GOLDEN RATIO OF HUMAN RESOURCES MANAGEMENT
VOLUME 6, ISSUE. 1 (2026)
Website: https://goldenratio.id/index.php/grhrm

GOLDEN RATIO
ISSN [Online]: 2776-6365

HUMAN RESOURCE MANAGEMENT | RESEARCH ARTICLE

The Role of Psychological Empowerment, Job Characteristic, and Reward System on Innovative Behavior

Dinda Nabila [1], Anwar Mansyur [2]

[1,2] Department of Management, Faculty of Economics and Business, Universitas Stikubank, Semarang, Indonesia.
Email: dindasasanabila@mhs.unisbank.ac.id[1] , a.n.mansyur@gmail.com[2]

ARTICLE HISTORY

Received: June 23, 2025
Revised: July 29, 2025
Accepted: August 23, 2025

DOI
https://doi.org/10.52970/grhrm.v6i1.1421

ABSTRACT
The research investigates how psychological empowerment, job characteristics, and reward systems influence innovative work behavior. Employees demonstrating innovative spirit are very important for an organization facing the ever-changing market dynamics. Data for this research were gathered quantitatively by distributing questionnaires to PT Aji Putra Jaya staff members. Purposive sampling is the method of sampling that is used. Multiple linear regression will be used to analyse the data after validity and reliability tests using SPSS. The research results are expected to show that psychological empowerment, job characteristics, and partial and simultaneous incentive schemes significantly and favourably influence creative work practices. The study aims to develop employee empowerment programs, redesign jobs to increase autonomy, and create a more relevant reward system to encourage innovation.

Keywords: Psychological Empowerment, Work Characteristic, Rewards System, Innovative Work Behavior.
JEL Code: M12, M54, O31

I. Introduction

The transportation sector plays an important role in driving national economic growth and social activities, with its contribution reaching around 5% of GDP, and the highest growth of around 15% in 2022 and 2023 based on BPS data. In an increasingly competitive modern business landscape, a company's innovation ability becomes crucial to differentiate itself and maintain excellence. Organizations must continuously create unique products and services, or adopt innovative methods that provide added value and are difficult for competitors to replicate. A market saturated with diverse product and service offerings tightens competition, often causing companies to be unable to maintain their competitive advantage and be driven out of the market. Therefore, innovation is no longer an option but necessary for organizational survival and growth. In the face of dynamic global competition and demands for efficiency and high service quality, innovation is the primary key to the sustainability and progress of the company, including at PT Aji Putra Jaya.

However, PT Aji Putra Jaya faces challenges in encouraging innovative behavior among its employees, where only a small percentage are actively involved in the company's innovation program. In fact, innovative behavior, which is the ability of employees to generate new ideas and apply them in their work, is

ISSN [Online]: 2776-6365

an important part of the success of workplace innovation, which can improve the company's performance, operational efficiency, and competitiveness.

In today's highly competitive and dynamic business landscape, innovation is no longer an option, but a necessity for PT Aji Putra Jaya. Employees' innovation behavior is a key driver of organizational success. Innovation behavior is defined as employee behavior oriented towards problem recognition, idea development, support mobilization, and idea implementation related to the initial challenge (Dei Mensah et al., 2024). It includes idea generation, problem solving, experimentation, and a willingness to think creatively and adapt to change. The ability to innovate is an important process for any organization, and innovative behavior contributes to the sustainability and development of innovation within it (Purnama et al., 2024). Companies continuously innovating will be better equipped to handle market challenges, develop relevant new products or devices, and improve overall operational efficiency (Abun et al., 2023). Employees' innovative work behavior has become important to organizational success (Khan et al., 2020). Innovation is the key to organizational success in today's highly competitive and dynamic world (Grošelj et al., 2020). The ability of employees to actively create and implement new ideas is fundamental to organizational development and is key to achieving and maintaining competitive advantage (Khan et al., 2020). Despite recognizing the importance of innovation, PT Aji Putra Jaya has not fully succeeded in integrating innovative behavior into the work culture of its employees. The fact that only a small percentage of employees participate in the company's innovation program points to internal barriers. Companies cannot rely solely on training to showcase employee creativity. Instead, a holistic approach that builds strong systems and culture is needed. These systems must support the promotion of new ideas, for example, through effective inter-departmental collaboration and active support from leadership. Moreover, the systems and corporate culture must also facilitate the implementation path. This holistic approach is essential to ensure the success of sustainable innovation.

Innovation requires contributions from all elements of the organization that complement each other's capabilities, exchange information and resources, and work together. It is important to understand that innovative behavior cannot be achieved by looking at one factor in isolation. Instead, individual, interpersonal, and contextual factors can influence innovative work behavior (Purnama et al., 2024). Organizations must look at various interrelated factors to stimulate employee potential and create a work environment that develops desired behaviors. Many factors can influence employees' creative and innovative behavior. Previous research highlights some important factors: psychological empowerment, job characteristics, and reward systems. Psychological empowerment is an important foundation that can encourage employees to be more creative and proactive. It includes feelings of control, meaning, ability, and influence at work. When workers experience emotional and mental agency, they feel ownership of their work, take risks, and are more motivated to find new ways to complete tasks (Bin Saeed et al., 2019). In addition, psychological empowerment is critical in fostering knowledge exchange, which is an important component in the innovation process (Wang et al., 2019).

