

The Role of Job Crafting in the Relationship between Support for Innovation and Knowledge Sharing at PT XZY

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ABSTRACT

Increasingly dynamic business competition encourages companies to create a work environment that supports innovation while fostering employees' knowledge-sharing behavior. Opportunities for employees to formulate new ideas are not the sole outcome of Support for Innovation, because such organizational backing can also stimulate individuals to redesign elements of their jobs proactively through Job Crafting. Accordingly, this research investigates whether Job Crafting functions as an intervening mechanism between Support for Innovation and Knowledge Sharing within PT XZY. A quantitative methodology employing a *cross-sectional* framework was adopted. When Job Crafting was introduced as the intermediary mechanism, the resulting indirect relationship became significant and positive ($\beta = 0.421$). The explained variance reached $R^2 = 0.333$ for Job Crafting and $R^2 = 0.384$ for Knowledge Sharing. Because the immediate and mediated pathways move in contrasting directions, the mediation structure reflects a competitive mediation pattern. Collectively, the evidence positions Job Crafting as a behavioral pathway through which Support for Innovation becomes connected with Knowledge Sharing.

INTRODUCTION

Increasingly dynamic business competition requires companies to continuously innovate in order to maintain their competitiveness. In the creative industry, innovation is determined not only by the use of technology but also by employees' ability to generate ideas, collaborate, and share knowledge. Therefore, companies need to create a work environment that supports innovation while encouraging employees to share knowledge with one another (Anderson et al., 2020; Kraśnicka et al., 2021).

Knowledge Sharing constitutes a crucial form of workplace conduct because it assists organizations in acquiring collective learning, resolving problems, and generating innovation. Through knowledge sharing, employees can exchange experiences, information, and expertise, thereby supporting work effectiveness and organizational development. However, knowledge-sharing behavior does not always occur automatically, as employees' willingness to share their knowledge may be influenced by the conditions and work environment they experience (Wang & Noe, 2021; Zhang & Zhang, 2022).

One organizational factor associated with knowledge sharing is Support for Innovation. Support for Innovation represents workers' assessment of how strongly an organization supplies managerial assistance, sufficient facilities or resources, acknowledgment, and workplace conditions conducive to producing novel ideas. When such an innovation-oriented atmosphere is available, employees are placed in circumstances that allow them to participate more actively in advancing the organization (Anderson et al., 2020; Li, 2020; Kim & Park, 2021). Nevertheless, Support for Innovation does not necessarily translate immediately into Knowledge Sharing, since workers can first react to the assistance received from the organization by altering the manner in which they conduct their jobs.

A behavioral pathway is therefore required to clarify how Support for Innovation becomes related to Knowledge Sharing. For this purpose, Job Crafting is positioned in the present research as an intermediary construct. Job Crafting describes self-initiated employee actions intended to reshape components of their jobs, including expanding structural resources, obtaining additional social resources, and pursuing more demanding work challenges (Tims et al., 2012; Bakker & de Vries, 2021). By carrying out these adjustments, workers can redesign their occupational activities so that they correspond more closely with personal capabilities, requirements, and preferences. Individuals who frequently undertake Job Crafting are also likely to encounter broader possibilities for cooperation and interpersonal engagement with coworkers, thereby creating circumstances favorable to exchanging and disseminating knowledge (Zhang & Parker, 2021).

The relationship among these variables can be further understood through Social Exchange Theory (SET) and Job Demands-Resources Theory (JD-R). From the perspective of SET, employees may respond to positive treatment and support from the company through positive work behaviors. Meanwhile, JD-R explains that job resources can encourage employees to proactively modify their work through Job Crafting. In this context, Support for Innovation can function

as a job resource that encourages employees to take initiative and reshape their work, which may subsequently facilitate Knowledge Sharing (Bakker & Demerouti, 2023; Rudolph et al., 2021). Mansour (2024) further explains that organizational support for innovation can encourage employees to proactively reshape their work, which is associated with Knowledge Sharing behavior.

