

Psychological Safety, Perceived Organizational Support, and Sustainable Business Development through Innovative Work Behavior in Culinary SMEs

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ABSTRACT

Purpose: This study examines how psychological safety and perceived organizational support influence the economic and operational continuity of culinary SMEs through innovative work behavior.

Research Method: This study employed a quantitative explanatory design. Data were collected from 326 employees of culinary SMEs in major cities across Java and Bali using a structured five-point Likert-scale questionnaire. SEM-PLS was used to assess the measurement model, structural model, and specific indirect effects.

Results and Discussion: Perceived organizational support significantly affected innovative work behavior and sustainable business development, while innovative work behavior significantly affected sustainable business development. Psychological safety did not significantly affect either outcome. Innovative work behavior mediated the effect of perceived organizational support, but not the effect of psychological safety, on sustainable business development.

Implications: Culinary SME owners should combine an open communication climate with tangible support, employee autonomy, work resources, recognition, and opportunities to implement ideas.

Originality: The study identifies a boundary condition of psychological safety in owner-managed culinary SMEs and shows that perceived organizational support is a more actionable organizational resource for converting employee innovation into long-term economic and operational continuity.

Keywords: *psychological safety; perceived organizational support; innovative work behavior; sustainable business development; culinary SMEs.*

1. Introduction

Culinary SMEs operate in a competitive business environment shaped by rapid changes in consumer preferences, platform-based food delivery, social media exposure, and short product trend cycles. In this study, sustainable business development refers specifically to the capacity of a culinary SME to maintain and renew its economic and operational viability over time through sales resilience, customer continuity, product and service adaptation, durable stakeholder relationships, and business development opportunities. This operationalization does not represent the complete triple bottom line of economic, social, and environmental sustainability. Prior studies show that innovation, competitive strategy, green management, supply chain practices, and digital transformation contribute to SME performance and continuity (Baeshen et al., 2021; Fauzan & Sudrajat, 2025; Megawati et al., 2024; Pusung et al., 2023; Wang & Zhang, 2025; Yudawisastra et al., 2023). However, culinary SMEs also



depend on employees who interact directly with customers, identify service failures, observe changing demand, and participate in daily operational improvement.

The main problem addressed in this study is the limited explanation of sustainable business development in culinary SMEs from a human resource management perspective. Existing studies on culinary SMEs have focused on business innovation, green management, digital economy, circular economy, and social protection policies as drivers of green business innovation (Megawati et al., 2024). Other evidence highlights the role of sustainable supply chain practices in improving the business performance of culinary MSMEs (Fauzan & Sudrajat, 2025). In the hospitality SME sector, green management has also been linked to sustainable performance, especially when employee pro-environmental behavior is considered (Elshaer et al., 2023). These studies provide important insights into business strategy and sustainability-oriented practices, but they give less attention to the psychological and organizational conditions that encourage employees to behave innovatively in daily work. This limitation matters because culinary SMEs often rely on employees to identify service failures, suggest operational improvements, and support product or service renewal.

Human resource management studies have increasingly shown that psychological safety is an important condition for employee innovation. Psychological safety refers to a work climate in which employees can share suggestions, raise questions, acknowledge errors, and discuss work-related concerns without expecting unfair treatment or personal criticism. Liu et al. (2023) found that psychological safety helps explain how ethical leadership cultivates innovative work behavior. Xu and Suntrayuth (2022) also showed that psychological safety supports innovative work behavior through knowledge sharing. These findings suggest that employees are more likely to engage in innovation when the workplace supports openness, learning, and constructive communication.

Perceived organizational support is also relevant because employees who feel valued and supported tend to reciprocate through constructive work behavior. Fan et al. (2022) found that perceived organizational support encourages proactive innovation behavior through the fulfillment of basic psychological needs. Margaretha et al. (2025) further showed that perceived organizational support enhances innovative work behavior through person-organization fit. Ekmekcioglu and Öner (2024) also showed that perceived organizational support plays a role in linking servant leadership and innovative work behavior. In culinary SMEs, such support may appear through owner appreciation, adequate equipment, fair recognition, assistance in solving work problems, and openness to employee suggestions. These forms of support may encourage employees to move beyond routine tasks and participate in improvement efforts.

Innovative work behavior represents a behavioral mechanism that connects employee-related conditions with business outcomes. It includes idea generation, idea promotion, and idea realization in work activities. AlEsa and Durugbo (2022) explained that innovative work behavior is a key construct for understanding how employees contribute to organizational renewal. Jankelová et al. (2021) found that innovative work behavior is associated with business performance, while Rumijati and Hakim (2023) showed that innovative work behavior contributes to MSME business performance. In the SME setting, Aristana et al. (2024) also emphasized that innovative work behavior can be improved through leadership, knowledge sharing, and psychological empowerment. In culinary SMEs, innovative work behavior can appear through new menu suggestions, service improvements, packaging adjustments, digital promotion ideas, and more efficient work processes.

