

# The Effect of Employee Engagement Dimensions on Organizational Commitment in Small and Medium Enterprises in Indonesia

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## Abstract

Employee engagement shapes the level of organizational commitment in small and medium-sized enterprises (SMEs) in Indonesia. Workers who form strong emotional connections to their responsibilities, actively assess their tasks, and participate consistently in daily operations tend to exhibit higher accountability and loyalty toward their organization. This study examines the relationship between emotional, cognitive, and behavioral engagement and organizational commitment among SME employees. A quantitative survey was conducted with 120 participants selected through purposive sampling. Data were gathered via a combination of online and in-person questionnaires. Analysis using SPSS included descriptive statistics, validity and reliability assessments, assumption testing, and multiple linear regression. Results indicate that all forms of engagement correlate positively with organizational commitment, with behavioral engagement showing the most significant impact. Employees who engage actively in their work demonstrate greater persistence in supporting organizational goals. These findings suggest that deliberate efforts to enhance engagement across multiple dimensions can strengthen stability and operational continuity in SMEs.

## Keywords:

Employee engagement; Emotional engagement; Cognitive engagement; Behavioral engagement; Organizational commitment; SMEs.

## 1. INTRODUCTION

Small and medium-sized enterprises (SMEs) play a vital role in Indonesia's economic development by creating jobs, distributing income, and expanding business activity across regions. Their performance is shaped not only by managerial capacity but also by the quality of the people involved in daily operations. Increasing business competition requires SMEs to build work relationships that encourage loyalty and strengthen employees' commitment to the organization. Employee engagement reflects the enthusiasm, dedication, and active participation employees bring to their work. Employees with strong engagement tend to take greater responsibility, maintain steady work quality, and show a stronger intention to stay. In contrast, weak engagement may reduce productivity and threaten workforce stability, particularly in SMEs where daily operations often depend heavily on a small number of employees. Previous studies generally indicate a positive relationship between employee engagement and organizational commitment. Still, research has not paid sufficient attention to how emotional, cognitive, and behavioral engagement relate separately to organizational commitment in Indonesian SMEs. Responding to this research gap, this study examines the influence of employee engagement dimensions on organizational commitment using empirical data from SME employees in Indonesia.

Employee commitment is a key factor in organizational performance, particularly in sustaining workforce stability and achieving business objectives. Employees who demonstrate strong commitment consistently show loyalty, take responsibility, and maintain long-term working relationships. In small and

medium-sized enterprises (SMEs), this becomes especially significant because daily operations rely heavily on the quality and steadiness of human resources. Putra (2015) highlights that organizational commitment, culture, leadership style, and work environment influence employee performance in small industries. Effective management of work relationships can improve task execution and encourage employees to perform reliably. A supportive environment reinforces attachment to the organization, which in turn strengthens loyalty. Utomo et al. (2024) report that employee engagement shapes SME performance under the guidance of the National Standardization Agency, with managerial support and employee knowledge linked to more consistent outcomes. Employees who actively engage in their work show stronger drive in reaching targets and sustaining performance quality. Kahpi and Syaechurodji (2022) find that engagement fosters creativity among SME employees in Banten Province, enabling them to generate practical work solutions and execute tasks more efficiently. Across these studies, employee engagement appears closely tied to building commitment, though the degree of influence varies depending on how engagement manifests and the conditions within each organization.

Employee engagement refers to a psychological state that reflects how far individuals are connected emotionally and cognitively to their work. Kahn (1990) describes work engagement as a condition in which employees invest their physical, emotional, and mental energy while carrying out job responsibilities. Employees with strong engagement tend to show enthusiasm, attentiveness to their tasks, and a consistent willingness to put in effort for organizational goals. In contrast, weak engagement is often followed by reduced work drive and a lower level of attachment to the organization. In small and medium enterprises (SMEs), engagement carries particular weight because daily operations depend heavily on how employees interact with their work and with one another. When employees feel valued and included in work processes, they are more likely to take responsibility for outcomes and maintain alignment with organizational targets. This condition also helps organizations sustain workforce stability and strengthen employee loyalty over time. Octasyulva et al. (2021) point out that SME development is shaped by behavioral aspects linked to individual intentions and actions within the workplace. Octasyulva et al. (2022) further note that innovation plays a decisive role in improving SME performance, where organizational ability to encourage creativity and participation can sharpen competitiveness in practice. From these findings, employee engagement appears closely tied to how commitment forms within SMEs in Indonesia, although its strength may vary depending on how engagement is experienced in daily work settings.

