



## The Contribution of Leadership and Innovative Work Behavior (IWB) on Performance and Organizational Trust as Mediation Variable : An Empirical Study on MSMEs

Elyzabeth Wijaya<sup>1</sup>

<sup>1</sup>Institut Bisnis Informatika Teknologi dan Bisnis, Indonesia

Email : [elyzabeth@itnb.ac.id](mailto:elyzabeth@itnb.ac.id)

**Abstract** – This study aims to analyze the relationship between the variable Leadership and organizational trust, analyze the relationship between innovative work behavior (IWB) and organizational trust, analyze the relationship between Leadership and MSME performance, analyze the relationship between innovative work behavior (IWB) and MSME performance, and analyze the relationship between organizational variables. trust on MSME performance. This type of research is quantitative associative research, namely research that aims to determine the relationship between two or more variables. The respondents of this study were 369 SMEs leaders in Jakarta who were determined by simple random sampling method. Research data was obtained by distributing questionnaires online via social media. Each research indicator was measured using a Likert scale of 1-5 points and the degree of agreement from strongly agree to strongly disagree. The analytical tool used in this research is PLS (Partial Least Square) based SEM with SmartPLS 3.0 software data processing tool. The results of the hypothesis test show that the Leadership variable has no significant effect on organizational trust, the innovative work behavior (IWB) variable has a positive and significant effect on organizational trust, the Leadership variable has a positive and significant effect on performance, the innovative work behavior (IWB) variable has a positive effect and significantly to performance, the organizational trust variable has not significant effect on MSME performance., Innovative work behaviour has no significant effect on performance through organizational trust, organizational trust does not mediate the relationship between Innovative work behaviour and performance. Leadership has no significant effect on performance through organizational trust, organizational trust does not mediate the relationship between Leadership on performance.

**Keywords:** Leadership , Innovative Work Behavior (IWB) , MSMEs , Performance , Organizational Trust

### I. INTRODUCTION

Indonesia is a country with enormous economic potential with abundant natural resources, a large number of young workers, and experiencing fairly stable economic growth with an average of 5% per year. This shows that Indonesia has a great opportunity to become a middle-income country in 2025. To achieve this target, Indonesia must increase its economic growth to 7% per year. Utilization of digital technology, especially for MSME actors, can provide the required growth, which is 2%. According to Purwanto et al. (2021); Abas et al. (2020) the business world is currently experiencing quite rapid development, many Small and Medium Enterprises (MSMEs) have emerged to large businesses, which are currently growing and more and more competitors are not can be avoided. The existence of competition makes the company faced with various opportunities and threats. Competitors in business make entrepreneurs required to be able to understand and understand what is happening in the market and know what consumers need. The existence of business pressure from strong competitors indirectly affects the marketing performance experienced by MSMEs. Business competition that is so tight requires companies to further improve product competitiveness, because the success of a product will affect its marketing performance. One of the strategic steps in overcoming this problem is to develop product innovation, because product innovation is one way to increase competitiveness which has an impact on improving business performance, and in the end SMEs are able to develop MSMEs and help improve the



economy and regional income. According to Akhtar et al. (2019); Alleyne et al. (2018) MSME performance is an interesting issue because SMEs with high performance will be able to face competition. To be able to know the performance of SMEs, it is necessary to identify the factors that influence it, including external factors and internal factors. According to Putra et al. (2023); Purwanto et al. (2021) MSMEs are proven to be able to absorb labor, namely 97% of the entire national workforce and provide 99% of employment. MSMEs are also classified as labor intensive because they have the potential for large employment growth opportunities and increased income. MSMEs also play an important role in accommodating many workers who have low levels of education. This means that MSMEs can help local communities to be productive and reduce unemployment and poverty levels.

According to Purwanto et al. (2021); Wijaya (2018) Competition in the business world is increasing day by day, one of the strategic steps in addressing the problem of economic inequality and social inequality that can be done is to develop Small and Medium Enterprises (SMEs), because SMEs use simple technology and absorb labor so that they can achieve equal distribution of business opportunities and equal distribution of income which will later help improve the economy and regional income. Developing countries have changed their orientation by empowering the UKMM sector when looking at experiences in advanced industrial countries regarding the importance of the role of the MSME sector and its contribution in supporting strengthening people's economic growth in order to realize and maintain national competitiveness and even at the global level. According to Sumardjo et al. (2023); Sheikh (2023); Setyoko et al. (2022) states that the increase in the number of MSMEs can be viewed from various aspects including; its large number of industries, present in every sector, has the potential to create more jobs than the same investment in a business of scale.