The theoretical value of this research lies in bringing Support for Innovation, Job Crafting, and Knowledge Sharing into a unified explanatory framework grounded in Social Exchange Theory and Job Demands-Resources Theory. More specifically, Job Crafting is emphasized as an employee behavioral pathway capable of explaining how organizational encouragement for innovation becomes connected with workers' tendency to exchange knowledge. Practically, the findings provide insights for companies in the creative industry regarding the importance of not only providing support for innovation but also creating conditions that encourage employees to proactively shape their work through Job Crafting, thereby strengthening knowledge-sharing practices.

THEORETICAL REVIEW

Social Exchange Theory (SET)

Social Exchange Theory (SET) views interactions between an organization and its workforce as reciprocal exchanges. Organizational provisions such as assistance, confidence, acknowledgment, and favorable working conditions can generate corresponding employee responses that strengthen both the employment relationship and the attainment of organizational objectives. Within the present research setting, this reciprocation may emerge through self-initiated actions such as Job Crafting as well as Knowledge Sharing. Consequently, SET offers the conceptual rationale underlying the connections among Support for Innovation, Job Crafting, and Knowledge Sharing.

H1: The Effect of Support for Innovation on Knowledge Sharing

Support for Innovation concerns the degree to which employees believe their organization offers managerial encouragement, sufficient resources, appreciation, and workplace circumstances favorable to generating innovative ideas (Anderson et al., 2020; Li, 2020). These organizational provisions can affect employee interactions with coworkers and their participation in exchanging knowledge. Wang and Noe (2021) state that Knowledge Sharing enables both explicit and tacit forms of knowledge to circulate, thereby contributing to organizational learning and effectiveness. Kim and Park (2021) similarly underline organizational assistance as an important driver of constructive employee conduct. Evidence reported by Mansour (2024) additionally identifies an association linking Support for Innovation and Knowledge Sharing. Taken together, these arguments provide grounds for expecting a relationship between the two constructs.

H1: Support for Innovation has an effect on Knowledge Sharing.

Job Demands-Resources Theory (JD-R)

Under Job Demands-Resources Theory (JD-R), features of employment are generally divided into two broad categories, namely job demands and job

resources. The first category encompasses occupational elements requiring employees to continuously expend effort, whereas the second includes workplace elements that facilitate goal accomplishment, alleviate pressures arising from work, and foster individual growth (Bakker & Demerouti, 2023).

Within the framework of this research, Support for Innovation may be classified as a job resource because it supplies the assistance, possibilities, and means employees require for creating ideas and enhancing how their tasks are carried out. Greater perceived organizational encouragement toward innovation can consequently furnish workers with stronger psychological resources for taking initiative and introducing constructive modifications to their working methods.

Job Crafting offers an explanation for these employee-initiated adjustments. JD-R does not portray individuals merely as passive subjects of predetermined employment conditions; instead, workers are capable of reshaping their occupational circumstances themselves by expanding available resources, strengthening interpersonal connections, and undertaking additional challenges (Rudolph et al., 2021). Viewed from this perspective, Support for Innovation operates as a contextual resource capable of stimulating Job Crafting.

Furthermore, Job Crafting may create conditions that facilitate Knowledge Sharing. Employees who actively develop work relationships, seek new learning opportunities, and increase their engagement with their work may have more opportunities to exchange experiences and share knowledge with their colleagues. Therefore, JD-R provides an additional perspective for explaining how Support for Innovation may be associated with Knowledge Sharing through the behavioral mechanism of Job Crafting.

H2: The Effect of Support for Innovation on Job Crafting

Support for Innovation can encourage employees to proactively modify their work in response to a work environment that supports innovation. Employees who perceive support from the company and opportunities to innovate may become more active in seeking additional resources, developing work relationships, and taking on challenging tasks.

According to Tims et al. (2012), Job Crafting provides individuals with the capacity to deliberately redesign components of their occupational roles so that those components correspond more appropriately with personal competencies and requirements. Bakker and de Vries (2021) further contend that favorable workplace circumstances can intensify workers' self-directed efforts to alter their jobs. Supporting this reasoning, Mansour (2024) reported that stronger perceptions of innovation-related organizational support corresponded with greater Job Crafting. This theoretical and empirical foundation leads to the following proposition:

H2: Support for Innovation has an effect on Job Crafting.