Despite these contributions, four gaps remain. First, research on psychological safety and perceived organizational support often treats innovative work behavior as an individual outcome rather than a behavioral mechanism connecting workplace conditions with business continuity. Second, culinary SME sustainability studies emphasize strategy, green management, digitalization, circular economy, green innovation, and supply chain practices, while employee-driven innovation remains less

developed. Third, the proposed relationships are frequently justified by empirical associations without an integrated explanation of reciprocity, resource availability, interpersonal risk-taking, and resource conversion. Fourth, limited evidence explains why psychological safety may fail to produce innovation when employees lack autonomy, implementation authority, or tangible resources in owner-managed SMEs.

This study addresses these gaps by examining the direct and indirect effects of psychological safety and perceived organizational support on sustainable business development through innovative work behavior in culinary SMEs. Social Exchange Theory and Organizational Support Theory explain why employees reciprocate valued organizational treatment through constructive behavior, while psychological safety theory explains employees' willingness to take interpersonal risks. Conservation of Resources Theory integrates these mechanisms by distinguishing relational and psychological resources from the tangible resources needed to implement ideas. The research question is: how do psychological safety and perceived organizational support influence sustainable business development directly and through innovative work behavior? The study aims to test these relationships and identify the conditions under which employee-related resources contribute to long-term economic and operational continuity.

The theoretical contribution is not limited to combining four variables. The study tests whether psychological safety is sufficient to generate innovation in owner-managed culinary SMEs and whether perceived organizational support functions as a stronger resource because it provides appreciation, assistance, facilities, recognition, and implementation opportunities. The model also positions innovative work behavior as the resource-conversion mechanism through which organizational support contributes to sustainable business development. The paper is organized into five sections: introduction; literature review and hypothesis development; research method; results and discussion; and concluding remarks, implications, limitations, and recommendations.

The reminder of this paper is organized as follows. Section 2 provides literature review. Section 3 presents research method. Section 4 provides research findings and discussions. Section 5 wrap up the paper.

2. Literature Review and Hypothesis Development

This study examines sustainable business development in culinary SMEs through an HRM-based model involving psychological safety, perceived organizational support, and innovative work behavior. Sustainable business development is shaped not only by business strategy, product renewal, or green management but also by employee-related conditions that support innovation in daily operations. Prior studies on culinary SMEs show that innovation, competitive strategy, green management, and sustainability performance contribute to business performance and continuity (Pusung et al., 2023; Yudawisastra et al., 2023). In a broader SME setting, green innovation and knowledge management have also been found to strengthen organizational performance and competitive advantage (Achmad & Wiratmadja, 2025). However, these studies have not fully explained how employee psychological conditions and perceived organizational support contribute to sustainable business development through innovative work behavior.

The theoretical logic of this study is based on the view that employees are more likely to contribute innovative ideas when they experience a safe and supportive workplace. Psychological safety allows employees to speak up, report problems, ask questions, and suggest improvements without fear of negative consequences. Perceived organizational support strengthens employees' belief that their contribution is valued and that the organization cares about their well-being. These two conditions are

expected to stimulate innovative work behavior, which then supports sustainable business development through service improvement, product adaptation, operational efficiency, and customer retention.

2.1. Theoretical Foundation

Social Exchange Theory proposes that relationships develop through reciprocal exchanges: favorable treatment creates an obligation to return benefits through attitudes and behavior that support the exchange partner (Blau, 1964). Organizational Support Theory applies this logic to employment relationships. Employees form a general belief about whether the organization values their contributions and cares about their well-being; strong perceived organizational support can generate felt obligation, commitment, and discretionary effort (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). In culinary SMEs, owner appreciation, assistance, adequate tools, and recognition are visible signals that may be reciprocated through idea generation, problem solving, and sustained service quality.

Psychological safety theory explains a different mechanism. Psychological safety is a shared belief that interpersonal risk-taking is acceptable, allowing employees to ask questions, admit mistakes, challenge routines, and express ideas without fear of humiliation or unfair punishment (Edmondson, 1999). This condition reduces the social cost of speaking up, but it does not necessarily provide the authority, time, equipment, or financial support required to implement ideas. The distinction is especially relevant in owner-managed SMEs where employees may be permitted to speak yet remain dependent on owner approval.

Conservation of Resources Theory provides the integrating mechanism. Individuals seek to acquire, protect, and invest valued resources (Hobfoll, 1989). Psychological safety can be treated as an interpersonal resource that reduces the perceived cost of voice, while perceived organizational support represents a broader organizational resource that combines socioemotional recognition with practical assistance. Innovative work behavior is a resource-investment process because employees spend effort to generate, promote, and realize ideas. Sustainable business development reflects resource gains produced through improved services, adaptation, customer continuity, and operational resilience.

The integrated model predicts that psychological safety and perceived organizational support should encourage innovative work behavior and sustainable business development. It also allows a theoretically meaningful asymmetry: psychological safety may remain a latent relational resource when implementation conditions are weak, whereas perceived organizational support may have stronger effects because it supplies both relational assurance and practical resources. Innovative work behavior is therefore positioned as the behavioral mechanism that converts workplace resources into economic and operational continuity.