In addition to psychological empowerment, job characteristics are an important factor in motivating employees to innovate. Job characteristics that provide autonomy, feedback, task significance, skill variety, and task identity can significantly increase innovative behavior. The concept of "job crafting", where employees actively shape their work, has increased initiative and innovation (Rudolph et al., 2017). In addition, a creative work environment, an important component of job characteristics, is positively and significantly correlated with employees' creative work behavior (Abun et al., 2023). This shows the significance of fostering an atmosphere encouraging employees to test and execute their ideas. Job resources, such as job feedback and skill variety, positively correlate with innovation (Crawford & Detar, 2023). Therefore, the relationship between PT Aji Putra Jaya's job characteristics and employees' innovative behavior needs to be further researched to identify development sectors.

Finally, the reward system is a very effective strategic tool to encourage innovative work behavior. Both financial and non-financial rewards can be powerful incentives for employees to develop and implement new ideas (Francis et al., 2020). Providing recognition and rewards for innovative behavior can directly

ISSN [Online]: 2776-6365

increase individual innovation. Although innovative behavior is often a discretionary act that may not consistently be recognized by formal reward systems and relies more on intrinsic motivation, the right reward system can reinforce such motivation (Venketsamy & Lew, 2024). Therefore, PT Aji Putra Jaya must evaluate whether the current reward system effectively encourages innovative behavior or focuses only on routine performance.

Previous studies have provided conflicting findings concerning the correlation between these elements and inventive conduct. Research by certain groups, including those headed by Ali et al. (2020) and Al Daboub et al. (2024), proves that psychological empowerment positively and significantly influences innovative behavior. However, some studies show the opposite results (Mokhtarian & Mohammadi, 2011), where psychological empowerment does not affect innovative behavior. Similarly, regarding job characteristics, Verma and Singh (2022) and Suseno et al. (2020) discovered a favorable and statistically significant relationship between inventive activity and job attributes. However, a study by Sudiyani et al. (2021) also significantly influences innovative behavior. However, the findings of Thneibat (2022) prove that the reward system does not affect innovative behavior. The difference in findings from these previous studies creates an interesting research gap for further research, especially in the context of PT Aji Putra Jaya.

Based on the background above and the research gap that has been explained, this research aims to study the role of psychological empowerment, job characteristics, and reward systems on employee innovative behavior at PT Aji Putra Jaya. In this context, research on the role of factors such as psychological empowerment (often identified as psychological capital), job characteristics (including job resources), and reward systems is highly relevant. These three elements intrinsically influence employees' motivation, ability, and willingness to engage in innovative behaviors that ultimately contribute to organizational success. Understanding how these elements interact will provide valuable insights for human resource management and organizational development. The results of this study are expected to provide a better understanding of the elements that influence innovative behavior at PT Aji Putra Jaya, and provide practical advice for management on how to improve the culture of innovation in the company.

II. Literature Review and Hypothesis Development

2.1. Innovative Work Behavior

Innovative behavior occurs when an employee can think of new and valuable things at work and is helpful. These behaviors are critical to a company's sustainability and success in a highly competitive business world. Innovative behavior must be implemented by businesses that want to satisfy customers and maintain a competitive position in the market. (Suhana et al., 2023). Although often considered as behaviors that do not fit the formal job description, these innovative behaviors are essential for the organization's progress. (Janssen, 2000). In general, innovative behavior in the workplace consists of three distinct behavioral stages, according to (Janssen, 2000) in (Scott & Burce's, 1994) Framework:

a. Idea generation: This stage involves the creation of new and valuable ideas for any field. These ideas are usually derived from work problems, discrepancies, discontinuities, or new trends.
b. Promotion of ideas: once an idea is created, employees should engage in social activities to seek out others, support, and sponsors around the idea. This also includes building a coalition of supporters to back the idea.
c. Idea realization: the final stage includes the idea's implementation, which can be achieved by creating an innovative model or prototype that can be tested and applied within the organization.

Remember that innovative behavior is also often referred to as off-the-job behavior. It goes beyond the established role standards, while the formal remuneration system of the company does not always acknowledge it. Innovative behavior is a contribution beyond the assigned task and is highly valued, although not always explicitly requested in the job description. (Janssen, 2000). In dynamic sectors such as

ISSN [Online]: 2776-6365

transportation, tourism, and travel, such as PT Aji Putra Jaya, employee creativity is critical to developing new services, efficient routes, and a unique customer experience.

2.2. Psychological Empowerment

Psychological empowerment refers to employee perceptions of control, ability, meaning, and impact in the workplace related to innovative behavior. (Zhang & Bartol, 2010). Self-determination theory was developed by (M Van Lange Arie W Kruglanski et al., 2012) (M Van Lange Arie W Kruglanski et al., 2012) in Deci & Ryan, 2012) Asserts that when individuals' psychological need for competence and autonomy are satisfied, they will undergo an internal drive that promotes creative actions. There is a strong relationship between psychological empowerment and innovative behavior. Employees with high psychological capital believe in their ability to generate creative ideas and persist in their efforts to implement them, believing that success is possible now and in the future. (Purnama et al., 2024). They can struggle relentlessly to implement their ideas and use alternative methods to find solutions when faced with problems. (Purnama et al., 2024). Optimistic employees have positive self-expectations and can control their feelings, while hopeful employees will be more independent, free-thinking, and have more creative thinking. (Purnama et al., 2024). They will also have stress tolerance and not give up easily when faced with an environment full of uncertainty, thus being able to solve problems creatively. (Purnama et al., 2024).