Job Crafting Theory

Job Crafting Theory portrays workers as active agents rather than individuals who simply accept occupational characteristics assigned to them. Employees can intentionally reshape components of their jobs so that their work

gains greater personal meaning and becomes more compatible with their requirements, capabilities, and intended objectives.

Job Crafting allows workers to expand structural occupational resources, strengthen socially derived resources, and pursue higher levels of challenging job demands. Engaging in these self-directed activities can increase employee involvement in occupational tasks, intensify interaction with workplace surroundings, and foster stronger connections with coworkers (Tims et al., 2012; Mansour, 2024).

H3: The Effect of Job Crafting on Knowledge Sharing

Employees who actively engage in Job Crafting tend to be more proactive in managing their work and developing relationships within their work environment. Such behavior may create greater opportunities for employees to interact with colleagues and exchange information, experiences, and knowledge.

Wang and Noe (2021) explain that individual and organizational factors can influence employees' involvement in Knowledge Sharing activities. In addition, Zhang and Parker (2021) found that Job Crafting can support learning and interaction among employees through proactive changes in their work. Based on these arguments, the following hypothesis is proposed:

H3: Job Crafting has an effect on Knowledge Sharing.

Mediation Theory

Understanding how Support for Innovation becomes connected with Knowledge Sharing requires consideration not merely of an immediate pathway but also of employee actions that arise in response to organizational conditions. Organizational encouragement for innovative activity can create room for workers to reshape their responsibilities proactively through Job Crafting. Once these occupational adjustments occur, employees may encounter additional occasions to communicate, cooperate, and exchange knowledge with coworkers. Job Crafting is consequently anticipated to act as the employee behavioral pathway bridging Support for Innovation and Knowledge Sharing (Mansour, 2024).

H4: The Mediating Role of Job Crafting

Evidence from Mansour (2024) indicates that innovation-oriented organizational assistance can stimulate employees to undertake Job Crafting, which is subsequently connected with Knowledge Sharing behavior. Such evidence implies that Job Crafting potentially represents an intervening pathway through which Support for Innovation becomes associated with Knowledge Sharing. Drawing upon this reasoning, the concluding hypothesis is formulated as follows::

H4: Job Crafting mediates the relationship between Support for Innovation and Knowledge Sharing.

Following the hypothesis development, quantitative investigations should present their contextual framework in this section, whereas qualitative investigations may instead display their mind maps.

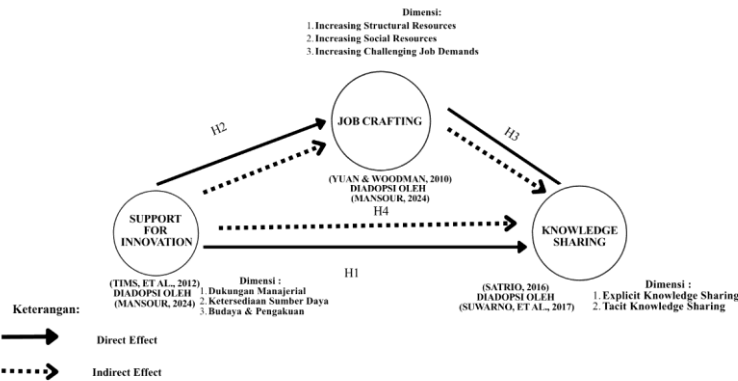


Figure 1. Research Model

Figure 1 depicts the conceptual research framework advanced in this investigation. Within the proposed structure, Support for Innovation functions as the predictor construct, Knowledge Sharing serves as the outcome construct, and Job Crafting occupies the intermediary position. The framework anticipates an immediate pathway from Support for Innovation toward Knowledge Sharing (H1) alongside another direct pathway toward Job Crafting (H2). Job Crafting is additionally hypothesized to affect Knowledge Sharing directly (H3), while simultaneously carrying the relationship between Support for Innovation and Knowledge Sharing as a mediator (H4). Social Exchange Theory (SET) together with Job Demands-Resources Theory (JD-R) supplies the conceptual grounding used to interpret linkages among these constructs. Measurement dimensions and indicators were derived from earlier work conducted by Mansour (2024), Tims et al. (2012), Yuan and Woodman (2010), and Satrio (2016).

