

The Role of Perceived Organizational Support (POS) and Innovative Work Behavior (IWB) on SMEs Performance with Organizational Trust

Elyzabeth Wijaya¹

¹Institut Bisnis Informasi Teknologi dan Bisnis, Indonesia

Email : elyzabeth@itmb.ac.id

Abstract – 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. 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 276 SME owners in Banten Indonesia. The results of the hypothesis test showed that The results of the hypothesis test show that the variable perceived organizational support (POS) has not 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 not significant effect on SMEs performance. Innovative work behaviour has no significant effect on performance through organizational trust, organizational trust does not mediate the relationship between Innovative work behaviour and performance. Perceived organizational support has no significant effect on performance through organizational trust, organizational trust does not mediate the relationship between Perceived organizational support on performance

Keywords: *Perceived Organizational Support (POS), Innovative Work Behavior (IWB) , Performance, SMEs , Organizational Trust*

I. INTRODUCTION

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. 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.

According to [Purwanto et al. \(2021\)](#); [Wijaya \(2018\)](#) Development of Micro and Small Enterprises (UMK) 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. 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 makes 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.

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.

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 (IWB) Innovative work behavior is the willingness of members of the organization to introduce, propose and apply new ideas, products, processes and procedures to their work, work units or even the organization where they work. For organizational leaders, understanding employee behavior is very important, with the hope that leaders can predict and create productive employee performance. The following is the definition and definition of Innovative work behavior (IWB); 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.

II. 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 276 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.

Validity and Reliability Test

Convergent validity with reflexive indicators can be seen from the correlation between the indicator scores and the variable scores. Individual indicators are considered reliable if they have a correlation value above 0.50. The results of the convergent validity test show that all outer loading variable indicators have a value greater than 0.50. Thus, it can be concluded that all indicators have met the requirements of convergent validity., another discriminant validity test is by assessing the validity of the variable from the average variance extracted (AVE) value. The model is said to be good if the AVE of each variable is greater than 0.50 ([Purwanto et al., 2020](#)). 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. The reliability test was carried out to prove the accuracy, consistency and accuracy of the instrument in measuring constructs. Measuring reliability in PLS-SEM using SmartPLS 3.0 software can be done by looking at: 1) Composite Reliability Composite reliability is used to measure internal consistency. CR values of 0.60 – 0.70 are still acceptable for exploratory research. 2) Cronbach's Alfa Cronbach's Alfa is used to

diagnose the consistency of the entire scale by looking at the reliability coefficient. Cronbach's Alpha value > 0.60 is still acceptable for exploratory research.

Coefficient of Determination (R²) and Hypothesis Testing (t test)

Assessing the structural model in PLS begins by looking at the R-squares value for each endogenous latent variable as the predictive power of the structural model. The R-squares results represent the total variance of the construct described by the model. The rule of thumb for R-squares values is: values 0.75, 0.50 and 0.25. It can be concluded that the model is strong, moderate and weak. If the t-statistic value is greater or equal to the t-table (t-statistic > 1.96), then Ho is rejected and Ha is accepted (Purwanto et al., 2019). Hypothesis testing is done by means of statistical tests. The statistical test used is the t-test or p (probability).

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.

