

Innovative Behavior as an Antecedent of Employee Performance

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Abstract

This research examines and analyzes and concludes that the influence of knowledge sharing and social support variables partially influences innovative behavior and influences employee performance as well as the effect of innovative behavior on employee performance. This study used 100 respondents who were salt farmers in Pamekasan. Questionnaire as a tool to collect data which is then analyzed using statistical tools in the form of SEM-PLS. The results of the study show that of the five influence tests, there is one indirect influence test whose truth is not accepted, namely knowledge sharing on innovative behavior. On the other hand, there are 4 hypotheses whose truth can be accepted because they are able to influence the dependent variable which can shape innovative behavior and employee performance.

Keywords: Knowledge sharing, innovative behavior, social support, employee performance

Background

Indonesia is the largest archipelagic country in the world, sIndonesia's status as an archipelagic state has been established since the Djuanda Declaration in 1957 and strengthened by the United Nations Convention on the Law of the Sea / UNCLOS where around 62% of Indonesia's territory is sea and waters stretching from west to east along more than 5000 kilometers.

There are 11 marine economic sectors in Indonesia, namely capture fisheries, aquaculture, fishery product processing industry, biotechnology, mining and energy industries, marine tourism, sea transportation, maritime industry and services, small island area resources, coastal forestry (mangrove forests), and non-conventional resources. The total economic potential of Indonesia's eleven marine sectors is US\$ 1.338 trillion per year or five times the 2019 State Budget or 1.3 of the current National GDP. From the labor session, sIndonesia's maritime sector has the potential to absorb 45 million workers or 40 percent of Indonesia's total workforce. In 2014, the contribution of the marine economy to Indonesia's GDP was around 22 percent. Other countries with smaller maritime potential, such as Thailand, South Korea, Japan, Maldives, Norway and Iceland, have a contribution of above 30 percent (Kelana, 2020).

Coastal tourism is one of the forms of marine tourism as a marine economic sector. Economy Coastal communities are coastal resource management activities and the people who live in the area. Indonesia's coastal tourism potential has the opportunity to become a very important link in the tourism industry so that it can be utilized as an economic product that has high economic value. One form of utilization of coastal and marine resources is through the development of beach tourism activities. Most of the actors in the coastal tourism economy in the Pamekasan area are MSMEs. Micro business, Small and Medium Enterprises (MSMEs) have an important role in the economic sector in general for society, the process of equity and increasing people's income, encouraging economic growth, and realizing national stability. Madura is one of the areas in East Java Province whose economy is supported by the MSME sector.

The economy has entered a new phase where the source of competitive advantage has changed. The advantages of an economy do not only come from technology, let alone natural resources. The latest sources of competitive advantage are innovation and creativity. Micro, Small and Medium Enterprises as part of the driving force of the economy must also increase their competitiveness by innovating. Innovation-based competitive advantage must be prioritized because it has durability and a longer period of time. The recovery of the national economy after being hit by the Covid pandemic requires various innovations from MSME players to maintain and develop their business.

Individual innovation in the form of innovative work behavior often associated with creativity but actually different. Amabile (1988) argues that individual creativity is the starting point for innovation. Creativity as a generator of new and useful ideas and solutions for one or more individuals in the work environment. Creativity is an important factor to produce an idea, ideas, or new thoughts related to products, services, processes, and work procedures. Creativity stops at generating ideas, whereas innovative work behavior not only generating new ideas but also involving the process of implementing these ideas, especially at work (De Jong & Den Hartog, 2007; Foss, Laursen & Pedersen., 2011).

Knowledge sharing behavior refers to providing information and knowledge to help and collaborate with others to solve problems, develop new ideas, or implement work policies or procedures (Cummings, 2004). Knowledge sharing can also be defined as a culture of social interaction, which involves the exchange of knowledge, experience, and skills of employees through all departments or organizations (Lin, 2007). Some research results show that knowledge sharing behavior has a significant influence on innovative work behavior (Afsar, 2016; Kim & Park, 2017)

Today's work environment requires social support in terms of support received from teamwork and interaction within and outside the organization (eg Humphrey, Nahrgang, & Morgeson, 2007). The existence and level of social support or a job-relational perspective (Grant & Parker, 2009) can encourage someone to seek help to close their skills gap quickly to do a task well. Someone who enjoys social support will have better opportunities to implement their ideas (Hammond et al., 2011), because social support from a supportive work atmosphere is conducive to innovation (Hülshager, Anderson, & Salgado, 2009). A study by De Jong and Den Hartog (2010) also confirmed that external work contact is positively related to innovative work behavior.