According to Sumardjo et al. (2023); Sheikh (2023) leadership is a form of domination based on personal ability to be able to invite or encourage other people to do something based on acceptance by the organization, and have special expertise that is appropriate to the situation. special too. Besides being able to provide direction to subordinates or followers, leaders can also use influence. In other words, leaders can not only order subordinates what to do, but can also influence subordinates in determining how the task is carried out appropriately. According to Karimi et al. (2023); Khan et al. (2022); Karimi et al. (2023); Khairunnisa et al. (2023) that leadership as a set of individual abilities is very subjective and difficult to measure qualitatively with numbers. One's ability to influence others is sourced from this very subjective conscience. Because it does not have an objective measure, leadership cannot be taught, let alone imitated by someone from birth. According to Purwanto et al. (2021); Wijaya (2018) leadership cannot be separated from a comprehensive leader concept. It can be concluded that leadership is the ability that a person has to influence other people, groups and subordinates, the ability to direct the behavior of others, has special abilities or expertise in the field that is expected by the group to achieve goals and objectives.

According to Sabir et al. (2022); Setyoko et al. (2022) innovation is a person's efforts by utilizing thoughts, imagination abilities, various stimulants, and the individuals who surround them in producing new products, both for themselves and their environment. According to De Jong, et al (2008) innovative behavior or Innovative Work Behavior (IWB) is individual behavior that aims to reach the introduction stage or tries to introduce ideas, processes, products or procedures that are new and useful in work, groups or organizations. Innovative work behavior is defined as creating, introducing, and implementing new ideas or ideas in work, groups, or organizations to improve the performance of individual, group, or organization roles. According to Park et al. (2022); Patnaik et al. (2023); Putri et al. (2023); Asbari et al. (2019) define innovative work behavior as the creation of business models, management techniques, strategies and organizational structures beyond those that already exist. Innovative behavior refers to the ability to create an original idea, use work results as a potential idea and implement new ideas into work practice.

According to Putri et al. (2023); Asbari et al. (2019) stated that Organizational Trust is a feeling of mutual trust between one another, between individuals and between groups within an organizational environment. The Organizational Trust variable is defined as the trust and expectations of individuals within an organization regarding the behavior of their leaders towards them when they work. According to him, the quality of good organizational trust will be able to influence the improvement of the quality of work of employees in doing work. Employees will be encouraged to do their job to the fullest according to the competencies they have. Furthermore, from the definition above, it can be seen that the main dimensions of trust include integrity, competence, consistency, loyalty and openness. According to Karimi et al. (2023); Khairunnisa et al. (2023)



Another dimension is leader behavior. Leader behavior is also the most important thing compared to anyone's behavior in the organization in determining the level of trust in the group or organization. It can be exemplified here, for example, in a company a supervisor is responsible for directing the daily work of their subordinates, carrying out organizational policies, and cooperating with their subordinates to achieve organizational goals. Therefore, the supervisor's interaction with his subordinates should tend to be frequent and direct. Nevertheless, building trust remains not only between leaders and followers, but also between followers (subordinates). According to [Park et al. \(2022\)](#); [Asbari et al. \(2019\)](#) Organizational trust refers to the belief that the organization will take actions that are beneficial to its members rather than taking negative actions that are intertwined in the working relationship between the organization and its members, trust in the organization is the will of the members of the organization to submit themselves to organizational authority in the hope the organization embodies the positive expectations of members of the organization. This study aims to analyze the relationship between the variable Leadership and organizational trust, analyze the relationship between innovative work behavior (IWB) and organizational trust, analyze the relationship between Leadership and MSME performance, analyze the relationship between innovative work behavior (IWB) and MSME performance, and analyze the relationship between organizational trust on the performance of MSMEs.

## II. METHOD

The Method of this research is associative quantitative research, that is, research that aims to find out the relationship between two or more variables. The respondents of this research were 369 SMEs leaders in Jakarta who were determined by simple random sampling method. Research data was obtained by distributing questionnaires online via social media. Each research indicator was measured using a Likert scale of 1-5 points and the degree of agreement from strongly agree to strongly disagree. The analytical tool used in this research is PLS (Partial Least Square) based SEM with data processing software SmartPLS 3.0.

### Validity and Reliability Test

The model is said to be good if the AVE of each variable is greater than 0.50 ([Purwanto et al., 2020](#)). The output results in this study indicate that the AVE value of all variables is greater than 0.50 so that the model can be said to be good. The reliability test was carried out to prove the accuracy, consistency and accuracy of the instrument in measuring constructs. Measuring reliability in PLS-SEM using SmartPLS 3.0 software can be done by looking at: 1) Composite Reliability Composite reliability is used to measure internal consistency. CR values of 0.60 – 0.70 are still acceptable for exploratory research. 2) Cronbach's Alfa Cronbach's Alfa is used to diagnose the consistency of the entire scale by looking at the reliability coefficient. Cronbach's Alpha value > 0.60 is still acceptable for exploratory research.