2.2. Hypothesis Development

2.2.1. Psychological Safety and Innovative Work Behavior

Psychological safety is an important antecedent of innovative work behavior because innovation requires employees to take interpersonal risks. Employees need to express new ideas, challenge existing routines, discuss mistakes, and propose alternative solutions. In culinary SMEs, psychological safety is relevant because employees often observe customer complaints, operational inefficiencies, menu preferences, and service problems directly. When employees feel safe to speak up, they are more likely to offer practical ideas for improving menu development, service delivery, promotion, packaging, and work processes.

Psychological safety theory suggests that employees innovate when the interpersonal risk of proposing an untested idea, questioning an established routine, or acknowledging a mistake is manageable (Edmondson, 1999). This resource lowers defensive behavior and supports voice, knowledge sharing, experimentation, and learning. Empirical studies connect psychological safety with innovative work behavior through ethical leadership, knowledge sharing, and voice behavior (Jin et al., 2022; Liu et al., 2023; Xu & Suntrayuth, 2022), while other evidence links it with employee involvement in problem solving (Oh et al., 2023). In culinary SMEs, employees who can safely report customer complaints or suggest menu, packaging, promotion, and service improvements should be more willing to initiate innovation. Based on this mechanism,

H1 proposes that psychological safety has a positive effect on innovative work behavior.

2.2.2. Perceived Organizational Support and Innovative Work Behavior

Perceived organizational support reflects employees' belief that the organization values their contribution and cares about their well-being. In culinary SMEs, organizational support may be shown through owner appreciation, adequate work tools, fair recognition, assistance in solving work problems, and openness to employee suggestions. When employees perceive strong support from owners or managers, they are more likely to respond through positive work behavior, including innovative work behavior.

Social Exchange Theory and Organizational Support Theory predict that employees reciprocate valued treatment with discretionary behaviors that benefit the organization (Blau, 1964; Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). Organizational support also enlarges employees' resource pool by providing assistance, facilities, recognition, and confidence that effort will be acknowledged. Prior evidence shows that perceived organizational support encourages proactive innovation, psychological empowerment, person-organization fit, psychological well-being, and innovative work behavior (Ekmekcioglu & Öner, 2024; Fan et al., 2022; Margaretha et al., 2025; Masyhuri et al., 2021; Park & Kim, 2022). Employees of culinary SMEs who receive tangible and socioemotional support should therefore be more willing to search for, advocate, and implement new ideas. Based on this mechanism,

H2 proposes that perceived organizational support has a positive effect on innovative work behavior.

2.2.3. Innovative Work Behavior and Sustainable Business Development

Innovative work behavior describes employee actions directed at finding useful ideas, gaining support for those ideas, and applying them to improve work practices, services, or business processes. This behavior is different from creativity because it includes the effort to bring ideas into actual work practices. In culinary SMEs, innovative work behavior may appear through new menu ideas, improved customer service, digital promotion initiatives, better packaging, food waste reduction, and more efficient work processes. These actions can help culinary SMEs respond to market changes and maintain business continuity.

From a Conservation of Resources perspective, innovative work behavior is an investment of employee knowledge, effort, and social influence intended to create new organizational resources (Hobfoll, 1989). Successful ideas can improve menus, service flow, packaging, digital promotion, waste reduction, and work efficiency. These gains strengthen customer value, operational resilience, and adaptation. Prior studies associate innovative work behavior with organizational renewal, business

performance, MSME performance, and SME endurance (Alarifi & Adam, 2023; AlEssa & Durugbo, 2022; Jankelová et al., 2021; Rumijati & Hakim, 2023). Based on this resource-conversion mechanism,

H3 proposes that innovative work behavior has a positive effect on sustainable business development.

2.2.4. Psychological Safety and Sustainable Business Development

Psychological safety may also directly influence sustainable business development. A psychologically safe workplace enables employees to report problems, discuss mistakes, and provide improvement suggestions. In culinary SMEs, this condition can help owners identify service failures, customer complaints, production problems, and operational inefficiencies more quickly. When communication is open, the business can respond more effectively to internal problems and market changes.

Psychological safety may also support sustainable business development by enabling early detection of errors, open discussion of service failures, and collective learning (Edmondson, 1999). These processes can reduce repeated mistakes and improve adaptation. The direct-effect hypothesis assumes that safe communication is translated into timely managerial action, even when innovative work behavior is not explicitly modeled as the transmission mechanism. Evidence linking psychological safety with voice and innovation (Jin et al., 2022; Liu et al., 2023) and evidence linking innovation-oriented practices with sustainable SME outcomes (Baeshen et al., 2021; Elshaer et al., 2023; Pusung et al., 2023; Yudawisastra et al., 2023) provide the empirical basis. Based on this learning mechanism,

H4 proposes that psychological safety has a positive effect on sustainable business development.

2.2.5. Perceived Organizational Support and Sustainable Business Development

Perceived organizational support can also contribute directly to sustainable business development. Employees who feel supported are more likely to maintain work quality, show responsibility, protect customer relationships, and contribute to continuous improvement. In culinary SMEs, these behaviors are important because service consistency, product quality, and customer experience depend heavily on employees' daily performance. Strong support from owners or managers may reduce employee withdrawal, strengthen commitment, and improve the stability of daily operations.

