

Regenerating Innovative Behavior in Non-Profit Organization

Maria Grace Herlina*
Hardijanto Saroso
Dicky Hida Syahchari

Senior Lecturer, Management Department
BINUS Business School Undergraduate Program
Bina Nusantara University
Jakarta, Indonesia 11480

*Corresponding author: herlina01@binus.edu
hardijanto.saroso@binus.edu
dicky.syahchari@binus.edu

Abstract

The government's civil service officers are linked to efforts that benefit the broader public sector services, assisting in the successful delivery of government services through innovative behavior and service excellence. The primary objective of this study is to ascertain how to regenerate innovative behavior from a knowledge-based public service perspective by examining the mediating roles of service behavior and two independent variables; service orientation and social capital. This study focuses on officials from the Ministry of Internal Affairs. A systematic questionnaire was used to collect primary data based on the literature review. Using SmartPLS (Partial Least Square) 3.28 software to test the model's hypothesis. The PLS-SEM analysis is a two-step procedure that evaluates the measurements and ends with evaluating the structural model. The research findings indicate that service behavior can mediate between service orientation and social capital, promoting innovative behavior. Furthermore, these findings imply that the emotional support provided by social capital can contribute to the capacity of public sector officers to innovate sustainably.

Keywords

Innovative Behavior; Service Orientation; Social Capital; Service Behavior; Public Sector.

1. Introduction

Indonesia, Southeast Asia's largest economy - a diversified archipelago nation home to more than 300 ethnic groups – has had tremendous economic development since emerging from the late 1990s Asian financial crisis. Indonesia's economic planning is guided by a 20-year development strategy spanning 2005 to 2025. It is divided into five five-year medium-term plans known as the RPJMN (National Mid-Term Development Plan), each having a distinct development priority. From 2020 to 2024, the current medium-term development plan — the final phase of the long-term goal – is in effect. It aspires to further bolster Indonesia's economy by enhancing its human capital and global competitiveness (*The World Bank in Indonesia*, n.d.). To improve Indonesia's performance and competitiveness in the worldwide market, Indonesia must invest in human capital. Since human capital is a concept that combines the present objectives for increased performance, competitiveness, and sustainability (Kucharčíková et al. 2018).

The government's role is inseparable from initiatives that benefit the broader public services, thus supporting successful government service implementation (Hariguna et al. 2021). Consequently, public sector organizations must invest in human capital. It comprises four capitals: human capital, structural capital, relational capital, and social capital (Ali et al. 2021). Intangible capital is one of an organization's most valuable resources, allowing for long-term growth, which refers to human abilities, competence, and motivation in human resources. (Kucharčíková et al. 2018). Moreover, it is critical since employees' experience, knowledge, and skills must operate successfully in today's fast-paced and changing environment, including the public sector (Ali et al. 2021).

According to scholars, skilled and educated personnel with advanced skills demonstrate excellent cognitive abilities that help organizations increase their productivity, efficiency, and innovative performance. In other words, innovation is implementing and applying the knowledge to create novel products and solve various problems (Ali et al. 2021; Kucharčíková et al. 2018). However, the scholar's study discovered no difference in organizational innovation between private and public sector organizations (Sung and Kim 2021). Therefore, many researchers believe that organizations with high intangible capital, such as knowledge, are better equipped to innovate and improve their performance for new product expansion. Furthermore, innovation refers to implementing and using the knowledge to create new products and solve various problems. Therefore, many researchers believe that organizations with high intangible capital are better equipped to do so (Ali et al. 2021; Kucharčíková et al. 2018; Sung and Kim 2021).

Innovation begins with one person and expands throughout the organization. Consequently, if an organization wants to innovate, it must look for the characteristics that motivate people to be creative and establish an environment where they can do so. Furthermore, many other studies have shown that innovative behavior positively impacts the development of new products and services (Sánchez-Pujalte et al. 2021; Sung and Kim 2021). In addition, social capital, as an intangible capital, is also critical to employees' organizational lives. It acts as an essential capital for their professional achievement through the interchange of high-quality knowledge and information with others beyond task performance (Di Fabio and Saklofske 2019; Ko et al. 2018; Nguyen et al. 2019).