This study wants to test and analyze the role of sharing knowledge and social support for the innovative work behavior of MSME actors in supporting Madura coastal tourism. For further research also want to examine the influence of behavior on the innovative work of MSME actors on performance in supporting Madura coastal tourism?.

Literature Review

Information Sharing Behavior

Organizations consider knowledge as a core resource to generate competitiveness, therefore, organizations try to create added value through sustainable knowledge management (Lee & Hong, 2014). Knowledge management is at the heart of all learning organizations, creating relationships between employees, customers and suppliers that support the demand for and dissemination of information. Based on the existing literature, for example (Nonaka, 2008; Rowley, 2000), knowledge management can be explained operationally as a process of (1) acquisition of knowledge (i.e. gathering and identifying useful information), (2) organizing

knowledge (i.e., enabling employees to acquire organizational knowledge), (3) leverage knowledge (ie, utilize and apply useful knowledge), (4) knowledge sharing (ie, disseminating knowledge throughout the organization), and (5) organizational memory (ie, storing knowledge in a repository). This research focuses on the aspect of knowledge sharing, where knowledge management, individual knowledge will increase to organizational knowledge when shared, which adds value to the organization as a whole. Knowledge sharing is indeed very important for the successful implementation of knowledge management, and in particular knowledge sharing is a prerequisite for work innovation and organizational innovation (T. Kim & Lee, 2012). individual knowledge escalates into organizational knowledge when shared, which adds value to the organization as a whole. Knowledge sharing is indeed very important for the successful implementation of knowledge management, and in particular knowledge sharing is a prerequisite for work innovation and organizational innovation (T. Kim & Lee, 2012). individual knowledge escalates into organizational knowledge when shared, which adds value to the organization as a whole. Knowledge sharing is indeed very important for the successful implementation of knowledge management, and in particular knowledge sharing is a prerequisite for work innovation and organizational innovation (T. Kim & Lee, 2012).

Knowledge sharing refers to providing information and knowledge to help and collaborate with others to solve problems, develop new ideas, or implement work policies or procedures (Cummings, 2004). Knowledge sharing can also be defined as a culture of social interaction, which involves the exchange of knowledge, experience, and skills of employees through all departments or organizations (Lin, 2007). Knowledge sharing occurs when one person is willing to learn (i.e., accumulate knowledge) and assist (i.e., contribute knowledge) to others in developing new abilities. Knowledge sharing is a process by which individuals exchange knowledge and jointly create new knowledge. It means,

The process of sharing knowledge refers to how organizational employees share work-related experiences, skills, knowledge, and information contextually with other colleagues (Lin, 2007).

This process is very important in transferring individual knowledge to organizational knowledge. This definition of knowledge sharing implies that any process of knowledge sharing consists of "carrying" (i.e., contributing) knowledge and "acquiring" (i.e., accumulating) knowledge. Knowledge sharing can be achieved through people and technology after the process of knowledge created, knowledge identified, and knowledge captured for dissemination throughout the organization. Zhou and Li (2012) highlight this by stating that knowledge management practices matter most because they are aware of all the opportunities and challenges associated with managing intangible and intangible assets (that is, in the form of knowledge). While technology can assist in capturing and distributing knowledge, so emphasis should be placed on organization. Koh and Kim (2004) emphasize that for an organization to be successful in knowledge management, it is very important to have an organizational environment that supports knowledge creation, knowledge distribution, and knowledge sharing in order to still achieve competitive advantage.

Social Support

The current work environment requires social support in terms of support received from teamwork and interaction within and outside the organization (Humphrey, Nahrgang, & Morgeson, 2007). The social support one gets comes from collaboration within a team and from involvement with internal and external parties such as industry bodies or other business-related stakeholders. As task characteristics such as task variety or task identity increase, an individual may experience a skill gap, either job-relevant knowledge or broader domain

expertise, especially with the rapid pace of technological change (Bessen, 2014). Thus, the existence and level of social support or a job relational perspective (Grant & Parker,

