

DO INNOVATIVE WORK BEHAVIOR AND ORGANIZATIONAL COMMITMENT CREATE BUSINESS PERFORMANCE: A LITERATURE REVIEW

Lili Fadli Muhamad¹, Rizal Bakti², Mohamad Trio Febriyantoro³, Kraugusteeliana⁴,
Abu Muna Almaududi Ausat⁵

¹Institut Bisnis Muhammadiyah Bekasi

²Sekolah Tinggi Ilmu Ekonomi GICI

³Universitas Pembangunan Jaya

⁴Universitas Pembangunan Nasional Peteran Jakarta

⁵Universitas Subang

e-mail: lili.fadli@ibm.ac.id

Abstrak

Dewasa ini banyak tercipta pengetahuan, inovasi, dan perubahan baru yang ditandai dengan pesatnya kemajuan teknologi. Persaingan bisnis menjadi semakin kompetitif. Agar tetap bertahan dalam jangka panjang organisasi harus terus berinovasi. Penelitian ini akan menjelaskan dua konstruk penting yang dapat menciptakan kinerja bisnis meningkat dan tetap adaptif, yaitu *innovative work behavior* dan komitmen organisasi. Kondisi ini sangat krusial, mengingat banyak organisasi bisnis lalai dalam menghasilkan karyawan inovatif dan membangun komitmen organisasi solid, sehingga ditandai dengan adanya PHK. Metode *literature review* digunakan dalam studi ini demi menemukan hasil yang lengkap dan komplementer. Berdasarkan *literature review*, penelitian ini tiba pada temuan bahwa *innovative work behavior* dan *organizational commitment* dapat menciptakan kesuksesan kinerja bisnis seperti peningkatan penjualan, laba, kepuasan, *market share*, produktivitas yang tinggi, loyalitas karyawan, dan pergantian karyawan yang rendah. Indikator-indikator demikian merupakan modal bagus bagi perusahaan agar tetap lincah berimprovisasi di jaman yang kian modern dalam menerapkan strategi bisnis. Hasil penelitian ini diharapkan menjadi bahan diskusi dalam ilmu manajemen dan administrasi bisnis, serta diimplementasikan bagi pihak tertentu dalam rangka mencapai kesuksesan usaha.

Kata kunci: Perilaku Kerja Inovatif, Komitmen, Organisasi, Kinerja

Abstract

Nowadays, there are many new knowledge, innovations, and changes marked by the rapid advancement of technology. Business competition is becoming increasingly competitive. This research will explain two important constructs that can create increased business performance and remain adaptive, namely *innovative work behavior* and *organizational commitment*. This condition is very crucial, considering that many business organizations neglect to produce innovative employees and build solid organizational commitment, thus marked by layoffs. The literature review method is used in this study in order to find complete and complementary results. Based on the literature review, this study arrived at the finding that *innovative work behavior* and *organizational commitment* can create successful business performance such as increased sales, profits, satisfaction, market share, high productivity, employee loyalty, and low employee turnover. Such indicators are good assets for companies to remain agile in improvising in an increasingly modern era in implementing business strategies. The results of this study are expected to be discussed in management science and business administration, and implemented for certain parties in order to achieve business success.

Keywords: Innovative Work Behavior, Commitment, Organizational, Performance

INTRODUCTION

According to Kuncoro & Suriani (2018) and Örnek & Ayas (2015), life in the 21st century is a life of knowledge, discovery/innovation, and change. This life is characterized by the rapid development of information technology. As a result of advances in technology and scientific research, organizational competition is becoming an ever more cutthroat and intense phenomenon (Etikariena & Kalimashada, 2021). In order to maintain their position in the market and be successful over the long term, businesses need to continue to innovate (Santoso & Heng, 2019). For many companies, innovative work behavior is essential in this process to compete and gain a unique advantage (Efandi

& Syuhada, 2021). Innovative work behavior has become a significant context due to the pressure to improve productivity and results for companies or organizations (Ausat, Widayani, et al., 2022). The worldwide scope of business necessitates a proactive approach to innovation, and this is achieved in part by placing a premium on the stakeholders engaged in competitive activities during operational activities (Abdullatif et al., 2016). As a result, all existing human resources must be innovative to achieve organizational aspirations (Odoardi et al., 2019).