Found a positive correlation between psychological empowerment and innovative work behavior. (Al Daboub et al., 2024). Furthermore, according to (Suhana et al., 2023) Psychological empowerment greatly enhances creative activity. Beyond that, psychological empowerment was found to serve as a link between creative work behavior and leadership style. (Khan et al., 2022) and (Ali et al., 2020). Psychological empowerment is a form of motivation that shows how a person focuses on their role at work. Four main dimensions of psychological empowerment were identified by (Spreitzer, 1995):

a. Meaningfulness: how much people value and appreciate what they do for a living. This includes aligning one's beliefs, values, behaviors, and the demands of their work role.
b. Competence: a person's belief in their ability to perform job tasks well.
c. Self-Determination: One's perception of independence and influence over how they carry out their duties. This includes having the opportunity to be oneself and having the freedom to choose how to perform work.
d. Impact: the degree to which a person feels they can influence strategic, operational, or administrative outcomes at their workplace.

Since employees who feel empowered tend to be more motivated, take initiative, and dare to try new ideas, psychological empowerment is important in encouraging proactive and innovative behavior. Therefore, employees are likelier to perform innovative behaviors when they feel psychologically empowered. (Suhana et al., 2023). In addition, it has been found that psychological empowerment is positively correlated with human resource practices. PT Aji Putra Jaya can offer new ideas for travel routes, tour packages, and better customer service because its employees feel psychologically empowered.

2.3. Psychological Empowerment

Job characteristics and innovative behavior are important elements in job design, including job features such as task autonomy, skill diversity, and task significance. The concept of job characteristics can be linked to the "Job Resource" (Dei Mensah et al., 2024). A job resource is any asset or enabling factor an employee can access while on the job. (Dei Mensah et al., 2024). Among these, workers benefit from having social support from superiors and coworkers, chances to learn new skills, discretion in important decisions, and access to resources that help them do their jobs well (Dei Mensah et al., 2024).

ISSN [Online]: 2776-6365

According to research (Verma & Singh, 2022)Job characteristics, including task, skill diversity, and autonomy, influence innovative behavior. In addition, workplace characteristics can enhance the correlation between initiative and creativity in the workplace. (Verma & Singh, 2022), work-related factors can bolster the correlation between initiative and success (Nurjaman et al., 2019). According to the job characteristic theory (Job Characteristic Theory), popularized by Hackman & Oldham (1976) in Sims Jr, (1976)Effective job design can improve employee motivation and performance. Five job dimensions, according to their model:

a. Skill Variety: how much variation there is in the tasks performed and the abilities that are called upon by the job.
b. Task Identity: the degree to which the work requires finishing all identifiable parts.
c. Task Significance: how greatly the job affects other people's lives or careers, both inside and outside the organization.
d. Autonomy: the degree of freedom, autonomy, and discretion in organizing and carrying out their work.
e. Feedback: the degree to which people can get direct and transparent information about the effectiveness of their performance while performing tasks.

This proves that a good work environment can encourage innovation. Job demands are also positively correlated with innovative work behavior at PT Aji Putra Jaya when there is fairness between effort and compensation. (Janssen, 2000). Higher levels of engagement are often observed among employees who report feeling encouraged, empowered, and given the resources they need to do their jobs well. (Dei Mensah et al., 2024). Employee engagement, in turn, triggers creative actions on the job, leading to a virtuous cycle in which invested workers are more inclined to come up with and execute original concepts. (Dei Mensah et al., 2024) Job characteristics such as giving staff the freedom to organize their trips or giving drivers the choice of routes can encourage innovative ideas.

2.4. Psychological Empowerment

Reward systems, both intrinsic and extrinsic, are essential for encouraging creative behavior. Expectancy theory, proposed by Vroom (1964) in M Van Lange Arie W Kruglanski et al., (2012) States that people choose actions they believe will result in something most valuable. According to research (Iqbal Khan et al., 2020) An effective reward system can help achieve desired results because employees who receive rewards become more innovative and create new ideas about what their company can do. Rewards also encourage them to work harder and increase their commitment to their goals. (Iqbal Khan et al., 2020) Reward systems must be fair. The perception of a fair effort-reward relationship facilitates the connection between job requirements and creative behavior in the workplace. In organizations, reward systems are a way to identify and reward employee work. There are two types of reward systems, intrinsic and extrinsic. According to this theory, people will be motivated to do something if they believe that:

a. Financial Rewards: This includes direct payments such as salary or bonuses and indirect payments such as employee benefits.
b. Non-financial: recognition, appreciation, a safe working environment, opportunities for growth, and adequate supervision.

Therefore, PT Aji Putra Jaya should have a clear reward system for innovative ideas. This system could provide rewards such as bonuses for successful launches of new tour packages or recognition for drivers who find more efficient routes.

ISSN [Online]: 2776-6365

2.5. Psychological Empowerment

Several studies have shown that psychological empowerment, which involves feelings of control, meaning, competence, and impact at work, correlates positively with creative actions taken by workers. Employees who feel psychologically empowered tend to be more proactive in seeking new solutions, developing ideas, and implementing innovations.

