



Tourist Satisfaction and Performance of Tourism Industries : How The Role of Innovative Work Behaviour, Organizational Citizenship Behaviour?

Agus Purwanto², Dewiana Novitasari³, Masduki Asbari⁴

¹Director, Aguspati Research Instituta, Indonesia

²Lecture, Sekolah Tinggi Ilmu Ekonomi Insan Pembangunan, Indonesia

³Lecture, STMIK Insan Pembangunan, Indonesia

Email : aguspurwanto.prof@gmail.com (corresponding author)

Abstract

The purpose of this research is to analyze the relationship between innovative work behaviour on satisfaction, innovative work behaviour on job performance, organizational citizenship behaviour on job performance, organizational citizenship behaviour on job satisfaction, innovative work behaviour on job performance through job satisfaction, organizational citizenship behaviour on job performance through job satisfaction. This study uses quantitative methods to test and prove the hypotheses that have been made through various tests and data processing. The number of samples in this study is the first 210 respondents of tourism industry in Banten, Indonesia. Based on data analysis by SmartPLS shows innovative work behaviour has significant effect on satisfaction, innovative work behaviour has significant effect on performance, organizational citizenship behaviour has significant effect on satisfaction, organizational citizenship behaviour has significant effect on performance, innovative work behaviour has significant effect on job performance through satisfaction, organizational citizenship behaviour has significant effect on performance through satisfaction.

Keywords: Innovative work behaviour, Organizational citizenship behaviour, Satisfaction, Performance

INTRODUCTION

The COVID-19 pandemic has hit the tourism industry and the creative economy in Indonesia. According to Adinugraha et al. (2021); Anas et al. (2020) and Alessa et al. (2021) since February 2020 the number of foreign tourists entering Indonesia has decreased very drastically, and the peak occurred in April 2020 with only 158,000 tourists. Currently, the Indonesian tourism sector contributes approximately 4% of the total economy. By 2019, the Government of Indonesia wants to double this figure to 8% of GDP, an ambitious (perhaps too ambitious) target which implies that within the next 4 years, the number of visitors will need to be doubled to approximately 20 million. In order to achieve this target, the Government will focus on improving Indonesia's infrastructure (including information and communication technology infrastructure), access, health & hygiene and also increasing online promotion campaigns (marketing) abroad. The government also revised the free visa access policy in 2015 (for further explanation, see below) to attract more foreign tourists. In total, during 2020 the number of foreign tourists entering Indonesia was only around 4.052 million. You could say, this figure is very concerning, because of the total, only about 25% of the number of tourists who entered Indonesia in 2019. This also has an impact on state revenues in the tourism sector. The existence of large-scale social restrictions and the closure of access in and out of Indonesia caused a decrease in

state revenue in the tourism sector by Rp. 20.7 billion. Worse, the decline in foreign tourists has a direct impact on the occupancy of hotels in Indonesia. In January-February, occupancy was still at 49.17% and 49.22%. However, in March it became 32.24%, and worsened when entering the month of April, which was 12.67%. The impact of the COVID-19 pandemic on the Indonesian tourism sector can also be seen from the reduction in working hours. Around 12.91 million people in the tourism sector experienced a reduction in working hours, and 939 thousand people in the tourism sector were temporarily out of work. On the other hand, the COVID-19 pandemic also has a direct impact on various jobs in the tourism sector. According to BPS 2020 data, around 409,000 workers in the tourism sector have lost their jobs due to the COVID-19 pandemic.

According to Dijkstra et al. (2010) and Desky et al. (2020) Tourism and hospitality quality service is a management tool that provides companies with a means of monitoring services from a tourist perspective. In an increasingly competitive global market and also facing the Covid-19 pandemic and other pandemics, quality issues have grown in importance to the tourism business. This has been influenced by a number of components, such as the expansion of tourist rights and the alleged emergence of 'new', quality conscious tourists. In addition, greater competitiveness has caused the tourism industry to be increasingly aware of the importance of quality as a source of competitive advantage (Soultana Kapiki, 2012). Tourism is currently the preferred alternative sector to boost the Indonesian economy after other sectors, namely the industrial and trade sectors, experienced a slump. The sluggishness of the industrial and trade sectors was caused by the sluggish economy of countries in the world which are Indonesia's export destinations. The economic sluggishness of countries in the world, which are Indonesia's export destinations, is caused by various things, including: the unresolved trade war between China or China and the United States (US), the economic cycle is in a downward direction (slow down), the existence of the spread of the corona virus, as well as other causes. The opportunity to develop the tourism sector is supported by several facts, including the lifestyle of the people, especially the Indonesian people who now prefer to travel. For foreign tourists, Indonesia is a tourist destination that is always interesting to visit because the uniqueness of the beautiful nature, the friendliness of the people to the guests who come, and the uniqueness of the local culture. The tourism sector is relied on as an alternative sector to encourage the Indonesian economy in various roles. The various roles of tourism, among others, are in the form of its contribution to: Gross Domestic Product (GDP), foreign exchange earnings, and employment. This paper aims to analyze the contribution of the tourism sector to the Indonesian economy, the problems that arise in the development of the tourism sector in Indonesia and how the policies are to overcome them.