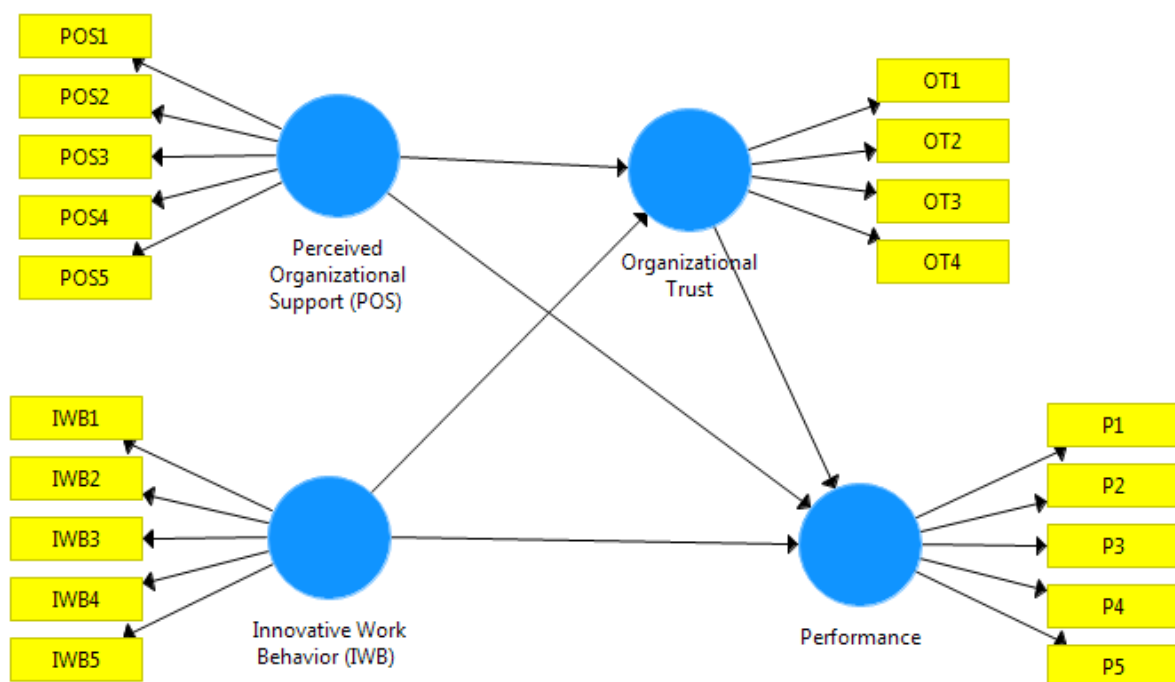


Fig 1. Research Model

III.RESULT AND DISCUSSION

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.