Several studies support this relationship, pointing to the important mediating role of psychological empowerment. For example, research by (Khan et al., 2022) and (Ali et al., 2020) This indicates that psychological empowerment mediates between leadership style and innovative behavior. Similarly, (Al Daboub et al., 2024) Also found that psychological empowerment mediates the effect of HR practices on a firm's innovative capability through employees' innovative behavior.

Hypothesis 1: Positive and statistically significant effects on inventive behavior are associated with psychological empowerment.

2.6. Psychological Empowerment

Employees can be encouraged to engage in innovative behavior through well-designed job features, including autonomy, skill variety, task identity, task relevance, and feedback. When the work environment is challenging and provides opportunities to learn and implement new ideas, it significantly increases employees ' engagement in innovative behavior. Several studies support this view. (Verma & Singh, 2022) Observed a favorable correlation between employment traits (including independence, skill diversity, and responsibility), job complexity, specialization, and information processing. And innovative behavior. Likewise, Suseno et al., (2020) Stated that task characteristics affect innovative behavior. Furthermore, Nurjaman et al., (2019) Showed that job characteristics strengthen the relationship between proactive behavior and innovative behavior.

Hypothesis 2: Job characteristics positively and significantly affect innovative behavior.

2.7. Psychological Empowerment

The intrinsic and extrinsic reward system plays an important role in encouraging innovative behavior in employees. When perceived rewards are fair and linked to innovative performance, this can motivate employees to participate in innovation and contribute new ideas actively. Several studies support this positive impact, Venketsamy & Lew, (2024) and Yaqoob & Kitchlew, (2022) Found a positive relationship between informational extrinsic rewards and increased employee innovative behavior.

Hypothesis 3: The reward system positively and significantly affects innovative behavior.

Based on the above phenomenon, it can be concluded that the relationship between psychological empowerment, job characteristics, and reward systems as independent variables individually and simultaneously affects innovative behavior as the dependent variable. The arrows indicate the direction of the hypothesized influence. The following is a graphic model of the research:

ISSN [Online]: 2776-6365

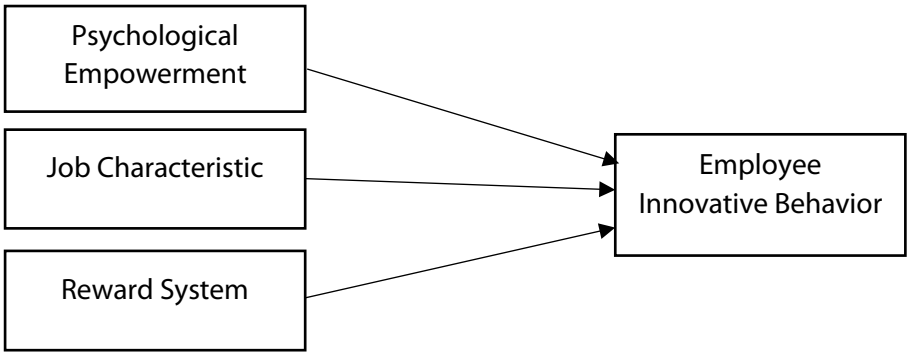

Figure 1. Conceptual Framework

III. Research Method

3.1. Object of Research

The research object is the main target or focus of the research, which is to obtain information. In this study, the object of research is the employees of PT Aji Putra Jaya, focusing on how the driving factors of psychological empowerment, job characteristics, and their reward system affect their innovative behavior.

3.2. Sample Criteria

The population in this study is PT Aji Putra Jaya; the sample used is employees selected using a specific sampling method, namely purposive sampling, because specific sample characteristics are needed so that the research results can be generalized to the population more representatively and reduce bias. The sample studied was 144 respondents. The sampling criteria used are as follows:

a. Minimum age 18 years
b. Minimum junior high school education
c. Have a minimum of 1 year of work experience.

Purposive sampling allows this study to obtain more in-depth information relevant to the research objectives, compared to random sampling, which may result in respondents being selected based on their willingness to participate and provide complete data.

3.3. Data Types and Collection Techniques.

The type of data refers to the nature of the data to be collected, such as primary data collected directly by researchers through questionnaires. (Sugiyono, 2023). Primary data is the data type utilized in this research. The study's primary data consists of employee perceptions of their level of psychological empowerment, the characteristics of the work they experience, and how effective the company's reward system is. Moreover, the quality of innovative behavior they perform. This data will be collected through a questionnaire. Based on research by (Spreitzer, 1995), (Sims Jr, 1976), (Van den Berg et al., 2010), (Janssen, 2000) We used the following sources for our questionnaire: psychological empowerment, job characteristics, reward system, and innovative behavior.

The questionnaire is the primary method for collecting data from respondents regarding their perceptions of the research variables. In order to increase the efficiency of data collection for PT Aji Putra Jaya employees, this research will use a Google Form-based questionnaire that will be distributed directly to

ISSN [Online]: 2776-6365

respondents through online media. The questions will be structured as closed questions using a Likert measurement scale. The research uses a questionnaire as a data collection item.