Social capital is defined as an ability to create quality between people in the workplace. Studies have shown that social capital improves employees' contextual performance, such as organizational citizenship behavior (OCB), by increasing one's willingness and sense of responsibility to engage. However, numerous organizations today are renowned for their excellence in knowledge-based innovation. As a result, innovative organizations have begun to emphasize networks rather than relying on a small number of creative geniuses to boost their innovation performance (Ahn and Kim 2017).

Organizations have recognized that high-quality service results in a sustainable competitive advantage. Therefore, customer satisfaction and service quality are critical success factors for the organization considering its competitiveness, development, and growth (Pakurár et al. 2019; Serafim and Veríssimo 2021). At the same time, service quality refers to an organization's ability to meet or exceed customer expectations. Scholars proposed ten dimensions of service quality: tangibles, reliability, responsiveness, competence, courtesy, credibility, security, access, communication, and customer understanding. The SERVQUAL model categorizes service quality into five dimensions: reliability, responsiveness, assurance, empathy, and tangibles (Pakurár et al. 2019; Pan and Ha 2021).

As a result of rapid economic development, public demands have become increasingly dynamic and complex. Necessitating the demonstration of behaviors by all public sector employees that go beyond their given jobs. Employees in the public sector should be service-oriented, not profit-driven, and genuinely involved. They should be motivated by their work's inherent benefits and rewards (Rafsanjani et al. 2019; Valor-Segura et al. 2020). When an employee regards himself as a member of the organization in the same way he views himself as a state citizen, he is more likely to benefit his coworkers and the organization (Grego-Planer 2019; Qiu et al. 2020; Valor-Segura et al. 2020).

Prior studies show that to attain the sustainable service performance of workplaces, organizations must understand how and why social capital affects employee OCB (Di Fabio and Saklofske 2019; Ko et al. 2018; Sanchez-Gomez and Bresó 2019). As a non-profit organization, the public sector aims to address the public's requirements by offering high-quality, accessible, and affordable services (Balabonienė and Večerskienė 2015; Karlsson and Wiberg 2017; Lückenbach et al. 2019; Lurtz and Kreutzer 2017; Prada 2019). However, little is known about the relationships between social capital, service behavior, and innovative behavior, especially in the public sector (Ko et al. 2018). Thus, this study begins with the premise that the public sector can leverage social capital to enhance knowledge creation, resulting in superior innovation. The central proposition in the literature on social capital is that relationships are used for the collective good. According to social capital theory, the related resources between individuals or organizational units can serve as a source of knowledge creation and innovation at the organizational level. Thus, the previous research proposes the role of social capital as a catalyst for innovation and the impact of social capital's dimensions on innovation. However, there are still many unanswered questions about this topic. This work is an attempt to help fill some of the existing research gaps (Sánchez-Pujalte et al. 2021; Sung and Kim 2021).

1.1 Objectives

The primary objective of this study is to ascertain how to regenerate innovative behavior from a knowledge-based public service perspective by examining the mediating roles of service behavior and two independent variables: service orientation and social capital.

2. Literature Review

2.1. Innovative Behavior

Innovative behavior is defined as identifying a problem and presenting a solution based on knowledge. New ideas are gained through experience, securing support for the concept, and implementing the vision to advance the organization's interests. Numerous academics have defined multiple types of innovative behaviors. For example, West and Farr (Sung and Kim 2021) described it as intentional behavior to introduce and implement novel ideas and procedures within groups and organizations to boost performance. At the same time, Katz and Kahn (Sung and Kim 2021) defined innovative behavior as the process of creating or realizing ideas and non-role behavior. Thus, innovative behavior can be defined as acquiring and transforming creative ideas presented or developed by individuals or groups into valuable resources such as novel product creation and various problem solutions (Ali et al. 2021; Kucharčíková et al. 2018; Sung and Kim 2021). It is a course of action that ultimately improves job performance by introducing and honing job skills that efficiently alter work processes.