There is a close relationship between innovation and individual or employee participation because many stages and activities of innovation require action from employees in the form of work behavior aimed at the development of new useful objects (Subagja et al., 2022). Individually, innovative work behavior occurs due to personal creativity (Niesen et al., 2018). Employees play an important role in bringing innovation to life, therefore several companies around the world encourage innovative behavior in their employees (Etikariena & Muluk, 2014). Companies can foster a culture of innovation by providing incentives for workers to think outside the box (Agarwal, 2014). Employees can provide optimal work results with innovative work behavior, thus enabling companies to improve business performance and win the competition (Shanker et al., 2017).

On the other hand, the success of the company does not depend on innovative behavior only, but employee commitment. Previous research shows that organizational commitment has an effect on employee performance (Almutairi, 2016). To put it another way, the presence of employees in the organization is a significant factor in the growth of productivity; as a result, leaders need to encourage employee dedication to the organization (Laily, 2017). Employees who are highly committed to their organizations typically show greater output and less absence (Fithriani, 2016) and (Dodi Setiawan & Ancok, 2013). Additionally, it has the potential to have a positive effect on work-related behaviors, such as increased productivity, increased employee loyalty, and decreased employee turnover (Susilo & Satrya, 2019). The actions of leaders who are committed to their organizations, prioritize the accomplishment of their goals, and strive for the smooth implementation of organizational change will have a significant impact not only on the quality of organizational performance but also on the degree to which employees feel engaged in their work (Nasomboon, 2014). The position of leader is extremely significant in terms of instructing subordinates to accomplish organizational objectives (Suherman, 2019) and (Ausat, Suherlan, et al., 2022).

Referring to the explanation above, this research will explain two important constructs that can create increased business performance, namely innovative work behavior and organizational commitment. This condition is very crucial, considering that many business organizations neglect to produce innovative employees and build solid organizational commitment, which is marked by layoffs.

METHOD

The research method took place in three stages (figure 1). The first step was to collect and then review available literature and research. Next, the data was examined and the findings incorporated into the study framework. Third, instrument development. This stage involves detailing all the dimensions and describing the measurement items that have been developed.

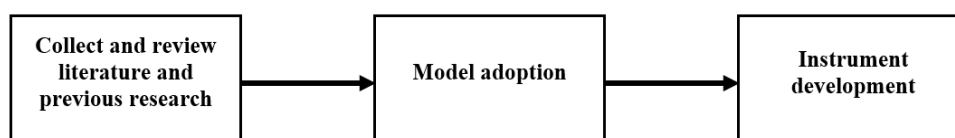


Figure 1. Research Method

The authors used search terms such as "Innovative Work Behavior", "Commitment Organizational", and "Business Performance" when collecting relevant literature and research. In this study, we used a hybrid search strategy consisting of the use of keywords and snowballing techniques. To ensure that all eligible publications were included, the authors critically read each publication and provided a brief summary of the key dimensions and findings of the paper. After that, a conceptual research model was developed as shown in figure 2.



Figure 2. Conceptual Model

RESULT AND DISCUSSION

1. Innovative Work Behavior and Business Performance

de Jong & den Hartog (2010) reaffirmed the importance of individuals or workers in innovative work behavior (IWB), demonstrating that IWB occurs when workers go above and beyond established group or organizational norms to do things like experiment with new tools and techniques, propose novel approaches to old problems, and implement their own creative solutions. High-level thinking patterns, detecting current and future difficulties, looking for opportunities, examining performance gaps, and looking for current approaches to address these gaps and problems are part of innovative work behavior (Afsar, 2016). Employees who engage in innovative work behavior (IWB) can recognize new working conditions quickly and appropriately, and propose original ideas to improve services and goods. The four features of innovative behavior are problem/idea exploration, idea generation, idea championing, and innovative idea implementation (Bos-Nehles et al., 2017).