3.4. Measurement Scale

The measurement scale is a system for determining numbers on data based on their nature, such as nominal, ordinal, interval, or ratio, determining the type of statistical analysis that can be used. (Sugiyono, 2023). Therefore, assessing variables such as psychological empowerment, job characteristics, reward system, and innovative behavior, an interval scale is usually used, such as the Likert scale, namely:

a. Strongly Disagree (SD): Score 1
b. Disagree (D): Score 2
c. Neutral (N): Score 3
d. Agree (A): Score 4
e. Strongly Agree (SA) : Score 5

Based on the results of data collection using a questionnaire method at PT Aji Putra Jaya with 144 respondents, as follows:

Table 1. Respondent Description

Measurement	N	%
Gender		
Man	123	85.4
Female	21	14.6
Age (years-old)		
18 – 23	18	12.5
24 – 29	14	9.7
30 – 35	68	47.2
36 – 41	39	27.1
> 42	7	4.9
Length of Work (years)		
< 1	11	7.6
1 – 3	39	27.1
4 – 6	58	40.3
7 – 9	24	16.7
>10	12	8.3

Based on Table 1, male respondents totaled 123 with a percentage of 85.4% and female respondents totaled 21 with a percentage of 14.6%. The respondent profile shows a majority of male employees (85,4%) and a significant portion aged 30 – 41 (74,3%), with a substantial number having 4 – 6 years of work experience (40,3%). This demographic composition suggests that the data primarily reflects the perspectives of experienced male employees within PT Aji Putra Jaya, which could potentially influence the generalizability of the findings to a more diverse workforce. However, their experience level indicates a good understanding of the work environment, enhancing the reliability of their responses. With the age of 18 – 23 years, there were 18 respondents with a percentage of 12.5%, 24- 29 years of age, 14 respondents with a percentage of 9.7%, 30 – 35 years of age, 68 respondents with a percentage of 47.2%, 36 – 41 years of age, 27.1 %, and >42 years of age, seven respondents with a percentage of 4.9%. Most respondents were in the age range of 30 – 41, indicating that much research data was obtained.

The length of service of respondents < 1 year amounted to 11 with a percentage of 7.6%, the respondents' tenure of 1 – 3 year amounted to 39 with a percentage of 27.1%, the respondents' tenure of 4 – 6 year amounted to 58 with a percentage of 40.3%, the respondents' tenure of 7 – 9 year amounted to 24 with a percentage of 16.7%, and the respondents' tenure of >10 year amounted to 12 with a percentage of 8.3%. It

ISSN [Online]: 2776-6365

can be concluded that most respondents have a length of work of 4 – 6 years, which shows that the research sample consists of employees who mostly understand their work environment.

3.5. Instrument Test

a. The validity test is to assess how far an instrument should be measured, Hair et al., (2019) Emphasizes construct validity, which ensures that measurement items reflect theoretical concepts, where the normal loading factor is ≥0.70 or at least 0.50. The loading factor is considered invalid if its value is less than or equal to 0.50, and valid if its value is more than or equal to 0.70. The validity value is tested through SPSS.

b. Reliability test refers to the consistency or stability of the measurement, or how far different measurements will produce comparable results. According to Hair et al., (2019)This is one of the main issues in creating a measurable scale, which is often assessed through Cronbach's Alpha value. The accepted Cronbach's Alpha value is typically≥0.70. Reliability values can be tested using SPSS.

3.6. Model Test

a. An essential metric for regression analysis, the coefficient of determination (R2) displays the extent to which the model's independent variables can explain the dependent variable's variation; values range from 0 to 1, with higher values indicating a more satisfactory model fit Hair et al., (2019). In this study, the coefficient of determination will show how much psychological empowerment, job characteristics, and the reward system (independent variables) can simultaneously explain the percentage of variation in innovative behavior (dependent variable).

b. The F-test is a statistical test used to measure the overall statistical significance of a regression model. This test tests the null hypothesis that all regression coefficients of the independent variables are simultaneously equal to zero, with a significant F-statistic value and a P-value that is less than the significance level generally set at 0.05 Hair et al., (2019).

c. The statistical test compares means, often between two groups, with the sample mean or population mean. There is a statistical difference in means, and the t-test p-value is less than the significance level, generally 0.05 Hair et al., (2019).

IV. Results and Discussion

4.1. Analysis Result

4.1.1. Validity Test and Reliability Test

The results of the validity test are presented in Table 2 as follows:

Table 2. Validity Test

Variable	Indicator	KMO	Componen				Description
			1	2	3	4	
Psychological Empowerment	X1.7		.832				Valid
	X1.8		.720				Valid
	X1.9		.886				Valid
	X1.10		.854				Valid
	X1.11		.816				Valid
	X1.12		.887				Valid
Job Characteristic	X2.2					.592	Valid

ISSN [Online]: 2776-6365

Variable	Indicator	KMO	Componen				Description
			1	2	3	4	
	X2.4	.759				.949	Valid
	X2.5					.935	Valid
	X2.6					.909	Valid
Reward System	X3.2				.843		Valid
	X3.3				.658		Valid
	X3.4				.748		Valid
	X3.5				.775		Valid
	X3.6				.699		Valid
	X3.7				.697		Valid
	X3.8				.689		Valid
Innovative Behavior	Y.1			.793			Valid
	Y.2			.723			Valid
	Y.3			.686			Valid
	Y.6			.703			Valid
	Y.7			.879			Valid
	Y.8			.798			Valid
	Y.9			.735			Valid

Based on the validity test result in Table 2, the variables used have a value>0.7 and a loading factor value >0.5. So it can be concluded that all questionnaire items in this study are declared valid. However, the data experienced a problem in the first experiment: cross-loading on X1.1 – X1.7, X2.1, X2.3, X3.1, Y.4, and Y.5, where indicators load high on two or more variables. The problematic indicators were removed in the second experiment, and the validity test was repeated until the data obtained was valid in the third experiment. The details are presented in the following Table 3.