An innovative behavior occurs when employees are actively involved in learning and change. A knowledge-based workplace encourages and nurtures employees' learning and personal development. When employees thrive, they are typically engaged in learning and growth. As a result, they are more inclined to contribute in ways not explicitly stated in their job description. In addition, when people enjoy their employment, they are more willing to participate in civic activities such as volunteering for the organization (Grego-Planer 2019; Qiu et al. 2020).

Scholars and previous research found that intangible capital is critical to innovation performance, such as employees' experience, knowledge, and abilities. In addition, employees' expertise, knowledge, and skills must operate effectively in today's fast-paced, ever-changing business environment (Ahn and Kim 2017; Ko et al. 2018).

2.2. Service Orientation

Providing public sector organizations with professionals who are already trained in the field would be an excellent way to help a country's development effort (Elena et al. 2021; Marcos et al. 2020; Scott and Sulsberger 2019; Urbancová et al. 2021). Service orientation development in public sector organizations can support the availability of civil service officers with a holistic view of those service quality. Therefore, it will allow a public service organization to improve service excellence (Elena et al. 2021; Marcos et al. 2020; Scott and Sulsberger 2019; Urbancová et al. 2021). Furthermore, well-trained civil service officers will have excellent capabilities. Due to the service results and processes, they will improve as they become the future public service leaders and executives of a public service organization in various sectors (Pakurár et al. 2019; Ramseook-Munhurrun et al. 2010). Previous research also showed that the most sustainable organization has active participants in learning and change. Therefore, continuous service orientation development will create service-oriented public service officers (Grego-Planer 2019; Qiu et al. 2020; Serafim and Veríssimo 2021).

2.3. Social Capital

Employees with social capital will participate in exchanging and combining ideas and knowledge. They create new knowledge by connecting previously unconnected ideas or by recombining previously connected ideas and knowledge in novel ways. For example, new knowledge is created within organizations through employee exchange and combination. This argument implies that, according to previous research, an organization's social environment facilitates this type of exchange and combination, which is thought to result from knowledge utilization and creation (Ahn and Kim 2017; Kordab et al. 2020).

Social capital serves as an essential means to provide employees with social support. Social capital is defined as the ability to create a qualified relationship between people in the workplace. The social capital dimensions are social awareness and relationship management (Di Fabio and Saklofske 2019; Nguyen et al. 2019). It implies that employees can have a broad range of social support, including informational, instrumental, and emotional support. It helps employees have better access to knowledge and resources necessary for completing their jobs and provides them better

career sponsorship from other organizational members (Ahn and Kim 2017; Di Fabio and Saklofske 2019). Employees with substantial social capital will interact with coworkers frequently, sharing their difficulties, providing, and receiving help, and exchanging knowledge on effective ways to deal with customers. They are more likely to consider themselves a valuable part of the organization and recognize its commitment through these interactions. In addition, it will facilitate their job engagement (Ahn and Kim 2017; Ko et al. 2018).

2.4. Service Behavior

Extra mile behaviors, also known as Organizational Citizenship Behavior (OCB), are employee actions that are not specified in an individual job description or employment contract. Yet, they are beneficial to the organization's overall performance. It is carried out by personnel motivated to help their teammates and the organization rather than by financial gain and not rewarded (Grego-Planer 2019; Ko et al. 2018).