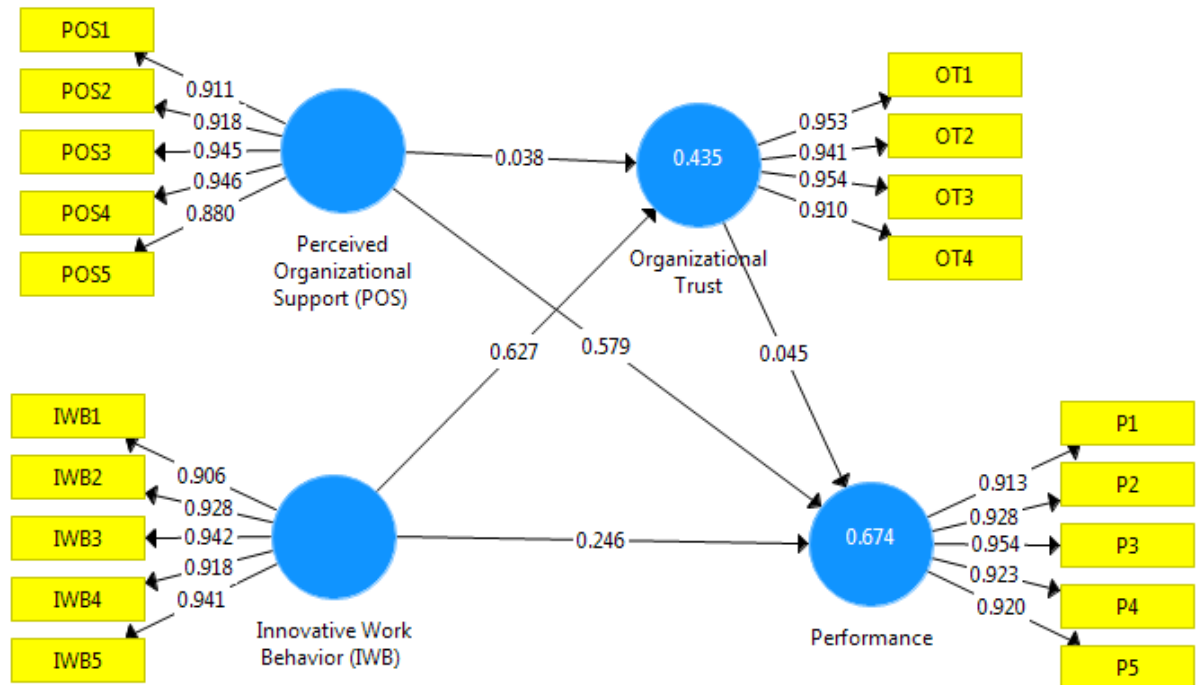


Fig 2. Validity Testing

Reliability Test

The reliability test was carried out to prove the accuracy, consistency and accuracy of the instrument in measuring constructs. Measuring reliability in PLS-SEM using SmartPLS 3.0 software can be done by looking at: 1) Composite Reliability Composite reliability is used to measure internal consistency. CR values of 0.60 – 0.70 are still acceptable for exploratory research. 2) Cronbach's Alfa Cronbach's Alfa is used to diagnose the consistency of the entire scale by looking at the reliability coefficient. Cronbach's Alpha value > 0.60 is still acceptable for exploratory research. 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)	0.959	0.960	0.968	0.860
Organizational Trust	0.956	0.958	0.968	0.883
Perceived Organizational Support (POS)	0.955	0.958	0.965	0.847
Performance	0.960	0.960	0.969	0.861

Coefficient of Determiation (R2)

Assessing the structural model in PLS begins by looking at the R-squares value for each endogenous latent variable as the predictive power of the structural model. The R-squares results represent the total variance of the construct described by the model. The rule of thumb for R-squares values is: values 0.75, 0.50 and 0.25. It can be concluded that the model is strong, moderate and weak. If the t-statistic value is greater or equal to the t-table (t-statistic > 1.96), then Ho is rejected and Ha is accepted (Purwanto et al., 2019). Hypothesis testing is done by means of statistical tests. The statistical test used is the t-test or p (probability).

Table 2. Coefficient of Determiation (R2)

	R Square	R Square Adjusted
Organizational Trust	0.435	0.423
Performance	0.674	0.664

Based on the test results, it was obtained that the performance R-squares value was 0.674 or 67.4%, meaning that the Perceived Organizational Support (POS), Innovative Work Behavior (IWB) and Organizational Trust variables contributed 67.4% and the remaining 32.6% was influenced by other variables not discussed in this study. the test results show that the R-squares value of organizational trust is 0.435 or 43.5%, meaning that the Perceived Organizational Support (POS) and Innovative Work Behavior (IWB) variables contribute 43.5% and the remaining 56.5 is influenced by other variables not discussed in this study.

Hypothesis Testing (Resampling Bootstrapping)

The final step of the data that has been processed and analyzed by the researcher is to test the hypotheses that have been formulated. If the t-statistic value is smaller than the t-table value (t-statistic <1.96), then Ho is accepted and Ha is rejected. If the t-statistic value is greater or equal to the t-table (t-statistic > 1.96), then Ho is rejected and Ha is accepted (Purwanto et al., 2019). Hypothesis testing is done by means of statistical tests. The statistical test used is the t-test or p (probability). 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.