Someone who enjoys favorable internal social support from team members will have better chances of implementing their ideas (Hammond et al., 2011), as the work atmosphere is conducive to innovation (Hülshager, Anderson, & Salgado, 2009). A study by De Jong and Den Hartog (2010) also confirmed that external work contact is positively related to IWB. Leenders and Dolfsma (2016) highlight that social networks within companies, between companies, and outside companies facilitate innovation, enabling employees to gather resources and learn about new ideas and perspectives, which can facilitate innovative work behavior. An employee with high social support is more likely to be innovative in his work behavior when the job becomes more demanding such as in terms of task variety, task identity, and task significance. As De Clercq, Dimov, and Belausteguigoitia (2016) point out, perceptions of a demanding job can negatively influence innovative work behavior, but the effect is diminished in the presence of interpersonal harmony or social support. In much the same way, incumbents who have social support are more likely to find alternative and innovative solutions to do a good job (Grant & Parker, 2009; Rigolizzo & Amabile, 2015). A job holder with strong social support is also likely to share knowledge and learn from others (Foss, Minbaeva, Pedersen, & Reinholt, 2009). They are more willing to interact with other team members and individuals inside and outside the organization, further motivating them to pursue new ideas. In addition, they are more likely to seek and receive feedback when their social support is high (Ashford, Blatt, & VandeWalle, 2003). This feedback can consequently lead to higher innovative work behavior (De Stobbeleir et al., 2011). Indeed, the findings of Rigolizzo and Amabile (2015) suggest that the underlying learning behaviors that nurture problem-solving creativity and innovation depend on socio-environmental conditions such as support from others who are willing to share resources and knowledge. further motivating them to pursue new ideas. In addition, they are more likely to seek and receive feedback when their social support is high (Ashford, Blatt, & VandeWalle, 2003). This feedback can consequently lead to higher innovative work behavior (De Stobbeleir et al., 2011). Indeed, the findings of Rigolizzo and Amabile (2015) suggest that the underlying learning behaviors that nurture problem-solving creativity and innovation depend on socio-environmental conditions such as support from others who are willing to share resources and knowledge. This feedback can consequently lead to higher innovative work behavior (De Stobbeleir et al., 2011). Indeed, the findings of Rigolizzo and Amabile (2015) suggest that the underlying learning behaviors that nurture problem-solving creativity and innovation depend on socio-environmental conditions such as support from others who are willing to share resources and knowledge. This feedback can consequently lead to higher innovative work behavior (De Stobbeleir et al., 2011). Indeed, the findings of Rigolizzo and Amabile (2015) suggest that the underlying learning behaviors that nurture problem-solving creativity and innovation depend on socio-environmental conditions such as support from others who are willing to share resources and knowledge. This feedback can consequently lead to higher innovative work behavior (De Stobbeleir et al., 2011). Indeed, the findings of Rigolizzo and Amabile (2015) suggest that the underlying learning behaviors that nurture problem-solving creativity and innovation depend on socio-environmental conditions such as support from others who are willing to share resources and knowledge.

Innovative Work Behavior

Innovative work behavior refers to a series of behaviors regarding the introduction of important and useful new ideas to be developed and implemented with the aim of improving

employee performance as well as organizational performance (De Jong & Den Hartog, 2007). Innovative work behavior contributes to organizational innovation in the form of new processes, products and services (Saether, 2019). Someone with high innovative work behavior can quickly and accurately respond to the work environment, propose new ideas and provide services and products (Afsar, Cheema & Saeed, 2018). Innovation behavior closely related to one's creativity that can support success and have benefits for the organization.

Innovative work behavior is an important organizational asset because the source of innovation lies in the individual supervisor which causes individual action to be very important for continuous improvement of business processes and products as a determinant of success in a dynamic environment. Organizations rely heavily on their people to continuously innovate so as to achieve competitiveness and rapid market change. With increasing pressure to develop new products and services quickly and efficiently, organizations are constantly trying to drive innovation to better work to maintain and improve long-term performance (Van Burg, Berends, & Van Raaij, 2014).

Creative and innovative behavior is described by a combination of personal and work environment quality factors manifested into 4 things viz idea exploration, idea generation, idea championing, and idea implementation (De Jong and Den Hartog, 2010). Idea exploration is the behavior of exploring existing ideas so that they can develop even more and maybe be Out of the Box or not like in general or the market, Idea generation is the behavior of making ideas that are made to have the latest generation or are following the trend at that time, Idea championing is the behavior of fighting for ideas that have been formed previously so that they are accepted by many people, Idea implementation is the behavior of realizing an idea that was previously a work in a job, can be in the form of products, packaging, brochures and so on so that the work can be in demand by many people and has its own characteristics.