Organ (Freire and Gonçalves 2021) considered five dimensions of OCB, including (1) altruism, which refers to employees assisting coworkers with job-related duties and tasks; (2) courtesy, which refers to employees who are polite, considerate, and treat others with respect; and (3) conscientiousness, which refers to employees conscientiously performing tasks, even if this does not constitute current practice. The concept implies generous and courteous behavior. It attempts to 'assist others,' act favorably toward the organization and improve the possibility that employees will go above and beyond the requirements of their job roles to act sustainably at work. Podsakoff and MacKenzie (Khan et al. 2020) defined OCB in terms of seven dimensions: sportsmanship, helpful behavior (altruism), civic virtue, organizational loyalty, self-development, organizational compliance, and individual initiative (Freire and Gonçalves 2021; Khan et al. 2020).

Several studies discovered that OCB fosters innovation through its willingness to assist others, a pleasant work environment, and compassion for the firm and its members. In addition, OCB incentivizes employees to contribute to the organization's success by presenting innovative ideas. The previous studies also demonstrate that OCB theoretically and practically increases organizational success, as a high degree of OCB proactively engages people in creative performance (Khan et al. 2020). Moreover, the previous researchers proved that a cordial work environment, willingness to help others, and altruism foster new ideas in in-service behavior. In addition, OCB promotes an excellent working connection between the company and its employees (Grego-Planer 2019). OCB also encourages employees to dedicate themselves to the company and positively impact by bringing in new ideas.

Furthermore, previous studies showed OCB increases employees' eagerness to proactively be involved in creative performance and improve a company's ability to innovate. Altruism (helping others around you) and civic virtue (participating constructively, responsiveness and responsibilities) will foster an innovative work environment and a creative culture (Grego-Planer 2019; Khan et al. 2020). In conclusion, according to the literature review and previous studies, OCB can shape service behavior that would lead to innovative behavior.

This research identifies some variables that impact innovative behavior. Those are service orientation, social capital, and service behavior. According to the researchers and through a detailed literature search, the following hypotheses are reached (Figure 1)

- H1: *Service Orientation has a significant impact on service behavior.*
- H2: *Social capital has a significant impact on service behavior.*
- H3: *Service Orientation has a significant impact on innovative behavior.*
- H4: *Social capital has a significant impact on innovative behavior.*
- H5: *Service behavior has a significant mediating impact on innovative behavior.*

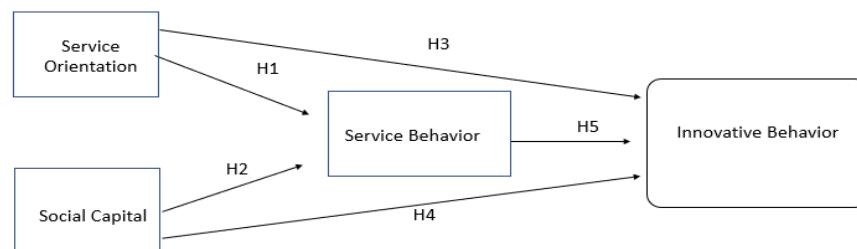


Figure 1. Research Framework

3. Methods

All the research measurement variables were calculated on a 5-point Likert scale (strongly disagree, disagree, disagree or disagree, agree, agree, and totally agree). Each construct has been measured as follows: innovative behavior (IB) is measured using 4 items developed based on (Ahn and Kim 2017; Ali et al. 2021; Kucharčíková et al. 2018); Service Orientation (SO) was measured using 5 items developed by (Pakurár et al. 2019; Pan and Ha 2021; Serafim and Veríssimo 2021). Social capital (SC) was measured using 8 items developed by (Ahn and Kim 2017; Di Fabio and Saklofske 2019; Ko et al. 2018). Service Behavior (SB), developed by (Freire and Gonçalves 2021; Khan et al. 2020), was measured with 10 items in a study that focused on officials from the Ministry of Internal Affairs. A systematic questionnaire was used to collect primary data. Between February and May 2021, data collection was carried out. A structured questionnaire using a non-probability sampling technique was sent to (N = 160) employees, and the responses were kept confidential. Expunged is a sample with questionable answers and missing data values. 79 percent (N = 126) of the respondents answered in total. The high response rate was mainly due to the lockdown imposed during the COVID-19 epidemic, which gave participants more time to respond.