a. Idea Exploration

The idea exploration step in the innovation process involves exploring opportunities. At this stage, new ways to improve existing products and services are sought (Örnek & Ayas, 2015). This stage includes activities such as the establishment of company processes and the search for alternative new products and services.

b. Idea Generation

Idea generation is concerned with the creation of new products or services and the process of entering new markets or solving business problems. This stage aims to collect and select useful information to solve problems or improve performance (Örnek & Ayas, 2015). In the idea generation process, re-editing the new components generated through constant modification is essential (de Jong & den Hartog, 2010).

c. Idea Championing

Idea championing involves finding support for the idea, relying on innovative behavior, establishing an enthusiastic framework, incorporating employee rights in the process, and ensuring permanence (de Jong & den Hartog, 2010). Innovative solutions seem tantalizing, with the hope of filling performance gaps.

d. Idea Implementation

Idea implementation is very important because if the concept of an innovative idea is not used in the commercial world, it is useless. The fact that innovative ideas are realized in action is proof of their value. The innovation process finishes with the idea of implementing the prototype being championed (Ausat, Widayani, et al., 2022).

Business performance represents organizational success, which indicates that the higher the overall performance of commercial enterprises (Sumiati, 2020). (Maldonado-Guzmán et al., 2018) argue that relatively little analysis and discussion of innovation and business performance in small and medium-sized businesses has been published. On the other hand, Expósito & Sanchis-Llopis (2019) state that numerous studies have been carried out in recent decades on this subject. However, the authors note that the resource intensity of innovation is a significant constraint of the innovative potential of small and medium-sized businesses, so the findings of such studies can be inconsistent and unclear (Sok et al., 2016). There is consensus that innovation and business success are multidimensional, despite the lack of definitive findings from empirical studies on the links between their various dimensions (Camisón & Villar-López, 2014); (Kafetzopoulos et al., 2020); (Mensah et al., 2012) and (Prajogo, 2016). The two most prevalent methods of evaluating the performance of a

company are known as outcome-related performance metrics and outcome-focused performance metrics (Veloso et al., 2020). However, Löfsten (2014) says that the company's ability to turn a profit over the long term is a crucial indicator for the company's continued survival, profit, sales development, and employment growth. These measures are appropriate for analyzing the connection between innovative business practices and financial success (Zahra, 2017).

In the context of business performance, innovation has a significant positive impact not only on finance (increased sales and decreased production costs in subsequent years) but also on operations (productive capacity and quality products/services) (Expósito & Sanchis-Llopis, 2019) and (Jankelová et al., 2021). According to Kraus et al. (2012), there are considerable differences in creativity and business performance between family and non-family firms. Brines et al. (2013) confirm this principle applied to medium and small businesses. The relationship between innovation and performance can be moderated by a variety of variables, including those that are national, regional, cultural, or sectoral, as well as environmental governance concerns (Saunila, 2016) and (Yang, 2017).

2. Organizational Commitment and Business Performance

Organizational commitment can be defined as the degree to which an employee believes and supports the objectives of their employer and harbors a desire to remain with the company indefinitely (Ghazzawi, 2019). Because of the dedication of a leader, she will have a loyal attitude toward the organization's goals and a strong desire to accomplish them. The level of involvement that a person has in his organization and the desire to continue being a member of that organization are both examples of organizational commitment. Organizational commitment also includes a sense of loyalty and a willingness to perform to the best of one's abilities for the organization in which one works (Hadi & Tentama, 2020). A high level of dedication motivates an individual to give the organization a higher priority than their own personal interests and to work toward making the organization better (Mete & Büyük, 2016). People will act in a manner that is in accordance with their own self-interest when there is a dearth of organizational commitment (Wuryani, 2013). A person's level of commitment to an organization can be measured by their level of identification with the organization's objectives, feelings of involvement in the organization's work, and feelings of loyalty to the organization (Harmen et al., 2020). The responsibilities that are assigned to him are seen as opportunities to pursue particular interests, and he hopes to always contribute to the development of the organization (Masud & Daud, 2019). After that, one is able to gauge how committed an organization is along all three dimensions (Allen & Meyer, 1993).