METHODOLOGY

A survey-based quantitative design was applied to investigate associations among Support for Innovation, Job Crafting, and Knowledge Sharing. Data collection took place within PT XZY, an organization engaged in the creative industry, whose workforce population consisted of 388 individuals.

Participant recruitment employed a purposive sampling procedure. Application of the specified eligibility standards resulted in 100 usable responses for statistical processing. Before questionnaires were administered, the minimum sample requirement was evaluated through statistical power analysis with G*Power 3.1. This assessment produced a required minimum of 89 participants. Accordingly, the 100 observations ultimately analyzed exceeded that requirement and provided a sufficient sample for Partial Least Squares Structural Equation Modeling (PLS-SEM).

Information was obtained through a structured questionnaire employing a five-point Likert response format, extending from 1 (strongly disagree) to 5 (strongly agree). Measurement of Support for Innovation incorporated six

indicators derived from Mansour (2024). Twelve indicators originating from Tims et al. (2012) and Mansour (2024) were utilized to operationalize Job Crafting, whereas four indicators adapted from Mansour (2024) represented Knowledge Sharing.

SmartPLS 4 served as the software for processing the collected observations. Statistical assessment initially addressed the measurement model through examinations of convergent validity, discriminant validity, and reliability. Evaluation then proceeded to the structural component by considering the coefficient of determination (R^2), estimated path coefficients, hypothesis results, and mediation testing performed through bootstrapping.

Table 1 contains the operational specifications for all variables incorporated into this research. It outlines each construct's dimensions, indicators, questionnaire statements, and corresponding measurement scale. Previously validated measurement instruments formed the basis for all items, thereby supporting the validity and reliability of the instrument applied in the present investigation.

Table 1. Operational Definition of Variables

Variable	Dimension	Indicator	Item	Scale
Support for Innovation (X) (Yuan & Woodman, 2010; adapted from Mansour, 2024)	Managerial Support	Supervisors encourage employees to propose new ideas.	1	Ordinal
		Supervisors actively support employees when they want to try something new.	2	Ordinal
	Resource Availability	The company provides sufficient time and facilities to test new ideas.	3	Ordinal
		Adequate resources (budget, tools, and access) are available to support innovation initiatives.	4	Ordinal
	Culture and Recognition	Failed innovation attempts are treated as part of the learning process.	5	Ordinal
		The company recognizes or rewards innovative ideas and contributions.	6	Ordinal

Job Crafting (Z) (Tims et al., 2012; adapted from Mansour, 2024)	Increasing Structural Job Resources	I actively develop my work-related competencies.	7	Ordinal
		I seek training opportunities to improve my competencies.	8	Ordinal
		I seek opportunities to take on new responsibilities or roles.	9	Ordinal
		I organize my tasks to create opportunities for learning.	10	Ordinal
		I seek resources (tools or information) to perform my job more effectively.	11	Ordinal
	Increasing Social Job Resources	I ask my supervisor for advice or coaching when I need guidance.	12	Ordinal
		I seek support from colleagues when facing work-related difficulties.	13	Ordinal
		I actively build work relationships that support my job.	14	Ordinal
		I regularly ask for feedback to improve my performance.	15	Ordinal
		I take the initiative to collaborate with colleagues on new projects.	16	Ordinal
	Increasing Challenging Job Demands	When my workload is relatively low, I initiate challenging new projects.	17	Ordinal
		I take on tasks that involve greater responsibility and complexity.	18	Ordinal

		I voluntarily perform tasks requiring new skills.	19	Ordinal
		I look for projects that challenge me beyond my comfort zone.	20	Ordinal
		I pursue roles that accelerate my career development.	21	Ordinal
Knowledge Sharing (Y) (<i>Satrio, 2016; adapted from Suwarno et al., 2017</i>)	Explicit Knowledge Sharing	I frequently share written work procedures, manuals, or technical documents with colleagues.	22	Ordinal
		I provide formal information or clear data to help colleagues complete their tasks.	23	Ordinal
	Tacit Knowledge Sharing	I share my personal experiences and tacit knowledge with colleagues.	24	Ordinal
		I provide verbal explanations or direct mentoring about work methods I have learned.	25	Ordinal

Table 1 demonstrates that three principal constructs were operationalized, namely Support for Innovation, Job Crafting, and Knowledge Sharing. Their respective items originated from Yuan and Woodman (2010), Tims et al. (2012), and Satrio (2016), with subsequent adaptations reported by Mansour (2024) and Suwarno et al. (2017). Responses to every item were recorded on a five-point Likert scale.