There are several roles of tourism in an economy. First, as one of the constituents of Gross Domestic Product (GDP). Second, as a producer or contributor to the country's foreign exchange. The foreign exchange is obtained from foreign tourists. Foreign exchange or foreign exchange is very useful because it can be used for various things: paying for imports, paying interest and foreign debt installments, intervening in the market to stabilize currency exchange rates, and other uses. Third, as a provider of employment. This role is very strategic in developing countries such as Indonesia, which generally faces one of the most serious economic problems, namely unemployment. Fourth, tourism can be used as a way to develop a country or an area that is poor in natural resources. Tourism can be created by building artificial tourist objects that do not depend on the existence of natural resources. This is different from other economic activities or sectors, such as industry and agriculture, whose activities will depend on the presence of natural resources. The purpose of this research is to analyze the relationship between innovative work behavior on job satisfaction, innovative work behavior on job performance, organizational citizenship behavior on job performance, organizational citizenship behavior on job satisfaction, innovative work behavior on job performance through job satisfaction, organizational citizenship behavior on job performance.

LITERATURE REVIEW

Organizational Citizenship Behavior

Organ (1988), defines OCB as individual behavior that is independent (discretionary), which does not directly or explicitly get rewards from the formal reward system, and which as a whole encourages the effectiveness of organizational functions. Robbins et al. (201 3) defines OCB as



behavior that benefits the organization and or intends to benefit the organization that directly and leads to role expectations. Extra work role behavior of employees in organizations is often manifested in various forms such as loyalty, organizational compliance, volunteering and willingness to help others (Podsakoff et al. , 2000). Some specific examples of behavior of employees who have good OCB such as willingness to help new employees identify and understand their work area, provide examples of attendance, make timely suggestions to the right parties and in the right forum for more efficient operations, being able to act to prevent or resolve conflicts between co-workers, or spontaneously help co-workers who have problems or urgent tasks (Organ, 2015). On the other hand, Ilies et al. (2009) designed a target model and revealed two dimensions of OCB, namely the interpersonal dimension (OCB-I), which targets certain individuals; and the organizational dimension (OCB-O), the target of which is the organization. This model assumes that behavior that reflects the ship's truism, likes to help and behave politely is applied to benefit others in several ways, such as working with conscience, increasing sportsmanship and all goodness is used for the benefit of the organization. In short, OCB-I benefits other members of the organization and indirectly benefits the organization. OCB-O, on the other hand, benefits the organization in general. For example for OCB-I, giving time to help others who have work or non-work problems or helping others who are absent; and for OCB-O, attending unnecessary functions helps the organization's image or adheres to informal rules designed to maintain order . Podsakoff et al. (2000) explained that OCB can affect organizational effectiveness for several reasons: a) OCB can help increase the productivity of coworkers; b) OCB can help increase managerial productivity; c) OCB can help make efficient use of organizational resources for productive purposes; d) OCB can reduce the level of need for resource provision. general organizational resources for employee maintenance purposes; e) OCB can be used as an effective basis for coordination activities between team members and between work groups; f) OCB can increase the organization's ability to obtain and maintain reliable human resources;g) OCB can improve the stability of organizational performance; h) OCB can improve the organization's ability to adapt more effectively to changes in its environment. With regard to organizational performance, OCB can improve performance. productivity, efficiency, customer satisfaction, and reducing costs and employee turnover at the organizational unit level.

Job Satisfaction

Job satisfaction is described as a positive feeling towards work, which is the result of an evaluation of each job characteristic. Someone who has a high level of job satisfaction has positive feelings about his job, and vice versa someone who has a low level of job satisfaction has negative feelings about his job (Robbins & Judge, 2012). This is in accordance with the opinion of Sutrisno (2017), someone who has a high level of job satisfaction shows a positive attitude towards his work. Spector (1997) defines job satisfaction as a person's feelings towards his job. Job satisfaction according to Hasibuan (2010) is an emotional attitude that is pleasant and loves his job. Tunjungsari (2011) argues that job satisfaction is important because employees in a company are the most dominant factor in determining the success or failure of organizational activities. Job satisfaction according to Hantula (2015) is a leader's responsibility to retain employees and their organization. The responsibility that is meant is to create an organization that is psychologically satisfying to its employees. Yanchus, et al (2015) define job satisfaction as a person's positive or negative attitude towards his work. In essence, job satisfaction is a feeling of pleasure or displeasure of workers in viewing and carrying out their work (Sutrisno, 2017). According to Robbin (2001) in measuring the level of satisfaction and dissatisfaction of employees with their work, it is a complex summation of a number of discrete jobs. And the factors used to measure job satisfaction

What he studied were the following: the nature of his work, supervision, wages, promotion opportunities and relationships with coworkers. Job satisfaction is a form of one's feelings towards his work, work situation and relationships with co-workers. Job satisfaction is something that is important

for an employee to have, where employees can interact with their work environment so that work can be carried out properly and in accordance with company goals. Spector (1997) explains that job satisfaction refers to how a person feels about his job and the different aspects of his job, in other words job satisfaction is the development of just feeling like (satisfied) or dislike (dissatisfied) on his job. . Meanwhile, according to Handoko (2000) job satisfaction is an emotional state that is pleasant or unpleasant, how employees view their work. Job satisfaction reflects a person's feelings towards his job. Similarly, As'ad (2002) defines job satisfaction as a person's feelings towards his job. Kreitner and Kinicki (2003) define job satisfaction as the effectiveness or emotional response to various aspects of work. According to Mathis and Jackson (2001), job satisfaction is a positive emotional state of evaluating one's work experience. Job satisfaction has many aspects in general, the stages observed are satisfaction in the work itself, salary, recognition, relationship between supervisor and workforce, and opportunities for advancement.

