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EMPLOYEE PERFORMANCE ANALYSIS IN MICRO, SMALL, AND MEDIUM ENTERPRISES IN NORTH BEKASI

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ABSTRAK

Penelitian ini meneliti mengenai kinerja karyawan pada UMKM yang berlokasi di Bekasi Utara. Obyek penelitian dari penelitian ini adalah UMKM yang berlokasi di Bekasi Utara dengan responden berjumlah 90 orang karyawan berbagai UMKM yang berlokasi di Bekasi Utara. Metode pengambilan sampel adaalah menggunakan purposive sampling dengan teknik pengambilan sampel acak sebanyak 90 orang. Kebaruan penelitian ini terletak pada fokusnya terhadap UMKM di Bekasi Utara, yang masih jarang menjadi objek kajian, serta integrasi variabel inovasi sebagai mediator antara OCB, lingkungan kerja, komitmen organisasi, dan kinerja karyawan. Hasil penelitian menunjukkan bahwa OCB berpengaruh signifikan terhadap kinerja, lingkungan kerja dan komitmen organisasi berpengaruh terhadap inovasi, namun inovasi tidak berpengaruh signifikan terhadap kinerja maupun memediasi hubungan variabel lainnya. Temuan ini memberikan kontribusi baru secara teoretis dengan menantang asumsi bahwa inovasi selalu menjadi mediator yang signifikan, serta secara praktis membantu UMKM memahami bahwa peningkatan kinerja karyawan lebih efektif dicapai melalui penguatan perilaku OCB dan penciptaan lingkungan kerja yang kondusif. Dengan demikian, penelitian ini dapat menjadi dasar pengembangan strategi manajemen sumber daya manusia bagi UMKM untuk meningkatkan efektivitas kinerja dan daya saing organisasi.

Kata Kunci: *Organizational citizenship behaviour*, lingkungan kerja, komitmen organisasional, inovasi dan kinerja karyawan

ABSTRACT

This study examines employee performance in MSMEs located in North Bekasi. The research object of this study is MSMEs located in North Bekasi with respondents totaling 90 employees of various MSMEs located in North Bekasi. The sampling method uses purposive sampling with a random sampling technique of 90 people. The novelty of this study lies in its focus on MSMEs in North Bekasi, which is still rarely studied, and the integration of innovation variables as a mediator between OCB, work environment, organizational commitment, and employee performance. The results show that OCB has a significant effect on performance, work environment and organizational commitment have an effect on innovation, but innovation does not have a significant effect on performance or mediate the relationship between other variables. These findings provide a new theoretical contribution by challenging the assumption that innovation is always a significant mediator, and practically help MSMEs understand that improving employee performance is more effectively achieved through strengthening OCB behavior and creating a conducive work environment. Thus, this study can be the basis for developing human resource management strategies for MSMEs to improve the effectiveness of organizational performance and competitiveness.

Keywords: *Organizational citizenship behavior, work environment, organizational commitment, innovation and employee performance*

1. INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) are the main hope of the national economy, making a significant contribution to economic growth and employment absorption. However, the success of MSMEs is heavily influenced by employee performance, which is a key factor in increasing productivity and business competitiveness. In this context, understanding the factors that

influence employee performance in MSMEs is crucial to supporting sustainable business development and enhancing competitiveness at both the local and national levels. Employee performance in MSMEs in North Bekasi plays a crucial role in driving business growth and success in the region. North Bekasi is known as a hub for economic activity and small and medium-sized industries, with significant potential for growth. North Bekasi is one of 12 sub-districts in Bekasi City. This sub-district covers an area of approximately 19.65 km², divided into 144 RW and 1,100 RT according to 2022 data. The population of this area is 332,953, and it comprises six urban villages (bekasikota.bps.go.id).

A total of 410 new workers were absorbed through Micro, Small, and Medium Enterprises (MSMEs) in Bekasi City. The MSMEs recorded in North Bekasi include 1,234 entrepreneurs in the food and beverage sector, 143 in fashion, 62 in accessories, 133 in handicrafts, 93 in leather crafts (sandals, bags, wallets, and buckles), 122 in ornamental fish, and 138 in embroidery. Then there are 143 entrepreneurs in dolls, 93 in furniture, and 25 in batik.