Table 3. Reliability Test

Variable	Alpha Standard	Cronbach's Alpha	Description
Psychological Empowerment	.70	.919	Reliable
Job Characteristic	.70	.930	
Reward System	.70	896	
Innovative Behavior	.70	898	

The reliability test is measured by Cronbach's Alpha, where the value should be >0.70 so it can be said to be reliable. Based on the results in Table 3, the variables of psychological empowerment, job characteristics, reward system, and innovative behavior show a Cronbach's Alpha value >0.70, so they are declared reliable.

4.1.2. Model Test and Hypothesis

After conducting the instrument test, the following test stage is the Model Test and Hypothesis. The details are shown in the following table 4:

Table 4. Model Test and Hypothesis

Variable	Model Test		Hypothesis Test		Result
	R^2	(F) Sig.	t	Sig.	
Psychological Empowerment	.194	0.000	1.146	0.055	Rejected
Job Characteristic			1.140	0.118	Rejected
Reward System			1.324	0.000	Accepted

ISSN [Online]: 2776-6365

As a first indicator of the strength of the mode relationship between the variables, the coefficient of determination reveals the extent to which the independent variable explains the dependent variable. Based on Table 4, it is known that the R2 value is 0.194 = 19.4%. These results show that psychological empowerment, job characteristics, and reward systems affect innovative behavior by 19.4%.

The F test can determine whether the regression model is feasible or significant in explaining the variation in the dependent variable and whether psychological empowerment, job characteristics, and reward systems affect innovative behavior 19,4%. Table 4 shows that the significant value for the F test for psychological empowerment, job characteristics, reward systems, and innovative behavior is 0.000, which means less than 0.05. Hypothesis testing is used to determine whether the independent variables of psychological empowerment, job characteristics, and reward system significantly affect the dependent variable of innovative behavior. Based on Table 4, the hypothesis is as follows:

a. The psychological empowerment variable is known to have a beta value of 1.146 and a significant value of 0.055 > 0.05. So, partially, it does not significantly affect innovative behavior. H1: Rejected
b. The job characteristics variable is known to have a beta value of 1.140 and a significant value of 0.118 > 0.05. So, partially, it does not significantly affect innovative behavior. H2: Rejected.
c. The reward system variable is known to have a beta value of 1.324 and a significant value of 0.000 < 0.05. So, partially, it positively and significantly influences innovative behavior. H3: Accepted

4.2. Discussion

4.2.1. Relationship of Psychological Empowerment to Innovative Behavior

The study's findings suggest that psychological empowerment does not have a significant role in innovative behavior. Although the instrument is declared valid and reliable, this finding contrasts with most of the literature, which consistently shows a positive relationship between psychological empowerment and innovative behavior. Psychological empowerment directly influences innovative behavior, according to previous research (Al Daboub et al., 2024), (Suhana et al., 2023), and mediates the influence of leadership on innovation (Khan et al., 2022), (Ali et al., 2020). Llorente-Alonso et al. (2024) theoretically, when employees feel meaning, competence, self-determination, and impact in their work, they should be intrinsically motivated to take initiative and contribute with innovative ideas.

Several factors at PT Aji Putra Jaya can explain the rejection of this hypothesis. Although PT Aji Putra Jaya has conducted psychological empowerment, perhaps the work environment has not fully supported the implementation of innovative ideas; this may be moderated by other factors not examined in this study, such as transformational leadership and innovative organizational culture.

Recent research also confirms the importance of moderating factors in the relationship between psychological empowerment and innovation. For example, research by Grošelj et al. (2020), Khan et al. (2022), and Ali et al. (2020) demonstrates that the link between leadership and psychological empowerment is moderated by authentic and transformational leadership and innovative work behavior. Similarly, research (Al Daboub et al., 2024) identified psychological empowerment as a moderator between HR practices and the organization's innovative capabilities as measured by employee inventive behavior. This indicates that the effect of psychological empowerment on innovation may be highly dependent on the presence of adequate leadership support, also supporting the idea that psychological empowerment may interact with other factors. If this interaction is not optimal, its direct effect on innovation may not be significant. It is possible that employees feel empowered in their daily tasks but lack the broader organizational support or resources needed to translate that empowerment into tangible innovations. The company might need to foster a more risk-tolerant environment where new ideas are generated, actively encouraged, and resourced for implementation.

ISSN [Online]: 2776-6365

4.2.2. Relationship of job characteristics to Innovative Behavior

Theoretically, jobs with high autonomy, skill variety, task identity, task significance, and clear feedback should trigger an intrinsic drive to innovate (Spanuth & Wald, 2017, in Iqbal Khan et al., 2020). In contrast to the results of this study, which show that job characteristics do not have a significant role in innovative behavior, the second hypothesis must be rejected.

The rejection of this hypothesis can be interpreted as follows: although the job design at PT Aji Putra Jaya may be structurally sound, the implementation or employee perception of the job characteristic does not practically provide enough freedom or challenge to trigger innovative behavior. This suggests that too much focus on efficiency might reduce opportunities for employees to innovate, even though the job should theoretically support innovation.

