



Research Article

# Determinant Factors of Innovative Work Behavior in MSMEs in the Digital Era: Systematic Literature Review

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**Abstract:** This study aims to regularly review the determinants of innovative work behavior in MSMEs in the digital era in Indonesia. The research method uses Systematic Literature Review (SLR) with the design of the PRISMA framework. The data sources used were obtained from various databases of quality scientific publications including emerald, taylor and francis, springerlink, and sciencedirect, with a time range from 2020 to 2025. A total of 15 international scientific articles published in the period were analyzed for further identification of the main trends, main topics, and research directions. The results of the study show that three main components consist of Innovative Work Behavior Determinants (PKI) in Micro, Small, and Medium Enterprises (MSMEs) in the modern era: Organizational/Interpersonal Factors, Leadership Factors, and Individual Factors. This Systematic Review serves as a comprehensive summary of evidence that collectively corroborates individual findings, increases confidence in applicable practices, and directs MSME strategies to ensure survival and competitive advantage amid the challenges of the digital age.

**Keywords:** Digitization; Innovative Work Behavior; MSMEs; Transformational Leadership; self-efficacy; SLRs.

## 1. Introduction

Micro, small and medium enterprises (MSMEs) are businesses owned by individuals or groups of people as economic drivers around the world, and they play a crucial role in creating jobs, promoting innovation, and promoting income equality. The contribution of MSMEs to GDP in Indonesia is very large. However, the digital age, demonstrated by technological disruption, big data, artificial intelligence, and massive connectivity, is dominating today's business landscape (Al Balushi, 2019; Alyahya'ei et al., 2020). These changes require MSMEs to survive and adopt technology and encourage Innovative Work Behaviors among their employees. Organization is the key for MSMEs to maintain a sustainable competitive advantage in this fast-paced environment. Organizations that fail to encourage innovative work behaviors will be left behind and vulnerable to market uncertainty brought about by digitalization. This change requires MSMEs to be persistent and proactive in adopting technology and encouraging Innovative Work Behavior (PKI) among their employees.

Innovative work behavior is defined as the development, introduction, and application of new ideas in the workplace, work group, or organization. Innovative work behaviors are

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important for MSMEs to maintain a sustainable competitive advantage in this fast-paced world (Rumijati & Hakim, 2023). While everyone agrees that innovative work behaviors are essential for MSMEs in the digital age, the available literature is still very organized and gives different results about its driving components.

Many studies have found predictors of PKI. These include individual factors such as learning orientation or self-efficacy (Rumijati A., & Hakim A., 2023); Bee Awais AMS, et. al., 2025), leadership factors such as transformational leadership (Knezović E, Drkić A., 2021), and contextual or organizational factors such as technological support and innovation culture (Vuon BN, et. al. 2023); Vuong B. N, Tushar H, Hossain SFA, 2023). However, studies often focus on one or a few specific elements in a single context or field only, making the general picture blurry. There is an urgent need to understand innovative and relevant determinant models of work behavior for MSMEs operating in the midst of digital transformation. Existing studies rarely regularly synthesize how digital contexts (such as the use of digital platforms and online collaboration tools) moderate or strengthen the relationship between traditional determinants and PKI.

Systematic Review is needed to critically evaluate, synthesize, and map empirical evidence from international high-quality journals to determine the consistency or inconsistency of findings regarding determinants of work behavior (Mcdonald et al., 2018; Hooi & Chan, 2023). This study is intended on the need to bring together and analyze the best available evidence. This is done to provide a solid theoretical and practical framework regarding the factors that really drive innovative work behaviors in the context of digitizing micro and small enterprises (MSMEs).