Table 1. MSME Categories and Number of Entrepreneurs
Source: bekasikota.bps.go.id

No	MSME Categories	Number of Entrepreneurs
1.	Food & beverage	1234
2.	Fashion	143
3.	Accessories	62
4.	Handycrafts	133
5.	Leather crafts (sandals, bags, wallets, buckles)	93
6.	Decorative fish	122
7.	Embroidery	138
8.	Dolls	143
9.	Furniture	93
10.	Batik	25
Total		2186

In this context, employee quality and productivity are key factors influencing business success. Employees with the competencies and expertise relevant to their fields will be able to carry out their tasks more efficiently, thereby improving overall business results. Although extensive research has been conducted on factors influencing employee performance, most have focused on large companies or the formal industrial sector, while research on the MSME sector, particularly in North Bekasi, remains very limited. This is despite the fact that the characteristics of organizations and employees in MSMEs differ significantly from those in large companies, both in terms of work culture, management systems, and available resources. Furthermore, most previous studies have only examined the direct influence of organizational citizenship behavior (OCB), work environment, and organizational commitment on employee performance without considering the role of innovation as a mediating variable. Therefore, this study was conducted to fill this gap by testing a model that integrates innovation variables into the relationship between these variables in the context of MSMEs in North Bekasi. Interestingly, the results showed that innovation did not significantly influence employee performance and did not mediate the relationship between OCB, work environment, and employee performance. This finding indicates a difference from previous

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research and suggests that improved employee performance in MSMEs is more influenced by OCB behavior and a conducive work environment than by innovation factors.

Organizational citizenship behavior and strong commitment also play a significant role in improving work quality, innovation, and loyalty to the business. Furthermore, a conducive work environment and sound human resource management can boost employee morale and comfort in carrying out their duties. Regular training and development programs are essential to enable employees to continuously improve their skills and knowledge, particularly in the face of market and technological changes. In North Bekasi, various challenges such as limited resources, access to training, and varying levels of competency present significant obstacles. Therefore, strategies to improve employee performance must address these challenges so that MSMEs can continue to grow, compete healthily in the market, and positively impact the local economy.

Therefore, every MSME strives to improve the performance of its employees so that they can work optimally according to the established standards (Omotayo et al., 2015). MSME managers must also pay attention to a good work environment to support all tasks assigned to their employees (Fallon & Rice, 2015) as well as good lighting conditions, noise-free sound and good air quality (Gehee, 2015). Organizational commitment is very important for every employee in carrying out their duties (Mekta, 2016) so that it can reflect employee loyalty in accordance with the goals of the company. Organizational commitment also grows from emotional ties to the company which include receiving moral support and having values in the company and the desire to be loyal to the company.

Employee performance is the achievement of work results in accordance with company targets by each employee (Tjiabrata et al., 2017). (Kasmir, 2018) also explains that performance appraisal is a system implemented routinely to review and assess an individual's performance. Based on this, and continuing from research (Tjiabrata et al., 2017) on employee performance, this study seeks to examine and analyze whether other factors influence employee performance, specifically organizational citizenship behavior, work environment, organizational commitment, and innovation.

Research objectives and purposes

This research was conducted to observe and analyze: (1) The Influence of Organizational Citizenship Behavior on Employee Performance, (2) The Influence of Organizational Citizenship Behavior on Innovation, (3) The Influence of Work Environment on Innovation, (4) The Influence of Organizational Commitment on Innovation, (5) The Influence of Organizational Commitment on Employee Performance, (6) The Influence of Innovation on Employee Performance, (7) The Influence of Organizational Citizenship Behavior on Employee Performance mediated by Innovation, (8) The Influence of Work Environment on Employee Performance mediated by Innovation and (9) The Influence of Organizational Commitment on Employee Performance mediated by Innovation.

