

# Strategy to Increase Employee Performance Through Engagement, Organizational Culture, and Innovative Work Behavior as Intervening Variable

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**Abstract.** The purposes of this research are to examine and enhance understanding of the impact of Employee Engagement on Employee Performance, the impact of Organizational Culture on Employee Performance, the impact of Employee Engagement on Innovative Work Behavior, the impact of Organizational Culture on Innovative Work Behavior, and the impact of Innovative Work Behavior on Employee Performance, also the impact of Employee Engagement on Employee performance if analyzed through Innovative Work Behavior, and the impact of Organizational Culture on Employee performance if analyzed through Innovative Work Behavior. This research was developed using an explanatory research approach with quantitative methods. The study had 44 respondents, and all respondents were employees of PT. Kreigan Sentral Teknologi. Furthermore, this research used purposive sampling and data collection methods, using online questionnaires. Data analysis used in the research included descriptive analysis and path analysis. The research result shows (1) Employee Engagement has a significant impact on Employee Performance, (2) Organizational Culture did not have a significant impact on Employee Performance, (3) Employee Engagement has a significant impact on Innovative Work Behavior, (4) Organizational Culture did not have a significant impact on Innovative Work Behavior, (5) Innovative Work Behavior has a significant impact on Employee Performance, also (6) Employee Engagement has a significant impact on Employee Performance if analyzed through Innovative Work Behavior, and (7) Organizational Culture did not have a significant impact on Employee Performance if analyzed through Innovative Work Behavior.

**Keywords:** employee engagement, employee performance, innovative work behavior, organizational culture

## 1. Introduction

In the dynamic landscape of the modern business world, start-up companies have gained substantial prominence in Indonesia and globally. Start-ups represent a beacon of innovation, often bringing fresh and disruptive ideas to the market. As the Ministry of Communication and Information of Indonesia pointed out, Indonesia ranked fifth in the world with 2,193 start-ups in 2019, following the United States, India, the United Kingdom, and Canada [1]. The emergence of these nascent ventures has attracted considerable attention due to the myriad of challenges, ranging from marketing issues to human resource-related challenges.

Start-up companies inherently exist within an uncertain environment characterized by significant organizational changes during their formative years [2]. These changes can have

profound effects on the mental state and performance of their employees. Thus, in this research, the uncertain climate within start-up companies is associated with systemic flexibility in their business activities. Organizations in the fiercely competitive contemporary business environment require proactive employees who can swiftly adapt and respond to volatile market conditions [3].

To sustain growth and development, start-up companies must ensure that their employees remain adaptable, and a key component of this is their level of employee engagement. Employee engagement, as broadly defined by [4], is the degree of commitment and involvement an employee has towards their organization and its values. Engaged employees are not only aware of their responsibilities in achieving the company's objectives but also motivate their colleagues to work collaboratively for the organization's success.

In the extensive research conducted by [4], employee engagement is inversely related to burnout. Burnout is characterized by fatigue, cynicism, and decreased job performance, as opposed to engagement, which is characterized by energy, involvement, and work performance. Thus, employees with high levels of engagement tend to have lower burnout levels, creating a positive correlation. Moreover, in a collective work environment, employees who demonstrate high levels of engagement are likely to identify with their team's goals and work towards achieving them [3]. The practice of holding routine town hall meetings at Flick provides employees with a platform to actively shape the company's direction and contribute innovative ideas, underscoring the importance of employee engagement in their organizational culture.

Organizational culture is the concrete manifestation of shared values and beliefs that influence employee behavior and shape how organizations operate [5]. Flick has defined its organizational culture, referred to as "Flick values," which aligns with the values applied by its employees in their daily organizational life. Culture is pivotal in articulating the collective values of the organization and individual members, serving as a cornerstone for their operations [5]. In this context, Flick values play a significant role in shaping the attitudes and behaviors of their employees.

The flexibility inherent in start-up operations emphasizes the need for an agile and innovative approach to work. Innovative work behavior (IWB) is a key factor in fostering innovation, and employees need to have a creative and innovative mindset to overcome the challenges they encounter in their daily work [6]. Through routine town hall meetings, Flick encourages employees to actively contribute innovative ideas to shape the company's future direction and policies. This practice indirectly stimulates employees to innovate and continuously cultivate an innovative mindset.