a. Normative Commitment

An individual's sense of duty to their employer is an example of normative commitment. The degree to which a worker feels obligated to adhere to established norms is influenced by their level of socialization.

b. Continuing Commitment

When we talk about the "continuance component," we're referring to the portion of an employee's compensation that is based on his or her estimate of the financial harm that would result from leaving the company. Such employees are a result of the employee's dependence on the company. Employees show this kind of loyalty when they remain with a business for financial or emotional reasons.

c. Affective Commitment

When workers have a personal investment in the success of the business, they demonstrate this level of dedication. Staff members have taken responsibility for their loyalty to the company because they recognize the importance of continuing membership (Suharto et al., 2019).

Working more efficiently is possible when an employee is invested in the success of the company or group they represent (Khan, 2010). Organizational commitment is the degree to which a person identifies with and acts in accordance with the organization's stated values and objectives (Mohammed & Eleswed, 2013). Worker motivation can be increased when workers have a firm grasp on the organization's values and goals, are willing to put forth significant effort on its behalf, and have a strong desire to stay a part of the organization (Ausat & Suherlan, 2021). Job performance is defined as a mix of employee accomplishments and work outcomes that are valued by management and are characterized by aptitude, effort, and the nature of the workplace (Ling &

Bhatti, 2014). Results improve when workers have a powerful emotional connection to their employer (Musabah et al., 2017). Organizational commitment is the willingness of social actors to make sacrifices and show dedication in order to maintain social institutions (Lapointe & Vandenberghe, 2015). An expression of oneself through interpersonal bonds can boost happiness and productivity in the workplace (Jayaweera, 2015). Organizational success is often measured by employee productivity, and there is an entire field devoted to discovering new methods to boost business (Aboazoum et al., 2015) and (Ausat, 2023). Businesses need dedication if they are to deliver the results that are anticipated. In theory, commitment as a performance appraisal is required to demonstrate the extent of one's effort and the success with which one has met company objectives (Widyawati & Yudiantara, 2020). A person's level of commitment can be seen as an indicator of how much they care about the success of the business they work for. When company owners are dedicated to their companies, they work tirelessly to improve and expand in order to stay competitive in the market (Irawan, 2020). A setting where employees feel supported and appreciated is more likely to foster high levels of performance, and this is something that can be achieved through a culture of organizational commitment (Dhea, 2016). Therefore, devoted employees translate into successful businesses.

CONCLUSION

This research has answered the study objectives presented in the introduction chapter. The answer to the results of the current study is that innovative work behavior can create successful business performance. Success here has a broad meaning such as increased sales, profits, satisfaction, market share, and others. Such indicators are good capital for companies to survive and remain agile in improvising in an increasingly modern era in implementing business strategies. Not only that, organizational commitment is also an element that cannot be taken lightly in creating reliable business performance. Especially for innovative employees, they must be retained. The trick is that company leaders must take innovative actions as well. Such as strengthening emotional relationships, providing incentives, encouragement, adequate work facilities, wages that are never late, and others. In addition to increasing productivity and satisfaction on the job, this is also likely to increase employees' commitment to the company's mission and values as well as their desire to stay with the company in the long term. And most importantly avoid termination of employment for company employees.

SUGGESTION

Conclusions from this research are expected to be discussed in management science and business administration, as well as implemented for certain parties in order to achieve business success. For future research, this research model can be re-examined with a quantitative method approach measured through a sample as proof of the significant findings of previous research results.

ACKNOWLEDGEMENT

Our gratitude goes to the team that has worked together to complete this scientific article.