### Coefficient of Determination (R<sup>2</sup>) and Hypothesis Testing (t test)

Assessing the structural model in PLS begins by looking at the R-squares value for each endogenous latent variable as the predictive power of the structural model. The R-squares results represent the total variance of the construct described by the model. The rule of thumb for R-squares values is: values 0.75, 0.50 and 0.25. It can be concluded that the model is strong, moderate and weak. If the t-statistic value is greater or equal to the t-table (t-statistic > 1.96), then Ho is rejected and Ha is accepted ([Purwanto et al., 2019](#)). Hypothesis testing is done by means of statistical tests. The statistical test used is the t-test or p (probability).

The research hypothesis of this research is

- H1: Leadership has a positive and significant effect on organizational trust
- H2: Innovative work behavior (IWB) has a positive and significant effect on organizational trust,
- H3: Leadership has a positive and significant effect on performance
- H4: Innovative work behavior (IWB) has a positive and significant effect on performance
- H5: Organizational trust has a positive and significant effect on performance.

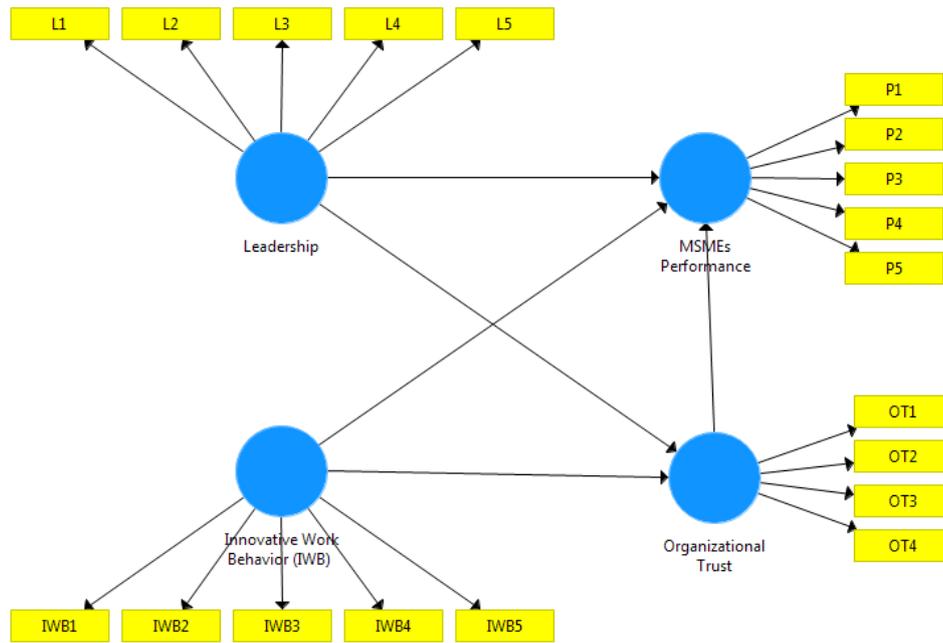


Fig 1. Research Model

### III.RESULT AND DISCUSSION

#### Validity and Reliability Test

The model is said to be good if the AVE of each variable is greater than 0.50. The output results in this study indicate that the AVE value of all variables is greater than 0.50 so that the model can be said to be good.

