


THE ROLE OF TRANSFORMATIONAL LEADERSHIP, AND KNOWLEDGE SHARING ON INNOVATIVE WORK BEHAVIOR OF PUBLIC ORGANIZATION IN THE DIGITAL ERA

Vita Mayastinasari^A, Bayu Suseno^B



ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received 07 April 2023</p> <p>Accepted 07 July 2023</p>	<p>Purpose: This study aims to analyze the role of Transformational Leadership on Innovative Work Behavior, and Transformational Leadership on Knowledge sharing and Knowledge sharing on Innovative Work Behavior of Public Organizations in the digital era.</p>
<p>Keywords:</p> <p>Transformational Leadership; Knowledge Sharing; Innovative Work Behavior; Public Organizations.</p> <div data-bbox="172 952 480 1189" style="text-align: center;">  </div>	<p>Design/Methodology/Approach: This research uses quantitative research methods. The dimensions of transformational leadership are idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration). & The variable dimension of knowledge sharing is knowledge donating and knowledge collecting. The dimensions of innovative behavior are idea exploration, idea generation, idea championing, and idea implementation. The population in this study are senior employees of public organizations. Respondents in this study were 454 senior employees of public organizations who were determined by simple random sampling method. Data was collected through an online questionnaire using a Likert scale using a scale of 7. Data analysis in this study used Partial Least Square structural equation modeling (SEM) with the SmartPLS 3.0 software data processing tool. The stages of data analysis begin with testing the validity and reliability of the instrument, determination and finally testing the hypothesis.</p> <p>Findings: Transformational leadership has a significant positive effect on behaviour Innovative, transformational leadership has a significant positive effect on knowledge sharing, knowledge sharing has no significant effect on innovative work behavior.</p> <p>Practical implications: The findings of this study can be used by public organizations to attract innovative work behavior. Moreover, for academics, it can support new knowledge as well as supporting theories.</p> <p>Original/Value: A significant contribution to the body of knowledge is achieved through testing and subsequent confirmation of the effects of Transformational Leadership on Innovative Work Behavior, Transformational Leadership on Knowledge sharing and Knowledge sharing on Innovative Work Behavior of Public Organizations in the digital era.</p> <p>Doi: https://doi.org/10.26668/businessreview/2023.v8i7.2977</p>

O PAPEL DA LIDERANÇA TRANSFORMACIONAL E DA PARTILHA DE CONHECIMENTOS SOBRE O COMPORTAMENTO DE TRABALHO INOVADOR DAS ORGANIZAÇÕES PÚBLICAS NA ERA DIGITAL

RESUMO

Objetivo: Este estudo tem como objetivo analisar o papel da Liderança Transformacional no Comportamento de Trabalho Inovador e Liderança Transformacional no Compartilhamento de Conhecimento e Compartilhamento de Conhecimento no Comportamento de Trabalho Inovador de Organizações Públicas na era digital.

^A Doctor in Human Resource Management. Department of Police Science, Sekolah Tinggi Ilmu Kepolisian. Jakarta, Indonesia. E-mail: vitamayastinasari@stik-ptik.ac.id Orcid: <https://orcid.org/0000-0003-3327-7869>

^B Doctor in Police Science. Bengkayang Police Chief, West Kalimantan Regional Police. The State Police of The Republic of Indonesia, Indonesia. E-mail: bayususeno2001@gmail.com Orcid: <https://orcid.org/0009-0002-1913-9945>



Projeto/Metodologia/Abordagem: Esta pesquisa utiliza métodos de pesquisa quantitativa. As dimensões da liderança transformacional são a influência idealizada, a motivação inspiradora, a estimulação intelectual e a consideração individualizada). E a dimensão variável do compartilhamento de conhecimento é doação e coleta de conhecimento. As dimensões do comportamento inovador são exploração de ideias, geração de ideias, defesa de ideias e implementação de ideias. A população deste estudo é composta por funcionários sêniores de organizações públicas. Os entrevistados neste estudo foram 454 funcionários seniores de organizações públicas que foram determinados pelo método de amostragem aleatória simples. Os dados foram coletados através de um questionário on-line usando uma escala Likert usando uma escala de 7. A análise de dados neste estudo utilizou a modelagem de equações estruturais (SEM) parcial Least Square com a ferramenta de processamento de dados do software SmartPLS 3.0. As etapas de análise de dados começam com o teste da validade e confiabilidade do instrumento, determinação e, finalmente, teste da hipótese.