Performance

According to Ruky (2010) performance is a form of business activity or program that is initiated and implemented by the leadership of the organization or company to direct and control employee performance. Meanwhile, according to Mangkunegara (2009) performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. As previously stated, the low performance of an employee will have an impact on organizational performance. Or in other words, employee performance can reflect organizational performance. Etymologically, performance comes from the word performance. (Astuti, 2021) Performance is the result of a process (Sumarsi, 2021) or the level of success of a person or the whole during a certain period in carrying out their duties (Veitzal & Basri, 2005) both in quality and quantity (Purwanto, 2020). Therefore, according to Ashwatappa, performance is always measured from the aspect of results, not the efforts made by individuals, namely how well individuals can meet the demands of their work (Hosmani & Shambhushankar, 2014). From the definition of performance above, it can be concluded that employee performance is the result of employee work as a whole or during a certain period both in quality and quantity based on predetermined and agreed upon criteria. Employee performance is influenced by many factors. In this study, only two factors were examined, namely job satisfaction and work discipline. Job satisfaction and work discipline are thought to be two factors that can affect employee performance. This is based on the opinion (Siagian, 2002) states that. "Employee performance is influenced by several factors, namely compensation, employee training, work environment, work culture, leadership, motivation, discipline, job satisfaction. According to Praditya (2019) performance is the result of work that has a strong relationship with organizational strategic objectives, customer satisfaction, and contributes to the economy. Thus performance is about doing the work and the results achieved from that work. Asbari (2021), define performance as the result of work achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities in an effort to achieve the goals of the organization concerned, legally not violating the law and in accordance with morals and ethics. The dimensions of employee performance to assess employee performance in this study are as follows: 1. Quantity of Work (quantity of work) with indicators; the amount of work done in a specified period, such as achieving work targets, completing work on time, and working discipline. 2. Quality of Work with indicators; the quality of work achieved is based on conformity and determined requirements such as accuracy, skill, and accuracy. 3. Job Knowledge (knowledge of work) with indicators; breadth of knowledge about the job and skills. Creativeness (creativity) with indicators; the authenticity of the ideas raised and the actions to resolve the problems that arise. 5. Cooperation with indicators; willingness to cooperate with other people or fellow members of the organization. 6. Dependability (dependence) with indicators; awareness to gain confidence in attendance and completion of work. 7. Initiative (initiative) with indicators; enthusiasm to carry out new tasks and to enlarge their responsibilities. 8. Personal Qualities with indicators: personality, leadership, hospitality and personal integrity

Innovation Work Behaviour

Innovation can be said as something that is completely new on the basis of the thoughts or views of people saying that these ideas or actions are new things. Innovation is a new idea that is applied to

initiate or improve a product, process or service. The key to developing innovation in the company is the support and encouragement for every employee to seek and find new ways to achieve goals and carry out tasks (Szczepanska, 2014). According to Nadeak (2020) culture is an expression of several groups of people that reflect their beliefs and behavior and the history that shapes their behavior. History is an essential attribute of culture because culture determines the behavior and characteristics of individuals or groups that will last for a long time. The innovation culture itself is a behavior that is reflected in the behavior of an individual or a group that occurs when an individual or group has resilience to change and flexibility in responding to the dynamics of life. vision and mission as well as organizational goals. Organizations must be able to have a cohesive strength, namely collaboration between experts in the field of innovation to be able to produce a renewal. These reforms cannot be carried out without shared values, social ideals and trust (Nugroho, 2020). With these efforts can create organizational dynamism. This is certainly good for the progress of the organization in terms of organizational learning. 2. Six Building Blocks of an Innovative Culture Based on Rao and Weintraub (2013), innovation culture is based on six pillars, namely resources, processes, values, behavior, climate and success. These six pillars are interconnected with each other. For example, the values that an organization has have an influence on the behavior of organizational members, have an influence on the climate in the workplace, and have an influence on how success is defined and measured. This managerial model was created to measure how effective the organization is in managing its resources in order to achieve renewal. Rao and Weintraub (2013) believe that the success of a renewal achievement lies in how the organization manages organizational resources effectively. The following is an explanation of the Six Building Blocks of an Innovative Culture from Rao and Wentraub (2013): Values determine priorities or decisions which reflect how the organization allocates its time and money. Organizations that focus on entrepreneurship and innovation will support continuous learning to the maximum. The values of the organization determine how members of the organization invest their energy and thoughts in renewal. Behaviors or behavior describes how members of the organization act in creating innovation. For leaders, these actions include a willingness to eliminate the old product and replace it with a higher quality product. For employees, these actions include listening to consumer opinions about the products or services of the organization so as to improve the quality of the products or services of the organization. Climate or climate is the atmosphere of the workplace. An innovative climate will result in employee involvement and enthusiasm to deal with existing changes and in creating innovations.