LITERATURE REVIEW

Organizational Citizenship Behaviour

Organizational citizenship behavior is an individual's behavior in the workplace that goes beyond what is expected of their formal role. Organizational citizenship behavior encompasses various actions such as helping coworkers, volunteering to perform additional tasks, and complying with organizational rules and procedures (Dharma, 2018). This behavior demonstrates the added value of

employees and falls into the category of prosocial behavior positive, constructive, and meaningful social behavior that supports the success of the organization and the work environment in general. Furthermore, according to (Ghavifekr & Adewale, 2019), organizational citizenship behavior is voluntary work behavior that is not directly related to a formal reward system. This behavior reflects an employee's readiness to help fellow coworkers, show initiative, and make positive contributions to the work environment without any coercion or direct reward from the organization. Organizational citizenship behavior plays a crucial role in creating a harmonious work environment while increasing the overall effectiveness of the organization.

Research conducted by (Ningrum et al., 2023) shows that positive organizational citizenship behavior can increase innovation among employees and strengthen their ability to compete to achieve organizational goals. Meanwhile, (Lestari & Ghaby, 2018) prove through their research results that organizational citizenship behavior can improve employee performance, and (Fauziah et al., 2024) explain their research results that prove organizational citizenship behavior has a significant positive influence on employee performance.

Work Environment

The work environment is all the facilities available in the employee's immediate environment that can support them in carrying out the tasks assigned by the company effectively (Putra & Sriathi, 2019). (Sarip & Mustangin, 2023) explain that the work environment encompasses various aspects, such as management, organizational structure, and job descriptions. Furthermore, a good work environment also includes freedom to work, a pleasant physical atmosphere, such as a place of worship, a comfortable workspace, working hours that are appropriate to the tasks, and supporting facilities that assist employees in their work. A good work environment also supports all tasks assigned to employees (Fallon & Rice, 2015).

Several studies have shown that external factors such as national policies and industry conditions also influence company performance. (Wu & Wu, 2017) stated that the work environment, encompassing various external and internal factors, significantly impacts company performance through the relationship between environmental factors and company outcomes. This contrasts with the findings of (Sarip & Mustangin, 2023) that the work environment does not significantly impact employee performance. However, the work environment remains a crucial factor to consider in efforts to improve employee performance. The better the work environment provided by the company, the greater the likelihood of improving employee performance. Furthermore, a study by (Warso et al., 2022) found that the work environment significantly impacts employee performance when mediated by innovation.

Organizational Commitment

Organizational commitment is a state in which an employee demonstrates loyalty and support for a particular organization, as well as a desire and effort to maintain their membership in that organization (Maranata et al., 2022). Therefore, organizational commitment is a process in which each employee identifies with the company's values, thus becoming loyal and willing to carry out work in accordance with the company's goals (Priansa, 2018). Organizational commitment is a state in which employees feel emotionally and psychologically attached to the organization, accept the existing work environment, and strive to achieve the best performance and provide maximum dedication (Edison et al., 2018).

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Research conducted by (Maranata et al., 2022) demonstrates a positive and significant effect of organizational commitment on employee performance. Furthermore, research conducted by (Arestia, 2022) demonstrates a significant effect of organizational commitment on employee performance. Research conducted by (Dewinta & Suryanto, 2024) also demonstrates an indirect effect between organizational commitment and innovation.

Innovation

According to (Sutirna, 2018), innovation is defined as an idea, useful object, technique, method, or product created by humans that is considered new by individuals or communities. Innovation can take the form of innovative ideas, practical solutions, or products that add value to society. Furthermore, according to (Ganguly et al., 2019), innovation is a change in something new within an organization's service process.

(Chen et al., 2019) in their research explained that employee innovative behavior can improve company performance. (Mardiah & Simatupang, 2020) also demonstrated through their research that innovation has a significant positive influence on employee performance. Research conducted by (Natalia, 2024)also demonstrated that innovation has a significant positive effect on employee performance.