In summary, this research is driven by the understanding that employee performance in a start-up company is influenced by multiple factors, particularly employee engagement and organizational culture. Innovative work behavior is an intervening variable, linking these factors to employee performance. In today's global and highly competitive market, with ever-evolving technological advancements, innovation plays a pivotal role in a start-up's sustainability. To shed light on their complex relationships, this study delves into the interplay of employee engagement, organizational culture, and innovative work behavior in driving employee performance. The case study was conducted at PT. Kreigan Sentral Teknologi (Flick Indonesia), a financial technology start-up operating in Jakarta, provides valuable insights into these dynamics and their implications.

The subsequent sections of this research will explore the theoretical foundations, research methods, findings, and implications, aiming to significantly contribute to the field of Business Administration, particularly in the realm of Human Resource Management (HRM). Additionally, this study aims to provide valuable insights to practitioners in the HRM field,

helping them formulate policies, measurements, and innovative approaches to enhancing employee performance in organizations, especially start-ups.

Based on the introduction, the researchers will conduct empirical investigations rooted in established theoretical frameworks and insights derived from prior studies. This will enable the formulation of a foundational understanding for forthcoming research, incorporating operational definitions. Operational definitions involve defining variables based on their specific attributes or describing their actions in a manner that allows for their observation, examination, and confirmation by others [7].

## **2. Literature Review**

### **2.1. Employee Engagement Theory**

Employee engagement, emerging from William Kahn's work in the early 1990s, encapsulates a multifaceted concept where organizational members wholeheartedly express themselves physically, cognitively, and emotionally [8]. High work engagement, as explained by [9], enhances motivation, fostering dedication, enthusiasm, and immersion in work tasks, with three key dimensions: (1) Vigor, (2) Dedication, and (3) Absorption. It is essential to differentiate engagement from burnout and workaholism, recognizing that these are distinct psychological states, even though they may share some common characteristics [9]. Employee engagement is a comprehensive concept emphasizing physical, emotional, and cognitive involvement, distinguishing itself from related constructs such as burnout and workaholism.

### **2.2. Organizational Culture Theory**

Organizational culture, rooted in sociological and anthropological perspectives (8), defines the core values, norms, and shared behaviors that shape the essence of an organization. This culture acts as a social adhesive that binds organizational members and profoundly influences their interactions, actions, and decision-making. It is pivotal in determining an organization's responses to external environmental challenges and changes. Organizational culture encompasses explicit behaviors that characterize how people interact, their commitment to the organization, and the extent to which innovation and change are supported. It also comprises four distinct dimensions within the Competing Values Framework [10]: (1) Clan, (2) Adhocracy, (3) Market, and (4) Hierarchy.

### **2.3. Organizational Culture Theory**

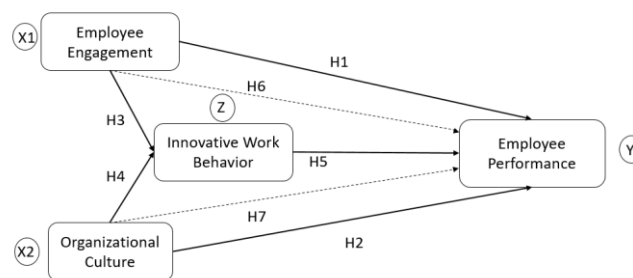
Innovative Work Behavior (IWB) is a concept that originated from research on individual innovation and has gained significant attention over time. [11] have notably contributed to the study of IWB. It encompasses a range of behaviors related to generating and implementing new ideas that bring value within an organizational context. These behaviors manifest in exploring opportunities, generating novel ideas, championing innovation, and applying these ideas. Exploring opportunities is the initial step of the innovation process, where individuals identify areas needing change or development. Idea generation follows, involving the creation of new ideas that address these identified opportunities. Championing is a critical dimension, focusing on garnering support and building coalitions for innovative ideas within the organization. Finally, the application dimension pertains to the practical implementation of the supported ideas, involving transforming these concepts into tangible proposals or products. Each dimension represents a specific stage in the innovation process and contributes to IWB's overarching definition are the four key dimensions of Innovative Work Behavior, as highlighted

by [11]: (1) Opportunity Exploration, (2) Idea Generation, (3) Championing, and (4) Application.

## 2.4. Employee Performance Theory

Employee performance, as defined by [12] and referenced in [13], encompasses the behaviors and actions of individuals within an organization that are directly relevant to achieving the organization's goals. It is a multidimensional concept consisting of three core dimensions: (1) Task Performance, (2) Contextual Performance, and (3) Counterproductive Work Behavior. Task Performance relates to an employee's competence in efficiently executing their primary job responsibilities. Contextual Performance encompasses extra-role behaviors, such as taking initiative, engaging in tasks beyond one's core job description, and proactively developing skills that benefit the organization. Counterproductive Work Behavior comprises negative actions that counter organizational objectives, including misconduct, resource mismanagement, and behaviors that undermine workplace effectiveness. Understanding and managing employee performance is essential for organizations striving to enhance productivity and maintain a positive work environment while aligning individual actions with overarching goals.

