

Influence of Employee Creativity and Innovation on Organizational Performance in the Industrial Era 4.0.

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ABSTRACT

Purpose: This study examines the effects of employee creativity and innovation on organizational performance in manufacturing companies in Bogor Regency during the Industry 4.0 era. It hypothesizes that employee creativity and innovation positively affect organizational performance, both individually and simultaneously.

Research Method: A quantitative survey design was employed. Data were collected through questionnaires distributed to employees in the manufacturing sector in Bogor Regency. Multiple linear regression analysis was applied to test the individual and simultaneous effects of employee creativity and innovation on organizational performance.

Results and Discussion: The findings indicate that employee creativity positively affects organizational performance. Employee innovation also has a positive effect, suggesting that employees' ability to develop and implement new ideas enhances organizational effectiveness and goal achievement. Simultaneously, creativity and innovation significantly contribute to organizational performance.

Implications: Manufacturing companies should foster supportive work environments, provide opportunities for innovation, and strengthen employee competencies aligned with technological developments.

Originality: This study provides empirical evidence on the combined role of employee creativity and innovation in enhancing organizational performance in manufacturing within the Industry 4.0 context in Bogor Regency.

Keywords: employee creativity; employee innovation; organizational performance; manufacturing industry; Industry 4.0; human resources.

1. Introduction

The Industry 4.0 era has brought significant changes to the business and organizational landscape, particularly in the manufacturing sector. Technological advancements—such as automation, artificial intelligence (AI), the Internet of Things (IoT), big data, and digital-based production systems—compel companies to enhance their adaptability to an increasingly dynamic business environment (Ancient *et al.*, 2021). This situation demands not only modern technology but also a workforce capable of effectively leveraging that technology (Firdaus & Kuswinarno, 2024). Employees are a crucial element in this transformation process; their ability to think creatively, generate fresh ideas, and devise innovative solutions can determine an organization's success amidst intensifying competition (Joesyiana *et al.*, 2024).



Employee creativity is a vital factor in boosting organizational performance. It relates to an individual's capacity to generate ideas, methods, and solutions that are both new and beneficial to the organization (Junaidi, 2022). In a manufacturing setting, employee creativity manifests through the ability to discover more efficient work methods, reduce production errors, improve product quality, and resolve various operational issues (Jean & Ferinia, 2023). Highly creative employees tend to view problems from multiple perspectives and offer alternative solutions that enhance work effectiveness. Consequently, fostering employee creativity has become a strategic necessity for companies seeking to improve performance and remain competitive (Kusuma *et al.*, 2021).

Beyond creativity, employee innovation also plays a pivotal role in organizational success. While creativity essentially involves generating new ideas, innovation concerns implementing those ideas to create value for the organization (Ardiansyah, 2020). In the manufacturing industry, innovation can encompass product development, improvements in production processes, the adoption of new technologies, enhancements to work systems, and the implementation of more effective human resource management methods (Bukran & Ramdani, 2024). Employees' ability to implement new ideas can help companies boost productivity, reduce costs, enhance product quality, and respond more rapidly to market needs. Therefore, organizations must provide adequate space and support for employees to participate in the innovation process (Witjaksono & Amir, 2022). Organizational performance is a key indicator of a company's success in achieving its established goals. It encompasses not only profitability but also productivity, efficiency, product quality, adaptability, and the attainment of strategic objectives (Supriyadi & Zaharuddin, 2023). In the manufacturing sector, performance improvement is increasingly critical as companies face intense competition from both domestic and global rivals. Companies that successfully harness employee creativity and innovation are better positioned to optimize production efficiency, create competitive products, and respond to shifting consumer demands (Santoso *et al.*, 2021). Thus, employee creativity and innovation can be viewed as strategic resources that enhance organizational performance.