4. Data Collection

This study focuses on officials from the Ministry of Internal Affairs. A systematic questionnaire was used to collect primary data. Between February and May 2021, data collection was carried out. A structured questionnaire using a non-probability sampling technique was sent to (N = 160), and the responses were kept confidential. Expunged is a sample with questionable answers and missing data values. Seventy-nine percent (N = 126) of the respondents answered in total. The high response rate was mainly due to the lockdown imposed during the COVID-19 epidemic, which gave participants more time to respond.

5. Results and Discussion

5.1. The Data Analysis Technique

Using Smart PLS (Partial Least Square) 3.28 software to test the model's hypothesis. The PLS-SEM analysis is a two-step procedure that begins with evaluating the measurements and ends with evaluating the structural model (Sun et al. 2018). First, the reliability of internal consistency (ICR), convergent validity (CV), and discriminant validity (DV) must be evaluated (Sarstedt et al. 2021).

ICR quantifies how elements capture latent concepts (Sarstedt et al. 2021). A composite reliability rating (CR) was used to assess this. The findings show that the CR scores for all components exceed the threshold criterion of 0.7 (Sarstedt et al. 2021), indicating that the scales used in this study have a high level of internal consistency. After that, the factor load and the average variance extracted (AVE) are calculated to ensure the construction CV.

CV is "the degree to which a measure correlates well with other measures of the same concept" (Sarstedt et al. 2021). The factor load must be at least 0.708, and 0.70 is considered adequate (Sarstedt et al. 2021). However, the indicators with lower factor loadings (that is, 0.40 to 0.70) can be maintained as long as the general construct explains at least 50% of the variance (AVE 14 0.50) (Sarstedt et al. 2021).

Table 1. Measurement Model Quality Criteria.

Variable	Factor loading	Cronbach's α	CR	AVE
Innovative Behavior		0.78	0.72	0.59
IB 1	0.725			
IB 2	0.771			
IB 3	0.821			
IB 4	0.785			
Service Orientation		0.76	0.85	0.64
SO1	0.879			
SO2	0.772			
SO3	0.766			
SO4	0.742			

Variable	Factor loading	Cronbach's α	CR	AVE
SO5	0.890			
Social Capital		0.79	0.88	0.58
SC1	0.751			
SC2	0.767			
SC3	0.782			
SC4	0.824			
SC5	0.703			
SC6	0.755			
SC7	0.796			
SC8	0.849			
Service Behavior		0.77	0.84	0.52
SB1	0.743			
SB2	0.814			
SB3	0.792			
SB4	0.826			
SB5	0.736			
SB6	0.725			
SB7	0.734			
SB8	0.712			
SB9	0.835			
SB10	0.729			

In addition, the AVE scores for all components exceeded the threshold of 0.5, indicating a good CV. The values of the factors CR and AVE are shown in Table 1. Another criterion to determine the validity of the concept is DV. DV is defined as "the degree to which a construct is completely different from other constructs according to empirical norms" (Sarstedt et al. 2021). The DV was evaluated in this study using the criteria of (Sun et al. 2018), who said that the square root of the AVE value should be greater than the squared correlation with other constructs (Sun et al. 2018).

The results in Table 2 show that the DV is met. The correlations between latent constructs were compared with the square root of the mean-variance taken, as shown in Table 2 (Sun et al. 2018). Furthermore, Table 2 shows that the square root of the mean-variance taken exceeds the correlation between the latent components. Consequently, it indicates that a sufficient level of DV has been reached.

Table 2. Fornell And Larcker Criteria for Discriminant Validity

	IB	SO	SC	SB
IB	<i>0.761</i>			
SO	0.366	<i>0.720</i>		
SC	0.461	0.391	<i>0.740</i>	
SB	0.491	0.362	0.543	<i>0.735</i>

5.2. Evaluation of The Structural Model's Relevance

After testing the validity and reliability of the measurement model, the findings of the structural model are given. A bootstrap resampling technique used 5,000 repetitions 300 times (Sarstedt et al. 2021). R2 shows the proportion of variation in the dependent variable explained by the independent variable (Sarstedt et al. 2021). Whereas the path coefficient shows the extent to which the dependent variable changes due to each independent variable (Sarstedt et al. 2021).