## 2.5. Research Hypothesis



**Figure 1.** Research hypothesis model

## 3. Method

The research method employed in this study is Explanatory research. Explanatory research aims to explain the causal relationship between research variables by using previously formulated hypotheses, thereby determining the extent of the influence of independent variables on dependent variables and the direction of the relationship [14]. This study examines whether there is an impact of Employee Engagement, Organizational Culture, and Innovative Work Behavior (IWB) on Employee Performance, with Innovative Work Behavior (IWB) serving as an intervening variable in the context of startup companies in Jakarta. The measurement scale utilized in this research is the Likert scale. According to [15], the Likert scale measures an individual's attitudes, opinions, and perceptions regarding a social phenomenon.

The sampling approach utilized in this study is the saturated sample technique. According to [15], saturated sampling is a technique in which all population members are used as samples, equivalent to a census [16]. The minimum sample size in quantitative research is typically set at 30 samples [17]. When the saturated sample technique is employed, it signifies that the entire population is considered to have been completely sampled. This research involved 44 personnel from PT. Kreigan Sentral Teknologi. The study employed Descriptive and path analysis

techniques, assisted by SPSS Version 26 software. Path analysis uses regression analysis to estimate causal relationships among pre-defined variables based on theory [18].

## 4. Results and Discussion

### 4.1. Descriptive Analysis

In this study, the research subjects consisted of employees from PT. Kreigan Sentral Teknologi. The participants were requested to complete a survey related to the research. Respondents in this study were categorized into four groups based on their positions, age, length of service, and highest educational attainment. The respondents were sourced from 15 different divisions or sub-sections. Among the respondents, the majority fell within the age range of 21-23 years (61.36%), and the highest level of education achieved was a bachelor's degree. Most Flick employees had worked for over 3 months (97.7%).

### 4.2. Result of Path Analysis

The path analysis test is used to find the magnitude of the direct or indirect influence of the independent variable on the dependent variable. The path analysis results in this research were calculated using SPSS 26. The path analysis test results can be seen in Table 1 and Table 2 below.

**Table 1.** Direct effect

No	Hypothesis	t value	Sig	Explanation
1	Employee Engagement in Innovative Work Behaviour	4.966	0.000	Significant
2	Organizational Culture to Innovative Work Behaviour	-0.399	0.692	Insignificant
3	Employee Engagement to Employee Performance	0.205	0.038	Significant
4	Organizational Culture to Employee Performance	-0.076	0.318	Insignificant
5	Innovative Work Behavior to Employee Performance	0.825	0.000	Significant

**Table 2.** Direct effect, indirect effect, and total effect

No	Hypothesis	Direct Effect	Indirect Effect	Total Effect	Sig.	Explanation
1	Employee Engagement in Employee Performance through Innovative Work Behaviour	0.205	0.633	0.838	0.038	Significant
2	Organizational Culture to Employee Performance through Innovative Work Behavior	-0.076	-0.051	-0.127	0.318	Insignificant

### 4.3. Discussion

#### 4.3.1. Employee Engagement to Employee Performance

The first hypothesis examines the influence of Employee Engagement (X1) on Employee Performance (Y). The direct path analysis between employee engagement and performance revealed a path coefficient ( $\beta$ ) of 0.205, with a probability value of 0.038 ( $p < 0.05$ ).

Consequently, the null hypothesis (H0) was rejected, supporting the first hypothesis (H1) that posited a significant impact of employee engagement on employee performance. The magnitude of this influence, as indicated by the coefficient of determination (R<sup>2</sup>) at 0.891 or 89.1%, signifies that employee engagement significantly contributes to employee performance, leaving only 10.9% influenced by other variables. This underscores the substantial impact of employee engagement on Flick's workforce, extending beyond their core job performance to encompass broader aspects of their role within the organization. This study substantiates that high employee engagement correlates with positive mental well-being and social relations, ultimately enhancing work performance. In harmony with research by [3], which examined the influence of employee engagement on team performance, our findings confirm a positive and significant relationship between employee engagement and team performance and extend this impact to individual and company performance.