## 2. Methods

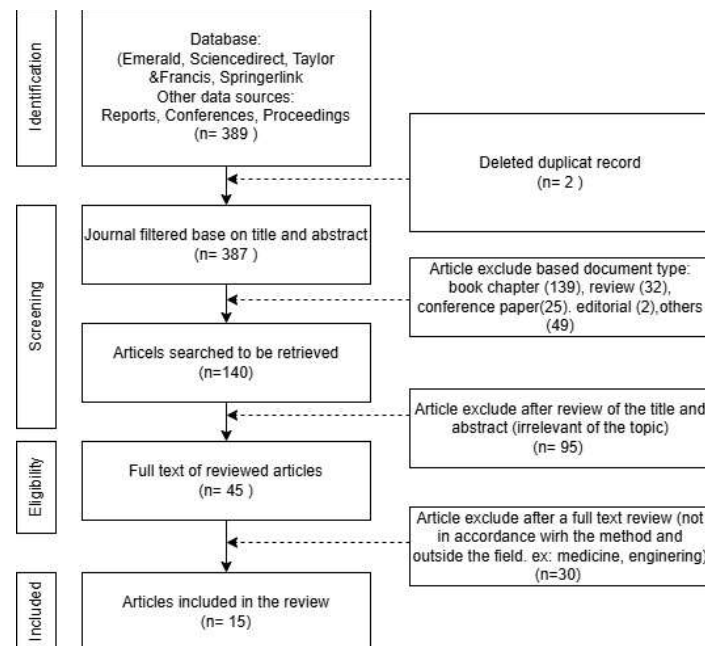
The systematic literature review uses the PRISMA (preferred Reporting Items for Systematic Review and Meta Analysis) approach to ensure that the literature search, selection, and synthesis process is carried out rigorously. An empirical study was conducted using a database of high-quality international journals covering the fields of management, business, and organizational psychology. These two databases were chosen to ensure that articles that have passed a rigorous peer-review process will be included. The focus and quality of the review on inclusion and exclusion criteria has been established, with an emphasis on digital context and high-quality publications. In addition, the review offers researchers and academics an integrative framework on the latest knowledge (Srirahayu et al., 2023). In this case, the researchers used a domain-based strategy and followed the advice made by Vrontis et al. (2021), Christofi et al. (2021), and Paul & Criado (2020).

**Inclusion:** The study should (1) focus on the MSME (SME) population, (2) test Innovative Work Behavior (PKI) as a bound variable, (3) be conducted in the context of the Digital Era or Digital Transformation, (4) use quantitative empirical research methods, and (5) be published in English within the last five years (2020–2025).

**Exclusions:** Purely conceptual studies, literature reviews (non-empirical), research that focuses on large corporations or the public sector, research that only measures innovation at the organizational (not individual) level, and non-journal publications (books, theses, etc.) are not accepted.

The initial stages of this research begin with a broad search path before concentrating on more specialized research and subjects. Therefore, after evaluating the weaknesses that existed in previous research and the scarcity of studies that discussed innovative work behavior in MSMEs, this study integrated the keywords "Innovative Work Behavior of MSMEs" and "Innovative Work Behavior of SMEs" as focal points in the article title, abstract, and keyword section. The research also uses article databases for a variety of purposes, such as conducting literature reviews, finding subject matter experts, and observing research trends. This term, as is generally done in systematic literature reviews (Crossan & Apaydin,

2010; Pisani, 2017). The article selection process using the PRISMA protocol (2020) was carried out in four main stages presented in Figure 1. Below.



**Figure 1.** PRISMA Framework.

The number of articles discussing the performance of MSMEs is 235, according to search results from various sciences from sciendirect, emerald, taylor, France, and springerlink, ranging from the first publication in 2020 to the latest publication in 2025 (Figure 1). The results show that the document screening procedure is based on its classification. A total of 247 articles were eliminated by document type: four book chapters (139), reviews (32), conference papers (25), two editorials, and others (49)

The results of the screening carried out by document type showed that there were 15 articles. Review questions, which lead to a systematic literature review, define the search string for scientific database searches. (SH Xiao & Nicholson, 2013). Furthermore, this document is used to answer this research:

RQ1: Should the exploration of MSME performance measures be a research standard in the future? RQ2: How will research investigations related to MSME performance measurement in the current digital era be allocated? RQ3: What are the theoretical and practical implications of future research prospects?

### 3. Results and Discussion

In this section, the main findings obtained from a systematic and structured literature review are presented including databases, year of publication, and inclusion criteria. Data from studies are strictly selected to ensure the criteria that have been determined so as to produce studies that are relevant to the focus of the research.

#### Result

The results of this study emphasize the results of 15 database articles on innovative work behavior in MSMEs in the digital era. Data was collected from journal articles and sources in the last five years. The authors, affiliates, and countries involved are important components that influence the performance of MSMEs, and this study shows this. According to data collected from the database, there are 15 scientific articles that discuss how to measure the performance of MSMEs over the past five years. As shown in Figure 1, this shows that there is little research conducted on the determinants of innovative work behavior in MSMEs in the digital era. Since the last five years, especially in 2025, the innovative work behavior of employees in MSMEs in the digital era will increase. The following table outlines the results of mapping trends based on literature research.