Constatações: A liderança transformacional tem um efeito positivo significativo no comportamento A liderança transformacional tem um efeito positivo significativo no compartilhamento de conhecimento, o compartilhamento de conhecimento não tem efeito significativo no comportamento de trabalho inovador.

Implicações práticas: Os resultados deste estudo podem ser usados por organizações públicas para atrair comportamentos de trabalho inovadores. Além disso, para os acadêmicos, pode apoiar novos conhecimentos, bem como apoiar teorias.

Original/Valor: Uma contribuição significativa para o corpo do conhecimento é obtida através de testes e posterior confirmação dos efeitos da Liderança Transformacional no Comportamento de Trabalho Inovador, Liderança Transformacional no Compartilhamento de Conhecimento e Compartilhamento de Conhecimento no Comportamento de Trabalho Inovador de Organizações Públicas na era digital.

Palavras-chave: Liderança Transformacional, Compartilhamento de Conhecimento, Comportamento de Trabalho Inovador, Organizações Públicas.

EL PAPEL DEL LIDERAZGO TRANSFORMACIONAL Y EL INTERCAMBIO DE CONOCIMIENTOS SOBRE EL COMPORTAMIENTO DE LA LABOR INNOVADORA DE LAS ORGANIZACIONES PÚBLICAS EN LA ERA DIGITAL

RESUMEN

Objetivo: Este estudio tiene por objeto analizar el papel del liderazgo transformacional en el comportamiento innovador del trabajo y el liderazgo transformacional en el intercambio de conocimientos y el intercambio de conocimientos en el comportamiento innovador de las organizaciones públicas en la era digital.

Proyecto/Metodología/Enfoque: Esta encuesta utiliza métodos cuantitativos de investigación. Las dimensiones del liderazgo transformacional son la influencia idealizada, la motivación inspiradora, el estímulo intelectual y la consideración individualizada). Y la dimensión variable del intercambio de conocimientos es la donación y recolección de conocimientos. Las dimensiones del comportamiento innovador son la exploración de ideas, la generación de ideas, la defensa de ideas y la implementación de ideas. La población de este estudio son altos funcionarios de organizaciones públicas. Los entrevistados en este estudio fueron 454 altos funcionarios de organizaciones públicas que fueron determinados por el simple método de muestreo aleatorio. Los datos se recopilaron a través de un cuestionario en línea utilizando una escala de Likert utilizando una escala de 7. El análisis de datos en este estudio utilizó el modelado de SEM parcial de mínimos cuadrados con la herramienta de procesamiento de datos de software SmartPLS 3.0. Los pasos de análisis de datos comienzan con la prueba de la validez y confiabilidad del instrumento, la determinación y finalmente la prueba de la hipótesis.

Conclusiones: El liderazgo transformacional tiene un efecto positivo significativo en el comportamiento El liderazgo transformacional tiene un efecto positivo significativo en el intercambio de conocimientos, el intercambio de conocimientos no tiene un efecto significativo en el comportamiento innovador del trabajo.

Consecuencias prácticas: Los resultados de este estudio pueden ser utilizados por las organizaciones públicas para atraer un comportamiento laboral innovador. Además, para los académicos, puede apoyar nuevos conocimientos y teorías de apoyo.

Original/Value: Se obtiene una contribución significativa al cuerpo de conocimientos mediante la prueba y posterior confirmación de los efectos del liderazgo transformacional en el comportamiento del trabajo innovador, el liderazgo transformacional en el intercambio de conocimientos y el intercambio de conocimientos sobre el comportamiento innovador de las organizaciones públicas en la era digital.

