Sheikh (2023); Setyoko et al. (2022) Trust is also associated with perceptions of fairness and accuracy in performance evaluation. Organizational trust has a positive relationship with organizational commitment and individual performance. Organizational trust increases trust is critical in effective communication, and successful teamwork among employees. Organizational trust influences employees, increases their participation in decision-making, and can create an active work atmosphere. Benevolence from other parties during exchange relationships, which is inspired by moral values such as honesty and integrity. Trust that other parties can be relied upon, based on competence, previous experience, and information held. Anticipation of the reactions or behavior of individuals in different situations, such as possible futures that are believed to be possible. According to Srirahayu et al. (2023); Sumardjo et al. (2023) Organizations are very concerned about employee welfare. The extent to which SMEs care about the welfare of employees in carrying out their work. Organizations will notify employees when they are not doing a



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good job. Errors in a job are natural, but organizations must also continue to monitor the performance of employees. If the work carried out is not in accordance with the standards, the organization must reprimand the employee in order to improve his performance. SMEs are concerned with the general satisfaction with employees' jobs. Organizations pay attention to and evaluate the extent to which employees are satisfied with the work provided by the organization. Organizations show great concern for employees. The extent to which the organization cares and provides support to employees, providing this support is a form of attention from the organization to the employees who work for it. The organization feels proud of the success of its employees at work. The extent to which the organization's pride in the achievements of employees in their work. According to Purwanto et al. (2021); Wijaya (2018); Riska et al. (2023) Innovative work behavior is all employee behavior that is directed at making, introducing or implementing new ideas, processes, products or procedures for the relevant adoption unit. that should significantly benefit the relevant unit. Then innovative work behavior is then assessed as an individual's intention to create, introduce and implement their new ideas with the aim of optimizing team and organizational performance. In short, innovative work behavior is the intention expressed by individuals at work towards teams and organizations. In practice, innovative work behavior is a condition that can be created by every individual, because every individual has innovative potential related to his work, and this needs to be assisted by an appropriate organizational climate and environment.

5 CONCLUSION

The results of the hypothesis test show that the variable perceived organizational support (POS) has significant effect on organizational trust, the innovative work behavior (IWB) variable has a positive and significant effect on organizational trust, the variable perceived organizational support (POS) has a positive and significant effect on performance, the innovative work behavior (IWB) variable has a positive and significant effect on performance, the organizational trust variable has significant effect on SMEs performance. Innovative work behaviour has significant effect on performance through organizational trust, organizational trust mediate the relationship between Innovative work behaviour and performance. Perceived organizational support has significant effect on performance through organizational trust, organizational trust mediate the relationship between Perceived organizational support on performance. Innovative work behavior



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(IWB) increases the productivity of SMEs managers and colleagues. Increase the motivation of someone who has the ability to think innovatively. Become an effective tool for coordinating teamwork activities effectively. Improving the organization's ability to recruit and retain employees with good quality performance. Maintaining the stability of organizational performance. Helping the ability of SMEs to survive and adapt to environmental changes. the level of perceived organizational support in an organization, namely the organization appreciates the contribution of employees. The extent to which the organization values and cares about the contributions and roles played by employees in a job. SMEs appreciate the extra effort employees put in. Not infrequently in an organization, employees give more effort than required, from this it is not uncommon for organizations to also provide extra to these employees. SMEs will pay attention to all complaints from employees. The extent to which the organization listens, pays attention to and cares about complaints felt by employees and accepts suggestions or input from employees. SMEs are very concerned about the welfare of their employees. The extent to which SMEs care about the welfare of employees in carrying out their work. Organizations will notify employees when they are not doing a good job. Errors in a job are natural, but organizations must also continue to monitor the performance of employees. If the work performed is not up to standard, then SMEs must give warnings to employees so that they can improve their performance. SMEs are concerned with the general satisfaction with employees' jobs. SMEs pay attention to and evaluate the extent to which employees are satisfied with the work provided by the organization. Organizations show great concern for employees. The extent to which the organization cares and provides support to employees, providing this support is a form of attention from the organization to the employees who work for it. SMEs feel proud of the success of their employees at work. The extent to which the organization's pride in the achievements of employees in their work. This study has limitations, namely the number of respondents is small and the variables analyzed are limited so that further research should increase the number of respondents and expand to other organizations. For further research to analyze by adding other variables



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