Research Framework

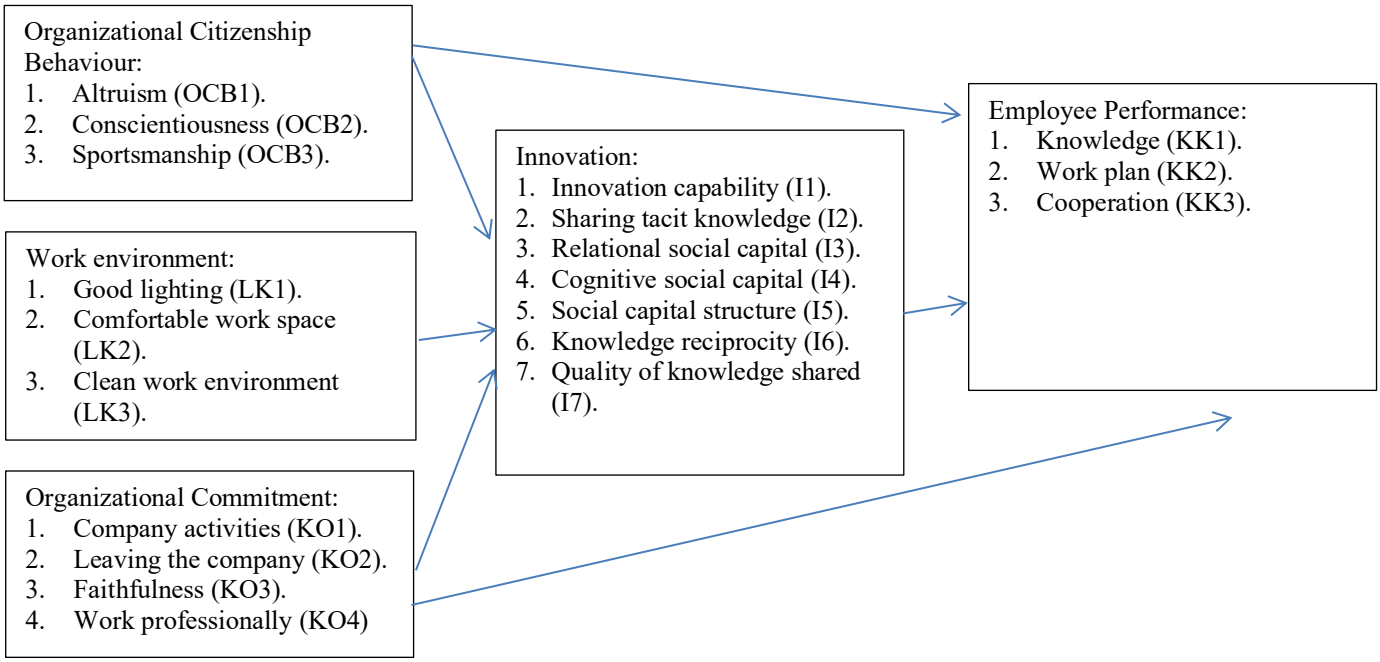

Figure 1. Research Framework

Based on previous theories and research results and research models, the following hypothesis can be made:

H_1 : Organizational Citizenship Behavior influences Employee Performance.
H_2 : Organizational Citizenship Behaviour influences Innovation.
H_3: Work Environment influences terhadap Innovation.
H_4 : Organizational Commitment influences Innovation.

H_5 : Organizational Commitment influences Employee Performance.
H_6 : Innovation influences Employee Performance.
H_7 : Organizational Citizenship Behavior influences Employee Performance which is mediated by Innovation.
H_8: Work Environment influences Employee Performance which is mediated by Innovation.
H_9 : Organizational Commitment influences Employee Performance which is mediated by Innovation.

Organizational Citizenship Behavior (OCB) is voluntary employee behavior that goes beyond formal duties and contributes to work effectiveness. Employees with high OCB generally demonstrate dedication, cooperation, and responsibility, which have a positive impact on performance improvement. Furthermore, this behavior also encourages innovation because individuals who are proactive, open, and ready to help others tend to be more courageous in putting forward new ideas at work. A conducive work environment, both physically and socially, helps create an atmosphere that supports employee creativity and innovation, which ultimately impacts performance improvement. Similarly, high organizational commitment fosters a sense of belonging and responsibility towards the organization, encouraging employees to innovate and strive to achieve the best work results. Innovation itself is an important factor in increasing work efficiency and productivity, because through innovation, employees are able to find new, more effective ways to complete tasks. Thus, OCB, the work environment, and organizational commitment are expected to have a direct influence on employee performance, as well as an indirect influence through innovation as a mediating variable.