METHOD

This research is a quantitative research category. The tool used in this study is a questionnaire distributed to a sample of a predetermined population. Based on previous research and literature review, a hypothetical model is drawn as follows:

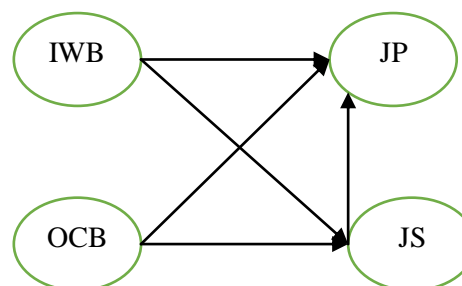


Figure 1. Conceptual Framework

Innovative work behaviour (IWB), Organizational citizenship behaviour (OCB), Job Satisfaction (JS) and Job Performance (JP)

Based on the problems and previous research, the following hypotheses were obtained:

H1: Innovative work behaviour (IWB) have a positive effect on Job Performance (JP)

H2: Innovative work behaviour (IWB) have a positive effect on Job Satisfaction (JS)

H3: Job Satisfaction (JS) have a positive effect on Job Performance (JP)

H4: Organizational citizenship behaviour (OCB) have a positive effect on Job Performance (JP)

H5: Organizational citizenship behaviour (OCB) have a positive effect on Job Satisfaction (JS)

H6: Innovative work behaviour (IWB) have a positive effect on Job Performance (JP) through Job Satisfaction (JS)

H7: Organizational citizenship behaviour (OCB) have a positive effect on Job Performance (JP) through Job Satisfaction (JS)

RESULT

This research model will be analyzed using the Partial Least Square (PLS) method and assisted by the SmartPLS 3.0 software. According to Hair et al. (2018) PLS is an alternative method of Structural Equation Modeling (SEM) that can be done to solve problems in the relationship between variables which are very complex but the sample size is small (30-100 samples) and has non-parametric assumptions, meaning that the data does not refer to either certain distribution.

However, in line with Hair et al. (2019) for the initial examination of the loading factor matrix is approximately 0.3 considered to own met the minimum level, and for a loading factor of roughly 0.4 is taken into account better, and for a loading issue bigger than 0.5 is mostly thought of significant. during this study, the loading factor limit used was 0.7.

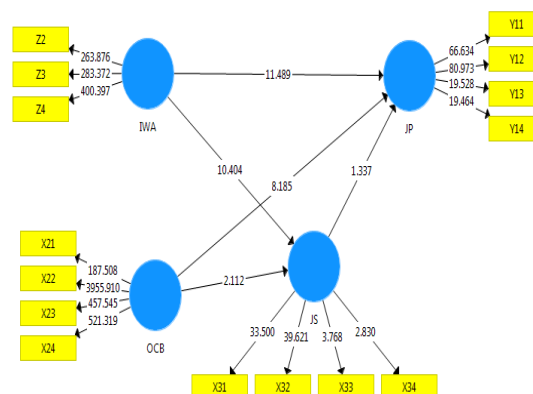


Figure 2. Convergent Validity Testing

Based on the estimation results of the PLS model in the picture above, all indicators have a loading factor value above 0.5 so that the model has met the convergent validity requirements.

Table 1. Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE)

	Cronbach's Alpha	rho_A	Composite Reliability	(AVE)
IWB	0,982	0,983	0,988	0,966
JP	0,91	0,948	0,934	0,781
JS	0,764	0,893	0,831	0,572
OCB	0,995	1,008	0,996	0,986

Table 2: R Square

R	R Square
---	----------

	Square	Adjusted
JP	0,448	0,442
JS	0,383	0,378

Based on Table 2 above, the R Square value for quality service is 0.099, which means that quality service variable can be explained by digital marketing is 9.9 %, the value of R Square for sales performance is 0.431 , which means that sales performance variable can be explained by e-digital marketing and quality service variable by 43.1%.

The R Square value and the significance test value were achieved using the boothstrapping methodology, as illustrated in figure 2.

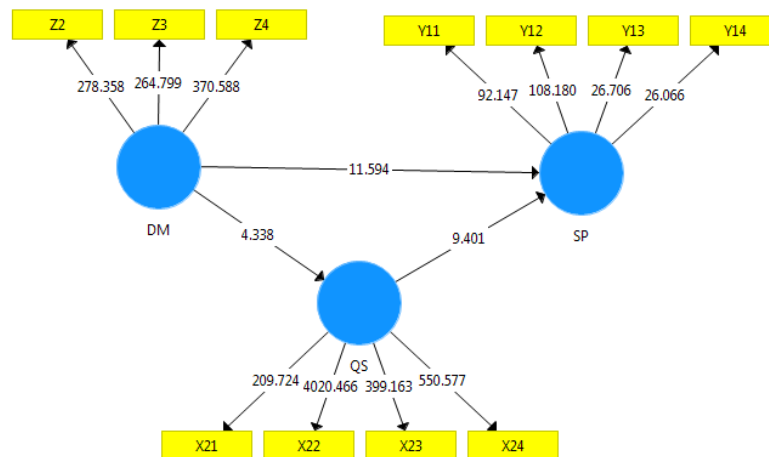


Figure 3. Hypotheses Testing

The results of hypothesis testing for all variables that have a direct effect are shown in the table 3 below