Palabras clave: Liderazgo Transformacional, Intercambio de Conocimientos, Comportamiento de Trabajo Innovador, Organizaciones Públicas.

INTRODUCTION

Competition in the public organization industry is currently getting tougher, one of the things that every public organization institution must do is innovation. Planned innovation and continuously will produce quality products and services, this will have an impact on increasing the competitiveness of the organization and can guarantee the sustainability of the organization in increasingly fierce competition. According to Purwanto et al. (2023) The study of innovation in organizations cannot be separated from the perspective of human resources, because one of the main production factors that carry out the innovation process in organizations is human resources (Klein , 2023). Related to the process of innovation in the public organization industry, especially high public organizations.

Initially, innovative behavior was thought to be genetic, but the results of Suhartono (2023); Kadiyono et al. (2020) show that innovative behavior is a thingthat can be trained and influenced by certain factors. One of the determinants that is considered dominant in influencing employee innovative behavior is transformational leadership. Transformative leaders are able to gain the trust, loyalty and high respect of their members, even members in the organization voluntarily do more than what they have to do. According to Purwanto et al. (2023); Wibowo et al. (2020) explains that innovative behavior is influenced by perceptions of transformational leadership.

According to Sunarsi et al.(2020); Kadiyono et al. (2020) Another factor that is predicted to increase innovative behavior is knowledge sharing. Knowledge sharing is a process of exchanging knowledge between individuals within an organization that enables the creation of knowledge and even new solutions to existing problems. The results of previous studies identified the role of knowledge sharing in developing employee innovative behavior. According to Purwanto et al. (2023); Wibowo et al. (2020); Vizano et al. (2020) show that knowledge sharing has a positive influence on innovative behavior, especially in the process of promoting and applying new ideas. The purpose of this study was to determine the effect of transformational leadership and knowledge sharing on the formation of employee innovative behavior. It is hoped that the results of this study can confirm the results of previous research on innovative behavior and can be used as input for decision makers within the tertiary institution in the process of developing lecturers' innovative behavior.

THEORITICAL FRAMEWORK

Transformational Leadership

According to Kadiyono et al. (2020) is one of the experts who promote the concept of transformational leadership. Transformative leaders are those who can influence their followers by enhancing conventional goals and helping them increase their confidence at work. Transformational leadership is identified through: (1) idealized influence which is the charisma possessed by a leader who makes him a role model for members of the organization; (2) inspirational motivation, namely the ability of a leader to motivate members and provide inspiration for members of the organization in achieving common goals; (3) intellectual stimulation is a transformative leader character trying to encourage subordinates to think of innovations, creative methods or new ways to achieve goals; (4) individual consideration is the leader's ability to identify, understand, and handle the needs of members and treat them well. According to Sunarsi et al.(2020); Kadiyono et al. (2020) Transformational leadership theory is one of the popular leadership theories, because of its great influence on organizational progress. Alt (2023) transformative leaders are able to make employees prioritize organizational interests above personal interests and have a strong commitment to achieving the organization's vision. This positive thing will ultimately be positively correlated with individual and organizational performance

Knowledge Sharing

One of the important organizational assets that is rarely realized is knowledge, but having knowledge alone is not enough, further mechanisms are needed to make that knowledge to be more useful for the organization, one of the vital activities in maintaining and developing knowledge is knowledge sharing behavior. According to Sunarsi et al.(2020); Kadiyono et al. (2020) Various knowledge is social interaction in terms of exchanging knowledge, experience, and employee skills through all departments or organizations. Knowledge sharing can also be interpreted as a process in which individuals exchange knowledge and try to create new knowledge from the results of the exchange of knowledge. Through knowledge sharing activities, the knowledge possessed by each individual can be shared with other members of the organization, so that this knowledge becomes organizational knowledge. Greimel (2023) there are two important activities in the knowledge sharing process, namely donating knowledge and gathering knowledge. In knowledge sharing activities, individuals communicate their intellectual capital or personal knowledge to others, while information

gathering activities are characterized by a consultative process with colleagues to encourage sharing of their intellectual capital. According to Sunarsi et al.(2020); Kadiyono et al. (2020) The ideal knowledge sharing process at least shows a balance between the process of donating and collecting knowledge, because if that doesn't happen it will harm one of the parties, especially those who only give knowledge, without being able to collect knowledge.