Bogor Regency is a region characterized by rapidly growing manufacturing activity, playing a vital role in the local economy. The presence of numerous manufacturing firms has intensified inter-organizational competition, compelling companies to improve productivity and the quality of their human resources continuously. Amid the rise of Industry 4.0, it is insufficient for manufacturing companies in Bogor Regency to rely solely on investments in machinery and technology; they must also enhance their employees' capacity to adapt and innovate. Shifts in work patterns driven by digitalization present both opportunities and challenges for companies. If employees can generate creative ideas and effectively implement them as innovations, technological changes can be leveraged to boost operational effectiveness and organizational performance.

Based on the preceding discussion, employee creativity and innovation have become increasingly vital to organizational performance in the Industry 4.0 era, particularly in the manufacturing sector. However, the implementation of technology and digital transformation does not automatically lead to improved performance unless accompanied by the human resource capacity to adapt and contribute creatively and innovatively. Therefore, this study aims to analyze the impact of employee creativity and innovation on organizational performance in the Industry 4.0 era, with a focus on the manufacturing industry in Bogor Regency. This research is expected to provide insights into the crucial role of employee creativity and innovation in enhancing organizational performance and to serve as a

reference for companies in designing human resource development strategies that align with the demands of industrial transformation.

The remainder of this paper is organized as follows. Section 2 provides a literature review and hypothesis development. Section 3 presents the research method and design. Section 4 provides the results and discussion. Section 5 presents Concluding Remarks and Recommendations.

2. Literature Review and Hypothesis Development

2.1 Creativity

According to Marasabessy (2019), creativity is a cognitive ability encompassing fluency, flexibility, elaboration, and originality in generating new ideas and applying them to problem-solving. Ambarwati (2021) posits that creativity is the ability to devise solutions to existing problems using unique, unconventional methods. Efawati (2024) states that the most important aspect of creativity is not the discovery of something previously unknown to others, but rather that the creative output is novel to the individual, even if it is not new to others or the world at large. Based on these expert perspectives, creativity can be defined as an individual's intellectual capacity to leverage experience and knowledge to generate useful new ideas to address and resolve current problems.

2.2 Innovation

Innovation is the ability to harness creativity to overcome challenges, solve problems, and create new opportunities. While creativity is the capacity to generate new ideas—focusing on the thought process behind creating something novel—innovation involves the tangible action of transforming those ideas into something distinct (Nasution & Kartajaya, 2018). Innovation refers to the thought process involved in creating something new for the market; Innovation is not limited to the development of new products or services but also encompasses new methods of meeting market needs. Consequently, innovation is key to creating added value and maintaining competitiveness in an ever-evolving market (Sagita & Setiorini, 2022). It serves as a primary driver of competitive advantage; innovation not only increases business revenue but also creates barriers that prevent external parties from replicating that advantage (Ulfa, 2021). By implementing innovation, a business can sustain a leading position in its industry, making it a strategic element for ensuring sustainability amid dynamic market competition.

2.3 Organizational Performance

According to Suryani & FoEh (2018), organizational performance refers to the extent of task execution within an organization as it strives to achieve its targets, goals, mission, and vision. Organizational or institutional performance reflects the extent to which an institution has carried out its core activities to achieve its mission or vision; it reflects the organization's ability to attain established goals and targets. Ranto (2024) defines organizational performance as the organization's overall effectiveness in meeting the needs of identified stakeholder groups through systematic efforts and the continuous enhancement of organizational capabilities to satisfy those needs.

3. Research Method

This study employs a survey method using a correlational design. Data collection was conducted by distributing questionnaires to all permanent employees. The study population consisted of all permanent employees of PT XYZ as of August 2025, totaling 93 individuals. The entire population served as the sample for this study; this approach is known as a census survey or a saturated sample (Sugiyono, 2012). A questionnaire was used to collect data. The researcher used a closed-ended questionnaire incorporating a Likert scale—a type of questionnaire in which response options are predetermined. Subsequently, the collected data were analyzed for validity, reliability, classical assumptions, regression, and hypothesis testing using SPSS 25.0 for Windows.

4. Results and Discussion

4.1 Analysis Results

4.1.1 Validity Test

Validity relates to the "accuracy" of a measuring instrument. An instrument is considered valid if it accurately measures what it is intended to measure. In this study, validity testing was conducted to evaluate the extent to which the measuring instrument used yielded results consistent with the variables or concepts being measured.