#### *4.3.2. Organizational Culture to Employee Performance*

The second hypothesis examines the influence of Organizational Culture (X2) on Employee Performance (Y). The direct path analysis between organizational culture and employee performance revealed a non-significant path coefficient of -0.076, with a probability value of 0.318 ( $p < 0.05$ ), thus leading to the acceptance of the null hypothesis (H0) and the rejection of the first hypothesis (H1) suggesting a significant influence of organizational culture on employee performance. This finding indicates that organizational culture has an insignificant impact on employee performance at Flick, a startup company in its seed-funding stage, with less than five years of operation since its establishment. Notably, research conducted by [5] demonstrated that the relationship between organizational culture and performance varies over time, as cultural aspects show differing significance annually. While hierarchical culture had little impact in 2011 and 2015, the present study at Flick reiterates that organizational culture's influence on performance is not statistically significant. This may be attributed to Flick's youthfulness and its association with an agile startup culture, as suggested by the relatively low mean score of 4.25 for the cultural variable, accompanied by respondents' uncertainty in their responses. Therefore, the study concludes that organizational culture's influence on employee performance at Flick is not significant.

#### *4.3.3. Employee Engagement to Employee Innovative Work Behavior*

The third hypothesis examines the influence of Employee Engagement (X1) on Innovative Work Behavior (Z). The path analysis revealed a direct relationship between the employee engagement variable and innovative work behavior with a path coefficient ( $\beta$ ) of 0.768 and a probability value of 0.000 ( $p < 0.05$ ). Consequently, the null hypothesis (H0) was rejected, affirming the acceptance of the first hypothesis (H1) that posited a significant impact of employee engagement on innovative work behavior. The magnitude of employee engagement's influence on innovative work behavior, as denoted by the coefficient of determination (R<sup>2</sup>) at 0.527 or 52.7%, suggests that 52.7% of the variance in innovative work behavior is attributed to employee engagement, while other variables influence 47.3%. This underscores the positive and significant influence of employee engagement on employees' innovative behavior at Flick. Data analysis concludes that Flick employees who exhibit high engagement levels show increased commitment to their work, especially in the behaviors necessary to implement ideas that enhance both personal and Flick's performance. These findings align with previous studies conducted by [19] and [20], which also identified a direct and positively significant effect of employee engagement on innovative work behavior. Both studies further established that higher

employee engagement corresponds to more positive employee behaviors, including the manifestation of innovative work behavior.

#### *4.3.4. Organizational Culture to Innovative Work Behavior*

The fourth hypothesis examines the influence of Organizational Culture (X2) on Innovative Work Behavior (Z). The path analysis unveiled a direct relationship between organizational culture and innovative work behavior with a path coefficient ( $\beta$ ) of -0.062 and a probability value of 0.692 ( $p < 0.05$ ). Consequently, the null hypothesis (H0) was accepted, indicating the rejection of the first hypothesis (H1), proposing a significant influence of organizational culture on innovative work behavior. Despite the statistical acceptance of H0, it's worth noting that the organizational culture at Flick exerts some influence on employee performance, albeit insignificantly. Flick exhibits a unique context as a relatively young startup company with fewer employees. In the study by [21], organizational culture significantly impacted innovative work behavior when mediated by psychological empowerment. Their research comprised respondents from diverse backgrounds, representing 73 organizations in IT, telecommunications, and finance sectors, all holding management-level positions. An extensive dataset benefited from the variation in respondents' backgrounds, allowing for broader insights [21]. In contrast, although intentionally established, Flick's organizational culture might not have achieved the high consistency associated with long-established companies. The limited significance of the influence of organizational culture on innovative work behavior in Flick can be attributed to its relatively young age and agile startup nature. Considering the variance in respondent management levels and workplace settings, this study may benefit from further diversification in future investigations.

#### *4.3.5. Innovative Work Behavior to Employee Performance*

The fifth hypothesis examines the influence of Innovative Work Behavior (Z) on Employee Performance (Y). The path analysis revealed a direct relationship between innovative work behavior and employee performance, with a path coefficient ( $\beta$ ) of 0.825 and a probability value of 0.000 ( $p < 0.05$ ). Consequently, the null hypothesis (H0) was rejected, affirming the first hypothesis (H1), suggesting a significant influence of innovative work behavior on employee performance. The substantial impact of innovative work behavior on employee performance is evident, as indicated by the coefficient of determination ( $R^2$ ) at 89.1%, signifying that innovative work behavior accounts for 89.1% of the variance in employee performance, with the remaining 10.9% influenced by other variables. This underscores the significance of employees' innovative behavior in driving their performance. After analyzing the field data, the researchers concluded that employees at Flick who exhibit innovative behavior significantly enhance their performance. This finding aligns with the research by [20], which established a positive relationship between innovative work behavior and employee performance, and with the findings of [22], which demonstrated the overall performance enhancement brought about by innovative work behavior in the context of manufacturing companies.