Organizational Support Theory also predicts a direct path from perceived organizational support to sustainable business development. Supported employees are more likely to protect service quality, maintain customer relationships, remain responsible during operational pressure, and contribute to continuity. Tangible assistance and adequate facilities can also reduce resource loss and stabilize daily work. Prior studies show that perceived organizational support promotes constructive and innovative behavior (Ekmekcioglu & Öner, 2024; Fan et al., 2022; Margaretha et al., 2025), while culinary SME research links innovation, green management, and supply chain practices with sustainable business outcomes (Fauzan & Sudrajat, 2025; Yudawisastra et al., 2023). Based on reciprocity and resource-gain mechanisms,

H5 proposes that perceived organizational support has a positive effect on sustainable business development.

2.2.6. The Mediating Role of Innovative Work Behavior

Innovative work behavior is positioned as a mediating variable because psychological safety and perceived organizational support may not automatically produce sustainable business development unless they are translated into concrete employee actions. Psychological safety creates a safe condition for employees to express ideas and discuss problems, while perceived organizational support provides social and organizational resources that encourage employees to contribute. These two conditions are expected to stimulate innovative work behavior, which then supports sustainable business development through product improvement, service renewal, operational efficiency, and stronger customer value.

The mediation model combines reciprocity, interpersonal risk-taking, and resource conversion. Psychological safety can reduce the social cost of suggesting and testing ideas, whereas perceived organizational support can create felt obligation and provide the practical resources needed to act. Innovative work behavior then converts these workplace resources into improvements in products, services, processes, customer value, and operational continuity. Prior research supports the first-stage relationships of psychological safety and perceived organizational support with innovative behavior (Ekmekcioglu & Öner, 2024; Fan et al., 2022; Liu et al., 2023; Xu & Suntrayuth, 2022) and the relationship of innovative work behavior with business performance and SME endurance (Alarifi & Adam, 2023; Jankelová et al., 2021). Accordingly, H6 proposes mediation for psychological safety, and H7 proposes mediation for perceived organizational support.

Based on the literature review and theoretical arguments above, this study proposes the following hypotheses:

H1: Psychological safety has a positive effect on innovative work behavior.

H2: Perceived organizational support has a positive effect on innovative work behavior.

H3: Innovative work behavior has a positive effect on sustainable business development.

H4: Psychological safety has a positive effect on sustainable business development.

H5: Perceived organizational support has a positive effect on sustainable business development.

H6: Innovative work behavior mediates the relationship between psychological safety and sustainable business development.

H7: Innovative work behavior mediates the relationship between perceived organizational support and sustainable business development.

Overall, the model contributes to HRM and SME sustainability research by testing whether relational safety and organizational support operate as equivalent resources. Social Exchange Theory and Organizational Support Theory predict stronger reciprocal responses when employees receive valued organizational treatment, psychological safety theory explains the interpersonal conditions for voice, and Conservation of Resources Theory explains how these resources are invested through innovative work behavior. This integrated explanation also makes the non-significant psychological safety paths theoretically informative because they can reveal a boundary between feeling safe to speak and being able to implement.

3. Research Method

This study employed a quantitative explanatory research design to examine the direct and indirect relationships among psychological safety, perceived organizational support, innovative work behavior, and sustainable business development in culinary SMEs. This design was considered appropriate

because the study aimed to test causal relationships between latent variables and evaluate the mediating role of innovative work behavior. The unit of analysis was individual employees working in culinary SMEs, while the organizational setting was culinary SMEs operating in major cities in Java-Bali, including Jakarta, Bandung, Yogyakarta, Surabaya, Denpasar, and Malang.

The population of this study consisted of employees of culinary SMEs who were involved in daily operational activities, such as food preparation, customer service, cashiering, packaging, delivery coordination, promotion, and other related work processes. The sample was selected using purposive sampling. The respondent criteria were employees who had worked for at least three months, were directly involved in culinary SME operations, and worked in businesses that had operated for at least one year. These criteria were used to ensure that respondents had sufficient experience to assess psychological safety, perceived organizational support, innovative work behavior, and sustainable business development in their workplace.

3.1. Measurement Adaptation and Construct Scope

The item adaptation followed a construct-to-setting procedure: the conceptual meaning of each construct was retained, while examples were adjusted to menu development, service, promotion, packaging, customer interaction, work facilities, and operational improvement. This procedure was intended to improve content relevance without redefining the constructs. The SBD label is retained for consistency with the research model, but its empirical meaning is bounded to long-term economic and operational viability.

Data were collected from 326 respondents using a structured questionnaire from September to December 2025. The instrument contained four reflective constructs measured on a five-point Likert scale from 1 = strongly disagree to 5 = strongly agree. The questionnaire was distributed directly and online to employees who met the sampling criteria. Measurement items were contextually adapted to culinary SME operations while retaining the conceptual meaning of the source constructs. Before the main distribution, the complete instrument was reviewed for wording clarity, relevance, and suitability for employees involved in culinary SME operations. Only the documented adaptation and pre-distribution review are reported; no undocumented translation-back-translation or separate pilot procedure is claimed.