Table 3: Hypothesis Result of the Structural Model

Hypothesis	Standardized Path Coefficient (β)	t-value	P Value	Test Result
H1: IWB -> JP	0.643	11.489**	0.000	Supported
H2: IWB -> JS	0.234	10.404**	0.000	Supported
H3: JS -> JP	0.068	1.937**	0.002	Supported
H4: OCB -> JP	0.763	8.185**	0.000	Supported
H5: OCB -> JS	0.372	2,112**	0.035	Supported
H6: IWB -> JS -> JP	0.041	1,977**	0.002	Supported
H7:OCB -> JS -> JP	0.087	1,916**	0.310	Supported

Note: **, p-value < 0.05. Significant at the 0.05 level.

DISCUSSION

H1: Innovative work behaviour (IWB) have a positive effect on Job Performance (JP)

Based on data analysis by SmartPLS shows the result of the p value is significant p value is $0.000 < 0.050$, and T value is $11.489 > 1.96$ which means Innovative work behaviour (IWB) has significant effect on Job Performance (JP). This means that an increase in Innovative work behaviour (IWB) will

encourage Job Performance (JP) and a decrease in Innovative work behaviour (IWB) will encourage a decrease in Job Performance (JP). The results of this research are align with According to Henseler et al. (2009); Iriani et al. (2021) and Juliana et al. (2021) and Kim et al. (2021) states that Innovative work behaviour (IWB) has significant effect on Job Performance (JP).

H2: Innovative work behaviour (IWB) have a positive effect on Job Satisfaction (JS)

Based on data analysis by SmartPLS shows the result of the p value is significant p value is $0.000 < 0.050$, and T value is $10.404 > 1.96$ which means Innovative work behaviour (IWB) has significant effect on Job Satisfaction (JS) This means that an increase in Innovative work behaviour (IWB) will encourage Job Performance (JP) and a decrease in Innovative work behaviour (IWB) will encourage a decrease in Job Satisfaction (JS) The results of this research are align with Pramono et al (2021); Prameswari et al. (2020) and Praditya (2020) states that Innovative work behaviour (IWB) has significant effect on Job Satisfaction (JS).

H3: Job Satisfaction (JS) have a positive effect on Job Performance (JP)

Based on data analysis by SmartPLS shows the result of the p value is not significant p value is $0.182 < 0.050$, and T value is $1.337 < 1.96$ which means Job Performance (JP) has not significant effect on Job Performance (JP). This means that an increase in Job Performance (JP) will not encourage Job Performance (JP) and a decrease in Job Performance (JP) will not encourage a decrease in Job Performance (JP). The results of this research are align with Purwanto et al. (2021); Pramono et al. (2021) and Rahaman et al. (2021) states that Job Satisfaction (JS) has not significant effect on Job Performance (JP).

H4: Organizational citizenship behaviour (OCB) have a positive effect on Job Performance (JP)

Based on data analysis by SmartPLS shows the result of the p value is significant p value is $0.000 < 0.050$, and T value is $8.185 > 1.96$ which means Organizational citizenship behaviour (OCB) has significant effect on Job Performance (JP). This means that an increase in Organizational citizenship behaviour (OCB) will encourage Job Performance (JP) and a decrease in Organizational citizenship behaviour (OCB) will encourage a decrease in Job Performance (JP). The results of this research are align with Rudyanto et al. (2020); Sena et al. (2020) and Suardhita et al. (2020) states that Organizational citizenship behaviour (OCB) has significant effect on Job Performance (JP).

H5: Organizational citizenship behaviour (OCB) have a positive effect on Job Satisfaction (JS)

Based on data analysis by SmartPLS shows the result of the p value is significant p value is $0.000 < 0.050$, and T value is $8.185 > 1.96$ which means Organizational citizenship behaviour (OCB) has significant effect on Job Performance (JP). This means that an increase in Organizational citizenship behaviour (OCB) will encourage Job Performance (JP) and a decrease in Organizational citizenship behaviour (OCB) will encourage a decrease in Job Performance (JP). The results of this research are align with Supriadi et al. (2020); Suheny et al. (2020) and Wanasida et al. (2021)states that Organizational citizenship behaviour (OCB) has significant effect on Job Performance (JP).

H6: Innovative work behaviour (IWB) have a positive effect on Job Performance (JP) through Job Satisfaction (JS)

Based on data analysis by SmartPLS shows the result of the p value is not significant p value is $0.202 > 0.050$, and T value is $1.227 < 1.96$ which means Innovative work behaviour (IWB) has not significant effect on Job Performance (JP) through Job Satisfaction (JS) . This means that an increase in Innovative work behaviour (IWB) will not encourage Job Performance (JP) through Job Satisfaction (JS) and a decrease in Innovative work behaviour (IWB) will not encourage a decrease in Job Performance (JP) through Job Satisfaction (JS) . The results of this research are align with According to Nugroho et al. (2020); Novitasari et al. (2021) and Fabiyani et al. (2021) states that Innovative work behaviour (IWB) has not significant effect on Job Performance (JP) through Job Satisfaction (JS) .