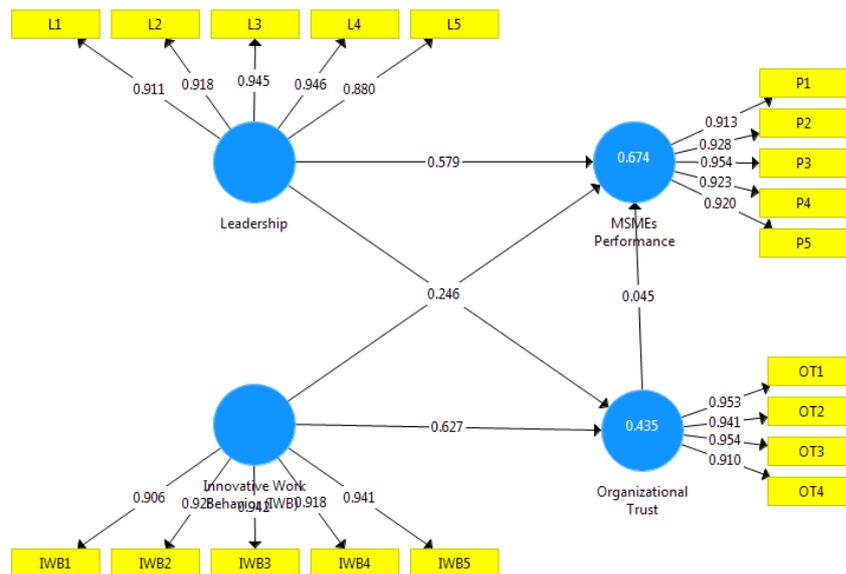


Fig 2. Validity Testing

#### Reliability Test

The reliability test was carried out to prove the accuracy, consistency and accuracy of the instrument in measuring constructs. Measuring reliability in PLS-SEM using SmartPLS 3.0 software can be conducted by looking at: 1) Composite Reliability Composite reliability is used to measure internal consistency. CR values of 0.60 – 0.70 are still acceptable for exploratory research. 2) Cronbach's Alfa Cronbach's Alfa is used to diagnose the consistency of the entire scale by looking at the reliability coefficient. Cronbach's Alpha value > 0.60 is still acceptable for exploratory research. The variable is declared reliable if the value of composite reliability or Cronbach's alpha is above 0.70.

Table 1. Reability Testing

	Cronbach's Al...	rho_A	Composite Reliability	Average Variance Extracted ...
Innovative Work Behavior (IWB)	0.959	0.960	0.968	0.860
Leadership	0.955	0.958	0.965	0.847
MSMEs Performance	0.960	0.960	0.969	0.861
Organizational Trust	0.956	0.958	0.968	0.883

**Coefficient of Determination (R2 )**

The rule of thumb for R-squares values is: values 0.75, 0.50 and 0.25. It can be concluded that the model is strong, moderate and weak. If the t-statistic value is greater or equal to the t-table (t-statistic > 1.96), then Ho is rejected and Ha is accepted (Purwanto et al., 2019). Hypothesis testing is done by means of statistical tests. The statistical test used is the t-test or p (probability).

Table 2. Coefficient of Determination (R2 )

	R Square	R Square Adjusted
MSMEs Performance	0.674	0.664
Organizational Trust	0.435	0.423

Based on the test results, it was obtained that the performance R-squares value was 0.674 or 67.4%, meaning that the leadership, innovative work behavior (IWB) and organizational trust variables contributed 67.4% and the remaining 32.6% was influenced by other variables not discussed in this study. the test results show that the R-squares value of organizational trust is 0.435 or 43.5%, meaning that the leadership and Innovative Work Behavior (IWB) variables contribute 43.5% and the remaining 56.5 is influenced by other variables not discussed in this study.

**Hypothesis Testing (Resampling Bootstrapping)**

The final step of the data that has been processed and analyzed by the researcher is to test the hypotheses that have been formulated. If the t-statistic value is smaller than the t-table value (t-statistic <1.96), then Ho is accepted and Ha is rejected. If the t-statistic value is greater or equal to the t-table (t-statistic > 1.96), then Ho is rejected and Ha is accepted (Purwanto et al., 2019). Hypothesis testing is done by means of statistical tests. The statistical test used is the t-test or p (probability). The t-test is used to prove the hypothesis whether there is an influence of each independent or exogenous variable individually on the dependent or endogenous variable.

