

A Literature Review on the Role of Job Commitment in Mediating the Effects of Psychological Capital and Organizational Support on Innovative Behavior at the Information and Communication Technology Center of the Ministry of Education, Culture, Research, and Technology

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Keywords:

psychological capital;
perceived organizational support;
work involvement;
innovative work behavior.

Abstract

In today's rapidly changing organizational landscape, innovation has become a key determinant of competitiveness and sustainability, especially in technology-based public sector organizations. However, fostering innovative work behavior remains a challenge that requires a deep understanding of the psychological and organizational factors that drive it. This research aims to analyze the role of psychological capital and perceived organizational support in encouraging innovative work behaviors with work involvement as a mediating variable in the context of technology-based public organizations. The method used was a non-systematic literature review by analyzing 16 Scopus indexed journal articles relevant to the research variables. The analysis process is carried out through narrative synthesis techniques and thematic analysis to identify patterns of relationships between variables and gaps in the literature. The results showed that psychological capital had a strong relationship with innovative behavior, while perceived organizational support played an external factor that favored the formation of an individual's psychological condition. Additionally, work engagement has been shown to serve as a mediation mechanism that connects individual and organizational resources with innovative behaviors. These findings also show that the relationships between variables are integrative and cannot be partially explained. The conclusions of this study emphasize the importance of integrating psychological resources, organizational support, and work attachment in driving employee innovation. This research contributes to the development of conceptual models of organizational behavior as well as practical implications for innovation-based human resource management.

INTRODUCTION

The development of studies in the field of modern organizational behavior shows a significant paradigm shift from a traditional approach oriented to individual weaknesses to a positive psychology approach that emphasizes individual strengths, potentials, and resources as the primary determinants of organizational performance. In this context, psychological capital (PsyCap) emerges as a central construct that explains how a person's positive psychological condition is able to encourage productive and innovative work behaviors (Sameer 2018; Mishra *et al.* 2019; Purwanto *et al.* 2021; Karimi *et al.* 2023). PsyCap consisting of hope, self-efficacy, optimism, and resilience not only serves as a psychological attribute but also as a strategic resource that allows individuals to face challenges, adapt to change, and

maintain motivation in achieving organizational goals (Wahid & Ayub, 2024). Empirically, the association between PsyCap and innovative work behaviors (IWB) has been shown to be strong, with a high correlation suggesting that individuals with positive psychological conditions tend to be more creative, proactive, and able to implement innovative ideas in their work (Wahid & Ayub, 2024). These findings are reinforced by various studies showing that PsyCap serves as a psychological energy and internal source of motivation that drives innovation through cognitive and social processes such as innovative thinking and knowledge sharing (Bak et al., 2022; Chen et al., 2021; Milner & Critics, 2023). Thus, PsyCap can be positioned as an internal foundation in explaining innovative behavior in modern organizations.

On the other hand, external factors in the form of perceived organizational support (POS) also play an important role in shaping individual work behavior through social exchange mechanisms (Van Knippenberg *et al.* 2015; Qureshi *et al.* 2020; Rajâa dan Mekkaoui 2025). From the perspective of Social Exchange Theory, POS reflects an individual's perception of the extent to which organizations value their contributions and care about their well-being. When employees feel supported, they tend to respond with positive behaviors, including increased performance and innovation (Wahid & Ayub, 2024). Although the influence of POS on IWBs tends to be lower than that of PsyCap, organizational support remains an important factor that creates a supportive and psychologically safe work environment for employees to innovate (Nazir *et al.* 2018; Sungu *et al.* 2019). Previous research has shown that organizational support and supervisory support can increase work engagement and innovative behaviors through the creation of a conducive work climate (Gupta, M., Shaheen, M., & Reddy, 2017; Le Hoang et al., 2021; Mishra et al., 2019). In addition, POS has also been shown to have a reciprocal relationship with PsyCap, where organizational support can improve an individual's psychological state, ultimately impacting more positive work behavior (Aprianti et al., 2023; Ma et al., 2023). This shows that the interaction between intrinsic and extrinsic factors is fundamental to understanding the complexity of innovative behaviors exhibited by employees.

In addition, work engagement is identified as an important connecting construct that facilitates the relationship between individual and organizational resources and work-related behaviors. Work engagement is defined as a positive psychological state characterized by passion, dedication, and absorption, which reflects the individual's level of involvement in work (Simbula et al., 2023). Within the framework of the Job Demands-Resources (JD-R) Model, job engagement is seen as the result of an interaction between job resources, such as organizational support, and personal resources such as psychological capital. Empirical research shows that PsyCap and the organizational environment have a positive influence on work engagement, which further improves work performance (Xu et al., 2024). In addition, work engagement has also been shown to play a mediator role in the relationship between PsyCap and various work behavior outcomes, including organizational civic behavior and innovative behavior (H. Li et al., 2026; T. Li et al., 2025; Mishra et al., 2019). Thus, work engagement serves not only as an intermediate variable but also as a motivational mechanism that transforms potential resources into productive work behaviors.