Research by Nurjaman et al. (2019) supports the idea that job characteristics require the proper context to fully encourage innovation, indicating that factors such as support environment or proactive personality may moderate this relationship. This suggests that, even with a good work environment, people with low levels of proactivity may not be motivated to innovate. Verma & Singh (2022) and Suseno et al. (2020) discovered that work attributes (such as autonomy) were positively correlated with one another, skill variety, job complexity, specialization, and information processing. And innovative behavior. Perhaps at PT Aji Putra Jaya, despite the formal job descriptions, employees perceive a lack of genuine opportunities for creativity or that their contributions beyond routine tasks are not truly valued. The company might benefit from actively communicating how individual roles contribute to broader organizational innovation goals and providing more explicit avenues for creative problem-solving within existing job structures.

4.2.3. Relationship of Reward System to Innovative Behavior

In contrast, this study shows that the reward system has a significant role in innovative behavior. Recent research also confirms the relevance of the reward system (Iqbal Khan et al., 2020), Venketsamy & Lew (2024), and Yaqoob & Kitchlew (2022) found that the reward system significantly influences innovative work behavior. This shows that PT Aji Putra Jaya successfully designed and implemented a reward system that effectively encourages employees to take the initiative to generate new ideas, even if the aspects of psychological empowerment and job characteristics are not yet fully supportive. This emphasizes the importance of well-structured external incentives in promoting a culture of innovation.

V. Conclusion

Based on the study's results, it can be concluded that psychological empowerment does not significantly influence innovative behavior. Although PT Aji Putra Jaya has implemented psychological empowerment initiatives, it is possible that the work environment has not fully supported the application of innovative ideas. This condition may also be influenced by other moderating factors not examined in this study, such as transformational leadership or an innovative organizational culture. Similarly, job characteristics were found not to affect innovative behavior significantly. This may be due to the existing job design, which, although structurally sound, does not provide sufficient autonomy or challenging tasks that could stimulate employees to act innovatively. The jobs may be more oriented toward efficiency than toward encouraging creativity and innovation. In contrast, the reward system was shown to influence innovative behavior significantly. This suggests that PT Aji Putra Jaya's reward mechanisms effectively motivate employees to engage in innovative activities. It also implies that employees in this organization are more driven by extrinsic factors, while intrinsic motivators may be less apparent or appreciated in the current organizational setting.

ISSN [Online]: 2776-6365

References

Abun, D., Macaspact, L. G. R., Valdez, E. B., & Julian, F. P. (2023). The effect of an innovative work environment on employees' innovative work behavior. International Journal of Research in Business and Social Science (2147- 4478), 12(3), 140–158. https://doi.org/10.20525/ijrbs.v12i3.2467

Al Daboub, R. S., Al-Madadha, A., & Al-Adwan, A. S. (2024). Fostering firm innovativeness: Understanding the sequential relationships between human resource practices, psychological empowerment, innovative work behavior, and firm innovative capability. International Journal of Innovation Studies, 8(1), 76–91. https://doi.org/10.1016/j.ijis.2023.12.001

Ali, M., Zhang, L., Shah, S. J., Khan, S., & Shah, A. M. (2020). Impact of humble leadership on project success: the mediating role of psychological empowerment and innovative work behavior. Leadership and Organization Development Journal, 41(3), 349–367. https://doi.org/10.1108/LODJ-05-2019-0230

Bin Saeed, B., Afsar, B., Shahjehan, A., & Imad Shah, S. (2019). Does transformational leadership foster innovative work behavior? The roles of psychological empowerment, intrinsic motivation, and creative process engagement. Economic Research-Ekonomska Istrazivanja , 32(1), 254–281. https://doi.org/10.1080/1331677X.2018.1556108

Crawford, W. T., & Detar, W. J. (2023). The Relationship between Job Demands, Job Resources, Employee Burnout, and Employee Engagement in Municipal Government Workers. Journal of Service Science and Management, 16(04), 428–447. https://doi.org/10.4236/jssm.2023.164024

Dei Mensah, R., Boateng, R. Kofi, & Kwesi Papa Andoh, R. (2024). Job Resources, Employee Engagement, and Innovative Work Behaviour of Bank Employees: Does Sex Matter? Golden Ratio of Human Resource Management, 5(1), 15–32. https://doi.org/10.52970/grhrm.v5i1.419

Francis, F., Zirra, C. T. O., & Charles, J. M. I. (2020). Reward System as a Strategy to Enhance Employees' Performance in an Organization. Archives of Business Research, 8(6), 156–164. https://doi.org/10.14738/abr.86.8403

Grošelj, M., Černe, M., Penger, S., & Grah, B. (2020). Authentic and transformational leadership and innovative work behaviour: the moderating role of psychological empowerment. European Journal of Innovation Management, 24(3), 677–706. https://doi.org/10.1108/EJIM-10-2019-0294

Hair, J. F., B., W. C., Babin, B. J., & Anderson, R. E. (2019). Multivariate Data Analysis Eighth Edition. Www.Cengage.Com/Highered.