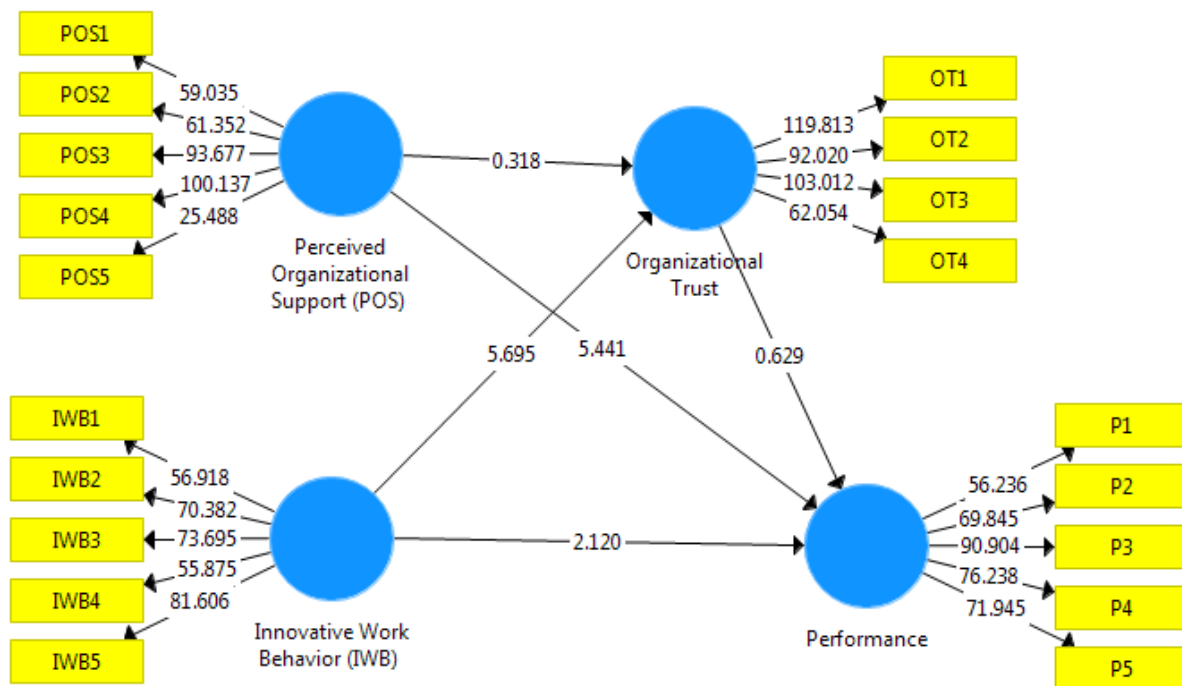


Fig 3. Hypothesis Testing

Table 3 . Hypothesis Testing

	Original Sampl...	T Statistics...	P Values
Perceived Organizational Support (POS) -> Performance	0.579	5.441	0.000
Perceived Organizational Support (POS) -> Organizational Trust	0.038	0.318	0.751
Organizational Trust -> Performance	0.045	0.629	0.530
Innovative Work Behavior (IWB) -> Performance	0.246	2.120	0.035
Innovative Work Behavior (IWB) -> Organizational Trust	0.627	5.695	0.000

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 0.751 is greater than 0.050, so it can be concluded that there is not significant relationship, Perceived organizational support (POS) has not significant effect on organizational trust. 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

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

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

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 0.530, greater than <0.050 , so it was concluded that there not significant relationship. Organizational trust has not significant efect 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 not significant effect on performance. and is supported by Lumineau et al. (2023); Musenze et al. (2022) that Organizational trust has not significant effect significant to performance.

Indirect Effect

Based on the results of hypothesis testing, the mediation test results are obtained as follows

Table 4 . Indirect Effect

	Original Sampl...	T Statistics (O...	P Values
Innovative Work Behavior (IWB) -> Organizational Trust -> Performance	0.028	0.622	0.534
Perceived Organizational Support (POS) -> Organizational Trust -> Performance	0.002	0.161	0.872

Innovative work behaviour on performance through organizational trust

Based on the results of hypothesis testing using SmartPLS software, the p value of 0.534 is greater than 0.050, so it can be concluded that there is no significant relationship. Innovative work behaviour has no significant effect on performance through organizational trust, organizational trust does not mediate the relationship between Innovative work behaviour and performance

Perceived organizational support on performance through organizational trust

Based on the results of hypothesis testing using SmartPLS software, the p value of 0.872 is greater than 0.050, so it can be concluded that there is no significant relationship. Perceived organizational support has no significant effect on performance through organizational trust, organizational trust does not mediate the relationship between Perceived organizational support on performance

Perceived organizational support provides tangible and intangible resources for SMEs employees, resulting in norms of reciprocity from employees to care about and help the organization achieve its goals. This mainly explains how perceived organizational support leads to positive attitudes and behavior of SMEs employees. The consequence is increasing positive attitudes towards the organization and work (eg, affective commitment, work involvement), as well as increasing favorable behavior (eg, performance). Perceived organizational support is given to employees to increase feelings of value. In other words, perceived organizational support provides certainty that the contribution that employees make to the organization will be reciprocated in the form of acceptance and recognition of organizational membership. The consequence is an increase in the similarity of employee values to the organization, for example, person organization fit. Perceived organizational support is assumed to be the fulfillment of the socio-emotional needs of employees at work, such as the need for self-esteem, caring, emotional support, and recognition, so that the consequences of meeting these needs can improve the subjective well-being of SMEs employees for example, job satisfaction and health. According to Akhtar 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 Wijaya et al.(2022);Xu et al.(2022);Afsar 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 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 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.