2. RESEARCH METHOD

The research object of this study is MSMEs located in North Bekasi. Respondents numbered 90 employees from various MSMEs located in North Bekasi. The sampling method used purposive sampling (Sugiyono, 2018) with a random sampling technique of 90 people. The reason for using this method is that this study does not generalize, namely all employees in MSMEs in North Bekasi. All data from this sample was processed using the WarpPLS test tool.Thirty percent of respondents were between 21 and 35 years old. 46 percent were between 36 and 50 years old. 24 percent were over 50 years old. 56 percent had a junior high school or high school education. 44 percent had a diploma or bachelor's degree.

Table 2. Definition, Variable, Indicator, Scale
Source: Journal Articles, 2017-2019

No.	Variable	Definition	Indicator	Scale	Source
1.	Organizational Citizenship Behaviour	An individual's behavior in the workplace that goes beyond what is expected of his or her formal role.	1. Altruism (OCB1). 2. Conscientiousness (OCB2). 3. Sportsmanship (OCB3).	Likert	(Dharma, 2018)
2.	Work Environment	These are all the facilities available in the environment around employees that can support them in carrying out the tasks assigned by the company effectively.	1. Good lighting (LK1). 2. Comfortable work space (LK2). 3. Clean work environment (LK3).	Likert	(Putra & Sriathi, 2019)

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3.	Organizational Commitment	It is a process in which each employee identifies with the company's values, so that they become loyal and willing to carry out work in accordance with the company's goals.	1. Company activities (KO1). 2. Leaving the company (KO2). 3. Faithfulness (KO3). 4. Work professionally (KO4).	Likert	(Priansa, 2018)
4.	Innovation	Change is something new in the service process by the organization.	1. Innovation capability (I1). 2. Sharing tacit knowledge (I2). 3. Relational social capital (I3). 4. Cognitive social capital (I4). 5. Social capital structure (I5). 6. Knowledge reciprocity (I6). 7. Quality of knowledge shared (I7).	Likert	(Ganguly et al., 2019)
5.	Employee Performance	Achievement of work results in accordance with company targets carried out by each employee.	1. Knowledge (KK1). 2. Work plan (KK2). 3. Cooperation (KK3).	Likert	(Tjiabrata et al., 2017)

3. RESULTS AND DISCUSSIONS

Measurement model

At this stage, the validity and reliability of the research instrument were tested. Reliability testing was conducted using Composite Reliability (CR), with a recommended minimum limit of 0.7 (Hair et al., 2021). To test validity, convergent validity was used, which includes factor loading values and Average Variance Extracted (AVE), with minimum criteria of 0.7 and 0.5, respectively (Hair et al., 2021). Based on Table 3, it is known that Composite Reliability (CR) values ranged from 0.863 to 0.961, which meets the minimum standard of 0.7. Furthermore, AVE values ranging from 0.678 to 0.779 also met the minimum limit of 0.5.

Table 3. Composite Reliability (CR) & Average Variance Extracted (AVE)
Source: Data processing results, 2025

Construct	Composite Reliability	Average Variance Extracted
Organizational Citizenship Behaviour	0.863	0.678
Work Environment	0.869	0.690
Organizational Commitment	0.918	0.736
Innovation	0.961	0.779
Employee Performance	0.870	0.685

Furthermore, Table 4 shows that the loading factor values for each item ranged from 0.794 to 0.929. This value is well above the minimum threshold typically required, which is 0.7. This means that all items have a fairly strong relationship with the construct being measured, indicating that they can be reliably used to measure the relevant variables.