Employee Performance

Employee performance is a thing which is very influential for the success of a company. Good employee performance or performance will be directly proportional to good results in the company's business development. Performance is the results of work functions/activities of a person or group within an organization which are influenced by various factors to achieve organizational goals within a certain period of time. According to Al Mehrzi and Singh (2016) Performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities such as work standards, targets or goals or predetermined criteria.

According to Sutrisno (2010), performance is a person's success in carrying out tasks, work results that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities or about how a person is expected to function and behave in accordance with the tasks that have been assigned. charged to him as well as the quantity, quality and time used in carrying out the task. (Yang et al., 2016) stated that performance is basically what employees do or do not do. Performance management is the overall activity carried out to improve the performance of a company or organization, including the performance of each individual and work group within the company. According to Shmailan, 2016, Employee performance is the actions taken by employees in carrying out the work carried out by the company. Performance in carrying out its functions is not independent, but is always related to employee job satisfaction and the level of compensation provided, and is influenced by skills, abilities and individual characteristics. The results of this

employee's performance can be seen from the aspects of quality, quantity, working time, and cooperation to achieve the goals set by the company. Everything depends on the quantity and time that employees use in carrying out tasks. The results of this employee's performance can be seen from the aspects of quality, quantity, working time, and cooperation to achieve the goals set by the company. Everything depends on the quantity and time that employees use in carrying out tasks. The results of this employee's performance can be seen from the aspects of quality, quantity, working time, and cooperation to achieve the goals set by the company. Everything depends on the quantity and time that employees use in carrying out tasks.

Relations between Concepts

Social support and employee performance

According to Jong (2018) social support is a support can help build better working conditions for employees. Lambert et al. (2018) stated that support refers to the availability felt by someone who can provide assistance when needed. Social support felt by employees at their place of work will have an influence on achieving employee performance. Mamatha & Prasad (2018) stated that social support has the effect of reducing work stress faced so that it can improve employee work results. Social support from work has the potential to encourage positive behavior from employees that can improve job performance. Shantz et al. (2016); revealed that strong social relations with superiors and co-workers can shape employee productivity. Employees who do not receive support from colleagues and superiors can result in switching jobs to other places (De Clercq et al., 2020). This support is not only to improve the performance employee performance. Sometimes assistance is needed to ensure employee safety and security (Guo et al., 2019) because insecure people choose not to stay longer in the organization. Consequently, the less time employees work in a given organization, the less they will learn, and the less they will perform within the organization. 2019) because insecure people choose not to stay with the organization longer. Consequently, the less time employees work in a given organization, the less they will learn, and the less they will perform within the organization. 2019) because insecure people choose not to stay with the organization longer. Consequently, the less time employees work in a given organization, the less they will learn, and the less they will perform within the organization.

Hypothesis Formation

Knowledge sharing behavior and Innovative work behavior

Knowledge sharing activities can help employees work smoothly. all members of the organization can easily share their best experiences, help exchange ideas in creating new ideas as needed. The activity of sharing knowledge saves a lot of time to solve a problem. Sharing knowledge is an activity of giving knowledge to other parties and receiving knowledge itself. The process of sharing information is organizational learning that can help individuals to work together to achieve organizational goals (Swift and Hwang, 2013). Sharing knowledge is indicated by the willingness of individuals within the organization to receive and convey the information, knowledge and skills they have to others within the organization. Knowledge sharing activities can help employees work smoothly. all members of the organization can easily share their best experiences, help share ideas with each other in creating new ideas as needed. Yeo Ling et al (2008) argue that knowledge-sharing activities increase the ability of employees to work by reducing time for work and increasing the level of confidence of employees in carrying out their work.

H1: Knowledge sharing behavior has a significant effect on Innovative work behavior

Social Support and Innovative work behavior

The process of sharing information is organizational learning that can help individuals to work together to achieve organizational goals (Swift and Hwang, 2013). Innovation is the process of turning creative ideas into useful products or working methods. The innovation process requires members of the organization to have fresh ideas that continue to flow as quickly as possible from exchanging ideas, sharing experiences, and other knowledge-sharing activities. (Chen et al., 2010). Organizations are required to be able to stimulate innovative attitudes of their employees because innovative attitudes are the key to success. According to Jong (2018) social support is support that can help build better working conditions for employees. By making innovation an organizational culture, it is hoped that employees will get used to getting creative and innovative ideas in doing their jobs. Within the organization someone who feels social support will have better opportunities and possibilities to identify and implement their ideas (Hammond et al., 2011).