Fig 3. Hypothesis Testing

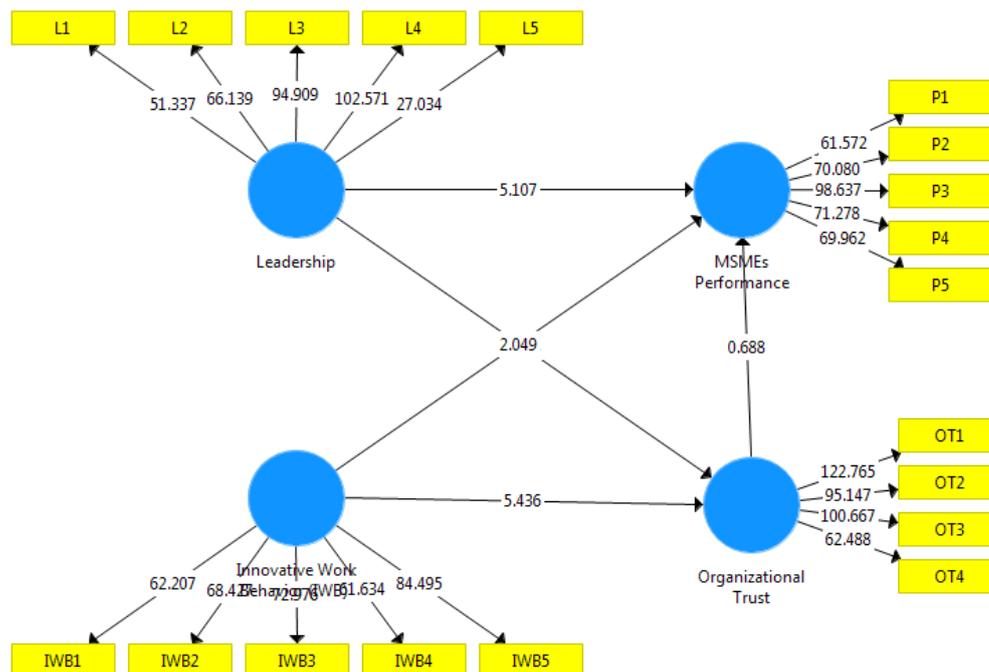


Table 3 . Hypothesis Testing

	Original Sampl...	T Statistics ...	P Values
Innovative Work Behavior (IWB) -> MSMEs Performance	0.246	2.049	0.041
Innovative Work Behavior (IWB) -> Organizational Trust	0.627	5.436	0.000
Leadership -> MSMEs Performance	0.579	5.107	0.000
Leadership -> Organizational Trust	0.038	0.314	0.754
Organizational Trust -> MSMEs Performance	0.045	0.688	0.492

**The relationship between leadership and organizational trust**

Based on the results of hypothesis testing using the SmartPLS software, the p value of 0.754 is greater than 0.050, so it can be concluded that there is not significant relationship, leadership has not significant effect on organizational trust. These results are in line with research by [Abas et al. \(2019\)](#), [Asbari et al. \(2020\)](#); [Patnaik et al. \(2023\)](#); [Putri et al. \(2023\)](#) that leadership has not significant effect on organizational trust and is supported by [Musenze et al. \(2022\)](#) that leadership has not significant effect on organizational trust

**The relationship between leadership and SMEs performance**

Based on the results of hypothesis testing using the SmartPLS software, the p value of 0.000 is lower than 0.050, so it can be concluded that there is a significant relationship between leadership that has a positive and significant effect on performance. These results are in line with research by [Abas et al. \(2019\)](#), [Asbari et al. \(2020\)](#); [Afsar et al. \(2017\)](#); [Koroglu et al. \(2022\)](#) that leadership has a positive and significant effect on performance and is supported by [Sumardjo et al. \(2023\)](#) that leadership has a positive and significant effect on performance

**The relationship between Innovative work behavior (IWB) and organizational trust**

Based on the results of hypothesis testing using SmartPLS software, the p value of 0.000 was lower than 0.050, so it was concluded that there was a significant relationship, Innovative work behavior (IWB) had a positive and



significant effect on organizational trust. These results are in line with research by [Asbari et al. \(2020\)](#); [Sabir et al. \(2022\)](#); [Sumardjo et al. \(2023\)](#) that Innovative work behavior (IWB) has a positive and significant effect on organizational trust and is supported by According to [Sheikh \(2023\)](#); [Setyoko et al. \(2022\)](#) that Innovative work behavior (IWB) has a positive and significant effect on organizational trust

The relationship between Innovative work behavior (IWB) and SMEs performance

Based on the results of hypothesis testing using the SmartPLS software, the p value of 0.000 was lower than 0.050, so it was concluded that there was a significant relationship between Innovative work behavior (IWB) which had a positive and significant effect on performance. These results are in line with research by [Asbari et al. \(2020\)](#); [Khan et al. \(2022\)](#); [Karimi et al. \(2023\)](#); [Khairunnisa et al. \(2023\)](#) that innovative work behavior (IWB) has a positive and significant effect on performance and is supported by [Abas et al. \(2019\)](#), [Berdiana et al. \(2022\)](#); [Haris et al. \(2023\)](#); [Karimi et al. \(2023\)](#); [Khan et al. \(2022\)](#) that Innovative work behavior (IWB) has a positive and significant effect on performance

### The relationship between Organizational trust and performance.

Based on the results of hypothesis testing using the SmartPLS software, the p value of 0.492 is greater than 0.050, so it can be concluded that there is not significant relationship between organizational trust and performance. These results are in line with research by [Patnaik et al. \(2023\)](#); [Putri et al. \(2023\)](#) that Organizational trust has not significant effect on performance. and is supported by [Musenze et al. \(2022\)](#) that Organizational trust not effect on performance.

### Indirect Effect

Based on the results of hypothesis testing, the mediation test results are obtained as follows

Table 4 . Indirect Effect

	Original Sampl...	T Statistics ...	P Values
Innovative Work Behavior (IWB) -> Organizational Trust -> MSMEs Performance	0.028	0.678	0.498
Leadership -> Organizational Trust -> MSMEs Performance	0.002	0.172	0.864

### Innovative work behaviour on performance through organizational trust

Based on the results of hypothesis testing using SmartPLS software, the p value of 0.498 is greater than 0.050, so it can be concluded that there is no significant relationship. Innovative work behaviour has no significant effect on performance through organizational trust, organizational trust does not mediate the relationship between Innovative work behaviour and performance