H7: Organizational citizenship behaviour (OCB) have a positive effect on Job Performance (JP) through Job Satisfaction (JS)



Based on data analysis by SmartPLS shows the result of the p value is not significant p value is $0.310 > 0.050$, and T value is $1.016 < 1.96$ which means Organizational citizenship behaviour (OCB) has not significant effect on Job Performance (JP) through Job Satisfaction (JS). This means that an increase in Organizational citizenship behaviour (OCB) will not encourage Job Performance (JP) through Job Satisfaction (JS) and a decrease in Organizational citizenship behaviour (OCB) will not encourage a decrease in Job Performance (JP) through Job Satisfaction (JS). The results of this research are align with According to Adinugraha et al. (2021); Anas et al. (2020) and Alessa et al. (2021) states that Organizational citizenship behaviour (OCB) has not significant effect on Job Performance (JP) through Job Satisfaction (JS).

Organizational citizenship behavior (OCB) has a positive and significant effect on innovative work behavior (IWB). Therefore, researchers suggest companies to pay more attention to needs so that a sense of belonging or pride in employees works for the company. This is because there is a high sense of belonging and pride in the company's employees, resulting in employee loyalty to the company. The emergence of this sense of belonging and loyalty encourages voluntary behavior. leader member exchange (LMX) has a positive influence on organizational performance. Therefore, researchers suggest to further improve the relationship between subordinates and superiors so that they can be closely intertwined. A good relationship between subordinates and superiors can make subordinates know what subordinates want and superiors know the needs of subordinates. Knowing each other's wants and needs both superiors and subordinates can make work better and can improve the performance of the company. organizational citizenship behavior (OCB) has a positive and significant effect on organizational performance. Therefore, the researchers suggest that the company further improve the aspects contained in OCB because by increasing these aspects the company can improve its performance. innovative work behavior (IWB) has a positive and significant influence on organizational performance. Based on this, it is recommended that the company be more flexible or provide space for employees to carry out activities that can increase innovative behavior such as conducting discussions or hearings from employees so that the 10 innovative behaviors of each employee can increase. Increased innovative behavior can make work more efficient and effective so that company performance can increase. Leader member exchange (LMX) indirectly has a positive and significant influence on organizational performance through innovative work behavior (IWB). Therefore, the researcher suggests that the company further improve the relationship between superiors and subordinates because with a closer relationship it can increase the innovative behavior of employees so as to improve company performance. organizational citizenship behavior (OCB) indirectly has a positive and significant influence on organizational performance through innovative work behavior (IWB). Therefore, researchers suggest companies to pay more attention to the aspects contained in the OCB variable because by increasing these aspects the innovative behavior of employees can also increase. This can have a good impact on organizational performance. To improve OCB for professionals, some suggestions can be made as follows: on organizational spirituality variables based on statistical descriptive results, indicators of involvement in other religious activities have low values. This finding needs attention for professionals, because it has an important role in improving OCB, so it is necessary to understand that religious activities that are directly related to the profession will be very useful for professional development.

The results show that product innovation has a positive and significant effect on competitive advantage. This finding supports the research results of Asbari (2020), Purwanto (2020), Hana (2013), Sutapa et al. (2017), Suparman & Ruswanti (2017). Innovation is the main weapon used by marketing strategies to win customers and markets through sustainable competitive advantage. Industrial assets will be widely used in the innovation process, however, when the innovation is successful in the

market, it will provide great value to the industry. However, according to Kanagal (2015) in order for an innovation to succeed as a competitive advantage, there must be a renewal of innovation advantage through the right marketing strategy. Product innovation is born from the innovation process. The process that drives innovation is the new product process or system innovation process. Innovation also leads to the creation of assets known as intellectual property. Innovation provides superior value to customers. According to Novitasari (2020) companies that are able to design products according to customer desires are able to survive in competition because their products are still in demand by customers. So, one of the competitive advantages of Malang's creative industry in winning customers is by creating product innovations. To achieve this, the industry can do 4 things, namely finding new products or developing products or duplicating products or synthesizing products.

CONCLUSION

Organizational citizenship behavior (OCB) refers to the activities of employees who are discretionary (free), the unsolicited contributions of members to the organizations that employ them. Empirical research results have shown that job satisfaction, organizational commitment, organizational culture are more closely related to these contributions than productivity in core work tasks. Other data suggest that personality, employee engagement levels, human resource practices and leadership are also more likely to predict such discretionary behavior than core task productivity. Various typologies and dimensions of OCB have been assumed, with the most parsimony structure consisting of two main dimensions, namely discretionary assistance and support for certain people and the level of discretionary conformity with organizational rules. The interesting findings support the hypothesis that the OCB unit level does predict various organizational effectiveness criteria. Other studies on OCB have also emphasized the importance of OCB for organizations and increased knowledge about the factors that influence employee and organizational OCB in achieving organizational goals. This study is a literature study that seeks to show the importance of employee extra work role behavior in organizations. Organizations will be able to achieve progress and achieve goals more effectively and efficiently if they are able to improve the discretionary behavior of their employees. The results of this study can be used as a reference and basis for further empirical studies and it would be better if a case study was conducted on the organization or company to find out the most influential factors. to OCB in achieving organizational goals. The results of this literature study are also expected to provide additional information for the next authors and researchers who are interested in OCB.