Measurement items were adapted from prior studies and contextualized to daily work in culinary SMEs. Psychological safety was measured through safety in expressing ideas, admitting mistakes, asking questions, giving different opinions, and engaging in open discussion. Perceived organizational support covered appreciation, concern for well-being, work facilities, assistance in solving problems, and recognition of extra effort. Innovative work behavior covered idea generation, exploration, promotion, championing, and realization. Sustainable business development was deliberately operationalized as economic and operational continuity, covering sales resilience, customer attraction and retention, product and service adaptation, durable relationships with employees, customers, and suppliers, and expansion opportunities. It does not measure the full triple bottom line; social and environmental sustainability are outside the empirical scope of this study.

Table 1. Variables and Measurement

Variable	Code	Indicator	Reference
Psychological Safety	PS1	Employees feel safe to express new ideas related to menu, service, promotion, or work methods.	Liu et al. (2023); Xu & Suntrayuth (2022); Jin et al. (2022)
	PS2	Employees can admit work mistakes without excessive fear of blame.	Liu et al. (2023); Xu & Suntrayuth (2022)
	PS3	Employees feel safe to ask questions when facing work difficulties.	Jin et al. (2022); Kyambade et al. (2024)
	PS4	Employees' different opinions are respected by owners or co-workers.	Liu et al. (2023); Jin et al. (2022)
	PS5	The workplace supports open discussion for business improvement.	Xu & Suntrayuth (2022); Kyambade et al. (2024)
Perceived Organizational Support	POS1	Employees feel that their contribution is appreciated by the owner or manager.	Fan et al. (2022); Margaretha et al. (2025)
	POS2	Employees feel that the owner or manager cares about their well-being.	Fan et al. (2022); Park & Kim (2022)
	POS3	Work tools, materials, and facilities are sufficient to support daily work.	Margaretha et al. (2025); Ekmekcioglu & Öner (2024)
	POS4	Employees receive help when facing work-related problems.	Fan et al. (2022); Park & Kim (2022)
	POS5	Extra effort made by employees receives proper recognition.	Margaretha et al. (2025); Ekmekcioglu & Öner (2024)
Innovative Behavior	WorkIWB1	Employees actively seek new ideas to improve menu, service, promotion, or work methods.	AlEssa & Durugbo (2022); Jankelová et al. (2021)
	IWB2	Employees observe culinary trends, customer needs, or work problems as sources of new ideas.	AlEssa & Durugbo (2022); Aristana et al. (2024)
	IWB3	Employees share creative ideas with owners or co-workers.	Rumijati & Hakim (2023); Aristana et al. (2024)
	IWB4	Employees try to gain support so that new ideas can be tested or implemented.	Jankelová et al. (2021); AlEssa & Durugbo (2022)

Variable	Code	Indicator	Reference
	IWB5	Employees help implement new ideas in daily work.	Rumijati & Hakim (2023); Aristana et al. (2024)
Sustainable Business Development	SBD1	The business can maintain sales despite competition.	Yudawisastra et al. (2023); Pusung et al. (2023)
	SBD2	The business can attract and retain customers continuously.	Pusung et al. (2023); Megawati & Herdiansyah (2024)
	SBD3	The business continuously improves menu, service, promotion, or work processes.	Yudawisastra et al. (2023); Fauzan & Sudrajat (2025)
	SBD4	The business maintains good relationships with employees, customers, and suppliers.	Fauzan & Sudrajat (2025); Megawati & Herdiansyah (2024)
	SBD5	The business has opportunities to expand its market, sales channels, or branches.	Yudawisastra et al. (2023); Pusung et al. (2023)

3.2. Common Method Bias

Because all variables were obtained from the same respondents at one point in time, common method bias was assessed explicitly (Podsakoff et al., 2003). The statistical diagnosis used the full collinearity approach based on latent variable scores generated by the PLS-SEM algorithm. Psychological safety, perceived organizational support, innovative work behavior, and sustainable business development were entered simultaneously as predictors in an auxiliary regression with a random dummy criterion variable. The resulting construct-level VIF values were evaluated against the 3.3 threshold recommended by Kock (2015). This assessment was conducted separately from the inner-model VIF analysis used to evaluate structural-model collinearity.

The data were analyzed using partial least squares structural equation modeling. SEM-PLS was selected because the study examined reflective latent variables, direct effects, and mediation in an explanatory and predictive model. The analysis proceeded in two stages. The measurement model was assessed through outer loading, average variance extracted, composite reliability, Cronbach's alpha, and HTMT. The structural model was examined through collinearity statistics, path coefficients, t-statistics, p-values, coefficient of determination, effect sizes, and specific indirect effects. This procedure follows recent recommendations for PLS-SEM in business and management research (Guenther et al., 2023; Hair & Alamer, 2022; Hair et al., 2024; Sarstedt et al., 2022).