Employee commitment in small and medium enterprises (SMEs) is shaped by psychological conditions, the quality of work relationships, and the extent of individual involvement in job activities. Employees who demonstrate stronger engagement generally show higher loyalty, greater responsibility, and a clearer intention to maintain long-term ties with the organization. For SMEs, this aspect carries real weight because operational continuity depends on human resource quality and workforce stability. Nurwaningsih and Arenggoasih (2025) find that positive meaning in work and cognitive engagement are associated with organizational commitment among employees of *Butik Puspita Kebaya Salatiga*. Their results suggest that mental involvement in daily tasks strengthens emotional attachment to the organization. Employees who understand work goals and see value in what they do tend to maintain a stronger level of commitment to their workplace. Beyond engagement, human resource competence also plays a role in SME performance. Eka et al. (2022) show that employee competence supports SME development in *Ilir Barat II District, Palembang*. Employees who perform tasks effectively help improve productivity and maintain consistent work quality within the organization. Gusti Ayu Lusiana Alviani et al. (2021) report that servant leadership affects employee performance through organizational commitment. Leadership that builds constructive work relationships tends to strengthen trust, loyalty, and employee attachment to the organization. Across these studies, employee engagement is consistently linked to the formation of commitment in SMEs in Indonesia, although the strength of this relationship may differ depending on workplace conditions and how work practices are managed.

Employee commitment has become a decisive factor in sustaining small and medium enterprises (SMEs), especially when business competition continues to intensify. Employees who demonstrate strong commitment tend to show discipline, loyalty, and a consistent sense of responsibility toward both tasks and organizational goals. These behavioral patterns are closely linked to organizational stability, service quality, and the ability of SMEs to meet performance targets. Mustika et al. (2019) report that employee commitment and work discipline influence employee performance at the Office of Cooperatives, Small and Medium Enterprises, and Trade in *Pematangsiantar City*. Their findings indicate that commitment is closely tied to improvements in work performance. Employees who maintain loyalty and responsibility toward their organization are more likely to carry out tasks effectively and maintain consistency in their work output. Mostafa Saad et al. (2022) find that employee engagement in its emotional, cognitive, and behavioral forms affects organizational commitment within SMEs in *Egypt*. Different forms of engagement shape how employees relate to their organization, where stronger engagement is followed by higher commitment levels. Putra (2024) notes that research on work engagement in Indonesian SMEs continues to expand, driven by its connection with productivity, loyalty, and employee commitment. The growing attention in this area reflects increasing interest in how workplace involvement shapes employee attitudes and behavior. Across these studies, employee engagement dimensions consistently relate to how commitment is formed in SMEs in

Indonesia, although the strength of this relationship may vary depending on organizational practices and working conditions.

Previous research has shown that employee engagement has a significant relationship with organizational commitment in small and medium-sized enterprises (SMEs). Emotional, cognitive, and behavioral engagement can strengthen employee commitment and encourage organizational citizenship behavior, including a stronger sense of responsibility toward the employer. Employees who actively engage in their daily tasks often develop a stronger attachment to their workplace and show a greater intention to remain with the organization over the long term. Although researchers have widely examined employee engagement and organizational commitment, limited studies explain how each dimension of engagement operates in Indonesia's SME sector. This gap provides a strong basis for empirical testing to better understand how these variables relate to one another in small and medium-sized enterprises. Therefore, the present study explores the impact of employee engagement on organizational commitment among employees in Indonesian SMEs.