REFERENCES

- Adinugraha, H. H., Nasution, I. F. A., Faisal, F., Daulay, M., Harahap, I., Wildan, T., ... & Purwanto, A. (2021). Halal Tourism in Indonesia: An Indonesian Council of Ulama National Sharia Board Fatwa Perspective. *The Journal of Asian Finance, Economics and Business*, 8(3), 665-673.
- Anas Ahmadi, E., Herwidyaningtyas, F. B., & Fatimah, S. (2020). The Influence of Organizational Culture, Work Motivation, and Job Satisfaction on Management Lecturer Performance (Empirical Study at Higher Education in the Residency of Bojonegoro). *Journal of Industrial Engineering & Management Research*, 1(3), 76-83. <https://doi.org/10.7777/jiemar.v1i3.68>
- Asbari, M., Novitasari, D., Purwanto, A., Fahmi, K., & Setiawan, T. (2021). Self-leadership to Innovation: The Role of Knowledge Sharing. *International Journal of Social and Management Studies*, 2(5), 21-36.
- Asbari, M., Prasetya, A. B., Santoso, P. B., & Purwanto, A. (2021). From Creativity to Innovation: The Role of Female Employees' Psychological Capital. *International Journal of Social and Management Studies*, 2(2), 66-77.
- Asbari, M., Purwanto, A., & Santoso, P. B. (2020). Pengaruh Iklim Organisasi dan Kepemimpinan Transformasional Terhadap Produktivitas Kerja Inovatif Pada Industri Manufaktur di Pati Jawa Tengah. *Jurnal Produktivitas: Jurnal Fakultas Ekonomi Universitas Muhammadiyah Pontianak*, 7(1).
- Astuti, J. P., & Soliha, E. (2021). THE EFFECT OF QUALITY OF WORK LIFE AND ORGANIZATIONAL COMMITMENT ON PERFORMANCE WITH MODERATION OF ORGANIZATIONAL CULTURE: STUDY ON PUBLIC HEALTH CENTER PUSKESMAS IN GABUS DISTRICT. *International Journal of Social and Management Studies*, 2(6), 89-99. <https://doi.org/10.5555/ijosmas.v2i6.83>
- Cahyono, Y., Novitasari, D., Sihotang, M., Aman, M., Fahlevi, M., Nadeak, M., ... & Purwanto, A. (2020). The Effect of Transformational Leadership Dimensions on Job Satisfaction and Organizational Commitment: Case Studies in Private University Lecturers. *Solid State Technology*, 63(1s), 158-184.