Table 1. Validity Test Results

Variables	Code	Mark	Information
Creativity (X1)	X1.1	0.756	Valid
	X1.2	0.771	Valid
	X1.3	0.677	Valid
Innovation Employees (X2)	X2.1	0.779	Valid
	X2.2	0.833	Valid
	X2.3	0.695	Valid
	X2.4	0.769	Valid
	X2.5	0.779	Valid
Organizational Performance (Y)	Y1	0.819	Valid
	Y2	0.892	Valid
	Y3	0.768	Valid

Based on the information in Table 1, all indicators for the variables of employee transfer, employee incentives, and employee performance are valid. This conclusion is based on the validity coefficients used by the researcher, all of which exceed 0.5. These values indicate an adequate level of validity in accordance with the criteria established in this study.

4.1.2 Reliability Test

Reliability is a measure of a score scale that indicates the stability and consistency of a score. A variable is considered reliable if it has a Cronbach's Alpha value greater than 0.60 and the Cronbach's Alpha value upon item deletion is lower than the Cronbach's Alpha value.

Table 2. Reliability Test Results

Variables	Cronbach Alpha	Cross of Value	Information
Creativity (X1)	0.721	0.60	Reliable
Innovation Employees (X2)	0.765	0.60	Reliable
Organizational Performance (Y)	0.633	0.60	Reliable

Table 2 shows that all variables in this study have Cronbach's Alpha values greater than 0.6 and Cronbach's Alpha values (if an item is deleted) lower than the Cronbach's Alpha value; therefore, they are considered reliable.

4.1.3 Normality Test

This test aims to evaluate whether the residuals in the regression model have a distribution that approximates or is identical to a normal distribution.

Table 3. Kolmogorov-Smirnov test

		Standardized Residual
N		93
Normal Parameters ^{a, b}	Mean	0E-7
	Standard	.31513468
Most Extreme Differences	Deviation	.096
	Absolute	.096
Kolmogorov-Smirnov Z	Positive	-.090
Asymp. Sig. (2-tailed)	Negative	.336
		.788

Based on Table 3, the significance value of the residuals is greater than 0.05, specifically 0.336. This indicates that the residuals are normally distributed. Thus, the regression results are reliable for decision-making.

4.1.4 Autocorrelation Test

An autocorrelation test is conducted to determine whether there is a correlation between the error at a specific time point and the error at a previous time point within a linear regression model. The presence of such a correlation is referred to as an autocorrelation problem. Autocorrelation can be detected using the Durbin-Watson test; a Durbin-Watson value of less than one (1) or greater than three (3) indicates the presence of autocorrelation.

Table 4. Autocorrelation Test Results

Model	Durbin-Watson
1	1.603

In this study, Table 4 shows a Durbin-Watson value of 1.603, indicating the absence of autocorrelation. Therefore, it can be concluded that these regression results are reliable for decision-making.

4.1.5 Multicollinearity Test

The multicollinearity test is used to identify whether there is a correlation among independent variables in a regression model (Ghozali, 2016). The presence of multicollinearity in a regression model can be detected through this test. If the Variance Inflation Factor (VIF) is less than 10, multicollinearity is absent.

Table 5. Multicollinearity Test Results

Variables	Tolerance	VIF
Creativity (X1)	0.896	1.113
Innovation Employees (X2)	0.896	1.113

Based on Table 5, the VIF value for the second independent variable is 1.113, which is below 10. This indicates no sign of multicollinearity among the variables under observation. Therefore, the regression results are reliable for decision-making.

4.1.6 Heteroscedasticity Test

A heteroskedasticity test is conducted to determine whether residual variances are non-uniform across observations in a regression model. If the residual variance remains constant from one observation to another, the condition is known as homoskedasticity; conversely, if the variance differs, the condition is termed heteroskedasticity. Heteroskedasticity can be detected using the Glejser test. If the significance value exceeds 0.05 for all variables, it can be concluded that the residual variances are homogeneous.