## 2. RESEARCH METHOD

The study applies a quantitative method to examine how different dimensions of employee engagement affect organizational commitment in small and medium-sized enterprises (SMEs) in Indonesia. This method allows the investigation of relationships between variables through statistical analysis of numerical data provided by respondents. Data were collected via questionnaires distributed to SME employees across the country. The survey approach is widely used in human resource research because its structured design enables the collection of responses in a consistent and organized way, supporting clear interpretation of patterns in employee behavior and commitment.

The research instrument was developed using indicators adapted from several prior studies on employee engagement and organizational commitment. The framework draws on Rich et al. (2010), Kahn (1990), Grego-Planer (2022), and Ambarwati et al. (2023), which discuss work engagement, organizational relations, and employee commitment in workplace settings. Studies by Maria et al. (2022), Kurniawanti et al. (2023), and Anjaningrum et al. (2024) also inform the understanding of human resource practices and organizational development within SMEs. In addition, Belitski et al. (2021) highlight how shifts in the business environment and economic conditions can affect SME stability as well as employee relations within organizations.

The research questionnaire consists of three structured sections designed to collect data from respondents in a clear and directed manner. The first section provides an explanation of the research purpose along with instructions for completing the questionnaire to ensure respondents understand how to answer each item. The second section contains statements used to measure employee engagement dimensions and organizational commitment. The third section includes respondents' demographic information, such as gender, age, education level, length of employment, and job role within the organization. Each section is arranged to support accurate and consistent data collection for further analysis.

Employee engagement was examined through three dimensions: emotional, cognitive, and behavioral engagement. Emotional engagement indicates the degree to which employees experience energy, enthusiasm, and dedication toward their work. Cognitive engagement captures the focus, attention, and mental effort invested in completing tasks. Behavioral engagement reflects employees' active participation and support for organizational practices. Organizational commitment was evaluated through loyalty, sense of belonging, and the intention to maintain the employment relationship. Data were collected using a questionnaire with indicators rated on a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The instrument underwent pilot testing to verify item accuracy and reliability before broader application. Reliability analysis using Cronbach's alpha confirmed that all variables exceeded the minimum threshold of 0.70, indicating consistent measurement.

## 3. RESULTS AND DISCUSSION

### 3.1. Results

#### 3.1.1. Respondent Characteristics

The study involved 120 employees working in small and medium-sized enterprises (SMEs) in Indonesia. Respondent profiles were analyzed based on gender, age, education level, and length of employment. This analysis provides a clear picture of the workforce included in the study and reflects typical patterns of engagement and tenure within the SME sector. The demographic data also offer a perspective on how work experience and educational background relate to daily practices and interactions within the organization.

Table 1. Respondent Characteristics

Characteristics	Category	Frequency	Percentage
Gender	Male	68	56.7%
	Female	52	43.3%
Age	20–25 Years	32	26.7%
	26–35 Years	49	40.8%
	36–45 Years	26	21.7%
	>45 Years	13	10.8%
Education	Senior High School	22	18.3%
	Diploma	33	27.5%
	Bachelor Degree	53	44.2%
	Master Degree	12	10.0%
Working Experience	<2 Years	29	24.2%
	2–5 Years	50	41.7%
	>5 Years	41	34.1%

Based on Table 1, male respondents dominated the SME workforce with 68 individuals (56.7%), compared to 52 females (43.3%). The majority were aged 26–35 years (49 respondents, 40.8%), followed by 20–25 years (26.7%), 36–45 years (21.7%), and over 45 years (10.8%), indicating a workforce largely in productive and stable stages. Most held a bachelor's degree (53, 44.2%), while diploma graduates made up 27.5%, high school graduates 18.3%, and master's holders 10.0%, suggesting alignment with workplace demands. In terms of tenure, 41.7% had 2–5 years of experience, and 34.1% had over five years, reflecting sufficient familiarity with organizational routines that shapes their work performance and engagement.