H2 : Social support significant effect on Innovative work behavior

Knowledge sharing behavior and employee performance

Innovation is the process of turning creative ideas into useful products or working methods. The innovation process requires members of the organization to have fresh ideas that continue to flow as quickly as possible from exchanging ideas, sharing experiences, and other knowledge-sharing activities. (Chen et al., 2010). By making innovation an organizational culture, it is hoped that employees will get used to getting creative and innovative ideas in doing their jobs. Organizations are required to be able to stimulate innovative attitudes of their employees because innovative attitudes are the key to success. Innovative employee work behavior will improve employee performance. Employees' innovative ideas are important for organizations to develop useful methods and solutions to improve job performance and extend organizational survival (Tang et al., 2019). Kim and Koo (2017) proved that innovative work behavior affects work performance. An innovative employee is willing to find new ideas to solve pressing problems as well as gather new information to carry out his job role, thereby increasing performance.

H3: Knowledge sharing behavior has a significant effect on employee performance

Social Support and Employee performance

Support from the organization is a very important aspect in the work of employees. Social support at work can motivate employees and increase confidence in achieving work targets. social support from work has the potential to encourage positive behavior from employees that can improve job performance. Shantz et al. (2016); revealed that strong social relations with superiors and co-workers can shape employee productivity. Employees who do not receive support from colleagues and superiors can result in switching jobs to other places (De Clercq et al., 2020). This support is not only to improve the performance employee performance. Sometimes help is needed to ensure employee safety and security (Guo et al., 2019) even Mamatha & Prasad (2018) states that social support has the effect of reducing work stress faced so as to improve employee work results

H4: Social Support has a significant effect on employee performance

Innovative work behavior on Employee performance

Innovative employee work behavior will improve employee performance. Employees' innovative ideas are important for organizations to develop useful methods and solutions to improve job performance and extend organizational survival (Tang et al., 2019). Knowledge sharing activities can help employees work smoothly. all members of the organization can

easily share their best experiences, help exchange ideas in creating new ideas as needed. The activity of sharing knowledge saves a lot of time to solve a problem. Kim and Koo (2017) proved that innovative work behavior affects work performance. An innovative employee is willing to find new ideas to solve pressing problems as well as gather new information to carry out his job role, thereby increasing performance.

H5: Innovative work behavior has a significant effect on employee performance

Research Methodology

The method used is descriptive with a quantitative approach with primary data obtained through questionnaires, with a sampling technique using non-probability sampling methods and a purposive sampling approach, a sample of 10 can be obtained 0 UMKM (100 salt farmers) most of the respondents were male, with a percentage of 53%. When viewed from age, the respondents were in the age category of 31-40 years, with a percentage of 71%, from educational background there were as many as 62% of respondents who had a Bachelor's degree, followed by 18% of respondents who had a D3 degree.

Data analysis

Convergent Validity Test

The results of the test show that there is still a loading factor that is less than 0.5 or smaller than the other indicators for each variable, as follows: Table 1 convergent validity test.

Table 1. Convergent Validity Test Results

Knowledge Sharing	Social Support	Innovative Work Behavior	Employee Performance
0.549	0.804	0.851	0.654
0.594	0.731	0.709	0.670
0.566	0.624	0.866	0.658
0.765	0.779	0.926	0.679
0.795	0.714		0.662
0.732	0.649		0.740
0.926	0.800		0.679
0.798			0.837
			0.770
			0.824

Based on Table 1, it can be known through a loading factor value that is greater than 0.5. So it can be interpreted that all of these indicators can accurately represent the research variables.

Discriminant Validity Test

Table 2 Discriminant Validity Test

	Employee Performance	Innovative Work Behavior	Knowledge Sharing	Social Support
Employee Performance	0.720			
Innovative Work Behavior	0.138	0.842		
Knowledge Sharing	0.423	0.062	0.726	
Social Support	0.199	0.025	0.024	0.732

In Table 2 it can be seen that the root of the AVE correlation for a variable has a greater value than other variables (besides the observed variables). It can be said that discriminant validity has been fulfilled, meaning that there is uniqueness between one variable and another.