Innovative Behavior

Innovative behavior is individual behavior that aims to explore and promote new and useful ideas, processes, products or procedures. Innovative behavior can also be interpreted as individual activities oriented towards the creation, process and implementation of ideas related to relatively new products, technologies, procedures or work processes with the aim of increasing organizational effectiveness and achievement. According to Hubais et al. (2023) explains that there are four dimensions in the study of innovative behavior, namely as follows. (1) Idea exploration, is a process carried out to look for opportunities to improve conditions or threats that require an immediate response. Idea exploration is reflected in efforts to seek opportunities to improve the quality of products, services and process with a different approach. (2) Idea generation, is a process carried out to produce new ideas based on the exploration of existing opportunities and threats. (3) Idea Championing, is an effort made to promote innovative ideas to others and convince people to implement these innovations. (4) Idea implementation, namely efforts made to implement ideas that have been submitted and are responsible for implementing these innovations. According to Vizano et al.(2020); Kadiyono et al. (2020) Innovative behavior is positive behavior aimed at employees at work, this positive behavior has a positive correlation with the output of innovation contributing to improving organizational performance, as well as having an impact on organizational sustainability

Hypothesis Development

There are several research results that explain more specifically the contribution of transformational leadership to increasing employee innovative behavior. According to Sunarsi et al.(2020); Kadiyono et al. (2020) Transformational leadership is considered the most powerful determinant for promoting innovative behavior of employees in the workplace. Applying a transformative leadership style will encourage employees to be more innovative

H1: transformational leadership has a significant positive effect on behaviour innovative.

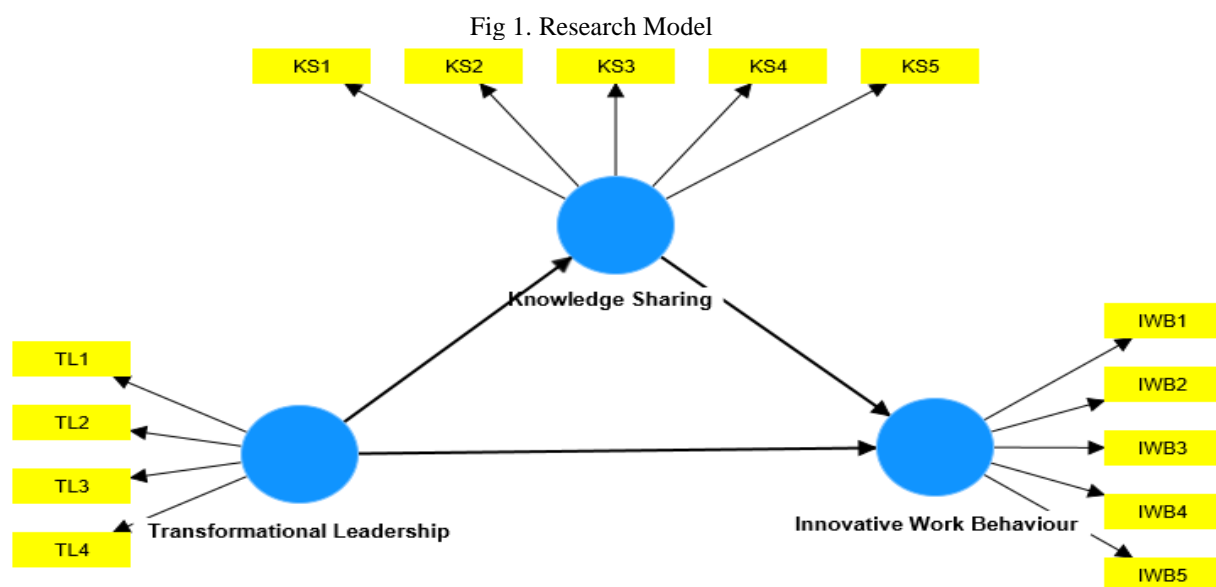
H2: transformational leadership has a significant positive effect on knowledge sharing