#### *4.3.6. Employee Engagement to Employee Performance through Innovative Work Behavior*

The sixth hypothesis examines the influence of Employee Engagement (X1) on Employee Performance (Y) through Innovative Work Behavior (Z) as an intervening variable. The path analysis explored the relationship between employee engagement and employee performance, considering innovative work behavior as an intervening variable, yielding a total path coefficient ( $\beta$ ) of 0.633 and a probability value of 0.000 ( $p < 0.05$ ). Consequently, the null

hypothesis (H0) was rejected, affirming the first hypothesis (H1) that employee engagement significantly influences employee performance through innovative work behavior. The magnitude of this influence is determined by the summation of the direct and indirect effects of employee engagement on employee performance. This implies that highly engaged employees are inclined to exhibit innovative behavior, which subsequently positively and significantly impacts their performance. After analyzing the data collected in the field, the researchers concluded that in this study, Flick's employees with high levels of engagement towards their work tend to display innovative behavior, leading to enhanced performance. This finding aligns with [19], which found a positive and significant influence of employee engagement on innovative work behavior. It is also in line with the findings of [20], who established a positive relationship between innovative work behavior and employee performance, and with [22], which demonstrated the overall performance improvement resulting from innovative work behavior in manufacturing companies.

#### *4.3.7. Organizational Culture to Employee Performance through Innovative Work Behavior*

The seventh hypothesis examines the influence of Organizational Culture (X2) on Employee Performance (Y) through Innovative Work Behavior (Z) as an intervening variable. The path analysis examined the relationship between organizational culture and employee performance, taking innovative work behavior as an intervening variable. It resulted in a total path coefficient ( $\beta$ ) of -0.051 with a probability value of 0.318 ( $p < 0.05$ ). As a result, hypothesis one (H1) was rejected, while the null hypothesis (H0), asserting that organizational culture does not significantly affect employee performance through innovative work behavior, was accepted. This suggests that the culture at Flick has an insignificantly positive impact on employee performance. This study provides evidence that the culture within a company may not necessarily positively influence employee performance, provided that the characteristics of the location and respondents correspond to those in this study, as in the case of Flick and its employees. Flick is a startup company in the seed-funding stage. Despite the negative results of this research, it is worth noting that the direct influence of organizational culture on employee performance is smaller than its indirect influence. The direct impact of organizational culture on employee performance is -0.076, while the indirect influence is -0.051, with a total influence of -0.127. This illustrates that organizational culture will have a more pronounced impact on employee performance when analyzed through innovative work behavior.

## **5. Conclusions and Suggestions**

### **5.1. Conclusions**

The study reveals significant insights. Firstly, a positive relationship exists between employee engagement and performance, with a substantial coefficient of determination. However, organizational culture has a non-significant impact on employee performance. Secondly, a significant link between employee engagement and innovative work behavior explains a considerable portion of the variance. Conversely, organizational culture does not significantly affect innovative work behavior. Thirdly, innovative work behavior significantly impacts employee performance, explaining a significant portion of the variance. Employee engagement influences employee performance through innovative work behavior as an intervening variable. Lastly, organizational culture does not directly affect employee performance, but innovative work behavior shows a slight positive impact. These findings illuminate the intricate relationships among employee engagement, organizational culture, innovative work behavior, and employee performance, offering valuable insights for



organizations seeking to enhance workforce performance and innovation capabilities. The results align with prior studies indicating a positive influence of employee engagement on innovative work behavior and a positive relationship between innovative work behavior and employee performance.

## 5.2. Suggestions

Despite its limitations, this study serves as a valuable reference for identifying research gaps and providing guidance for future investigations. Subsequent research must explore unexamined variables, expand the scope to various startups, and investigate the impact of organizational culture on employee performance. By involving diverse respondents and considering additional factors, future research can enhance our understanding of the dynamics within startup organizations.

Flick is advised to prioritize and enhance employee engagement, especially in the dedication dimension, recognizing its significant impact on employee performance and innovative work behavior. Despite the current organizational culture's limited influence on these aspects, Flick should remain vigilant about evolving cultural dynamics. The study suggests that Flick's prevalent culture aligns more with the "clan" dimension, prompting a reconsideration of established cultural practices. Future focus should target the "clan" and "hierarchy" cultures, aligning better with the workforce. Emphasis on enhancing innovative work behavior is recommended, focusing on increasing idea generation. Addressing counterproductive work behavior is crucial, as it has shown the lowest average scores and can adversely affect overall employee performance.

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