This minimum requirement of 0.7 is usually taken as the standard in construct validity analysis, because it indicates that at least 49% (0.7^2 = 0.49) of the item variance can be explained by the construct. Therefore, when all items meet or exceed this value, we can conclude that the items are valid and suitable for use in the measurement instrument. Overall, the presence of high factor loadings that meet this standard confirms that the questionnaire items are able to effectively and reliably measure the intended construct, so that the data obtained from these items can be trusted for further analysis.

Table 4. Convergent validity (loading factor)
Source: Data processing results, 2025

Item	OCB	Work Environment	Organizational Commitment	Innovation	Employee Performance
OCB1	0.802				
OCB2	0.869				
OCB3	0.799				
LK1		0.795			
LK2		0.825			
LK3		0.870			
KO1			0.794		
KO2			0.857		
KO3			0.897		
KO4			0.879		
I1				0.830	
I2				0.870	
I3				0.929	
I4				0.929	
I5				0.870	
I6				0.851	
I7				0.896	
KK1					0.872
KK2					0.876
KK3					0.806

Structural model

The test results in Table 5 show that of all the hypotheses tested, only H2, H5, and H6 are not supported. This is because their respective p-values are greater than 0.05, so there is insufficient evidence to reject the null hypothesis and state that the hypothesized relationship is not statistically significant. Conversely, hypotheses H1, H3, and H4 are supported because their p-values are smaller than $\alpha = 0.05$, indicating that the data supports the hypothesized relationships in all three hypotheses. Overall, these test results indicate that most of the hypotheses are statistically proven to be accepted, except for H2, H5, and H6.

Table 5. Size and Significance of Path Coefficient
Source: Data processing results, 2025

Path	Standardized Path Coefficient	p-values
H1: OCB -> Employee Performance	1.000	<0.001*
H2: OCB -> Innovation	0.090	0.191
H3: LK -> Innovation	0.422	<0.001*

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H4: KO -> Innovation	0.397	<0.001*
H5: KO -> Employee Performance	-0.000	0.500
H6: Innovation -> Employee Performance	-0.000	0.500
Note: *=significant (p-values < 0.05)		

The test results in Table 6 show that of all the hypotheses tested, H7, H8, and H9 did not have a significant effect. This is because their respective p-values were greater than 0.05, so the hypothesized relationship was not statistically significant. Overall, these test results indicate that innovation does not significantly mediate organizational citizenship behavior, work environment, and organizational commitment.

Table 6. Indirect Effect
Source: Data processing results, 2025

Path	Standardized Path Coefficient	p-values
H7: OCB -> Innovation -> Employee Performance	-0.000	0.500
H8: LK -> Innovation -> Employee Performance	-0.000	0.500
H9: KO -> Innovation -> Employee Performance	-0.000	0.500
Note: *=significant (p-values < 0.05)		

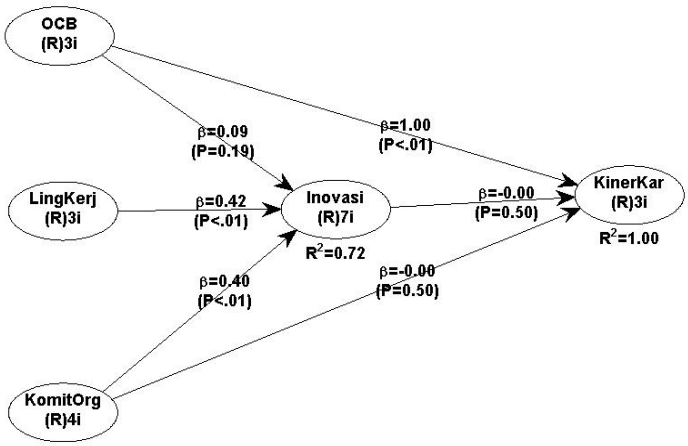

Figure 2. Model Test Results, 2025

Figure 2 shows the results of the model test with a significance level of 5%, the relationship between organizational citizenship behaviour and employee performance is significant at 100% with a p value of less than 1%, the relationship between organizational citizenship behaviour and innovation is not significant at 9% with a p value of 10%, the relationship between work environment and innovation is significant at 42% with a p value of less than 1%, the relationship between organizational commitment and innovation is significant at 40% with a p value of less than 1%, the relationship between organizational commitment and employee performance is not significant at -0.00% with a p value of 50%, the relationship between innovation and employee performance is not significant at -0.00% with a p value of 50%.