### Leadership on performance through organizational trust

Based on the results of hypothesis testing using SmartPLS software, the p value of 0.864 is greater than 0.050, so it can be concluded that there is no significant relationship. Leadership has no significant effect on performance through organizational trust, organizational trust does not mediate the relationship between Leadership on performance

According to [Berdiana et al. \(2022\)](#); [Karimi et al. \(2023\)](#); [Khairunnisa et al. \(2023\)](#) Some of the benefits of innovative work behavior include making employee work more efficient, increasing adaptability to work and good self-development. Applying innovative skills is one way to enhance your personal brand at work. Being an innovator can develop a personal brand which is important in building a network for careers. Someone with the ability to think innovatively will usually be proactive in developing his career. Having a positive and proactive attitude will help you be more engaged at work, which is likely to increase your productivity and motivation. Brainstorming ideas and having the confidence to solve problems play an important role in achieving success as an innovator. When problem-solving and innovativeness are part of your personal brand, colleagues will come to ask for help or discuss. Using innovative skills at work will help you develop a system for generating, prioritizing, and evaluating ideas gradually, until you can implement them. Using innovative processes



consistently will also help you make better decisions, increase efficiency, reduce potential risks, and streamline the development of new ideas.

Innovative behavior is also defined as an action taken to create and take new ideas, thoughts, or ways to apply in carrying out and completing work. According to [Khan et al. \(2022\)](#); [Karimi et al. \(2023\)](#); [Khairunnisa et al. \(2023\)](#) who define innovative behavior as a whole of individual actions that lead to emergence, recognition and profit throughout the organization. Based on the explanations of several figures above, it can be concluded that it can be concluded that innovative work behavior is an individual action capable of creating new ideas, products, problem solving and technologies. [Janssen \(2000\)](#) describes three indicators for measuring innovative behavior in SMEs, namely employees are able to recognize problems that occur in the organization and then create new ideas or solutions that are useful in any field. These ideas or solutions can be original or modified from pre-existing products and work processes. For example, when a problem arises in the organization, employees are able to find ideas as a solution to the problem. MSMEs employees share new ideas or solutions that have been created with co-workers, so that these ideas can be accepted. In addition, there is also a gathering of support so that the idea has the power to be implemented and realized within the organization. For example, when MSME employees have found an idea as a solution to a problem, then employees share these ideas to get support that can later be implemented in the organization. MSME employees produce a prototype or model of their ideas into real products and work processes so that they can be applied. within the scope of work, group, or organization as a whole so as to improve the work efficiency of the organization.

According to [Sabir et al. \(2022\)](#); [Setyoko et al. \(2022\)](#) Leader behavior is also the most important thing compared to the behavior of anyone in the organization in determining the level of trust in the group or organization. This can be exemplified here, for example, in a company a supervisor is responsible for directing work their subordinates, carry out organizational policies, and cooperate with their subordinates to achieve organizational goals. Therefore, the supervisor's interaction with his subordinates should tend to be frequent and direct. However, building trust remains not only between leaders and followers, but also between followers (subordinates), according to [Sumardjo et al. \(2023\)](#); [Sheikh \(2023\)](#) Trust is also associated with perceptions of fairness and accuracy in performance evaluation. Organizational trust has a positive relationship with organizational commitment and individual performance. According to [Akhtar et al. \(2019\)](#); [Andrade et al. \(2022\)](#) organizational beliefs include: Integrity, referring to honesty and the real situation. Of the five dimensions, this appears to be the most important, when one judges the trustworthiness of others. According to [Putra et al. \(2023\)](#); [Abas et al. \(2020\)](#) competence, includes individual technical and interpersonal knowledge and expertise. Consistency, related to individual reliability, predictability, and making judgments on one's self in handling situations.. Loyalty, is the willingness to protect and save the face of others.. Openness, is being open and transparent in giving a complete truth.

#### IV. CONCLUSION

The results of the hypothesis test show that the Leadership variable has no significant effect on organizational trust, the innovative work behavior (IWB) variable has a positive and significant effect on organizational trust, the Leadership variable has a positive and significant effect on performance, the innovative work behavior (IWB) variable has a positive effect and significantly to performance, the organizational trust variable has not significant effect on MSME performance., Innovative work behaviour has no significant effect on performance through organizational trust, organizational trust does not mediate the relationship between Innovative work behaviour and performance. Leadership has no significant effect on performance through organizational trust, organizational trust does not mediate the relationship between Leadership on performance. Some of the benefits of MSME's innovative work behavior include making the work of MSME employees more efficient, increasing their adaptability to their jobs and good self-development Applying innovative skills is one way to enhance your personal brand at work. Being an innovator can develop a personal brand which is important in building a network for careers. Someone with the ability to think innovatively will usually be proactive in developing his career. Having a positive and proactive attitude will help them to be more engaged at work, which will most likely increase the productivity and motivation of SMEs. Trust is critical to effective communication, and successful teamwork among fellow MSME employees. As important as trust MSME employees and managers, and can minimize risk, operational costs, and increase MSME employee commitment and their productivity. MSME trust influences employees, increases their participation in decision making, and can create an active work atmosphere. Trust in management can also increase employee identification, loyalty and engagement with