### 3.1.2. Descriptive Statistics

Descriptive analysis examined patterns in respondents' answers across all study variables. Minimum and maximum values, mean, and standard deviation were calculated for emotional, cognitive, and behavioral engagement, as well as organizational commitment. The results indicate how employees perceive their engagement and their alignment with organizational practices within small and medium-sized enterprises (SMEs) in Indonesia. This approach allows assessment of variations in responses and highlights areas where engagement is stronger or weaker, offering a clear perspective on how employees interact with daily work expectations and organizational demands.

Table 2. Descriptive Statistics

Variables	Minimum	Maximum	Mean	Standard Deviation
Emotional Engagement	2.40	5.00	4.12	0.541
Cognitive Engagement	2.60	5.00	4.05	0.563
Behavioral Engagement	2.80	5.00	4.18	0.517
Organizational Commitment	2.70	5.00	4.10	0.548

Based on Table 2, behavioral engagement records the highest mean score of 4.18, followed by emotional engagement at 4.12, organizational commitment at 4.10, and cognitive engagement at 4.05. All variables show mean values above 4.00, indicating that respondents generally assess work engagement and organizational commitment in small and medium enterprises (SMEs) in Indonesia in a positive way. The pattern across the variables suggests that employees tend to respond favorably toward their work conditions, particularly in how they behave and participate in daily tasks, while cognitive engagement remains slightly lower compared to the other dimensions.

### 3.1.3. Validity Test

The validity test was carried out to evaluate how accurately each questionnaire item measures the intended research variables. This step ensures that the indicators used are appropriate for capturing emotional engagement, cognitive engagement, behavioral engagement, and organizational commitment. Corrected item total correlation was applied with a minimum threshold of 0.30 as the criterion for evaluating item validity. Items exceeding this value were considered valid and suitable for further processing and statistical analysis in the study.

Table 3. Validity Test Results

Variables	Item Code	Corrected Item-Total Correlation	Result
Emotional Engagement	EE1	0.712	Valid
	EE2	0.688	Valid
	EE3	0.734	Valid
	EE4	0.701	Valid
	EE5	0.695	Valid
Cognitive Engagement	CE1	0.674	Valid
	CE2	0.719	Valid
	CE3	0.706	Valid
	CE4	0.681	Valid
	CE5	0.692	Valid
Behavioural Engagement	BE1	0.728	Valid
	BE2	0.741	Valid
	BE3	0.719	Valid
	BE4	0.705	Valid
	BE5	0.736	Valid
Organizational Commitment	OC1	0.756	Valid
	OC2	0.734	Valid
	OC3	0.701	Valid
	OC4	0.719	Valid
	OC5	0.742	Valid
	OC6	0.728	Valid

Based on Table 3, all items demonstrated corrected item–total correlation values above the 0.30 threshold. This indicates that the indicators for emotional engagement, cognitive engagement, behavioral engagement, and organizational commitment reliably reflect the intended variables. Each statement effectively differentiates levels of engagement and commitment, confirming the instrument’s capacity to capture meaningful responses. Consequently, the questionnaire is appropriate for further statistical analysis, providing a solid foundation for examining relationships among the study variables without compromising measurement accuracy.

#### 3.1.4. Reliability Test

The reliability test was conducted to examine the consistency and stability of the questionnaire items in measuring the research variables. This step ensures that each indicator produces relatively consistent responses when measured under similar conditions. Cronbach’s Alpha was applied as the testing method, with a minimum value of 0.70 used as the benchmark for reliability. Variables that exceed this threshold are considered reliable and appropriate for further statistical analysis.

Table 4. Reliability Test Results

Variables	Number of Items	Cronbach’s Alpha	Result
Emotional Engagement	5	0.842	Reliable
Cognitive Engagement	5	0.817	Reliable
Behavioural Engagement	5	0.856	Reliable
Organizational Commitment	6	0.884	Reliable

Based on Table 4, all variables record Cronbach’s Alpha values above 0.70, indicating consistent internal reliability across the measurement items. Each construct shows stable response patterns, suggesting that the questionnaire items function properly in capturing the intended variables and are suitable for further statistical analysis.