Table 6. Heteroscedasticity Test Results

Variables	Tolerance
Creativity (X1)	0.099
Innovation Employees (X2)	0.518

Table 6 shows that the significance values for both variables exceed 0.05: 0.099 for the Creativity variable (X1) and 0.518 for the Employee Innovation variable (X2). This indicates the absence of heteroscedasticity; therefore, the regression results are suitable for decision-making.

4.1.7 Multiple Linear Regression Test

Regression analysis was done to evaluate the impact of Creativity (X1) and Employee Innovation (X2) on Organizational Performance (Y), both in a separate way and simultaneously

Table 7. Analysis Results Multiple Linear Regression

Coefficients a

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	sig
(Constant)	1.356	0.374		3.600	.001
Creativity (X1)	.383	.089	.380	4.242	.000
Innovation Employees (X2)	.297	.077	.335	3751	.000

Dependent Variable: Organizational Performance (Y)

In Table 7, it is known that the coefficient of regression was obtained, and the regression model is as follows:

$$Y = 1.356 + 0.383X_1 + 0.297X_2$$

4.1.8 Simultaneous Test (F-Test)

In this study, the F-test is used to evaluate the significance of the combined effect of the independent variables on the dependent variable (in a simultaneous context).

Table 8. Simultaneous Test Results (F Test)

ANOVA^a

Model	Sum of Square	Df	Mean Square	F	Sig
Regression	4,777	2	2,394	23,582	.000 ^a
Residual	9,136	90	0.132		
Total	13,924	92			

Predictor: (Constant), Innovation Employees (X2), Creativity (X1)

Dependent variable: Organizational Performance (Y).

Table 8 shows an F-value of 23.582 with a significance level of 0.000, which is less than 0.05. This indicates that the independent variables, namely Creativity (X1) and Employee Innovation (X2), have a simultaneous effect on the dependent variable, Customer Satisfaction (Y).

4.1.9 Partial test (t-test)

The t-test is used to assess the significance of the relationship between variables X and Y, and to determine whether variables X1 and X2 are truly influential to variable Y in terms of separate or partial effects.

Table 9. Partial Test Results (t-test)

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	sig
	B	Std. Error	Beta		
(Constant)	1.356	0.374		3.600	.001
Creativity (X1)	.383	.089	.380	4.242	.000
Innovation Employees (X2)	.297	.077	.335	3.751	.000

Dependent Variable: Organizational Performance (Y)

Based on the statistical analysis results in Table 9, it can be concluded that the significance values for the Creativity (X1) and Employee Innovation (X2) variables are 0.000, which is below the 0.05 significance level. These results indicate that both the Creativity and Employee Innovation variables have a significant influence on Organizational Performance (Y) individually. This implies that changes in the Creativity and Employee Innovation variables are individually associated with significant changes in Organizational Performance. Therefore, these findings reinforce the conclusion that implementing creativity policies and employee-innovation-based performance systems positively impacts Organizational Performance at PT XYZ.

4.1.10 Coefficient of Determination Test (R^2)

Coefficient of determination (R^2) was calculated to assess the model's ability to explain the variation in the tied variables.

Table 10. Coefficient of determination

Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of Estimate
1	.585	.342	.327	.31861

Table 10 shows that the coefficient of determination (R^2) is 0.342, indicating that 34.2% of the variation in the dependent variables—namely, Creativity (X1) and Employee Innovation (X2)—is explained by the independent variable, Competitive Advantage. In comparison, the remaining 65.8% is explained by other variables outside this study.

4.2 Discussion

4.2.1 Influence of Creativity on Organizational Performance

The research results indicate that creativity has a positive and significant impact on organizational performance at PT XYZ. These findings suggest that higher levels of employee creativity lead to superior organizational performance. Employee creativity is reflected in the ability to generate new ideas, identify alternative problem-solving approaches, improve work methods, and develop more effective and efficient workflows. In the context of PT XYZ, these capabilities enable employees to address operational challenges and adapt to changes in the business environment more effectively. Thus, creativity not only benefits individuals in performing their tasks but also contributes to achieving overall organizational goals.