RESULTS

Respondent Characteristics

The final dataset comprised 100 completed questionnaires satisfying all previously established research requirements. Participants represented multiple organizational divisions at PT XZY and reflected varied demographic backgrounds. A detailed overview of respondent profiles appears in Table 2.

Table 2. Respondent Characteristics

Characteristics	Category	Frequency	Percentage
Gender	Male	39	39%
	Female	61	61%
Age	20-25 years	9	9%
	26-30 years	24	24%
	31-35 years	31	31%
	36-40 years	21	21%
	41-45 years	13	13%
	>45 years	2	2%
Education Level	High School	28	28%
	Diploma 3	17	17%
	Diploma 4	7	7%
	Bachelor's Degree	47	47%
	Master's Degree	1	1%
	Doctoral Degree	0	0
Length of Work			
	1-5 years	38	38%
	6-10 years	26	26%
	11-15 years	24	24%
Work Division	Supply Chain	32	32%
	Commercial Business	41	41%
	Business Support	27	27%

Measurement Model Evaluation

Assessment of the measurement model was undertaken to determine whether the instruments possessed acceptable validity and reliability. This procedure covered convergent validity, discriminant validity, and reliability at the construct level.

Convergent Validity

Evaluation of convergent validity relied upon each indicator's *outer loading* together with the *Average Variance Extracted* (AVE) obtained for every construct. Hair et al. (2021) suggest that an *outer loading* reaching 0.70 or above is ordinarily regarded as satisfactory. Nevertheless, an indicator positioned between 0.40 and 0.70 can still be preserved whenever deleting it fails to enhance measurement performance and when the relevant construct continues to demonstrate sufficient convergent validity and reliability.

The results of the outer loading assessment are presented in Table 3.

Table 3 Outer Loading

Variable	Indicator	Outer Loading
Support for Innovation	X1	0.763
	X2	0.846
	X3	0.892
	X4	0.859
	X5	0.816
	X6	0.821

Knowledge Sharing	Y1	0.694
	Y2	0.879
	Y3	0.773
	Y4	0.742
Job Crafting	Z1	0.661
	Z2	0.698
	Z3	0.679
	Z4	0.747
	Z5	0.728
	Z6	0.544
	Z7	0.602
	Z8	0.695
	Z9	0.621
	Z10	0.717
	Z11	0.755
	Z12	0.713
	Z13	0.661
	Z14	0.672
	Z15	0.677

The figures displayed in Table 3 indicate *outer loading* values between 0.763 and 0.892 for Support for Innovation, while Knowledge Sharing produces values extending from 0.694 to 0.879. Job Crafting records a broader range of 0.544 to 0.755. Although several items do not attain the 0.70 benchmark, none of these values falls below 0.40. Hair et al. (2021) permit the retention of indicators within this interval when the construct's measurement performance remains acceptable as a whole. Consequently, these indicators continued to be included in subsequent statistical procedures following consideration of overall measurement-model quality.

Following examination of indicator loadings, *Average Variance Extracted* (AVE) was reviewed as an additional criterion for determining convergent validity across the constructs. Table 4 reports the resulting figures.

Table 4 Average Variance Extracted (AVE)

Variabel	AVE
<i>Support for innovation</i>	0.695
<i>Job crafting</i>	0.463
<i>Knowledge sharing</i>	0.600

Table 4 records AVE = 0.695 for Support for Innovation and AVE = 0.600 for Knowledge Sharing, meaning that each surpasses the recommended minimum of 0.50. Job Crafting, in contrast, produces AVE = 0.463, falling short of this benchmark. Its convergent validity must therefore be interpreted cautiously and cannot appropriately be described as completely satisfying the conventional AVE requirement.