Knowledge sharing is one of the dominant determinants in developing employee innovative behavior. Through knowledge sharing activities, members of the organization can exchange information and work experience which can lead to the birth of new ideas which in turn become organizational innovations. According to Purwanto et al. (2023); Wibowo et al. (2020) Furthermore, the knowledge sharing process is able to encourage organizational members to create opportunities as an effort to produce solutions and efficiency.

H3: knowledge sharing has a significant positive effect on innovative behavior.

METHODOLOGY

This research uses quantitative research methods. The dimensions of transformational leadership are idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration). & The variable dimension of knowledge sharing is knowledge donating and knowledge collecting. The dimensions of innovative behavior are idea exploration, idea generation, idea championing, and idea implementation. The population in this study are senior employees of public organizations. Respondents in this study were 454 senior employees of public organizations who were determined by simple random sampling method. Data was collected through an online questionnaire using a Likert scale using a scale of 7. Data analysis in this study used Partial Least Square structural equation modeling (SEM) with the SmartPLS 3.0 software data processing tool. The stages of data analysis begin with testing the validity and reliability of the instrument, determination and finally testing the hypothesis.



Source: Results of analysis by authors

H1: transformational leadership has a significant positive effect on innovative behavior.

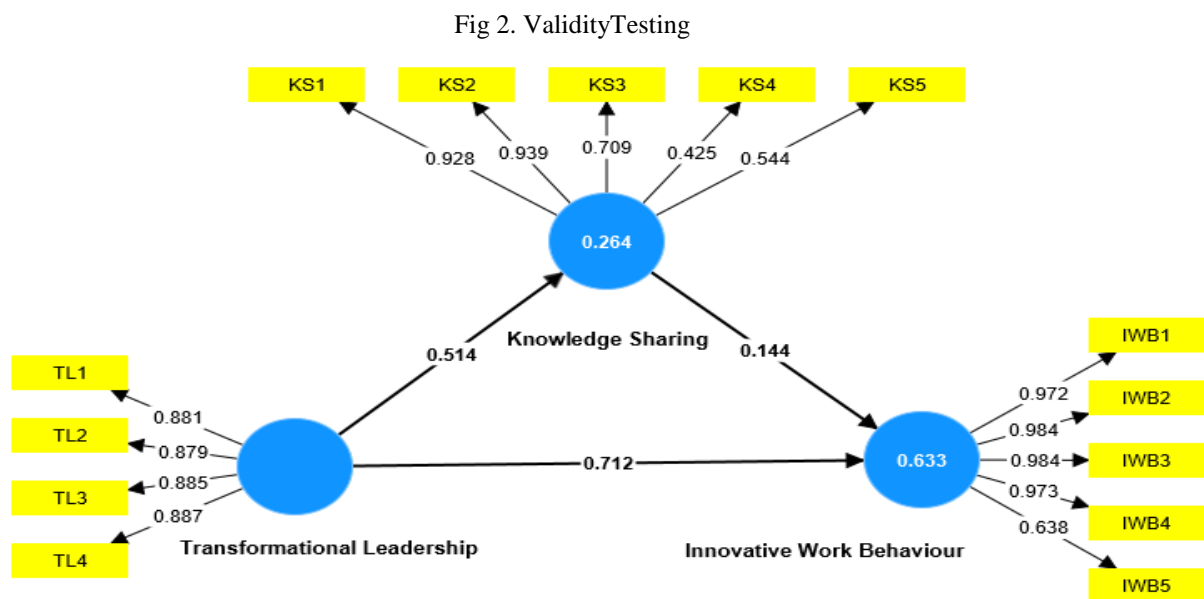
H2: transformational leadership has a significant positive effect on knowledge sharing

H3: knowledge sharing has a significant positive effect on innovative behavior.