Furthermore, innovative work behavior as the main outcome of this study is understood as a multidimensional process that involves the creation, promotion, and implementation of new ideas in work. This behavior is an important indicator of an organization's success in dealing with complex and competitive environmental dynamics. The literature shows that IWB

is the result of an interaction between internal factors such as psychological capital and external factors such as organizational support, as well as social and cognitive mechanisms such as knowledge sharing and innovative thinking (Bak et al., 2022; Chen et al., 2021; Milner & Critics, 2023). This suggests that innovative behavior cannot be explained linearly but rather through complex multidimensional relationships. However, most previous studies have only examined partial relationships and have not integrated all variables into one comprehensive model.

Based on the synthesis of the existing literature, it can be identified that there are significant conceptual and empirical gaps in previous research. First, most studies still examine the relationship between psychological capital, perceived organizational support, work engagement, and innovative work behaviors separately, so they do not provide a complete picture of the interactions between these variables within an integrative framework. Second, research on the role of work engagement as a mediator in the relationship between PsyCap and POS with IWB is still limited, although it theoretically has a strong foundation in the JD-R Model and Social Exchange Theory. Third, most of the research was conducted in the context of the private sector and other countries, so generalizations to the context of the technology-based public sector in Indonesia are still limited. Fourth, the dominant methodological approach is still cross-sectional, so it has not been able to explain the dynamics of the relationship between variables longitudinally. As a result, there is an urgent need to foster broader and contextually relevant research.

In this context, this research is important to conduct because it aims to integrate psychological capital, perceived organizational support, work engagement, and innovative work behaviors in one complete conceptual model. This research is specifically focused on employees of the Ministry of Education and the Data and Information Center (Pusdatin), which are technology-based organizations with high innovation demands. By examining the role of work involvement as a mediator between individual psychological resources and organizational support for innovative behaviors, this study is expected to provide a deeper understanding of the mechanisms underlying the formation of innovative behaviors in technology-based public organizations. In addition, this research also aims to fill the gaps in the literature by developing an integrative model that incorporates various important variables in modern organizational behavior.

Conceptually, this study has a close relationship with the previous literature, as all the variables studied have a strong theoretical and empirical basis. Psychological capital and perceived organizational support are key determinants in increasing work engagement and innovative work behaviors, while work engagement plays a crucial role in transforming resources into productive work behaviors. Nevertheless, this study offers novelty by integrating all these variables in one comprehensive model and testing them in the context of technology-based government organizations, which have rarely been studied in the previous literature. Thus, this research is expected to make a significant theoretical and empirical contribution to the development of organizational behavioral science.

Based on this description, the formulation of the problem in this study is: what is the role of work involvement in mediating the relationship between psychological capital and the perception of organizational support for innovative work behavior in the context of Ministry of Education and Culture employees? The formulation of this problem is formulated to answer

the research gaps that have been identified and to contribute to the development of a more comprehensive theoretical model. By answering these questions, this research is expected to not only enrich the academic literature, but also provide practical implications for human resource management in innovation-oriented public organizations.

RESEARCH METHOD

The research method in this study used a non-systematic (non-SLR) literature review approach that aims to synthesize and integrate empirical and conceptual findings related to the relationship between psychological capital, perceived organizational support, work engagement, and innovative work behaviors. The design of this research is qualitative-descriptive with a narrative analysis approach, which allows researchers to examine in depth the development of theories, patterns of relationships between variables, and research gaps in the literature on modern organizational behavior. The research subjects are in the form of 16 Scopus indexed international journal articles that were deliberately selected based on inclusion criteria, namely articles that explicitly discuss the variables PsyCap, POS, work engagement, and IWB, both partially and integratively, and have relevance to the context of contemporary organizational behavior as shown in the research of Wahid and Ayub (2024), Chen et al. (2021), Bak et al. (2021), Milner and Criticos (2023), Xu et al. (2024), Li et al. (2025; 2026), Aprianti et al. (2023), Hoang et al. (2021), and Ma et al. (2023). The research instruments used are in the form of literature data extraction sheets that are systematically developed to identify the main information from each article, including the research objectives, variables studied, methods used, main findings, and theoretical and empirical implications. The data collection procedure is carried out through the stages of literature identification, selection based on topic relevance, classification of articles based on research variables, and documentation of the main findings of each study, as well as the approach used in the synthesis of previous literature. Furthermore, the data analysis method was carried out with thematic analysis techniques and narrative synthesis, which aimed to group research findings based on the main theme, such as the role of PsyCap as an internal resource, POS as an external resource, work involvement as a mediator, and IWB as a strategic outcome. This analysis also includes identifying patterns of relationships between variables, comparing research results, and exploring conceptual and empirical gaps in the literature. In addition, an integrative approach is used to construct a conceptual model that combines various variables in one intact theoretical framework, with reference to empirical findings that show the existence of a complementary relationship between PsyCap and POS in improving work engagement and innovative behaviors. With this systematic and transparent procedure, the research methods used in this study can be replicated by other researchers in different contexts, both in the public and private sectors, as well as providing a strong methodological basis for the development of theoretical models in organizational behavior research.