**Table 1.** Mapping trends based on literature findings.

No	Researcher , Year,	Title Research	Population, Sample	Analysis Techniques	Key Findings
1	Knezović E, Drkić A. (2021)	Innovative work behavior in SMEs: the role of transformational leadership	Population: employees working in B&H SMEs Sample: 371 responses	Confirmatory Factor Analysis (CFA) and Hierarchical Regression	The findings of this study support the author's assumption that the determinants of Innovative work behavior such as psychological empowerment, participation in the decision-making process, and organizational fairness are positively correlated with Innovative work behavior. In addition, transformational leadership moderates the relationship between organizational fairness and innovative work behavior.
2	Vuon BN, et. al. (2023)	The effect of social support on job performance through organizational commitment and innovative work behavior: does innovative climate matter?	Population: 717 full-time employees with a minimum of 1 year of service in Vietnamese SMEs (52 SMEs) Sample: 694 responses	PLS – SEM	Research findings suggest that high levels of social support in the workplace can improve employee performance. These findings also suggest that these positive relationships are partly mediated by organizational commitment and innovative work behaviors. In addition, the innovative climate reinforces the positive relationship between social support and innovative work behaviors.
3	Bee Awais AMS, et. al. (2025)	Technological distinct capabilities and innovative work behavior of Omani technopreneurs: influences of strategic flexibility and self-efficacy	Population: 387 SME employees in Oman Sample: 285 responses	PLS – SEM	Key findings show a positive and significant influence of technological capabilities – distinct and innovative work behavior on strategic flexibility. In addition, strategic flexibility mediates the relationship between the district's technological capabilities, innovative work behavior, and technopreneurship behavior. The results showed that there was no effect of technopreneur self- efficacy on the district's

					technological capabilities and strategic flexibility. The study outlines significant theoretical and practical implications. Dynamic capability (DC) theory provides a framework for understanding Oman's highly competitive business climate. Innovation diffusion (DOI) provides an avenue for SMEs to understand how they embrace and drive new concepts, including SF. The findings show that entrepreneurial leadership directly affects business performance and innovative work behaviors, and innovative work behaviors affect business performance. Then, entrepreneurial leadership influences business performance through innovative work behaviors. Interestingly, there was no moderating effect of self-efficacy on the effects of entrepreneurial leadership on business performance. MSMEs need to have innovative work behaviors to improve their business performance by applying entrepreneurial leadership to increase innovation in business strategies to compete and survive in a competitive era.
4	Rumijati A., & Hakim A. (2023)	Innovative work behavior and self-efficacy: Does entrepreneurial leadership impact MSME business performance?	Population: 277 MSME owners  Sample: 144 responses	SEM – PLS	The results of the study show that emotional intelligence affects employee engagement in an organization. Engagement is critical to workers' perceptions of employers, and emotional intelligence is essential.
5	Malathi, M., & Padhy, P.C. (2024)	Perceived organizational support for the employee engagement of MSMEs with dual mediating effects of innovative work behavior and emotional intelligence	Population: 430 SMEs in India Sample: 385 responses	PLS – SEM	The results of this study found that women's entrepreneurship
6	Arifa, D.P., Rumijati, A., &	The Influence of Entrepreneurial Women	Population: 40 employees of SME	PLS – SEM	

	Robbie, I. (2025)	Leadership on Employee Performance with Innovative Work Behavior as an Intervening	Sarirasa Murni, Tulungagung, Indonesia Sample: 40 responses		Leadership has a significant influence on employee performance. Entrepreneurial leadership has a significant influence on innovative work.
7	Soomro, R, et.al. (2024)	Impact of entrepreneurial knowledge, skills, and competencies on MSME performance: evidence from a developing country.	Population: 1,100 MSMEs in Upper Sindh Sample: 316 Respond	PLS – SEM	The results of this study show that entrepreneurial competence has a positive influence on company performance. The findings of the study show a significant mediating effect between entrepreneurial competence on the relationship between entrepreneurial skills, networking, and company performance.
8	Wolor, CW, et al. (2024)	Examining the Impact of Knowledge Management Use and Innovation on Business Performance of MSMEs in the Digital Age. Case Study of MSMEs in Indonesia		Data Analysis using PLS – SEM	The findings show that knowledge management has a positive effect on innovation, which in turn has a positive impact on the performance of these businesses. The intended innovation is the ability to develop a business by paying attention to rapid technological developments.
9	Andersen et al. (2022)	Exploring business model innovation in SMEs in a digital context: Organizing search behavior, experimentation and decision-making			Critical Business Model Innovation process activities: (1) assessing the environment in new opportunities, (2) conveying a sense of urgency, (3) exploring and testing new opportunities and (4) handling decision-making with a combination of intuition and data.
10	Shah, STH, et. al. (2023)	Nurturing Innovative Work Behavior through Workplace Learning among Workers of Small and Medium Businesses	Population: 173 SMEs in developing countries (Pakistan) Sample: 311 respondents	PLS – SEM	The results show that WPL facilitates IWB among SME employees, with informal and incidental learning being the most critical predictors compared to formal learning tools. The results reinforce the importance of WPL and IWB, and their implications are