#### 3.1.5. Classical Assumption Test

The classical assumption test was conducted before performing multiple linear regression to verify that the dataset adhered to statistical requirements. Normality was assessed to determine whether the data distribution was suitable for regression analysis. The Kolmogorov–Smirnov test was applied, and significance values above 0.05 indicated a normal distribution. This step confirmed that the data could be analyzed further without violating the basic assumptions of regression, ensuring that subsequent results are reliable and interpretations reflect actual patterns rather than artifacts of irregular data behavior.

Table 5. Normality Test Results

Variables	Asymp. Sig. (2-tailed)	Result
Regression Residual	0.200	Normal

Based on Table 5, the normality test shows a significance value of 0.200, exceeding the 0.05 threshold. This result indicates that the regression residuals are normally distributed, meeting one of the main requirements for multiple linear regression analysis. A normal distribution suggests that the data structure is stable enough for continued statistical testing without violating regression assumptions. The multicollinearity test was also conducted to assess the relationship among independent variables in the model. This procedure examines whether the predictors are highly correlated, which could interfere with the estimation of regression coefficients. A regression model is considered more dependable when no strong multicollinearity is detected, as this allows the relationship between variables to be estimated more accurately and the results to remain interpretable in a clearer manner.

Table 6. Multicollinearity Test Results

Variables	Tolerance	VIF	Result
Emotional Engagement	0.691	1.447	No Multicollinearity
Cognitive Engagement	0.673	1.486	No Multicollinearity
Behavioural Engagement	0.708	1.412	No Multicollinearity

Based on Table 6, all independent variables demonstrated tolerance values above 0.10 and variance inflation factor (VIF) values below 10, indicating minimal intercorrelation among predictors. The absence of strong relationships between independent variables suggests that multicollinearity does not compromise the regression model. Consequently, the estimated coefficients remain stable and interpretable, allowing each predictor to explain variations in the dependent variable without interference from overlapping effects. This ensures that the model provides a reliable assessment of how the independent variables individually contribute to observed outcome.

The heteroscedasticity test was performed using the Glejser method to determine whether residual variance remains consistent across observations. This assessment identifies whether error terms fluctuate systematically or stay stable throughout the dataset. A model with constant residual variance ensures that estimation results are trustworthy. When heteroscedasticity is absent, the regression output can be interpreted with greater confidence, and the model can be used for subsequent hypothesis testing without concerns that varying error patterns will distort conclusions.

Table 7. Heteroscedasticity Test Results

Variables	Significance	Result
Emotional Engagement	0.418	No Heteroscedasticity
Cognitive Engagement	0.527	No Heteroscedasticity
Behavioural Engagement	0.611	No Heteroscedasticity

Based on Table 7, all independent variables displayed significance values above 0.05, indicating that heteroscedasticity did not compromise the regression model. Residual variance remained stable across observations, confirming that the assumption of constant variance holds. This stability ensures that the model produces reliable estimates and can be used confidently for further statistical analysis without distortion from uneven error distribution.

### 3.2. Discussion

The findings show that emotional, cognitive, and behavioral engagement were positively and significantly associated with organizational commitment in small and medium enterprises (SMEs) in Indonesia. This result suggests that employee engagement has a clear role in shaping loyalty, sense of belonging, and the intention to remain with the organization. For SMEs, this relationship deserves attention because workforce stability often depends on how employees experience their work environment and respond to daily organizational practices.

Emotional engagement shows a positive effect on organizational commitment. Employees who feel emotionally connected to their work tend to display stronger responsibility and greater loyalty toward the organization. A supportive working relationship also contributes to a more stable and comfortable work experience, which strengthens the link between employees and the organization. This result aligns with Grego-Planer (2022), who notes that leadership that encourages constructive interpersonal relations can strengthen affective commitment. Work settings that support positive interaction tend to encourage employees to remain engaged and maintain their attachment to the organization.