REFERENCES

- Abdullatif, T. Noaman., Johari, Husna., & Adnan, Zurida. (2016). The Influence of Extrinsic Motivation on Innovative Work Behaviour with Moderating Role of Quality Culture. *Journal of Bussiness and Social Review in Emerging Economies*, 2(1), 79–86.
- Aboazoum, H. M. E., Nimran, U., & Musadieq, M. al. (2015). Analysis Factors Affecting Employees Job Performance in Libya. *IOSR Journal of Business and Management (IOSR-JBM)*, 17(7), 42–49. <https://doi.org/10.9790/487X-17714249>
- Afsar, B. (2016). The impact of person-organization fit on innovative work behavior: The mediating effect of knowledge sharing behavior. *International Journal of Health Care Quality Assurance*, 29(2), 104–122. <https://doi.org/10.1108/IJHCQA-01-2015-0017/FULL/XML>
- Agarwal, U. A. (2014). Linking justice, trust and innovative work behaviour to work engagement. *Personnel Review*, 43(1), 41–73. <https://doi.org/10.1108/PR-02-2012-0019>
- Allen, N. J., & Meyer, J. P. (1993). Organizational commitment: Evidence of career stage effects? *Journal of Business Research*, 26(1), 49–61. [https://doi.org/10.1016/0148-2963\(93\)90042-N](https://doi.org/10.1016/0148-2963(93)90042-N)

- Almutairi, D. O. (2016). The Mediating Effects of Organizational Commitment on the Relationship between Transformational Leadership Style and Job Performance. *International Journal of Business and Management*, 11(1), 231–241. <https://doi.org/10.5539/ijbm.v11n1p231>
- Ausat, A. M. A. (2023). The Application of Technology in the Age of Covid-19 and Its Effects on Performance. *Apollo - Journal of Tourism and Business*, 1(1), 14–22. <https://doi.org/10.58905/apollo.v1i1.8>
- Ausat, A. M. A., & Suherlan, S. (2021). Obstacles and Solutions of MSMEs in Electronic Commerce during Covid-19 Pandemic: Evidence from Indonesia. *BASKARA: Journal of Business and Entrepreneurship*, 4(1), 11–19. <https://doi.org/10.54268/BASKARA.4.1.11-19>
- Ausat, A. M. A., Suherlan, S., Peirisal, T., & Hirawan, Z. (2022). The Effect of Transformational Leadership on Organizational Commitment and Work Performance. *Journal of Leadership in Organizations*, 4(4), 61–82. <https://doi.org/10.22146/jlo.71846>
- Ausat, A. M. A., Widayani, A., Rachmawati, I., Latifah, N., & Suherlan, S. (2022). The Effect of Intellectual Capital and Innovative Work Behavior on Business Performance. *Journal of Economics, Business, & Accountancy Ventura*, 24(3), 363–378. <https://doi.org/10.14414/jebav.v24i3.2809>
- Bos-Nehles, A., Renkema, M., & Janssen, M. (2017). HRM and innovative work behaviour: a systematic literature review. *Personnel Review*, 46(7), 1228–1253. <https://doi.org/10.1108/PR-09-2016-0257>