RESULT AND DISCUSSION

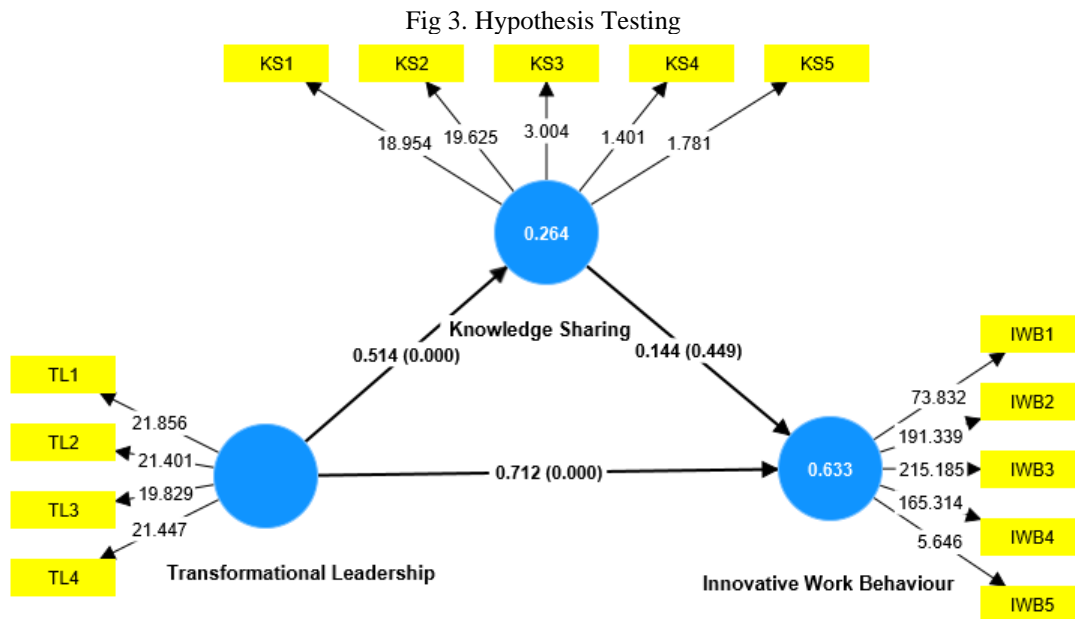
Validity Testing

Based on the validity test analysis using structural equation modeling, it was found that all indicators had a loading factor greater than 0.70, so it was concluded that all indicators met the validity requirements.



Hypothesis Teting

The next step is to test the hypothesis, based on the analysis of the validity test using structural equation modeling, the results are as follows.



Source: Results of analysis by authors

Table 1. Hypotheses Testing

No	Hypoteses	Path Coefficients	Significant Level	Results
1	transformational leadership on innovative behavior.	0.712	0.000<0.050	Accept the Hypothesis
2	transformational leadership on knowledge sharing	0.514	0.000<0.050	Accept the Hypothesis
3	knowledge sharing on innovative behavior.	0.449	0.000<0.050	Accept the Hypothesis

Source: Results of analysis by authors

The relationship of transformational leadership to innovative behavior

Based on the results of the analysis test, it was found that the p value of 0.000 was less than 0.050, so it was concluded that transformational leadership had a significant positive effect on innovative behavior. The results of testing the first hypothesis show that innovative behavior is significantly influenced by transformational leadership variables. The findings of this study mean that the application of a transformational leadership style will encourage an increase in employee innovative behavior. The findings of this study are in line with and further strengthen the findings of previous studies related to transformational leadership and innovative behavior. According to Yusuf et al.(2023); Asbari et al. (2020) One dimension of transformational leadership that is closely related to innovative behavior is intellectual stimulation. Intellectual stimulation is a leader character that is able to encourage subordinates to think creatively, direct subordinates to solve problems with new or different approaches and challenge subordinates to innovate. Leader character like this is needed in building an innovative organization.