The mediation test was conducted by examining specific indirect effects using a bootstrapping procedure. This analysis was used to determine whether innovative work behavior mediates the relationship between psychological safety and sustainable business development, and whether

innovative work behavior mediates the relationship between perceived organizational support and sustainable business development. The structural model was evaluated using a significance level of 5%. A relationship was considered significant when the p-value was below 0.05 and the t-statistic exceeded the critical value. The use of SEM-PLS enabled this study to evaluate the validity and reliability of the measurement model while testing the hypothesized direct and indirect relationships in the proposed HRM-based sustainability model.

4. Results and Discussion

4.1. Analysis Results

This section presents the empirical results of the study, including respondent profiles, descriptive statistics, measurement model assessment, discriminant validity, structural model assessment, and hypothesis testing. The analysis was conducted using SEM-PLS with 326 respondents from culinary SMEs in major Java-Bali cities. The respondents were employees involved in daily operational activities, including food preparation, customer service, cashiering, packaging, promotion, and delivery coordination.

Table 2. Respondent Profile

Characteristic	Category	Frequency	Percentage
City	Jakarta	59	18.10
	Bandung	55	16.87
	Yogyakarta	52	15.95
	Surabaya	62	19.02
	Denpasar	49	15.03
	Malang	49	15.03
Gender	Male	151	46.32
	Female	175	53.68
Age	17–24 years	111	34.05
	25–34 years	140	42.94
	35–44 years	54	16.56
	Above 44 years	21	6.44
Education	Senior high school/vocational school	179	54.91
	Diploma	37	11.35
	Bachelor degree	91	27.91
	Others	19	5.83
Position	Frontliner/service	111	34.05

Characteristic	Category	Frequency	Percentage
Tenure	Kitchen/production	95	29.14
	Cashier	49	15.03
	Promotion/delivery coordination	33	10.12
	Supervisor/administration	38	11.66
	3–12 months	91	27.91
	1–2 years	117	35.89
	3–5 years	76	23.31
	Above 5 years	42	12.88

The respondent profile shows that the sample represents employees from six major culinary SME cities in Java-Bali. Most respondents were female, aged 25–34 years, and had senior high school or vocational education. The largest work positions were frontliner/service and kitchen/production, indicating that most respondents were directly involved in customer-facing and operational activities. This profile is relevant because employees in these roles are more likely to observe customer needs, service problems, operational inefficiencies, and opportunities for business improvement.

Table 3. Descriptive Statistics of Variables

Variable	Mean	Standard Deviation	Interpretation
Psychological Safety	3.683	0.612	Moderate to high
Perceived Organizational Support	3.672	0.651	Moderate to high
Innovative Work Behavior	3.731	0.603	Moderate to high
Sustainable Business Development	3.682	0.628	Moderate to high

The descriptive statistics indicate that all variables were perceived at a moderate to high level. Innovative work behavior had the highest mean score, suggesting that employees generally reported active involvement in idea generation, idea sharing, and implementation of new work practices. Psychological safety and perceived organizational support also showed relatively positive scores, although their effects on the structural model differed.

4.2. Common Method Bias Assessment

The full collinearity assessment produced VIF values of 1.213 for psychological safety, 1.714 for perceived organizational support, 1.929 for innovative work behavior, and 1.942 for sustainable business development. The values ranged from 1.213 to 1.942 and were all below 3.3. These results indicate that pathological collinearity was not present and that common method bias was unlikely to materially affect the estimated relationships in the research model.

Table 4. Measurement Model Assessment

Variable	Outer Range	Loading	AVE	Composite Reliability	Cronbach's Alpha
Psychological Safety	0.708–0.812	0.560	0.864	0.804	
Perceived Organizational Support	0.763–0.891	0.704	0.922	0.895	
Innovative Work Behavior	0.742–0.873	0.676	0.912	0.881	
Sustainable Business Development	0.731–0.858	0.645	0.899	0.862	

The measurement model shows acceptable validity and reliability. All outer loading values were above 0.708, indicating that the indicators adequately represented their latent variables. The AVE values ranged from 0.560 to 0.704, exceeding the minimum threshold of 0.500. Composite reliability values ranged from 0.864 to 0.922, while Cronbach's alpha values ranged from 0.804 to 0.895. These results indicate that all constructs had adequate internal consistency and convergent validity. The assessment follows recent recommendations for PLS-SEM measurement model evaluation (Hair & Alamer, 2022; Sarstedt et al., 2022; Hair et al., 2024).

Table 5. HTMT Discriminant Validity

Construct	PS	POS	IWB	SBD
Psychological Safety	-			
Perceived Organizational Support	0.546	-		
Innovative Work Behavior	0.421	0.846	-	
Sustainable Business Development	0.438	0.671	0.723	-

The HTMT values ranged from 0.421 to 0.846. Since all values were below 0.900, discriminant validity was established. This result indicates that psychological safety, perceived organizational support, innovative work behavior, and sustainable business development are empirically distinct variables.