Cognitive engagement also demonstrates a positive relationship with organizational commitment. Employees who maintain strong attention and concentration in their work tend to understand organizational goals more clearly and perform tasks with greater consistency. This mental involvement strengthens responsibility and supports a more stable attachment to the organization. The finding is in line with Iqbal et al. (2020), who explain that work engagement is shaped by psychological conditions and workplace settings that influence employee motivation and work quality. Behavioral engagement appears as the most influential dimension of organizational commitment. Employees who actively participate in work activities tend to build

stronger ties with the organization and show greater willingness to support organizational goals. In small and medium enterprises, such involvement carries particular weight since daily operations rely heavily on direct participation and cooperation among employees. This result aligns with Ambarwati et al. (2023), who note that employee engagement is closely related to improvements in work quality and employee performance within SMEs.

Changes in the business environment and technological development continue to shape employee engagement and commitment in small and medium enterprises (SMEs). Priyono et al. (2020) note that digital transformation within SMEs accelerated during the COVID-19 pandemic, pushing organizations to adjust their operations and strengthen employee capability. This shift required workers to adapt more quickly to new work systems while maintaining performance standards under changing conditions. Belitski et al. (2021) further explain that the pandemic placed pressure on SME sustainability, making workforce quality and working relationships central to organizational survival. SMEs that were able to maintain employee stability and cooperation tended to manage disruption more effectively than those that struggled to adapt. These findings suggest that external disruptions do not only affect business operations, but also shape how employees engage with their work and how strongly they remain committed to their organizations in uncertain conditions.

In the digital era and Society 5.0, employee engagement plays an increasingly important role in maintaining the competitiveness of small and medium enterprises (SMEs). Tiong et al. (2024) report that digital competence, employee engagement, and leadership style are linked to employee performance in Indonesian SMEs. Employees with stronger engagement tend to adapt more quickly to technological shifts and contribute more actively to organizational innovation processes. Putra et al. (2023) also indicate that digital leadership supports SME resilience through employee creativity. This suggests that leadership practices can shape how employees respond to change and how actively they participate in improving work processes. Beyond internal factors, innovation and organizational learning also influence how engagement and commitment develop. Anjaningrum et al. (2024) find that organizational learning, innovation, and the ability to respond to customer needs are associated with better SME performance in the creative economy sector in East Java. Maria et al. (2022) further show that transformational leadership and employee creativity are linked to improved work quality in food processing SMEs in Indonesia.

Based on the findings, small and medium enterprises in Indonesia are encouraged to strengthen emotional, cognitive, and behavioral engagement through clearer communication in daily work, consistent organizational support, structured training, and broader opportunities for employees to take part in work activities. When these practices are applied consistently, employee attachment to the organization tends to improve, followed by stronger commitment and reduced turnover risk. This condition also supports workforce stability and helps SMEs remain competitive amid ongoing changes in the business environment.

#### 4. CONCLUSION

The findings indicate that emotional engagement, cognitive engagement, and behavioral engagement have a positive and significant relationship with organizational commitment in small and medium enterprises (SMEs) in Indonesia. Employees with emotional attachment to their work tend to show stronger loyalty, higher responsibility, and a greater intention to maintain long-term employment within the organization. Cognitive engagement also strengthens employees' attention, focus, and understanding of organizational objectives, which helps reinforce working relationships and improves alignment between individual effort and organizational direction. Behavioral engagement emerges as the strongest predictor of organizational commitment. Employees who actively participate in work activities and consistently support organizational tasks tend to develop stronger connections with the organization. In SMEs, such participation carries particular weight because operational activities rely heavily on human resource quality and cooperation among employees. These findings indicate that stronger employee engagement is associated with improved workforce stability, higher loyalty, and more stable working relationships. For SMEs, strengthening workplace communication, reinforcing organizational support, improving working conditions, and providing room for employee participation are practical steps that can help sustain organizational commitment and support long-term business continuity in Indonesia.

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