Construct Validity and Reliability Test

Table 3 Construct Validity and Reliability Test Results

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Employee Performance	0.897	0.915	0.519
Innovative Work Behavior	0.874	0.906	0.709
Knowledge Sharing	0.882	0.897	0.527
Social Support	0.859	0.889	0.535

Table 3 shows the results that all AVEs have a value greater than 0.5, so that it can be said that all variables are constructively valid. Cronbach's Alpha and Composite Reliability, also shows that all variables are reliable. This condition can be indicated based on the two indicators which have a value greater than 0.7. This means that all indicators for each variable have measured the variable correctly and consistently.

Path Diagram Inner Model

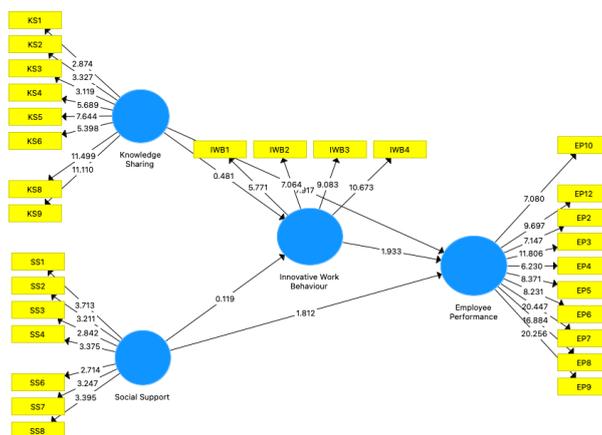


Figure 1 Path Diagram of the Inner Model

Direct Effect Test Results

Table 3. Direct Effect Test

	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Information
Knowledge Sharing -> Innovative Work Behavior	0.128	0.481	0.631	Rejected
Social Support -> Innovative Work Behavior	0.201	0.119	0.905	Accepted
Knowledge Sharing -> Employee Performance	0.054	7,917	0.000*	Accepted
Social Support -> Employee Performance	0.107	1812	0.071*	Accepted
Innovative Work Behavior -> Employee Performance	0.087	1933	0.054**	Accepted

*) significant at 5% alpha

**) significant at 10% alpha

From Table 3 it can be seen that hypothesis 1: knowledge sharing is not have a significant effect on **variable innovative work behavior**, this shows that knowledge sharing activities carried out by MSMEs in advancing their business do not have an impact on innovative work behavior. On the other hand, according to the opinion that knowledge sharing can provide support for innovative behavior, knowledge sharing cannot play a role alone in shaping innovative work behavior. Knowledge sharing will have an impact if it is supported by the support that organizational members get in forming and implementing their creative ideas (Hammond, Neff, Farr, Schwall, & Zhao, 2011; Widmann, Messmann, & Mulder, 2016).

Hypothesis 2: social support have a significant effect on **variable innovative work behavior**, **dsocial support from the workplace is important to create a supportive working atmosphere and make a person more flexible in expressing his thoughts. Someone who feels social support will have better opportunities and possibilities to identify and implement their ideas (Hammond et al., 2011). The results of this study are also in line with research Jong (2018) stated that social support is a support can help build better working conditions and support the generation and realization of creative ideas.**

Hypotheses 3 and 4: knowledge sharing and social support has a significant effect on variable employee performance. The existence and level of social support or a job-relational perspective (Grant & Parker, 2009) can encourage someone to seek help to close their skills gap quickly to do a task well. Shantz et al. (2016); revealed that strong social relations with superiors and co-workers can shape employee productivity. The social support obtained by MSMEs can encourage MSMEs to have the ability to get the job done better. The existence of support from the work environment will facilitate the completion of work to be more efficient to further achieve better performance.

Hypothesis 5: Innovative work behavior on employee performance is important for SMEs to have in order to run their daily business well. By making innovation a culture at work, it is hoped that business actors will get used to always getting creative and innovative ideas in doing their jobs. Innovative employee work behavior will improve employee performance. Innovative ideas are important for organizations to develop useful methods and solutions to improve performance and MSME actors will be able to maintain their business continuity (Tang et al., 2019).

Conclusion

This research has the result that knowledge sharing which is one of the independent variables is not able to give effect to innovative behavior, this clearly shows that innovative behavior that occurs is influenced by other factors. It is clear that part of knowledge sharing in the form of intention that has been given to create innovative behavior is not able to give full power to innovative behavior. There are 4 hypotheses whose truth can be accepted because they are able to influence the dependent variable which can form an innovative behavior and employee performance.

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