Table 6. Structural Model Assessment

Relationship	VIF	f-square
Psychological Safety → Innovative Work Behavior	1.199	0.020
Perceived Organizational Support → Innovative Work Behavior	1.199	0.350
Psychological Safety → Sustainable Business Development	1.212	0.020
Perceived Organizational Support → Sustainable Business Development	1.573	0.115
Innovative Work Behavior → Sustainable Business Development	1.442	0.310

The inner-model VIF values ranged from 1.199 to 1.573. Specifically, the VIF values were 1.199 for psychological safety and perceived organizational support as predictors of innovative work behavior, and 1.212, 1.573, and 1.442 for psychological safety, perceived organizational support, and innovative work behavior as predictors of sustainable business development, respectively. These values indicate that collinearity was not a concern in the structural model. The f-square values showed that perceived organizational support had a strong effect on innovative work behavior, innovative work behavior had a substantial effect on sustainable business development, and psychological safety had weak effect sizes on both endogenous constructs.

The coefficient of determination showed that the model explained 30.70% of the variance in innovative work behavior and 48.10% of the variance in sustainable business development. These R-square values indicate that the model had moderate explanatory power, especially for sustainable business development.

Table 7. Hypothesis Testing Results

Hypothesis	Relationship	Path Coefficient	T-statistics	P-values	Decision
H1	Psychological Safety → Innovative Work Behavior	→0.098	1.933	0.054	Not supported
H2	Perceived Organizational Support → Innovative Work Behavior	0.507	9.988	<0.001	Supported
H3	Innovative Work Behavior → Sustainable Business Development	→0.503	10.439	<0.001	Supported
H4	Psychological Safety → Sustainable Business Development	→0.017	0.375	0.708	Not supported
H5	Perceived Organizational Support → Sustainable Business Development	0.267	5.316	<0.001	Supported

The hypothesis testing results show that three direct hypotheses were supported, while two were not supported. Perceived organizational support had a significant positive effect on innovative work behavior and sustainable business development. Innovative work behavior also had a significant positive effect on sustainable business development. However, psychological safety did not significantly affect innovative work behavior or sustainable business development.

Table 8. Specific Indirect Effects

Hypothesis	Indirect Relationship	Path Coefficient	T-statistics	P-values	Decision
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H6	Psychological Safety Innovative Work Behavior Sustainable Business Development	→ -0.049	1.841	0.066	Not supported
H7	Perceived Support Organizational Support Innovative Work Behavior Sustainable Business Development	0.255	7.982	<0.001	Supported

The specific indirect effects show that innovative work behavior significantly mediated the relationship between perceived organizational support and sustainable business development. However, innovative work behavior did not significantly mediate the relationship between psychological safety and sustainable business development. This result indicates that organizational support is more effective than psychological safety in stimulating innovative work behavior that leads to sustainable business development in culinary SMEs.

4.2. Discussion

Psychological safety had a positive but non-significant effect on innovative work behavior ($\beta = 0.098$, $p = 0.054$). This result differs from studies that reported significant relationships through ethical leadership, knowledge sharing, voice, or socially responsible leadership (Jin et al., 2022; Kyambade et al., 2024; Liu et al., 2023; Xu & Suntrayuth, 2022). Psychological safety theory explains why employees may be willing to speak, but the present finding shows that willingness is not identical to implementation. Culinary SMEs commonly concentrate decision authority in the owner, and employees may have limited discretion over menus, prices, purchasing, promotion, and work redesign. Under these conditions, employees can feel interpersonally safe yet lack the authority, time, funding, or owner sponsorship needed to promote and realize ideas. The result therefore identifies a boundary condition: psychological safety may reduce interpersonal risk without supplying the implementation resources required for innovative work behavior.

Psychological safety also had no significant direct effect on sustainable business development ($\beta = 0.017$, $p = 0.708$). This finding indicates that a safe communication climate is too distal to improve sales resilience, customer continuity, adaptation, stakeholder relationships, or expansion by itself. From a Conservation of Resources perspective, psychological safety is an interpersonal resource, but business continuity requires that this resource be converted into operational action. In resource-constrained culinary SMEs, owners may listen to employee concerns while postponing implementation because of cash-flow pressure, limited staff, equipment constraints, or fear of disrupting established routines. The finding refines prior arguments by showing that psychological safety is a facilitating condition rather than a sufficient business resource.

Perceived organizational support had a significant positive effect on innovative work behavior ($\beta = 0.507$, $p < 0.001$). This result supports Social Exchange Theory and Organizational Support Theory: employees who experience appreciation, assistance, facilities, recognition, and concern for their well-being reciprocate through discretionary contributions that extend beyond routine duties (Blau, 1964; Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). The finding is consistent with evidence linking organizational support with proactive innovation, psychological empowerment, person-organization fit, and innovative work behavior (Ekmekcioglu & Öner, 2024; Fan et al., 2022; Margaretha et al., 2025; Park

& Kim, 2022). POS may be more actionable than psychological safety because it combines socioemotional assurance with tangible resources that enable employees to test and implement ideas.

Perceived organizational support also had a significant direct effect on sustainable business development ($\beta = 0.267$, $p < 0.001$). Support from owners or managers can stabilize daily operations by improving access to work tools, assistance, recognition, and problem resolution. Supported employees are more likely to maintain service quality, protect customer relationships, and remain responsible during operational pressure. This path extends Organizational Support Theory beyond employee attitudes by showing that perceived support has business-level relevance within the economic and operational scope of SBD. The result also complements culinary SME studies that emphasize strategy, green management, innovation, and supply chain practices (Fauzan & Sudrajat, 2025; Pusung et al., 2023; Yudawisastra et al., 2023).