RESULTS AND DISCUSSION

The results show that psychological capital (PsyCap) consistently has a significant relationship with innovative work behavior (IWB) in various organizational contexts. Wahid and Ayub (2024) report that PsyCap has a correlation coefficient of 0.700 to IWB, which indicates a strong relationship between an individual's psychological state and innovative

behaviors. Milner and Criticos (2023) found that PsyCap has a significant effect on innovative thinking and innovative behaviour in industrial sector employees in South Africa. Chen et al. (2021) show that PsyCap correlates with knowledge sharing, which consists of knowledge donation and knowledge gathering as part of the innovation process. Bak et al. (2021) report that PsyCap acts as a mediator in the relationship between transformational leadership and innovative work behaviors. In addition, Luthans et al. (2008) showed that PsyCap can be developed through training-based interventions, which have an impact on improving individual performance. Xu et al. (2024) found that PsyCap has a positive influence on work engagement, which in turn impacts work performance. Li et al. (2025) report that PsyCap has a direct influence on work engagement and sustainable innovative behaviors. Overall, the findings suggest that PsyCap is emerging as an empirically tested variable in a variety of research models involving innovative behaviors.

Perceived organizational support (POS) is reported to have a significant association with a variety of work behavior outcomes, including innovative work behaviors and work engagement. Wahid and Ayub (2024) show that POS has a correlation of 0.305 with IWB. Gupta et al. (2016) found that POS plays a role as a moderation variable in the relationship between work engagement and organizational civic behavior. Mishra et al. (2017) report that supervisory support has a direct influence on innovative work behaviors. Hoang et al. (2021) show that perceived supervisor support has direct and indirect effects on innovative work behaviors through work engagement. Aprianti et al. (2023) found that POS has a significant influence on psychological capital in correctional facility managers. Ma et al. (2023) show that POS affects psychological capital and organizational identification, which has an impact on work performance. Li et al. (2026) reported that POS has a direct influence on work engagement in ICU nurses. In addition, Xu et al. (2024) found that the organizational environment, as a form of organizational support, influences work engagement.

Work engagement was found to be a variable that was often tested in the role of mediation in various relationships between variables. Xu et al. (2024) show that work engagement mediates the relationship between psychological capital and work performance. Gupta et al. (2016) found that work engagement mediated the relationship between PsyCap and organizational civic behavior. Li et al. (2025) report that work engagement acts as a partial mediator in the relationship between psychological capital and perceived organizational support for sustainable innovative behaviors. Li et al. (2026) show that work engagement is influenced by perceived organizational support through emotional work. Hoang et al. (2021) found that work engagement mediated the relationship between boss support and innovative work behaviors. Simbula et al. (2023) show that social support has a positive influence on work engagement in longitudinal studies. In addition, research shows that work engagement consists of passion, dedication, and absorption dimensions, which are used as measurement indicators. Empirical data show that work engagement is tested as a mediator in a variety of cross-sectoral research models.

Innovative work behavior (IWB) was reported as a major dependent variable in most of the studies studied. Wahid and Ayub (2024) define IWB as a process that involves problem identification, idea development, and implementation of innovative solutions. Chen et al. (2021) show that IWB is related to knowledge sharing as a social mechanism within organizations. Bak et al. (2021) report that IWB is influenced by transformational leadership

through psychological capital. Milner and Criticos (2023) found that innovative thinking is a variable associated with IWB. Mishra et al. (2017) showed that supervisory support has a direct influence on IWB. Hoang et al. (2021) report that IWB is influenced by work engagement in the context of the aviation industry. Li et al. (2025) found that IWB is related to work engagement and social capital. The data show that IWB is measured as a multidimensional outcome in various studies.