Iqbal Khan, K., Waqar Azeem Naqvi, S. M., Mudassar Ghafoor, M., & Nayab, G. (2020). Jurnal Internasional Penelitian Manajemen. 10(2), 96–108. http://ijmres.pk/

Janssen, O. (2000). Job demands, perceptions of effort-reward fairness and innovative work behaviour. Journal of Occupational and Organizational Psychology, 73(3), 287–302. https://doi.org/10.1348/096317900167038

Khan, M. M., Mubarik, M. S., Islam, T., Rehman, A., Ahmed, S. S., Khan, E., & Sohail, F. (2022). How servant leadership triggers innovative work behavior: exploring the sequential mediating role of psychological empowerment and job crafting. European Journal of Innovation Management, 25(4), 1037–1055. https://doi.org/10.1108/EJIM-09-2020-0367

Llorente-Alonso, M., García-Ael, C., & Topa, G. (2024). A meta-analysis of psychological empowerment: Antecedents, organizational outcomes, and moderating variables. Current Psychology, 43(2), 1759–1784. https://doi.org/10.1007/s12144-023-04369-8

M Van Lange Arie W Kruglanski, P. A., Tory Higgins Volume, E., & Lange, V. (2012). Handbook of Theories of Social Psychology.

Mokhtarian, F., & Mohammadi, R. (2011). Effective factors on psychological aspects of employee empowerment. Case Study: Employees' points of view in one of the sub-organizations of the Iranian Ministry of Science, Research, and Technology. Procedia - Social and Behavioral Sciences, 30, 786–790. https://doi.org/10.1016/j.sbspro.2011.10.153

ISSN [Online]: 2776-6365

Nurjaman, K., Marta, M. S., Eliyana, A., Kurniasari, D., & Kurniasari, D. (2019). Proactive work behavior and innovative work behavior: Moderating effect of job characteristics. Humanities and Social Sciences Reviews, 7(6), 373–379. https://doi.org/10.18510/hssr.2019.7663

Purnama, I. R., AC, A., & Rendra Anggoro, Y. A. (2024). Strengthening Person-Organization Fit and Innovative Work Behavior Through Psychological Capital and Leader-Member Exchange. Golden Ratio of Human Resource Management, 4(2), 215–229. https://doi.org/10.52970/grhrm.v4i2.458

Rudolph, C. W., Katz, I. M., Lavigne, K. N., & Zacher, H. (2017). Job crafting: A meta-analysis of relationships with individual differences, job characteristics, and work outcomes. Journal of Vocational Behavior, 102, 112–138. https://doi.org/10.1016/j.jvb.2017.05.008

Sims Jr, H. P., S. A. D., & K. R. T. (1976). The measurement of job characteristics. Academy of Management Journal, 2(19), 195–212.

Spreitzer, G. M. (1995). Psychological Empowerment in the Workplace: Dimensions, Measurement, and Validation. In Source: The Academy of Management Journal (Vol. 38, Issue 5). https://www.jstor.org/stable/256865

Sudiyani, S., Manajemen, J., Equlibrium, B., Sudiyani, N. N., Yuliana, N. P., & Sawitri, R. (2021). PERAN KOMPETENSI DALAM MEMEDIASI PENGARUH PERSON JOB-FIT TERHADAP PERILAKU INOVASI. 7(1), 89–100. https://doi.org/10.47329/jurnal_mbe.v7i1.510

Sugiyono. (2023). Metode Penelitian Kuantitatif, Kualitatif, Dan R&D. www.cvalfabeta.com

Suhana, S., Mansyur, A., Liana, L., & Mursid, A. (2023). Innovative Behavior: The Role Of Psychological Empowerment, Empirical Evidence In MSMs in Central Java, Indonesia.

Suseno, Y., Standing, C., Gengatharen, D., & Nguyen, D. (2020). Innovative work behaviour in the public sector: The roles of task characteristics, social support, and proactivity. Australian Journal of Public Administration, 79(1), 41–59. https://doi.org/10.1111/1467-8500.12378

Thneibat, M. M. (2022). The Role of Performance-based Rewards and Developmental Performance Appraisal in Promoting Innovative Work Behaviour: The Mediating Roles of Affective Commitment and Knowledge Sharing. Jordan Journal of Business Administration, 18(4), 547–566. https://doi.org/10.35516/jjba.v18i4.459

Van den Berg, I., Franken, I. H. A., & Muris, P. (2010). A new scale for measuring reward responsiveness. Frontiers in Psychology, 1(DEC). https://doi.org/10.3389/fpsyg.2010.00239

Venketsamy, A., & Lew, C. (2024). Intrinsic and extrinsic reward synergies for innovative work behavior among South African knowledge workers. Personnel Review, 53(1), 1–17. https://doi.org/10.1108/PR-02-2021-0108

Verma, S., & Singh, V. (2022). Impact of artificial intelligence-enabled job characteristics and perceived substitution crisis on innovative work behavior of employees from high-tech firms. Computers in Human Behavior, 131. https://doi.org/10.1016/j.chb.2022.107215

Wang, W.-T., Wang, Y.-S., & Chang, W.-T. (2019). Jurnal Manajemen Pengetahuan. https://doi.org/10.1108/JKM-07

Yaqoob, S., & Kitchlew, N. (2022). Journal of Arts and Social Sciences Impact of Extrinsic Rewards on employee Innovative work behavior: Role of work Engagement and perceived organizational support. https://ojs.jass.pk

Zhang, X., & Bartol, K. M. (2010). Linking Empowering Leadership And Employee Creativity: The Influence Of Psychological Empowerment, Intrinsic Motivation, And Creative Process Engagement.