- Brines, S., Shepherd, D., & Woods, C. (2013). SME family business innovation: exploring new combinations. *Journal of Family Business Management*, 3(2), 117–135. <https://doi.org/10.1108/JFBM-01-2012-0002/FULL/XML>
- Camisón, C., & Villar-López, A. (2014). Organizational innovation as an enabler of technological innovation capabilities and firm performance. *Journal of Business Research*, 67(1), 2891–2902. <https://doi.org/10.1016/J.JBUSRES.2012.06.004>
- de Jong, J., & den Hartog, D. (2010). Measuring innovative work behaviour. *Creativity and Innovation Management*, 19(1), 23–36. <https://doi.org/10.1111/j.1467-8691.2010.00547.x>
- Dhea, P. C. (2016). Pengaruh Kemampuan, Motivasi Dan Komitmen Terhadap Kinerja Pegawai. *Jurnal Ekonomi, Bisnis & Entrepreneurship*, 10(1), 17–24.
- Dodi Setiawan, R., & Ancok, D. (2013). *Pengaruh Budaya Inovasi Persepsian dan Dukungan Organisasi Persepsian terhadap Perilaku Inovatif Karyawan*. Universitas Gadjah Mada.
- Efandi, S., & Syuhada, M. N. (2021). Innovative work behavior and influencing factors. *IPTEKS TERAPAN*, 15(3), 241–250.
- Etikariena, A., & Kalimashada, S. B. I. (2021). The Influence of Organizational Climate on Innovative Work Behaviour. *Jurnal Psikologi*, 20(1), 22–34. <https://doi.org/10.14710/jp.20.1.22-34>
- Etikariena, A., & Muluk, H. (2014). Correlation between organizational memory and innovative work behavior. *Makara Human Behavior Studies in Asia*, 18(2), 77. <https://doi.org/doi:10.7454/mssh.v18i2.3463>
- Expósito, A., & Sanchis-Llopis, J. A. (2019). The relationship between types of innovation and SMEs' performance: a multi-dimensional empirical assessment. *Eurasian Business Review*, 9(2), 115–135. <https://doi.org/10.1007/S40821-018-00116-3/TABLES/6>
- Fithriani, A. (2016). Pengaruh Kepuasan Kerja dan Komitmen Organisasional terhadap Kinerja Dosen Tetap Yayasan Pendidikan Universitas Achmad Yani Kalimantan Selatan. *Socioscientia*, 8(1), 109–120.
- Ghazzawi, I. (2019). Organizational Commitment: A Review of the Conceptual and Empirical Literature and a Research Agenda. *International Leadership Journal*, 11(1), 78–119.
- Hadi, N., & Tentama, F. (2020). Affective Commitment, Continuance Commitment and Normative Commitment in Reflecting Organizational Commitment. *American International Journal of Business Management (AIJBM)*, 3(8), 148–156. www.aijbm.com
- Harmen, H., Amanah, D., & Harahap, D. A. (2020). The Workload and Organizational Commitment to Job Satisfaction. *The International Journal of Humanities & Social Studies*, 8(6), 205–215. <https://doi.org/10.24940/theijhss/2020/v8/i6/HS2006-087>
- Irawan, D. (2020). Peningkatan Daya Saing Usaha Micro Kecil dan Menengah Melalui Jaringan Usaha. *Coopetition: Jurnal Ilmiah Manajemen*, 11(2), 103–116.