Construct Reliability

Reliability at the construct level was examined using Cronbach's Alpha alongside Composite Reliability (ρ_c). Hair et al. (2021) indicate that coefficients exceeding 0.70 generally demonstrate acceptable consistency among items within a construct.

The results are presented in Table 5

Table 5 Construct Reliability

Variabel	Cronbach's Alpha	Composite Reliability (ρ_c)
Support for innovation	0,912	0,932
Job crafting	0.916	0,928
Knowledge sharing	0,775	0,856

Results summarized in Table 5 show that every construct exceeds 0.70 for both Cronbach's Alpha and Composite Reliability. Specifically, Support for Innovation achieves 0.912 for Cronbach's Alpha and 0.932 for Composite Reliability. Job Crafting records corresponding values of 0.916 and 0.928, whereas Knowledge Sharing reaches 0.775 and 0.856. Accordingly, each of the three constructs exhibits satisfactory internal consistency reliability.

Hypothesis Testing

The proposed hypotheses were examined through the *bootstrapping* procedure available in SmartPLS. Statistical evidence for relationships among constructs was determined by jointly reviewing the path coefficient, t-statistic, and p-value. Hair et al. (2021) specify that statistical significance is generally established when t exceeds 1.96 while p remains lower than 0.05.

Table 6 Hypothesis Testing Results

Hypothesis	Relationship	Path Coefficient (β)	T Statistic	P-value	Result
H1	Support for Innovation → Knowledge Sharing	-0.247	2.198	0.028	Significant
H2	Support for Innovation → Job Crafting	0.577	4.348	0.000	Significant
H3	Job Crafting → Knowledge Sharing	0.685	8.404	0.000	Significant
H4	Support for Innovation → Job Crafting → Knowledge Sharing	0.421	3.133	0.002	Significant

As reported in Table 6, the pathway from Support for Innovation toward Knowledge Sharing is negative and statistically significant, producing a coefficient of -0.247, $t = 2.198$, and $p = 0.028$. H1 is consequently supported. A significant positive pathway is also identified between Support for Innovation and Job Crafting, with a coefficient of 0.577, $t = 4.348$, and $p < 0.001$, providing

support for H2. Job Crafting likewise exerts a significant positive influence on Knowledge Sharing, generating a coefficient of 0.685, $t = 8.404$, and $p < 0.001$; therefore, H3 receives empirical support. Finally, the mediated pathway running from Support for Innovation to Knowledge Sharing through Job Crafting is positive and statistically significant, with a coefficient of 0.421, $t = 3.133$, and $p = 0.002$. H4 is thus supported, demonstrating that Job Crafting performs a mediating function within the association between Support for Innovation and Knowledge Sharing.

Structural Model Evaluation

Evaluation of the structural model focused on both the coefficient of determination (R^2) and statistical significance across the specified structural relationships. R^2 represents the share of variation within an endogenous construct accounted for by the constructs specified as its predictors. Hair et al. (2021) provide approximate interpretive benchmarks of 0.75 for substantial explanatory strength, 0.50 for moderate explanatory strength, and 0.25 for weak explanatory strength.

Table 7 Coefficient of Determination (R^2)

Endogenous Variable	R^2	Category
Job Crafting	0.333	Moderate
Knowledge Sharing	0.384	Moderate

According to Table 7, Job Crafting yields $R^2 = 0.333$. Thus, Support for Innovation accounts for 33.3% of variability in Job Crafting, leaving 66.7% attributable to determinants that are not incorporated into the proposed framework. Knowledge Sharing generates $R^2 = 0.384$, showing that Support for Innovation together with Job Crafting explains 38.4% of its variance, whereas the remaining 61.6% originates from influences beyond the model. Using the interpretive framework provided by Hair et al. (2021), both coefficients of determination are classified within the moderate range.