Table 7. Coefficient of Determination
Source: Data processing results, 2025

Indicator	R-square (R^2)
Innovation	0.72
Employee Performance	1.00

Table 7. Coefficient of determination shows that the R-squared value for the innovation variable is 0.72 and the employee performance variable is 0.100. The innovation variable is able to explain 72% of the variance in the dependent variable, and the employee performance variable is able to explain 100% of the variance in the dependent variable. These coefficients represent the amount of variance in the endogenous construct explained by all exogenous constructs (Hair et al., 2021). R2 values range from 0 to 1, with higher levels indicating higher levels of predictive accuracy (Hair et al., 2021).

Discussion

The first hypothesis, organizational citizenship behavior, has a significant positive effect on employee performance. The test results for the first hypothesis, namely organizational citizenship behavior encompasses various actions such as helping coworkers, volunteering to perform additional tasks, and complying with organizational rules and procedures, are in accordance with the opinion of (Dharma, 2018). The results of the first hypothesis test are consistent with research conducted by (Lestari & Ghaby, 2018) and (Fauziah et al., 2024), which prove through their research results that organizational citizenship behavior can improve employee performance.

The second hypothesis found that organizational citizenship behavior had no significant effect on innovation. The results of the second hypothesis test were inconsistent with research by (Ningrum et al., 2023), which showed that positive organizational citizenship behavior can increase innovation among employees and strengthen their ability to compete to achieve organizational goals.

The third hypothesis states that the work environment has a significant positive effect on innovation. Therefore, the test results for this third hypothesis are in accordance with the statement from (Putra & Sriathi, 2019) which states that the work environment is all facilities available in the environment around employees that can support them in carrying out tasks assigned by the company effectively. The test results for this third hypothesis are not in accordance with research from (Sarip & Mustangin, 2023) which states that the work environment does not have a significant effect on employee performance, but the work environment remains an important factor that needs to be considered in efforts to improve employee performance.

The fourth hypothesis demonstrates a significant positive effect on innovation. The results of the fourth hypothesis test align with research conducted by (Maranata et al., 2022) proving that organizational commitment has a significant positive effect on employee performance, and are consistent with research conducted by (Arestia, 2022) proving that organizational commitment has a significant effect on employee performance.

The fifth hypothesis, organizational commitment does not significantly influence employee performance. The results of the fifth hypothesis test align with research by (Dewinta & Suryanto, 2024), which demonstrated an indirect effect between organizational commitment and innovation. It

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turns out that in MSMEs, high employee commitment does not significantly impact employee performance. In MSMEs, the key is that employees are able to perform their jobs effectively in collaboration with other employees.

The sixth hypothesis, innovation has no significant effect on employee performance. The results of the sixth hypothesis test do not align with research from (Chen et al., 2019) ; (Mardiah & Simatupang, 2020) and (Natalia, 2024). The results of research from (Chen et al., 2019) explain that employee innovative behavior can improve company performance. (Mardiah & Simatupang, 2020) prove through their research, that innovation has a significant positive influence on employee performance. Also (Natalia, 2024) proves that innovation has a significant positive influence on employee performance. Innovative behavior in MSMEs is not really necessary in MSMEs because MSME managers tend to rely on existing methods and processes and focus on traditional business sustainability. Limited resources, a simpler work culture, and the need to maintain stability often make innovation not a top priority. Furthermore, in the MSME environment, conservative and risk-oriented decisions can also lead to a lack of encouragement to undertake significant innovation. Therefore, although innovation can provide long-term benefits, in the context of certain MSMEs, innovative behavior may not be considered a very essential factor for business continuity and growth.