- Jankelová, N., Joniaková, Z., & Mišún, J. (2021). Innovative Work Behavior—A Key Factor in Business Performance? The Role of Team Cognitive Diversity and Teamwork Climate in This Relationship. *Journal of Risk and Financial Management*, 14(4), 1–16. <https://doi.org/10.3390/jrfm14040185>
- Jayaweera, T. (2015). Impact of Work Environmental Factors on Job Performance, Mediating Role of Work Motivation: A Study of Hotel Sector in England. *International Journal of Business and Management*, 10(3), 271–278. <https://doi.org/10.5539/ijbm.v10n3p271>
- Kafetzopoulos, D., Psomas, E., & Skalkos, D. (2020). Innovation dimensions and business performance under environmental uncertainty. *European Journal of Innovation Management*, 23(5), 856–876. <https://doi.org/10.1108/EJIM-07-2019-0197/FULL/XML>
- Khan, Ri. (2010). The Impact of Organizational Commitment on Employee Job Performance. *European Journal of Social Sciences*, 15(3), 292–298. <https://www.sid.ir/en/journal/ViewPaper.aspx?ID=288403>
- Kraus, S., Pohjola, M., & Koponen, A. (2012). Innovation in family firms: An empirical analysis linking organizational and managerial innovation to corporate success. *Review of Managerial Science*, 6(3), 265–286. <https://doi.org/10.1007/s11846-011-0065-6>
- Kuncoro, W., & Suriani, W. O. (2018). Achieving sustainable competitive advantage through product innovation and market driving. *Asia Pacific Management Review*, 23(3), 186–192.
- Laily, N. (2017). Pengaruh Gaya Kepemimpinan Transformasional dan Komitmen Organisasi terhadap Kinerja Karyawan (Studi Kasus Karyawan Bagian Kantor pada PT. Agung Automall Pekanbaru). *Jom FISIP*, 4(2), 1–10.
- Lapointe, É., & Vandenberghe, C. (2015). Examination of the Relationships Between Servant Leadership, Organizational Commitment, and Voice and Antisocial Behaviors. *Journal of Business Ethics*, 148(1), 99–115. <https://doi.org/10.1007/S10551-015-3002-9>
- Ling, S. M., & Bhatti, M. A. (2014). Work Stress and Job Performance in Malaysia Academic Sector: Role of Social Support as Moderator. *Journal of Economics, Management and Trade*, 4(12), 1986–1998. <https://doi.org/10.9734/BJEMT/2014/12098>
- Löfsten, H. (2014). Product innovation processes and the trade-off between product innovation performance and business performance. *European Journal of Innovation Management*, 17(1), 61–84. <https://doi.org/10.1108/EJIM-04-2013-0034/FULL/XML>
- Maldonado-Guzmán, G., Marín-Aguilar, J. T., & García-Vidales, M. (2018). Innovation and Performance in Latin-American Small Family Firms. *Asian Economic and Financial Review*, 8(7), 986–998. <https://doi.org/10.18488/journal.aefr.2018.87.986.998>
- Masud, H., & Daud, W. N. W. (2019). Human Resource Management Practices and Organizational Commitment: Research Methods, Issues, and Future Directions. *Review of Integrative Business and Economics Research*, 8(1), 217–226.
- Mensah, J. O., Copuroglu, G., & Fening, F. A. (2012). The status of total quality management (TQM) in Ghana: A comparison with selected quality awards winners from Turkey. *International Journal of Quality and Reliability Management*, 29(8), 851–871. <https://doi.org/10.1108/02656711211270333/FULL/XML>
- Mete, E. S., & Bıyık, Y. (2016). The Relationship between Organizational Commitment, Organizational Identification, Person-Organization Fit and Job Satisfaction: A Research on IT Employees. *International Review of Management and Business Research*, 5(3), 870–901.
- Mohammed, F., & Eleswed, M. (2013). Job Satisfaction and Organizational Commitment: A Correlational Study in Bahrain. *International Journal of Business, Humanities and Technology*, 3(5), 43–53. www.ijbhtnet.com
- Musabah, S., Al, B., & Mohamad, N. A. (2017). The Influence of Organizational Commitment on Omani Public Employees' Work Performance. *International Review of Management and Marketing*, 7(2), 151–160. <http://www.econjournals.com>
- Nasomboon, B. (2014). The Relationship among Leadership Commitment, Organizational Performance, and Employee Engagement. *International Business Research*, 7(9), 77–90. <https://doi.org/10.5539/ibr.v7n9p77>
- Niesen, W., Hootegem, A. van, Elst, T. vander, Battistelli, A., & Witte, H. de. (2018). Job Insecurity and Innovative Work Behaviour: A Psychological Contract Perspective. *Psychologica Belgica*, 57(4), 174–189. <https://doi.org/10.5334/pb.381>