Furthermore, from the definition above, it can be seen that the main dimensions of trust include integrity, competence, consistency, loyalty and openness. Another dimension is leader behavior. The behavior of the leader is also the most important thing compared to the behavior of anyone else in the organization in determining the level of trust in the SMEs. This can be exemplified here, for example, in a company a supervisor is responsible for directing the daily work of their subordinates, carrying out organizational policies, and cooperate with their subordinates to achieve organizational goals. Therefore, the supervisor's interaction with his subordinates should tend to be frequent and direct. Even so, building trust remains not only between leaders and followers, but also between followers (subordinates), 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.

IV. CONCLUSION

The results of the hypothesis test show that the variable perceived organizational support (POS) has not 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 not significant effect on SMEs performance. Innovative work behaviour has no significant effect on performance through organizational trust, organizational trust does not mediate the relationship between Innovative work behaviour and performance. Perceived organizational support has no significant effect on performance through organizational trust, organizational trust does not mediate the relationship between Perceived organizational support on performance. 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 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

REFERENCES

1. Akhtar, M. W., Syed, F., Husnain, M., & Naseer, S. (2019). Person-organization fit and innovative work behavior: The mediating role of perceived organizational support, affective commitment and trust. *Pakistan Journal of Commerce and Social Sciences (PJCSS)*, 13(2), 311-333.
2. Alleyne, P., Hudaib, M., & Haniffa, R. (2018). The moderating role of perceived organisational support in breaking the silence of public accountants. *Journal of Business Ethics*, 147, 509-527.
3. Andrade, C., & Neves, P. C. (2022). Perceived organizational support, coworkers' conflict and organizational citizenship behavior: The mediation role of work-family conflict. *Administrative Sciences*, 12(1), 20.
4. Afsar, B., & Badir, Y. (2017). Workplace spirituality, perceived organizational support and innovative work behavior: The mediating effects of person-organization fit. *Journal of workplace Learning*, 29(2), 95-109.
5. Koroglu, Ş., & Ozmen, O. (2022). The mediating effect of work engagement on innovative work behavior and the role of psychological well-being in the job demands-resources (JD-R) model. *Asia-Pacific Journal of Business Administration*, 14(1), 124-144.
6. Berdiyana, M., & Witjaksono, A. D. (2022). The Influence of Perceived Organizational Support, Job Satisfaction and Organizational Citizenship Behavior on Employee Performance. *International Journal of Multicultural and Multireligious Understanding*, 9(6), 314-324.
7. Haris, N., Jamaluddin, J., & Usman, E. (2023). The Effect of Organizational Culture, Competence and Motivation on the SMEs Performance in the Covid-19 Post Pandemic and Digital Era. *Journal of Industrial Engineering & Management Research*, 4(1), 29-40.
8. Karimi, S., Ahmadi Malek, F., Yaghoubi Farani, A., & Liobikienė, G. (2023). The Role of Transformational Leadership in Developing Innovative Work Behaviors: The Mediating Role of Employees' Psychological Capital. *Sustainability*, 15(2), 1267.
9. Khan, M. A. (2022). The impact of perceived organisational support on knowledge hiding behaviour of call centre employees: a moderated mediation model. *International Journal of Knowledge Management Studies*, 13(3), 286-310.
10. Karimi, R., & Ahmadi, F. (2023). Investigating the Effect of Employee Improvement on Organizational Citizenship Behavior with the Mediating Role of Organizational Trust and Commitment in the Ministry of Cooperatives, Labor and Social Welfare. *Political Sociology of Iran*, 5(11), 4853-4881.
11. Khairunnisa, F. (2023). The The Influence of Perceived Organizational Support and Work Environment on Employee Performance. *Youth & Islamic Economic*, 4(1), 1-7.
12. Lumineau, F., Schilke, O., & Wang, W. (2023). Organizational Trust in the Age of the Fourth Industrial Revolution: Shifts in the Form, Production, and Targets of Trust. *Journal of Management Inquiry*, 32(1), 21-34.
13. Musenze, I. A., & Mayende, T. S. (2022). Ethical leadership (EL) and innovative work behavior (IWB) in public universities: examining the moderating role of perceived organizational support (POS). *Management Research Review*, (ahead-of-print).
14. Park, J., & Kim, W. (2022). The Impact of Perceived Organizational Support on Innovative Work Behaviour Through Psychological Empowerment: Focusing on the Moderated Mediating Role of Organizational Procedural Justice. *Journal of Technical Education and Training*, 14(1), 178-191.
15. Patnaik, S., Mishra, U. S., & Mishra, B. B. (2023). Perceived Organizational Support and Performance: Moderated Mediation Model of Psychological Capital and Organizational Justice—Evidence from India. *Management and Organization Review*, 1-28.