The seventh hypothesis, innovation does not mediate organizational citizenship behavior on employee performance. This indicates that the role of innovation as an intermediary variable is not significant in explaining the relationship. Although organizational citizenship behavior has a positive influence on employee performance, the presence of innovation does not significantly strengthen or mediate this influence. This can be interpreted as meaning that the innovation factor is not the main mechanism that bridges the relationship between organizational citizenship behavior and employee performance in the context of this study. A possible cause is that other factors, such as an organizational culture that supports collaboration and intrinsic motivation, play a greater role in improving employee performance. Furthermore, it is also possible that innovation is not always applied directly in improving employee performance through organizational citizenship behavior, but rather plays a role more as a result or consequence of that behavior, rather than as a primary mediator in the process of the relationship between the two. Thus, these results confirm that in certain contexts, innovation does not always play a significant role as an intermediary variable in the relationship between organizational citizenship behavior and employee performance.

The eighth hypothesis, innovation does not mediate the work environment on employee performance. The test results for this eighth hypothesis are inconsistent with the research conducted by (Warso et al., 2022), which found that the work environment has a significant influence on employee performance when mediated by innovation. This difference in results suggests that, in the context of MSMEs, innovation may not be a significant factor in improving employee performance, and therefore the work environment itself is insufficient to mediate the effect of innovation on performance. This could be due to the characteristics of MSMEs, which prioritize operational efficiency and sustainability over innovation, which may require greater resources.

The ninth hypothesis states that innovation does not mediate organizational commitment on employee performance. MSME employees do not require commitment, so their work results will automatically be recognized by the company where they work. This may be due to the more flexible

and informal characteristics of MSMEs, where the relationship between owners and employees tends to be closer and more direct. Employees usually receive recognition for their work results directly without relying on formal ties such as strong organizational commitment. Furthermore, employee motivation and work enthusiasm in MSMEs are driven more by personal factors, creativity, and direct rewards, so the existence of organizational commitment is not a primary factor in increasing innovation or performance. Therefore, in the context of MSMEs, employee performance success depends more on personal motivation and direct recognition of work results, rather than on formal ties such as organizational commitment.

4. CONCLUSION AND RECOMMENDATIONS

Based on the research results, it can be concluded that organizational citizenship behavior has a positive and significant influence on employee performance, indicating that volunteering and helping others in the workplace can improve employee performance. The work environment also has a positive influence on innovation, emphasizing the importance of facilities and a supportive work atmosphere to encourage innovation in the organization. Meanwhile, the organizational commitment variable shows a positive influence on innovation, but is not significant on employee performance directly. In addition, innovation does not have a significant effect on employee performance and does not mediate the relationship between other variables such as organizational citizenship behavior and the work environment on employee performance. These results indicate that in the context of MSMEs, organizational culture factors, simple work environment characteristics, and the conservative nature of the business tend to limit the role of innovation as a mediator or a primary factor in improving employee performance.

The novelty of this study lies in its focus on MSMEs in North Bekasi, which are rarely studied in employee performance research. This study simultaneously examines the influence of organizational citizenship behavior (OCB), work environment, organizational commitment, and innovation on employee performance, considering the role of innovation as a mediating variable. The results show that innovation has no significant effect on employee performance and does not mediate the relationship between other variables, which differs from most previous studies. Thus, this study provides new contributions both theoretically through empirical findings that challenge the results of previous studies and practically for MSMEs in improving employee performance by strengthening organizational citizenship behavior and a conducive work environment.

Based on these findings, it is recommended that organizations, particularly MSMEs, focus more on developing positive behaviors such as organizational citizenship behavior, which has been proven to improve employee performance. Managers also need to pay attention to the work environment by creating a conducive atmosphere and supporting innovation, even though the results are not always significant, because this can help increase creativity and efficiency. Furthermore, it is recommended that MSMEs strengthen an organizational culture that supports collaboration and continuous innovation, as well as increase employee training and competency development to encourage an innovative spirit. Finally, it is important for policymakers in MSMEs to understand the characteristics of their businesses and adjust managerial strategies so that these factors can be more effective in improving business performance and sustainability in the future.

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