This positive and significant impact highlights creativity as a crucial aspect of enhancing organizational performance in the Industry 4.0 era. Technological advancements and evolving business processes require companies to employ staff capable of flexible thinking and generating ideas relevant to organizational needs. When employee creativity is fostered through an open work environment—characterized by opportunities to share ideas, competency development, and recognition of new concepts—there is greater potential for increased productivity, efficiency, and quality, as well as the successful attainment of organizational targets. Therefore, PT XYZ should continue to cultivate a work environment that encourages employee creativity, thereby establishing it as a source of competitive advantage and supporting sustainable improvements in organizational performance.

4.2.2 The Impact of Employee Innovation on Organizational Performance

The research results indicate that employee innovation has a positive and significant impact on organizational performance at PT XYZ. These findings suggest that the greater employees' ability to generate and implement new ideas, the better the organizational performance. Employee innovation manifests in the development of work methods, improvements in production processes, the use of technology, enhancements in product quality, and the creation of solutions to various operational issues. Such capabilities enable the company to increase operational effectiveness and efficiency, reduce

waste, and respond more rapidly to the changing needs of the business environment. Consequently, employee innovation is a key factor in achieving organizational goals.

This positive and significant influence also demonstrates that employee innovation plays a strategic role in enhancing PT XYZ's competitiveness, particularly in meeting the demands of the Industry 4.0 era. Rapid technological change requires companies not only to invest in technology but also to encourage employees to develop and implement innovations in their work. Organizational support—such as providing opportunities for employees to share ideas, offering training and competency development, rewarding innovative ideas, and fostering a work environment that embraces change—can strengthen the implementation of innovation. Therefore, PT XYZ needs to nurture and enhance its culture of innovation to optimize employee potential and sustainably improve productivity, quality, efficiency, and organizational performance.

4.2.3 Influence Employee Creativity and Innovation on Organizational Performance

Research results indicate that employee creativity and innovation simultaneously exert a positive and significant influence on organizational performance at PT XYZ. These findings suggest that the better employees are at generating new ideas and implementing them in their work, the higher the level of organizational performance they can achieve. Creativity plays a role in generating new ideas, alternatives, and solutions for the various problems facing the organization. At the same time, innovation involves transforming those ideas into actions or improvements that add value to the company. The combination of creativity and innovation enables PT XYZ to enhance the effectiveness of work processes, productivity, and output quality, and to improve its ability to solve problems adaptively. Thus, employee creativity and innovation serve as vital resources that support the achievement of organizational goals.

This simultaneous positive and significant influence also demonstrates the need to develop creativity and innovation in an integrated manner as part of the strategy to improve organizational performance, particularly in light of the demands of the Industry 4.0 era. Technological advancements and business competition require PT XYZ to possess a workforce capable not only of performing routine tasks but also of thinking critically, generating new ideas, and implementing changes that benefit the organization. Therefore, the company needs to foster a work environment that encourages the free expression of ideas, provides training and competency development, supports the implementation of innovative ideas, and rewards employee contributions. These efforts are expected to strengthen a culture of creativity and innovation, ultimately leading to sustainable improvements in productivity, efficiency, competitiveness, and organizational performance at PT XYZ.

5. Concluding Remarks and Recommendation

Based on the research findings, employee creativity has a positive and significant impact on organizational performance at PT XYZ. This indicates that employees' ability to generate new ideas, devise solutions, and develop more effective work methods can enhance productivity and the achievement of organizational goals. Furthermore, employee innovation positively and significantly influences organizational performance; implementing new ideas and concepts in the workplace has been shown to improve effectiveness, efficiency, and the company's ability to navigate changes in the Industry 4.0 era. Simultaneously, employee creativity and innovation have a positive and significant

impact on organizational performance at PT XYZ. Creativity plays a role in generating new ideas, whereas innovation involves transforming those ideas into improvements that benefit the organization. Therefore, PT XYZ needs to foster a work environment that supports creativity and innovation by developing competencies, providing opportunities for employees to share ideas, and rewarding employee contributions, thereby ensuring continued improvement in organizational performance and competitiveness.

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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