After evaluating the measurement model, the significance of the path coefficients was determined using the SmartPLS boot tool. These findings are summarized in Table 3. H1 and H2 are fully compatible, indicating that Service Orientation (SO) and Social Capital (SC) can predict Service Behavior (SB). H3 and H4 are also supported, meaning that Service Orientation (SO) and Social Capital (SC) have a significant impact on Service Behavior (SB).

Table 3. Results Of Hypothesis Testing Via Bootstrapping

Hypothesis	Path	Path coefficient	t-statistics (O/STDEV)	p-values
H1	SO → SB	0.275	5.00	0.000
H2	SC → SB	0.425	3.00	0.000
H3	SO → IB	0.396	4.00	0.000
H4	SC → IB	0.254	3.01	0.000

5.3. Mediation Analysis

Subsequently, the bootstrapping method was used to determine the importance of the indirect impact, as recommended by (Sarstedt et al. 2021). Bootstrapping does not make assumptions about the statistical sampling distribution or the shape of the variable distribution; it can also be used confidently with small sample size. Therefore, the bootstrapping technique is ideal for evaluating indirect effects using the PLS-SEM method (Sarstedt et al. 2021).

Table 4. Mediation Analysis.

Hypothesis	Indirect Path	Path Coefficient	t-statistics (O/STDEV)	p-values
H5	SO → SB → IB	0.35	5.04	0.00
	SC → SB → IB	0.32	4.56	0.00

According to the findings in Table 4, Service Behavior (SB) mediates the relationship between Service Orientation (SO) and Innovative Behavior (IB). In contrast, Service Behavior (SB) mediates the relationship between Social Capital (SC) and Innovative Behavior (IB). According to (Sarstedt et al. 2021), complementary mediation occurs when the direct and indirect effects are substantial and point in the same direction. Therefore, mediation will be considered as an additional mediation in the current study

The primary objective of this study is to ascertain how to regenerate innovative behavior from an Indonesian public service perspective by examining the mediating roles of service behavior and three other independent variables.

H1 reveals that *service orientation significantly impacts service behavior*, and H2 also reveals that *social capital significantly affects service behavior*. It shows that when employees show service behavior, the quality of service perceived by the community can be promoted. The findings corroborate prior research. It indicates that employees with a high level of social capital will frequently interact with coworkers. They also share their difficulties, provide, receive assistance, and exchange knowledge in practical ways. As a result of these social interactions, they are more likely to view themselves as an integral part of the organization and recognize their commitment to them. Thus, it will facilitate their engagement in their jobs. It also establishes that employees' application of social capital appears to benefit excellent service behavior. They can use their social perception skills to aid in the improvement of service behavior. Then, it was observed that employees with highly ingratiated characteristics increased their service behavior, indicating that there is a distinction between employee recognition toward their supervisor and toward their clients (Ahn and Kim 2017; Ali et al. 2021; Ko et al. 2018). H3 proves that *service orientation has a significant impact on innovative behavior*. It implies that future civil service leaders will possess excellent skills to develop as they advance to public service and management positions. The research findings support previous research. It demonstrates that well-trained civil service officers will possess superior capabilities and, in the long run, will provide sustainable public services excellence (Elena et al. 2021; Marcos et al. 2020; Scott and Sulsberger 2019; Urbancová et al. 2021).