- Odoardi, C., Battistelli, A., Montani, F., & Peiró, J. M. (2019). Affective Commitment, Participative Leadership, and Employee Innovation: A Multilevel Investigation. *Revista de Psicología Del Trabajo y de Las Organizaciones*, 35(2), 103–113. <https://doi.org/10.5093/jwop2019a12>
- Örnek, A. Ş., & Ayas, S. (2015). The Relationship between Intellectual Capital, Innovative Work Behavior and Business Performance Reflection. *Procedia - Social and Behavioral Sciences*, 195(July), 1387–1395. <https://doi.org/10.1016/j.sbspro.2015.06.433>
- Prajogo, D. I. (2016). The strategic fit between innovation strategies and business environment in delivering business performance. *International Journal of Production Economics*, 171(1), 241–249. <https://doi.org/10.1016/J.IJPE.2015.07.037>
- Santoso, H., & Heng, C. (2019). Creating innovative work behaviour: The roles of self efficacy, leader competency, and friendly workplace. *International Journal of Economics and Business Research*, 18(3), 328–342. <https://doi.org/10.1504/IJEER.2019.102732>
- Saunila, M. (2016). Innovation capability in achieving higher performance: perspectives of management and employees. *Technology Analysis & Strategic Management*, 29(8), 903–916. <https://doi.org/10.1080/09537325.2016.1259469>
- Shanker, R., Bhanugopan, R., van der Heijden, B. I. J. M., & Farrell, M. (2017). Organizational climate for innovation and organizational performance: The mediating effect of innovative work behavior. *Journal of Vocational Behavior*, 100(June), 67–77. <https://doi.org/10.1016/J.JVB.2017.02.004>
- Sok, P., O’Cass, A., & Miles, M. P. (2016). The Performance Advantages for SMEs of Product Innovation and Marketing Resource–Capability Complementarity in Emerging Economies. *Journal of Small Business Management*, 54(3), 805–826. <https://doi.org/10.1111/JSBM.12172>
- Subagja, A. D., Ausat, A. M. A., & Suherlan. (2022). The Role of Social Media Utilization and Innovativeness on SMEs Performance. *Jurnal IPTEK-KOM (Jurnal Ilmu Pengetahuan Dan Teknologi Komunikasi)*, 24(2), 85–102. <https://doi.org/https://doi.org/10.17933/iptekkom.24.2.2022.85-102>
- Suharto, Suyanto, & Hendri, N. (2019). The Impact of Organizational Commitment on Job Performance. *International Journal of Economics and Business Administration Volume*, VII (2), 189–206.
- Suherman, U. D. (2019). Pentingnya Kepemimpinan dalam Organisasi. *Jurnal Ilmu Akuntansi Dan Bisnis Syariah*, 1(2), 260–274.
- Sumiati. (2020). Improving Small Business Performance: The Role of Entrepreneurial Intensity and Innovation. *The Journal of Asian Finance, Economics and Business*, 7, 211–218. <https://doi.org/10.13106/jafeb.2020.vol7.n10.211>
- Susilo, J., & Satrya, I. G. B. H. (2019). Pengaruh Kepuasan Kerja terhadap Turnover Intention yang dimediasi oleh Komitmen Organisasional Karyawan Kontrak. *E-Jurnal Manajemen*, 8(6), 3700–3729. <https://doi.org/10.24843/EJMUNUD.2019.v08.i06.p15>
- Veloso, E., Silva, R. C. da, Trevisan, L., & Dutra, J. (2020). Technological innovations in the work environment and the career of the millennium generation. *Innovation & Management Review*, 17(4), 379–394. <https://doi.org/10.1108/INMR-05-2019-0070>
- Widyawati, L. M., & Yudiantara, I. G. A. P. (2020). Pengaruh Penggunaan Kredit Usaha Rakyat, Komitmen Organisasi dan Penggunaan Informasi Akuntansi terhadap Kinerja Usaha UMKM. *Jurnal Ilmiah Akuntansi Dan Humanika*, 10(3), 393–402.
- Wuryani, E. (2013). Peranan Komitmen organisasi dalam Meningkatkan Kinerja Perusahaan Berdasarkan the Indonesian Institute for Corporate Governance (IICG). *Jurnal Ilmu Ekonomi Dan Sosial*, 1(3), 287–298.
- Yang, J. S. (2017). The governance environment and innovative SMEs. *Small Business Economics*, 48, 525–541.
- Zahra, S. A. (2017). A Conceptual Model of Entrepreneurship as Firm Behavior: A Critique and Extension: *Entrepreneurship Theory and Practice*, 17(4), 5–21. <https://doi.org/10.1177/104225879301700401>