The following is a synthesis of the model of the relationship between variables based on the results of the research:

Table 1. Synthesis of Variable Relationships from Reviewed Literature

Independent Variables	Mediation Variables	Variable Dependencies	Key Findings
Psychological Capital	Work Engagement	Innovative Work Behavior	Direct and indirect relationships
Perceived Organizational Support	Psychological Capital	Work Engagement	Positive influence
Perceived Organizational Support	Work Engagement	Innovative Work Behavior	Partial mediation
Psychological Capital	Knowledge Sharing	Innovative Work Behavior	Social mediation
Psychological Capital	Innovative Thinking	Innovative Work Behavior	Cognitive mediation
Transformational Leadership	Psychological Capital	Innovative Work Behavior	Full mediation
Social Support	Work Engagement	Organizational Behavior	Positive influence

Source: Author's synthesis from 16 reviewed articles

Most studies use a quantitative approach with Structural Equation Modeling (SEM) and Partial Least Squares (PLS-SEM) methods. Xu et al. (2024) used SEM to test the relationship between PsyCap, organizational atmosphere, and work engagement. Li et al. (2025) used SEM with a sample of 279 respondents from technology companies. Li et al. (2026) used SEM with 215 ICU nurses. Aprianti et al. (2023) used PLS-SEM in correctional facility managers. Hoang et al. (2021) used SEM and bootstrapping on flight attendants. Simbula et al. (2023) used longitudinal design in testing work engagement. The data shows that the majority of research is conducted in the health, industrial, and higher education sectors. In addition, the geographic context of the study includes China, India, Korea, South Africa, and Indonesia.

The distribution of variables in 16 articles can be summarized as follows:

1. Psychological Capital: tested in almost all studies
2. Perceived Organizational Support: tested in most studies
3. Work Engagement: tested as the primary mediator
4. Innovative Work Behavior: tested as a key dependent variable
5. Additional variables: knowledge sharing, innovative thinking, social capital, emotional work

Each study uses a combination of different variables in the analysis model. The data show

that some studies test direct relationships, while others test indirect relationships through mediation variables. Not all studies integrate all variables in a single model. In addition, most studies use a cross-sectional methodology. Variations in the context of the study show the differences in sectors and countries. All empirical results explain many of the methodologies used in examining relationships between variables.

The results of the synthesis show that the conceptual development of the relationship between psychological capital (PsyCap), perceived organizational support (POS), and innovative work behavior (IWB) has undergone a significant evolution from a linear approach to a more integrative and multidimensional model. In the early stages of literature development, PsyCap was positioned as an individual variable that directly affects performance and work behavior, including innovative behaviors. This is reflected in the findings of Wahid and Ayub (2024), which show a strong correlation between PsyCap and IWB of 0.700, which shows the dominant role of psychological resources in driving innovation. These findings are reinforced by Milner and Criticos (2023) and Chen et al. (2021), who show that PsyCap serves as a source of psychological energy and internal motivation that encourages individuals to generate creative ideas as well as engage in the innovation process. In addition, Bak et al. (2021) show that PsyCap not only serves as a predictor, but also as a mediator in the relationship between transformational leadership and innovative behavior, signaling an expansion of PsyCap's conceptual function in the literature.

Instead, POS emerges as a contextual variable that describes how an organization's environment influences individual behavior through the framework of social exchange. Wahid and Ayub (2024) show that POS has a significant relationship with IWB, even with lower strengths ($r = 0.305$). This shows that organizational support is not directly the main determinant of innovation, but acts as an enabler that reinforces the psychological state of the individual. The findings of Gupta et al. (2016), Mishra et al. (2017), and Hoang et al. (2021) show that organizational and employer support increases work engagement and innovative behaviors through the creation of supportive work environments. Furthermore, Aprianti et al. (2023) and Ma et al. (2023) show that POS also has an influence on PsyCap, which shows a reciprocal relationship between external and internal factors.

Empirically, the results of the study show that the relationship between PsyCap, POS, and IWB cannot be partially understood, but rather as an integrated system. PsyCAP serves as an intrinsic resource, POS operates as an extrinsic resource, and IWB arises as a consequence of the interaction between the two. These findings suggest that the development of the literature has moved towards an integrative approach that places innovation as the result of complex interactions between individuals and organizations. Thus, the results of this study reinforce a conceptual trend in the literature that emphasizes the importance of integrating variables in explaining innovative behaviors.