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|----|---|---|--|---|--|
|    |   |   |  |   | beneficial for SMEs and the academic community.  |
| 11 | Mustafa M, Coetzer A, Ramos HM, Fuhrer J (2021) | Exploring the effects of small- and medium-sized enterprise employees' job satisfaction on their innovative work behaviors: the moderating effects of personality | Population: 550 people from 28 high-tech manufacturing SMEs in Switzerland<br><br>Sample: 125 respondents  | Confirmatory factor analysis (CFA) and hierarchical regression      | Findings in this study: Job satisfaction is positively related to innovative work behavior and each of its subdimensions: idea generation, promotion, and realization. Openness to experience moderates the relationship between job satisfaction and innovative work behavior and job satisfaction and the subdimensions of idea generation, idea promotion, and idea realization. However, conscientiousness does not moderate the relationship between job satisfaction and innovative work behavior, nor between job satisfaction and each of the subdimensions of innovative work behavior. |
| 12 | Anser MK, et. al. (2022)                        | How to unleash innovative work behavior of SMEs' workers through knowledge sharing? Accessing functional flexibility as a mediator                                | Population: 931 SME employees (furniture and equipment, chemicals, pharmaceutical instruments, office machinery and equipment, electrical machinery and transportation materials)<br><br>Sample: 751 respondents | Confirmatory factor analysis (CFA) and regression analysis          | The results of the study show that knowledge sharing and functional flexibility significantly influence innovative work behavior in SME workers. These findings also indicate that functional flexibility acts as a mediator between the relationship between knowledge sharing and innovative work behavior.  |
| 13 | Yasir, M., et. al. (2023)                       | An integrative framework of innovative work behavior for employees in SMEs linking knowledge sharing, functional flexibility and                                  | Population: 1,400 employees of furniture & fittings SME production line in Khyber  | Structural equation modeling (SEM) and confirmatory factor analysis | The research findings show that knowledge sharing has a significant positive relationship with innovative work behavior. Second, FF and psychological empowerment fully  |

			psychological empowerment	Pakhtunkhwa a region, Pakistan.		mediate the relationship between knowledge sharing and innovative work behavior.
				Sample: 769 respondents		
14	Nguyen NP, Mc Guirk H (2022)	Evaluating the effect of multifactors on employee's innovative behavior in SMEs: mediating effects of thriving at work and organizational commitment		Population: 1,000 SMEs in Vietnam including agriculture, industry, and construction; services (banking, finance, retail; hospitality and tourism)	Confirmatory factor analysis (CFA) and structural equation modeling (SEM)	Job, personal, and contextual factors significantly and positively influence employee innovative behavior. The study revealed a relationship between workplace support and employee innovative behavior through the mediating effect of workplace thriving and organizational commitment. Of particular interest to the hospitality sector, the authors found that all three factors had a strong influence on employee innovative behavior.
				Respondents : 612 respondents		
15	Vuong B. N, Tushar H, Hossain SFA (2023)	The effect of social support on job performance through organizational commitment and innovative work behavior: does innovative climate matter?		Population: 717 employees who worked for at least 1 year in 52 Vietnamese SMEs	PLS – SEM	Research findings indicate that high levels of social support in the workplace can improve employee performance. These findings also indicate that this positive relationship is partially mediated by organizational commitment and innovative work behavior. Furthermore, an innovative climate strengthens the positive relationship between social support and innovative work behavior.
				Sample: 694 respondents		

Source: Processed data (2025)

The findings from the empirical study results presented in Table 1. show three main components consisting of the Determinants of Innovative Work Behavior (PKI) in Micro, Small, and Medium Enterprises (MSMEs) in the digital era: Organizational/Interpersonal Factors, Leadership Factors, and Individual Factors. These factors concentrate on the work environment, support between employees, and the internal capabilities of the organization that encourage employees to do something new.