The relationship between transformational leadership and knowledge sharing

Based on the results of the analysis test, it was found that the p value of 0.000 was less than 0.050, so it was concluded that transformational leadership had a significant positive effect on knowledge sharing. In this study the influence of transformational leadership is lower when compared to knowledge sharing. This is an interesting finding, for further research moderating variables are used to strengthen the relationship between transformational leadership and innovative behavior. Lin (2023) one of the moderating variables that can be used is psychological empowerment or psychological empowerment. Wu (2023) psychological empowerment is a psychological state that resides within the individual, reflecting an active orientation toward a work role. Findings research According to Utomo et al. (2023); Udin (2023) shows that transformational leadership has a greater and more significant influence when it is mediated by psychological empowerment variables.

The relationship of knowledge sharing to innovative behavior

Based on the results of the analysis test, it was found that the p value of 0.449 was greater than 0.050, so it was concluded that knowledge sharing had no significant effect on innovative behavior. The results of testing the second hypothesis show that knowledge sharing has an effect Not significant to innovative behavior. The findings of this study mean that by increasing the intensity of knowledge sharing, it does not encourage an increase in employee innovative behavior. The findings of this study are in line with and further strengthen the findings of previous studies regarding the role of knowledge sharing in stimulating innovative behavior. There are several reasons why knowledge sharing has a dominant influence, namely: (1) through the implementation of knowledge sharing, members of the organization can exchange ideas or new knowledge which allows them to find many opportunities to implement innovation for organizations; (2) through the implementation of knowledge sharing, members of the organization get a lot of important information from colleagues that can be used to make ideas new innovations; (3) through knowledge sharing, members of the organization have space to introduce their innovative ideas and find communities to convey ideas for their innovation; (4) through knowledge sharing, organizational members have the courage to implement their innovative ideas because they have partners in implementing innovations available that they get in the knowledge sharing process. According to Haudi et al.(2020); Asbari et al. (2020) knowledge sharing seems an easy thing, but in practice it is not easy because not all employees are willing to share their knowledge and not everyone also has the motivation

to gather information or knowledge from their co-workers. Organizations need to support the implementation of knowledge sharing by providing space, even if it is necessary to provide rewards for people who donate knowledge, this is important because with knowledge donations, knowledge will be more easily obtained at a lower cost and will greatly assist the organization in carrying out effectiveness and efficiency development of human resources. One of the important findings of this research is the greater contribution of knowledge sharing in encouraging an increase in employee innovative behavior (Nguyen et al. 2023). This is interesting because encouraging employees to be more innovative is not only done with a top down approach by the leadership but can also be done through a bottom up approach from members of the organization. Organizations need to recruit employees who are potential and have high competence so that there are many given knowledge. In addition, leaders must be able to motivate subordinates to want to learn new things from their colleagues. Once again knowledge sharing makes knowledge that exists in the organization becomes more valuable because it is not only owned by one person but can be owned by other members of the organization.

CONCLUSION

Based on the results of the analysis it was concluded that transformational leadership has a significant positive effect on behavior, transformational leadership has a significant positive effect on knowledge sharing, knowledge sharing has a significant positive effect on innovative behavior. Based on the results of the study it can be concluded that transformational leadership and knowledge sharing have a significant and positive influence on innovative behavior. Knowledge sharing has a greater influence than transformational leadership to build innovative behavior. Managerial implications based on the conclusions of this study is the need for organizations to facilitate knowledge sharing processes both from the aspect of facilities and policies. In addition, for leaders from every level it is important to apply a transformational leadership style as an effort to stimulate employee innovative behavior. This research has only examined the variables of transformational leadership and knowledge sharing as determinants of innovative behavior, even though there are still several variables that can be used as determinants of innovative behavior. Future research can examine the effect of transactional leadership as an alternative determinant of innovative behavior.

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