The results of the study show that work engagement has a strategic role as a mediation mechanism in the relationship between PsyCap, POS, and IWB. In the framework of Job Demands-Resources (JD-R), work engagement is positioned as a psychological condition that arises from the interaction between personal and organizational resources. Xu et al. (2024) show that PsyCap and the organizational environment have a positive influence on work engagement, which in turn improves work performance. This implies that job affiliation serves as a conduit that connects resources to work outcomes.

The findings of Li et al. (2025) show that work engagement acts as a partial mediator in the relationship between PsyCap and POS towards innovative behaviors. Additionally, Hoang et al. (2021) show that work engagement mediates the relationship between employer support and innovative behaviors. Gupta et al. (2016) also found that work engagement mediates the relationship between PsyCap and organizational civic behavior, which has similar characteristics to innovative behaviors. Thus, these findings show consistency that work engagement is the main mechanism that converts resources into work behaviors.

In addition, Simbula et al. (2023) show that work engagement is significantly influenced by social support in the context of longitudinal research. This suggests that work commitments are shaped not only by intrinsic factors but also extrinsic elements. Thus, work engagement can be understood as a dynamic variable that connects PsyCap and POS with IWB. The results of this study confirm that without work attachment, the influence of PsyCap and POS on innovative behavior will not be optimal.

The findings derived from the synthesis reveal important theoretical and empirical deficiencies in the existing body of literature. Initially, the majority of investigations continued to analyze only partial interconnections between variables. For example, Chen et al. (2021) focus on the role of knowledge sharing, while Milner and Criticos (2023) emphasize innovative thinking as a mediator. This shows that the mediation mechanism in the relationship between PsyCap and IWB is still fragmented. Second, research that integrates PsyCap, POS, work engagement, and IWB in one model is still limited.

Third, most of the research was conducted in the private sector and other countries such as China and South Africa, so the context of Indonesia's public sector has not been explored. Fourth, the dominant methodological approach is cross-sectional, which limits the understanding of the dynamics of variable relationships. Thus, this study fills the gap by developing an integrative model that combines all variables in one conceptual framework.

The results of this study are very important because they show that innovative behaviors are not only determined by a single factor but are the result of a complex interaction between psychological resources, organizational support, and motivational mechanisms. These findings are important because they provide a more comprehensive understanding of the process of forming innovation in organizations. In addition, the results of this study show that the increase in PsyCap and POS does not automatically result in innovation without the presence of work attachments.

Another significance is the contribution to strengthening the integration of JD-R theory, Social Exchange Theory, and COR in a single model. This suggests that innovative behavior can be explained through a combination of various theoretical perspectives. Thus, this research makes an important contribution to the development of modern organizational behavior theory.

This research makes a theoretical contribution by developing an integrative model that combines PsyCap, POS, work engagement, and IWB. This model expands on previously fragmented literature. In addition, this research also makes an empirical contribution by examining the relationship between variables in the context of technology-based public organizations.

Another contribution is to strengthen the position of work engagement as the main mediator in innovative behavior. This research also makes a contextual contribution with a focus on the Indonesian public sector that has rarely been studied in the previous literature.

The practical implications of this study are the importance of organizations in improving PsyCap through employee training and development. In addition, it is essential for organizations to augment their institutional support mechanisms to foster a conducive work environment. Another implication is the importance of increasing work engagement as a key strategy in driving innovation.

Regarding policy formulation, it is very important for organizations to incorporate psychological and structural methodologies in the domain of human resource management. This is important to increase innovation in technology-based organizations.

This research has several limitations. First, the approach used is a review of the non-SLR literature, so it does not cover all existing literature. Second, most of them use cross-sectional designs. Third, the limitations of the research context are dominated by certain sectors.

In addition, additional constraints relate to the diverse methodologies and instruments used in the studies being examined. This variability can affect the reliability of the results. As a result, it is recommended that subsequent investigations adopt longitudinal methodologies and use a broader empirical framework.

CONCLUSION

This study examines the role of psychological capital, perceived organizational support, and work engagement in fostering innovative work behaviors through a literature review approach, finding that these variables interact in a complex manner whereby psychological capital as an internal resource and perceived organizational support as an external resource are bridged by work engagement as the key mediator that transforms resource potential into actual innovative behavior. The integrative conceptual model developed, grounded in the Resource Demand Model, Social Exchange Theory, and Resource Conservation Theory, offers theoretical, empirical, and practical contributions, particularly within the context of technology-based public organizations such as the Ministry of Education's Pusdatin. For future research, it is recommended to employ longitudinal designs, quantitative and mixed-method approaches, and to extend the research context across various organizational sectors in order to strengthen the generalizability of findings and explore additional relevant mediating and moderating variables such as knowledge sharing, innovative thinking, and organizational identification.

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