- Chidir, G., Fayzhall, M., Sopa, A., Mustikasiwi, A., Asbari, M., & Purwanto, A. (2020). The role of organizational commitment, organizational culture and mediator organizational citizenship behavior (OCB) on employees' performance: Evidence from Indonesian automotive industry. *International Journal of Control and Automation*, 13(2), 615-633.
- Desky, H., Mukhtasar, M. I., Ariesa, Y., Dewi, I. B. M., Fahlevi, M., Nur, M., ... & Purwanto, A. (2020). Did trilogy leadership style, organizational citizenship behaviour (OCB) and organizational commitment (OCO) influence financial performance? Evidence from pharmacy industries. *Systematic Reviews in Pharmacy*, 11(10), 297-305.
- Fahmalatif, F., Purwanto, A., Siswanto, E., & Ardiyanto, J. (2021). Exploring Barriers and Solutions of Online Learning During the Covid-19 Pandemic By Vocational School Teachers. *Journal of Industrial Engineering & Management Research*, 2(2), 53-63.
- Fayzhall, M., Purwanto, A., Asbari, M., Goestjahjanti, F. S., Winanti, W., Yuwono, T., ... & Suryani, P. (2020). Transformational versus Transactional Leadership: Manakah yang Mempengaruhi Kepuasan Kerja Guru?. *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 256-275.
- Fayzhall, M., Purwanto, A., Asbari, M., Basuki, S., Mustofa, M., Hutagalung, D., ... & Andriyani, Y. (2020). Pengaruh Gaya Kepemimpinan Terhadap Kapabilitas Inovasi Guru Dalam Perspektif Organizational Learning. *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 64-91.
- Nadeak, M., Widodo, A., Asbari, M., Novitasari, D., & Purwanto, A. (2021). Understanding the Links between Coaching, OCB, and Individual Performance among MSME Employees. *International Journal of Social and Management Studies*, 2(4), 65-80.
- Nasiatin, T., Sumartini, R., & Purwanto, A. (2021). Effect Of Knowlegde Sharing, Leader Member Change, Organizational Citizenship Behaviour To Hospitals Performance. *European Journal of Molecular & Clinical Medicine*, 7(7), 6576-6590.
- Nugroho, Y. A., Asbari, M., Purwanto, A., Basuki, S., Sudiyono, R. N., Fikri, M. A. A., ... & Xavir, Y. (2020). Transformational leadership and employees' performances: The mediating role of motivation and work environment. *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 438-460.
- Novitasari, D., Asbari, M., & Purwanto, A. (2020). Maximizing Employee Performance: An Analysis of Organizational and Individual Factors. *International Journal of Social and Management Studies*, 1(1), 95-104.
- Purwanto, A., Purba, J. T., Bernarto, I., & Sijabat, R. (2021). Effect of transformational leadership, job satisfaction, and organizational commitments on organizational citizenship behavior. *Inovbiz: Jurnal Inovasi Bisnis*, 9(1), 61-69.
- Purwanto, A., Asbari, M., Santoso, T. I., Sunarsi, D., & Ilham, D. (2021). Education Research Quantitative Analysis for Little Respondents: Comparing of Lisrel, Tetrad, GSCA, Amos, SmartPLS, WarpPLS, and SPSS. *Jurnal Studi Guru Dan Pembelajaran*, 4(2).
- Purwanto, A., Asbari, M., & budi Santoso, P. (2019). Influence of Transformational and Transactional Leadership Style toward Food Safety Management System ISO 22000: 2018 Performance of Food Industry in Pati Central Java. *Inovbiz: Jurnal Inovasi Bisnis*, 7(2), 180-185.
- Purwanto, A., Purba, J. T., Bernarto, I., & Sijabat, R. (2021). The Role of Transformational Leadership, Organizational Citizenship Behaviour, Innovative Work Behaviour, Quality Work Life, Digital Transformation and Leader Member Exchange on Universities Performance. *Linguistica Antverpiensia*, 2908-2932.
- Purwanto, A., Hidayat, D., & Asbari, M. (2021). Work-Family Conflict Disaster: From Organizational Commitment to Job Satisfaction. *International Journal of Social and Management Studies*, 2(1), 86-92.
- Purwanto, A., Wijayanti, L. M., Hyun, C. C., & Asbari, M. (2019). the Effect of Transformational, Transactional, Authentic and Authoritarian Leadership Style Toward Lecture Performance of Private University in Tangerang. *Dinasti International Journal of Digital Business Management*, 1(1), 29-42.
- Purwanto, A., & Sudargini, Y. (2021). Partial Least Squares Structural Squation Modeling (PLS-SEM) Analysis for Social and Management Research: A Literature Review. *Journal of Industrial Engineering & Management Research*, 2(4), 114-123.
- Purwanto, A., Asbari, M., & Santoso, T. I. (2021). Analisis Data Penelitian Marketing: Perbandingan Hasil antara Amos, SmartPLS, WarpPLS, dan SPSS Untuk Jumlah Sampel Besar. *Journal of Industrial Engineering & Management Research*, 2(4), 216-227.

- 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*.
- Purwanto, A., Asbari, M., & Hadi, A. H. (2020). Pengaruh Gaya Kepemimpinan Transformational, Authentic, Authoritarian, Transactional Terhadap Kinerja Guru Pesantren di Tangerang. *Dirasah: Jurnal Studi Ilmu Dan Manajemen Pendidikan Islam*, 3(1), 85-110.
- 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*.
- Purwanto, A. (2021). The Role of the Use of Social Media and Family Environment on Entrepreneurial Interest of Private University Students. *Journal of Industrial Engineering & Management Research*, 2(6), 33-43.
- Praditya, R. A. (2020). Leadership, Work Motivation, Competency, Commitment and Culture: Which influences The Performance of Quality Management System in Automotive Industry?. *Journal of Industrial Engineering & Management Research*, 1(1b), 53-62. <https://doi.org/10.7777/jiemar.v1i1.27>
- Singgih, E., Iskandar, J., Goestjahjanti, F. S., Fahlevi, M., Nadeak, M., Fahmi, K., ... & Purwanto, A. (2020). The Role of Job Satisfaction in the Relationship between Transformational Leadership, Knowledge Management, Work Environment and Performance. *Solid State Technology*, 63(2s).
- Sumarsi, S., & Rizal, A. (2021). THE EFFECT OF COMPETENCE AND QUALITY OF WORK LIFE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) WITH ORGANIZATIONAL COMMITMENT MEDIATION : Study on Jaken and Jakenan Health Center Employees. *International Journal of Social and Management Studies*, 2(6), 69–88. Retrieved from <https://ijosmas.org/index.php/ijosmas/article/view/82>
- Senjaya, P., Kotamena, F., Ong, F., Andika, C. B., Purwanto, A., & Pramono, R. (2020). School Environmental Influences, Student Discipline and Learning Motivation Toward Increasing Senior High Students Achievement. *International Journal of Advanced Science and Technology*, 29(05), 4572-4586.
- Quddus, A., Nugroho, B. S., Hakim, L., Ritaudin, M. S., Nurhasanah, E., Suarsa, A., ... & Sudargini, Y. (2020). Effect of Ecological, Servant dan Digital Leadership Style Influence University Performance? Evidence from Indonesian Universities. *Systematic Reviews in Pharmacy*, 11(10), 408-417.
- Yanthy, E., Purwanto, A., Pramono, R., Cahyono, Y., & Asbari, M. (2020). Pengaruh Gaya Kepemimpinan Transformasional dan Transaksional Terhadap Kinerja Sistem Jaminan Halal HAS 23000. *BISNIS: Jurnal Bisnis dan Manajemen Islam*, 8(1), 131-153.