the organization. With increased trust in the organization, MSME employees will be more committed to the authorities and institutions represented by the authorities. The behavior of MSME leaders is also the most important thing compared to the behavior of anyone within MSMEs in determining the level of trust in the group or organization. It can be exemplified here, for example, in SMEs a supervisor is responsible for directing the daily work of their subordinates, implementing organizational policies, and working together with their subordinates to achieve organizational goals. Therefore, the supervisor's interaction with his subordinates should tend to be frequent and direct.

#### REFERENCES

1. Abas, N. I., Sawitri, H. S. R., & Puspawati, D. (2019). Transformational leadership, job performance, and organizational citizenship behavior: Mediating role of work engagement. *Sriwijaya International Journal of Dynamic Economics and Business*, 2(4), 363-376.
2. Asbari, M., Hidayat, D. D., & Purwanto, A. (2021). Managing employee performance: From leadership to readiness for change. *International Journal of Social and Management Studies*, 2(1), 74-85.
3. Asbari, M., Santoso, P. B., & Prasetya, A. B. (2020). Elitical and antidemocratic transformational leadership critics: is it still relevant?(A literature study). *INTERNATIONAL JOURNAL OF SOCIAL, POLICY AND LAW*, 1(1), 12-16.
4. Akhtar, M. W., Syed, F., Husnain, M., & Naseer, S. (2019). Person-organization fit and innovative work behavior: The mediating role of perceived organizational support, affective commitment and trust. *Pakistan Journal of Commerce and Social Sciences (PJCSS)*, 13(2), 311-333.
5. Alleyne, P., Hudaib, M., & Haniffa, R. (2018). The moderating role of perceived organisational support in breaking the silence of public accountants. *Journal of Business Ethics*, 147, 509-527.
6. Andrade, C., & Neves, P. C. (2022). Perceived organizational support, coworkers' conflict and organizational citizenship behavior: The mediation role of work-family conflict. *Administrative Sciences*, 12(1), 20.
7. Afsar, B., & Badir, Y. (2017). Workplace spirituality, perceived organizational support and innovative work behavior: The mediating effects of person-organization fit. *Journal of workplace Learning*, 29(2), 95-109.
8. Koroglu, Ş., & Ozmen, O. (2022). The mediating effect of work engagement on innovative work behavior and the role of psychological well-being in the job demands-resources (JD-R) model. *Asia-Pacific Journal of Business Administration*, 14(1), 124-144.
9. Berdiyana, M., & Witjaksono, A. D. (2022). The Influence of Perceived Organizational Support, Job Satisfaction and Organizational Citizenship Behavior on Employee Performance. *International Journal of Multicultural and Multireligious Understanding*, 9(6), 314-324.
10. Haris, N., Jamaluddin, J., & Usman, E. (2023). The Effect of Organizational Culture, Competence and Motivation on the SMEs Performance in the Covid-19 Post Pandemic and Digital Era. *Journal of Industrial Engineering & Management Research*, 4(1), 29-40.
11. Karimi, S., Ahmadi Malek, F., Yaghoubi Farani, A., & Liobikienė, G. (2023). The Role of Transformational Leadership in Developing Innovative Work Behaviors: The Mediating Role of Employees' Psychological Capital. *Sustainability*, 15(2), 1267.
12. Khan, M. A. (2022). The impact of perceived organisational support on knowledge hiding behaviour of call centre employees: a moderated mediation model. *International Journal of Knowledge Management Studies*, 13(3), 286-310.
13. Karimi, R., & Ahmadi, F. (2023). Investigating the Effect of Employee Improvement on Organizational Citizenship Behavior with the Mediating Role of Organizational Trust and Commitment in the Ministry of Cooperatives, Labor and Social Welfare. *Political Sociology of Iran*, 5(11), 4853-4881.
14. Khairunnisa, F. (2023). The The Influence of Perceived Organizational Support and Work Environment on Employee Performance. *Youth & Islamic Economic*, 4(1), 1-7.
15. Lumineau, F., Schilke, O., & Wang, W. (2023). Organizational Trust in the Age of the Fourth Industrial Revolution: Shifts in the Form, Production, and Targets of Trust. *Journal of Management Inquiry*, 32(1), 21-34.