16. Putri, L. Z. A., & Kusuma, K. A. (2023). The Effect of Job Satisfaction, Organizational Culture, and Perceived Organizational Support on Organizational Citizenship Behavior on Employee in Company. *Indonesian Journal of Law and Economics Review*, 18, 10-21070.
17. Putra, T. S., & Pramusiwi, A. D. (2023). Well-Being and Innovation: Investigating the Linkage among Well-Being Oriented Management, Knowledge Sharing, Innovation Climate, and Innovative Work Behavior. *Media Ekonomi dan Manajemen*, 38(1), 147-160.
18. Purwanto, A., Asbari, M., & Santoso, T. I. (2021). Education Management Research Data Analysis: Comparison of Results between Lisrel, Tetrad, GSCA, Amos, SmartPLS, WarpPLS, and SPSS For Small Samples. *Nidhomul Haq: Jurnal Manajemen Pendidikan Islam*.
19. Purwanto, A., Asbari, M., Santoso, T. I., Haque, M. G., & Nurjaya, N. (2020). Marketing research quantitative analysis for large sample: comparing of Lisrel, Tetrad, GSCA, Amos, SmartPLS, WarpPLS, and SPSS. *Jurnal Ilmiah Ilmu Administrasi Publik: Jurnal Pemikiran dan Penelitian Administrasi Publik*.
20. Purwanto, A., & Sudargini, Y. (2021). Partial least squares structural equation modeling (PLS-SEM) analysis for social and management research: a literature review. *Journal of Industrial Engineering & Management Research*, 2(4), 114-123.
21. Wijaya, O. Y. A. (2018). Effect of Leader Member Exchange and Perceived Organizational Support on Innovative Work Behavior of Star Rated Hotel Employees. *Jurnal Aplikasi Manajemen*, 16(4), 574-585.
22. Riska, R., Perizade, B., & Zunaidah, Z. (2023). The The Impact of Perceived Organizational Support on Commitment with Satisfaction as a Mediating Variable on Employees with Disabilities at PT. Omron. *International Journal of Social Science Research and Review*, 6(1), 252-259.
23. Sabir, I., Ali, I., Majid, M. B., Sabir, N., Mehmood, H., Rehman, A. U., & Nawaz, F. (2022). Impact of perceived organizational support on employee performance in IT firms—a comparison among Pakistan and Saudi Arabia. *International Journal of Organizational Analysis*, 30(3), 795-815.
24. Sumardjo, M., & Supriadi, Y. N. (2023). Perceived Organizational Commitment Mediates the Effect of Perceived Organizational Support and Organizational Culture on Organizational Citizenship Behavior. *Quality-Access to Success*, 24(192), 376-384.
25. Sheikh, A. M. (2023). Impact of perceived organizational support on organizational commitment of banking employees: role of work-life balance. *Journal of Asia Business Studies*, 17(1), 79-99.
26. Setyoko, P. I., & Kurniasih, D. (2022). The Role of perceived organizational support (POS), organizational virtuousness (OV) on performance and employee well-being (EWB) of non-profit organizations in the post-pandemic period. *Journal of Pharmaceutical Negative Results*, 1940-1944.
27. Srirahayu, D. P., Anugrah, E. P., & Firdaus, A. (2023). The Impact of Leadership Style on Innovative Work Behavior. *International Journal of Social and Business Sciences*, 17(1), 27-32.
28. Sumardjo, M., & Supriadi, Y. N. (2023). Perceived Organizational Commitment Mediates the Effect of Perceived Organizational Support and Organizational Culture on Organizational Citizenship Behavior. *Quality-Access to Success*, 24(192), 376-384.
29. Wijaya, E. (2022). The Role of Organizational Citizenship Behavior (OCB), Perceived Organizational Support (POS) on SMEs Performance by Mediation of Organizational Commitment. *International Journal of Artificial Intelligence Research*, 6(1.2).
30. Xu, Z., Wang, H., & Suntrayuth, S. (2022). Organizational climate, innovation orientation, and innovative work behavior: the mediating role of psychological safety and intrinsic motivation. *Discrete Dynamics in Nature and Society*, 2022, 1-10.