DISCUSSION

The Effect of Support for Innovation on Knowledge Sharing

Empirical testing identifies a statistically significant relationship between Support for Innovation and Knowledge Sharing ($\beta = -0.247$, $p = 0.028$). This outcome confirms that organizational encouragement for innovative activity is meaningfully connected with employees' tendency to exchange knowledge. Within PT XZY specifically, workers may channel assistance supplied by the organization primarily toward producing novel ideas, enhancing their individual working procedures, or resolving issues attached to their own responsibilities, rather than immediately transferring what they learn to coworkers. This pattern contrasts with the evidence of Mansour et al. (2024), who reported a positive association between innovation-related organizational support and Knowledge Sharing. Differences in organizational circumstances, industrial settings, and workforce characteristics could contribute to the contrasting empirical outcomes.

The Effect of Support for Innovation on Job Crafting

Statistical results further establish a significant association between Support for Innovation and Job Crafting ($\beta = 0.577$, $p < 0.001$). Employees experiencing stronger organizational encouragement for innovation therefore tend to undertake more self-initiated efforts to reshape and improve their occupational activities. Because the creative fashion industry operates under dynamic conditions, having room to articulate ideas, experiment with alternative methods, and utilize organizational resources can stimulate workers to modify aspects of their jobs proactively. This evidence corresponds with the results of Mansour et al. (2024), who likewise identified a linkage between innovation-oriented organizational support and Job Crafting. The finding is also consistent with the Job Demands-Resources perspective, under which organizational assistance constitutes a job resource capable of promoting proactive workplace conduct.

The Effect of Job Crafting on Knowledge Sharing

The results showed that Job Crafting had a significant effect on Knowledge Sharing ($\beta = 0.685$, $p < 0.001$). Employees who proactively adjust and develop their work may have greater opportunities to interact with colleagues, seek information, and exchange experiences. This is particularly relevant in the creative fashion industry, where collaboration and information exchange are important in completing dynamic work processes. The finding is consistent with Mansour et al. (2024), which indicates that job crafting can facilitate knowledge-sharing behavior through increased interaction and proactive work behavior.

The Mediating Role of Job Crafting

The results showed that Job Crafting significantly mediated the relationship between Support for Innovation and Knowledge Sharing, with an indirect effect of $\beta = 0.421$ ($p = 0.002$). The direct effect of Support for Innovation on Knowledge Sharing was also significant ($\beta = -0.247$, $p = 0.028$). These findings indicate that Job Crafting provides an indirect mechanism through which Support for Innovation is associated with Knowledge Sharing. In the context of PT XZY, organizational support for innovation may provide employees with opportunities to adjust their work, develop new competencies, and seek additional resources. When employees actively engage in job crafting, they may have greater opportunities to interact with colleagues, obtain information, and exchange knowledge. Therefore, encouraging job crafting alongside providing support for innovation may help companies strengthen knowledge-sharing practices.

CONCLUSIONS AND RECOMMENDATIONS

The present investigation assessed interconnections involving Support for Innovation, Job Crafting, and Knowledge Sharing among PT XZY personnel. Empirical findings establish a significant association between Support for Innovation and Knowledge Sharing. A meaningful relationship is similarly demonstrated between Support for Innovation and Job Crafting, while Job Crafting is significantly connected with Knowledge Sharing. Beyond these direct

linkages, Job Crafting also performs a statistically significant mediating function between Support for Innovation and Knowledge Sharing.

These empirical outcomes demonstrate that organizational encouragement for innovative activity is related to employees' Knowledge Sharing behavior, while Job Crafting represents a consequential employee behavioral pathway within that association. The statistically significant mediated effect further indicates that workers' self-directed attempts to reshape and enhance their occupational activities play an important part in connecting organizational Support for Innovation with Knowledge Sharing.

FURTHER STUDY

Several constraints should be recognized when interpreting this investigation. First, all observations were obtained from only one organization operating within the creative fashion sector, thereby restricting the extent to which the conclusions can automatically be transferred to organizations or industries with different characteristics. Second, reliance upon a cross-sectional framework prevents the research from tracking how relationships among Support for Innovation, Job Crafting, and Knowledge Sharing evolve across time. Third, the recorded R^2 coefficients show that variables excluded from the proposed framework may additionally explain variation in both Job Crafting and Knowledge Sharing.

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