16. Musenze, I. A., & Mayende, T. S. (2022). Ethical leadership (EL) and innovative work behavior (IWB) in public universities: examining the moderating role of perceived organizational support (POS). *Management Research Review*, (ahead-of-print).
17. Park, J., & Kim, W. (2022). The Impact of Perceived Organizational Support on Innovative Work Behaviour Through Psychological Empowerment: Focusing on the Moderated Mediating Role of Organizational Procedural Justice. *Journal of Technical Education and Training*, 14(1), 178-191.
18. Patnaik, S., Mishra, U. S., & Mishra, B. B. (2023). Perceived Organizational Support and Performance: Moderated Mediation Model of Psychological Capital and Organizational Justice—Evidence from India. *Management and Organization Review*, 1-28.
19. Putri, L. Z. A., & Kusuma, K. A. (2023). The Effect of Job Satisfaction, Organizational Culture, and Perceived Organizational Support on Organizational Citizenship Behavior on Employee in Company. *Indonesian Journal of Law and Economics Review*, 18, 10-21070.
20. Putra, T. S., & Pramusiwi, A. D. (2023). Well-Being and Innovation: Investigating the Linkage among Well-Being Oriented Management, Knowledge Sharing, Innovation Climate, and Innovative Work Behavior. *Media Ekonomi dan Manajemen*, 38(1), 147-160.
21. Purwanto, A., Asbari, M., & Santoso, T. I. (2021). Education Management Research Data Analysis: Comparison of Results between Lisrel, Tetrad, GSCA, Amos, SmartPLS, WarpPLS, and SPSS For Small Samples. *Nidhomul Haq: Jurnal Manajemen Pendidikan Islam*.
22. Purwanto, A., Asbari, M., Santoso, T. I., Haque, M. G., & Nurjaya, N. (2020). Marketing research quantitative analysis for large sample: comparing of Lisrel, Tetrad, GSCA, Amos, SmartPLS, WarpPLS, and SPSS. *Jurnal Ilmiah Ilmu Administrasi Publik: Jurnal Pemikiran dan Penelitian Administrasi Publik*.
23. Purwanto, A., & Sudargini, Y. (2021). Partial least squares structural equation modeling (PLS-SEM) analysis for social and management research: a literature review. *Journal of Industrial Engineering & Management Research*, 2(4), 114-123.
24. Wijaya, O. Y. A. (2018). Effect of Leader Member Exchange and Perceived Organizational Support on Innovative Work Behavior of Star Rated Hotel Employees. *Jurnal Aplikasi Manajemen*, 16(4), 574-585.
25. Riska, R., Perizade, B., & Zunaidah, Z. (2023). The The Impact of Perceived Organizational Support on Commitment with Satisfaction as a Mediating Variable on Employees with Disabilities at PT. Omron. *International Journal of Social Science Research and Review*, 6(1), 252-259.
26. Sabir, I., Ali, I., Majid, M. B., Sabir, N., Mehmood, H., Rehman, A. U., & Nawaz, F. (2022). Impact of perceived organizational support on employee performance in IT firms—a comparison among Pakistan and Saudi Arabia. *International Journal of Organizational Analysis*, 30(3), 795-815.
27. Sumardjo, M., & Supriadi, Y. N. (2023). Perceived Organizational Commitment Mediates the Effect of Perceived Organizational Support and Organizational Culture on Organizational Citizenship Behavior. *Quality-Access to Success*, 24(192), 376-384.
28. Sheikh, A. M. (2023). Impact of perceived organizational support on organizational commitment of banking employees: role of work-life balance. *Journal of Asia Business Studies*, 17(1), 79-99.
29. Setyoko, P. I., & Kurniasih, D. (2022). The Role of perceived organizational support (POS), organizational virtuousness (OV) on performance and employee well-being (EWB) of non-profit organizations in the post-pandemic period. *Journal of Pharmaceutical Negative Results*, 1940-1944.
30. Srirahayu, D. P., Anugrah, E. P., & Firdaus, A. (2023). The Impact of Leadership Style on Innovative Work Behavior. *International Journal of Social and Business Sciences*, 17(1), 27-32.
31. Sumardjo, M., & Supriadi, Y. N. (2023). Perceived Organizational Commitment Mediates the Effect of Perceived Organizational Support and Organizational Culture on Organizational Citizenship Behavior. *Quality-Access to Success*, 24(192), 376-384.
32. Wijaya, E. (2022). The Role of Organizational Citizenship Behavior (OCB), Perceived Organizational Support (POS) on SMEs Performance by Mediation of Organizational Commitment. *International Journal of Artificial Intelligence Research*, 6(1.2).
33. Xu, Z., Wang, H., & Suntrayuth, S. (2022). Organizational climate, innovation orientation, and innovative work behavior: the mediating role of psychological safety and intrinsic motivation. *Discrete Dynamics in Nature and Society*, 2022, 1-10.