Furthermore, H4 explains that *social capital significantly impacts innovative behavior*. The findings convince the previous research that social capital is essential to provide social assistance to workers. Employees can obtain varied forms of social assistance, including knowledge, instrumental, and emotional help. It offers workers better access to the information and resources necessary to perform their tasks and greater professional sponsorship from other organization members (Ahn and Kim 2017; Di Fabio and Saklofske 2019; Ko et al. 2018). At last, the H5 shows that *service behavior has a significant mediating impact on innovative behavior*. It implies that service behavior mediates the relationship between service orientation and social capital in innovative behavior. In a sense, service behavior

increases the ratio of service orientation and social capital to innovative behavior. The findings support previous research that service behavior fosters innovation through the willingness to assist others, establishing a pleasant work environment, and compassion for the firm and its members (Freire and Gonçalves 2021; Khan et al. 2020).

The research findings aim to bolster Indonesia's economy by boosting its human capital in innovative behavior. The first portal is dedicated to the selection process. The Indonesian Human Capital Department can conduct a more in-depth assessment of the candidate's social capital. This research indicates that social capital significantly impacts both service behavior and innovative behavior. Furthermore, it implies that soft skills remain critical for achieving sustainable public service quality as part of social capital. The second attempt provides professional development in public sector organizations, emphasizing service-oriented development through case studies and public service simulations. It will bolster civil service officers' availability by providing a holistic view of those services, including results and processes.

Additionally, it will provide civil service officers with clear guidelines when serving the public. Further, the research findings demonstrate that service behavior can mediate between service orientation and social capital on innovative behavior. Furthermore, these findings indicate that emotional support can help strengthen public sector officers' capacity for sustained innovative behavior.

6. Conclusion

Indonesia, Southeast Asia's largest economy, has had tremendous economic development since emerging from the late 1990s Asian financial crisis. The research findings aim to bolster Indonesia's economy even more by increasing the country's human capital competitiveness on a global scale. Based on the results of the SmartPLS analysis, the empirical evidence shows that service behavior is a mediating variable between service orientation and social capital on innovative behavior.

Additionally, the research findings indicate that service behavior can mediate between service orientation and social capital, thereby promoting innovative behavior. Furthermore, these findings imply that the emotional support provided by social capital can contribute to the capacity of public sector officers to innovate sustainably.

The study's limitations include the public sector's small sample size. Furthermore, the research findings are based on responses to a questionnaire survey provided by organizations' representatives. To increase the significance of the research, a more in-depth examination of the organizational issue should be conducted. In addition, it is critical to situate the investigation within another public sector context so that generalizable findings can be drawn from those samples. Finally, another study is required to ascertain how training efficacy is incorporated into the public sector's strategic plans. The training is specifically in excellent service-oriented development and employee career plans.

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Biographies

Dr. Maria Grace Herlina, S.Sos., MM is a Senior Faculty Member in the Management Department of Bina Nusantara Business School. She also works as the Deputy Head of the Management Program. Her love of teaching has encouraged her to devote her expertise and experiences to improving the next generation for many years by teaching, studying, and producing scientific publications. She has done various local and international studies, and she has published multiple scientific articles in international journals that are Scopus indexed. Human resource management, organizational behavior, entrepreneurial behavior, and knowledge management behavior are among her knowledge areas.

Dr. Ir. Hardijanto Saroso, MMT., MM., is a Senior Faculty Member of the Bina Nusantara Business School Undergraduate Program in Management Department. He also works as the Dean of BINUS Business School Undergraduate Program. He was a professional practitioner in media and investment industry for more than a decade. He is an expert in Strategic management, Business Analytic, Management Technology and Sustainability Management. He has conducted numerous local and international researches, and he has published numerous scholarly articles in Scopus-indexed international journals.

Dicky Hida Syahchari, ST., MM.,Ph.D., is a Senior Faculty Member of the Bina Nusantara Business School Undergraduate Program in Management Department. He also works as a Business Development Management and E-Business Management Subject Content Coordinator. He's been a lecturer for about 13 years. He concentrated his efforts on innovation management, knowledge management, and company development. He has conducted numerous local and international researches, and he has published numerous scholarly articles in Scopus-indexed international journals. His knowledge areas include business development management, innovation, and knowledge management.