Innovative work behavior had a significant positive effect on sustainable business development ($\beta = 0.503$, $p < 0.001$). Employees create business value when they convert observations about customers, service failures, menu preferences, promotion, packaging, and workflow into implemented improvements. This result supports the resource-conversion logic of Conservation of Resources Theory: employee knowledge and effort are invested to generate operational gains. It is consistent with research associating innovative work behavior with organizational renewal, business performance, and MSME performance (AlEssa & Durugbo, 2022; Jankelová et al., 2021; Rumijati & Hakim, 2023). For culinary SMEs, the effect concerns economic and operational continuity rather than a complete environmental and social sustainability outcome.

Innovative work behavior did not significantly mediate the relationship between psychological safety and sustainable business development ($\beta = 0.049$, $p = 0.066$). The non-significant indirect effect is consistent with the weak first-stage path from psychological safety to innovative work behavior. The result does not imply that psychological safety is irrelevant; it indicates that safe voice alone did not create a reliable resource-investment sequence in this sample. Owner approval, employee autonomy, implementation time, and access to tools may function as missing conversion conditions. Future models should test these factors as moderators or sequential mechanisms between psychological safety and innovation.

Innovative work behavior significantly mediated the relationship between perceived organizational support and sustainable business development ($\beta = 0.255$, $p < 0.001$). Because both the direct POS–SBD path and the indirect path were significant and positive, the pattern represents complementary partial mediation. Organizational support contributes to continuity directly through stable employee contribution and indirectly by encouraging employees to generate, promote, and implement improvements. This finding provides a behavioral explanation for Organizational Support Theory: favorable treatment produces business value when employees reciprocate through innovative work behavior.

The main theoretical contribution is the demonstrated asymmetry between psychological safety and perceived organizational support. Psychological safety represents relational permission to speak, whereas POS combines relational assurance with tangible and socioemotional resources. In owner-managed culinary SMEs, the second resource was more capable of generating innovation and continuity. The study therefore identifies a limit to the assumption that psychological safety automatically produces innovative outcomes, extends Organizational Support Theory to economic and operational sustainability in SMEs, and positions innovative work behavior as the mechanism that converts support into business development. Practically, owners should preserve open communication but also grant bounded autonomy, allocate time and tools for experimentation, recognize useful ideas, and provide a clear process for testing and implementing employee suggestions.

5. Concluding Remarks and Recommendation

This study examined how psychological safety and perceived organizational support influence sustainable business development through innovative work behavior in culinary SMEs. SBD was defined as long-term economic and operational viability, including sales resilience, customer continuity, adaptation, stakeholder relationships, and development opportunities. The model integrated Social Exchange Theory, Organizational Support Theory, psychological safety theory, and Conservation of Resources Theory to explain reciprocity, interpersonal risk-taking, resource availability, and resource conversion.

Perceived organizational support significantly affected innovative work behavior and sustainable business development, while innovative work behavior significantly affected sustainable business development. Psychological safety did not significantly affect innovative work behavior or sustainable business development. Innovative work behavior provided complementary partial mediation between perceived organizational support and sustainable business development but did not mediate the psychological safety relationship. These findings show that tangible and socioemotional organizational support is more effective than interpersonal safety alone in generating employee innovation and continuity in owner-managed culinary SMEs.

The study contributes to HRM research in three ways. First, it identifies a boundary condition of psychological safety: employees may feel safe to communicate without possessing the autonomy and resources required to implement ideas. Second, it extends Organizational Support Theory by connecting perceived support with economic and operational continuity in culinary SMEs. Third, it explains innovative work behavior as the resource-conversion mechanism through which POS produces sustainable business development. Culinary SME owners should combine respectful communication with concrete support, including adequate tools, timely assistance, recognition, bounded decision authority, and structured opportunities to test employee ideas.

This study has several limitations. First, its cross-sectional design does not capture changes in employee behavior and business development over time. Second, all variables were obtained from the same respondents. Although the full collinearity VIF values ranged from 1.213 to 1.942 and did not indicate a serious common method bias problem, a single-source self-report design cannot eliminate this risk completely. Third, the sample was limited to culinary SME employees in major cities across Java and Bali. Fourth, SBD was measured as economic and operational continuity rather than the complete triple bottom line. Fifth, centralized owner control, employee autonomy, implementation resources, and cultural patterns were not measured directly, so their role in explaining the non-significant psychological safety paths remains an interpretation rather than a tested mechanism. Future research should use longitudinal or multi-source designs, include owner and objective business data, measure social and environmental sustainability, and test autonomy, owner openness, resource availability, power distance, leadership, digital capability, and employee engagement as moderators or sequential mechanisms.

Statement of Use of Generative AI

During the preparation of this work, the author used generative artificial intelligence tools to support the scientific writing process. Grammarly was used to check grammar, refine writing style, and improve clarity in scientific writing. All interpretations, analyses, and conclusions presented in this study are the sole responsibility of the author.

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