## Discussion

The discussion of the results of the systematic literature review shows that innovative work behavior in MSMEs is most effectively driven by a combined model in the digital era, where a secure foundation is provided by environmental support consisting of Social support and Innovative Climate. A work environment that clearly values and encourages new ideas

builds a positive relationship between PKI and social support (Vuon BN et al., 2023; Vuong B. N, Tushar H, and Hossain SFA, 2023). A high level of support from coworkers and the organization as a whole has a positive influence and can be mediated by organizational commitment to PKI. Vuon BN et al. (2023); Nguyen NP, Mc Guirk H (2022); Vuong BN, Tushar H, Hossain SFA (2023).

Direction and inspiration come from visionary leadership, a leadership style that inspires, motivates, and provides intellectual stimulation that focuses on opportunity identification, risk-taking, and innovation. This directly impacts PKI and business performance (Knezović E, Drkić A., 2021; Rumijati A., & Hakim A., 2023; Arifa, DP, Rumijati, A., & Robbie, I., 2025).

In internal capacity, namely sharing knowledge and technological capacity, employees can transform ideas into digitally relevant innovative actions. The process of sharing information and insights between employees. Has a significant influence on innovative work behavior, often through the mediation of functional flexibility and psychological empowerment Anser MK, et. al. (2022); Yasir, M., et. al. (2023). Furthermore, the unique capabilities of MSMEs in using and integrating technology (technological distinct capabilities). Has a positive influence on PKI through strategic flexibility (Bee Awais AMS, et. al., 2025).

Some variables, such as emotional intelligence and entrepreneurial competency, have been found to be more closely related to employee engagement or overall company performance. However, their relationship with innovative work behavior can be direct or fully mediated (Malathi & Padhy, 2024; Soomro, R, et.al., 2024).

#### 4. Comparison

In this section, the literature obtained from the included study data, is used to compare the results. There are three levels of determining factors of the PKI: individual, leadership, and organization. This comparison is compiled based on the dominant theoretical and design foundations of the research. Comparative analysis of empirical results from the included studies to achieve the objective of a systematic review to find patterns, inconsistencies, and variations in research on the determinants of Innovative Work Behavior (PKI) in small and medium enterprises (MSMEs). PLS-SEM is excellent for MSMEs with unusual data because of its focus on testing complex relationships (mediation/moderation) and prediction. The most efficient mechanism for converting support and leadership into PKI is a key mediating factor, which includes variables such as functional flexibility (Anser et al., 2022; Yasir et al., 2023), psychological empowerment (Knezović & Drkić, 2021; Yasir et al., 2023), and organizational commitment (Vuon et al., 2023; Nguyen & McGuirk, 2022). Digital Context Gap: Many studies have been conducted in Southeast and Central Asia (specifically Indonesia, Vietnam, and Pakistan), but only Andersen et al. (2022) and Wolor et al. (2024) have explicitly used context. This suggests that testing of direct digital variables as moderators or antecedents, along with technological capacity, is essential. Inconsistent variables including Self-Efficacy and Organizational Fairness show a moderate-dependent relationship or target variable being tested; It shows the complexity of individual factors and contexts.

#### 5. Conclusion

This systematic review synthesizes empirical evidence from fifteen high-quality international studies addressing the determinants of Innovative Work Behavior (IWB) in Micro, Small, and Medium Enterprises (MSMEs) in the digital era. The primary objective of providing a reliable and comprehensive summary of the evidence was achieved through the application of a rigorous methodology. The resulting synthetic framework confirms that IWB in MSMEs is driven by an integrated multilevel model and relies on strong mediating mechanisms. This study presents an integrated synthetic model that explains IWB in MSMEs, clarifies the dominant mediating pathways, and specifically highlights the need to reconceptualize the leadership framework to make it relevant to digital demands.

This evidence confirms evidence-based policies and practices. MSME managers should prioritize investments in employee capability and self-efficacy development and adopt an Entrepreneurial Leadership style to ensure that ICC translates directly into competitive advantage and business performance. Of course, here is a draft Conclusion summarizing the key findings of your Systematic Review on the determinants of Innovative Work Behavior (ICC) in MSMEs in the digital era, as well as the contributions and directions of future research. Therefore, we recommend a future research agenda that focuses on Exploring the Digital Context Testing the role of explicit digital variables (e.g., AI adoption, Hybrid

Working, or Digital Leadership as moderators or antecedents). Methodological Shift: Using qualitative methodologies (in-depth case studies) in MSMEs to understand how mediating mechanisms (such as functional flexibility) actually work in practice. Longitudinal Study: Analyzing how these determinants change with the level of MSME digital maturity over time.

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