DFAME : Digital Financial Accounting Management Economics Journal
Vol. 4, No. 2, Mei 2026, pp. 65 - 76
ISSN: 3025-1079, DOI: 10.61434/dfame.v4i2.340

Job Autonomy And Psychological Safety With Innovative Behavior Mediation On Content Marketing Performance Among MSMEs

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A R T I C L E I N F O

History of the article:
Received April 1, 2026
Revised Mei 2, 2026
Accepted Mei 31, 2026

Keywords:
Content Marketing Performance;
Innovative Behavior;
Psychological Safety

ABSTRACT

This study examines the influence of job autonomy and psychological safety on content marketing performance, with innovative behavior as a mediating variable among MSMEs. A quantitative approach was employed using survey data collected from 160 MSME actors in Purwakarta who are actively involved in digital marketing activities. The data were analyzed using Structural Equation Modeling with Partial Least Squares (SEM-PLS). The results indicate that job autonomy and psychological safety have significant positive effects on innovative behavior. Furthermore, innovative behavior significantly enhances content marketing performance. The mediation analysis reveals that innovative behavior plays a crucial role in linking job autonomy and psychological safety to performance outcomes. These findings suggest that internal organizational factors must be translated into innovative actions to achieve optimal marketing performance. The study contributes to the literature by providing an integrated framework that explains how employee-driven innovation influences digital marketing effectiveness in MSMEs. Practically, the results highlight the importance of fostering autonomy and creating a psychologically safe environment to encourage creativity. Despite its contributions, this study is limited to a specific regional context and cross-sectional data. Future research should explore broader contexts and additional variables to strengthen the generalizability of the findings.

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Kata Kunci:
Kinerja Pemasaran Konten;
Keamanan Psikologis;
Perilaku Inovatif

ABSTRACT

Penelitian ini bertujuan untuk menguji pengaruh otonomi kerja dan keamanan psikologis terhadap kinerja pemasaran konten, dengan perilaku inovatif

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sebagai variabel mediasi pada UMKM. Pendekatan kuantitatif digunakan melalui pengumpulan data survei dari 160 pelaku UMKM di Purwakarta yang aktif dalam kegiatan pemasaran digital. Data dianalisis menggunakan Structural Equation Modeling berbasis Partial Least Squares (SEM-PLS). Hasil penelitian menunjukkan bahwa otonomi kerja dan keamanan psikologis memiliki pengaruh positif dan signifikan terhadap perilaku inovatif. Selain itu, perilaku inovatif terbukti meningkatkan kinerja pemasaran konten secara signifikan. Hasil analisis mediasi mengungkapkan bahwa perilaku inovatif berperan penting dalam menghubungkan otonomi kerja dan keamanan psikologis dengan kinerja pemasaran konten. Temuan ini menunjukkan bahwa faktor internal organisasi perlu diterjemahkan menjadi tindakan inovatif untuk mencapai kinerja pemasaran yang optimal. Penelitian ini memberikan kontribusi dengan menghadirkan kerangka terintegrasi yang menjelaskan bagaimana inovasi yang digerakkan oleh karyawan memengaruhi efektivitas pemasaran digital pada UMKM. Secara praktis, hasil ini menekankan pentingnya pemberian otonomi serta penciptaan lingkungan kerja yang aman secara psikologis untuk mendorong kreativitas. Meskipun demikian, penelitian ini terbatas pada konteks wilayah tertentu dan data cross-sectional. Penelitian selanjutnya disarankan untuk memperluas konteks dan menambahkan variabel lain guna meningkatkan generalisasi temuan.

INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) are increasingly relying on digital platforms to enhance their competitiveness, yet many still struggle to achieve optimal content marketing performance. The rapid evolution of digital ecosystems demands not only technical capability but also behavioral adaptability among employees. In practice, many MSMEs face internal constraints such as limited decision-making freedom and low psychological support, which hinder employees from contributing creatively. Content marketing, as a strategic tool, requires continuous innovation to remain relevant in a saturated market. However, employees often operate under rigid structures that restrict experimentation and initiative. This condition leads to suboptimal performance outcomes, particularly in generating engaging and value-driven content. Prior studies have emphasized that employee-driven innovation plays a crucial role in improving marketing outcomes (Huang & Rust, 2021). Therefore, understanding internal organizational factors becomes essential in addressing performance gaps in MSMEs.

In recent years, empirical evidence has shown that MSMEs globally are lagging behind in leveraging innovative behavior to support content marketing strategies. For instance, data from digital marketing reports indicate that less than 40% of small businesses consistently produce innovative content that resonates with their target audience. This phenomenon is particularly evident in developing economies, where organizational support systems are still evolving. Employees often hesitate to share new ideas due to fear of criticism or failure, reflecting low levels of psychological safety. At the same time, job autonomy is frequently limited, with owners maintaining centralized control over decisions. According to Newman et al. (2017), psychological safety significantly influences employees' willingness to engage in innovative actions. Without such an environment, creative contributions are suppressed, ultimately affecting marketing effectiveness. Consequently, the lack of supportive work conditions becomes a major barrier to achieving superior content marketing performance.

Despite growing attention to innovative behavior in organizational research, there remains a limited understanding of how job autonomy and psychological safety jointly influence content marketing performance through innovation. Most prior studies have examined these variables in isolation rather than in an integrated framework. For example, research by Kim and Beehr (2018) primarily focused on job autonomy as a predictor of employee outcomes without considering its indirect effects through innovative behavior. This creates a gap in the literature, particularly in the context of MSMEs where organizational dynamics differ significantly from large firms. Furthermore, the mediating role of innovative behavior in linking internal work conditions to marketing performance has not been sufficiently explored. This gap highlights the need for a more comprehensive model that captures both direct and indirect relationships. Addressing this limitation

will contribute to a deeper understanding of employee-driven innovation in small business settings. Therefore, this study seeks to bridge this gap by integrating these variables into a unified framework.

A relevant theoretical foundation for this study is the concept of Innovative Work Behavior (IWB), which focuses on employees' ability to generate, promote, and implement new ideas within the workplace. This theory is particularly suitable because it emphasizes individual-level creativity as a driver of organizational outcomes. According to De Jong and Den Hartog (2010), innovative behavior involves not only idea generation but also the realization of those ideas into practical applications. This aligns closely with the demands of content marketing, which requires continuous idea development and execution. Unlike broader organizational theories, IWB provides a more specific lens to understand how employee actions translate into performance outcomes. Recent studies have reinforced the importance of IWB in dynamic and uncertain environments (Bos-Nehles et al., 2017). By applying this theory, the study can better explain the mechanisms through which job autonomy and psychological safety influence marketing performance. Thus, IWB serves as an appropriate theoretical basis for this research.

The urgency of this research is further underscored by the increasing competition in digital markets, where MSMEs must continuously innovate to survive. The proliferation of social media platforms has intensified the need for high-quality and engaging content. However, many MSMEs lack the internal capabilities to sustain such efforts consistently. Without fostering job autonomy, employees may feel constrained and less motivated to explore new ideas. Similarly, without psychological safety, employees may avoid taking risks that are essential for innovation. Studies have shown that organizations with supportive work environments tend to achieve higher levels of innovation and performance (Amabile & Pratt, 2016). This suggests that internal organizational factors are critical determinants of success in content marketing. Therefore, examining these factors is not only relevant but also necessary in the current business landscape.

Another important consideration is the role of innovative behavior as a mediating variable that connects internal work conditions with performance outcomes. Innovative behavior enables employees to translate autonomy and psychological support into tangible marketing outputs. When employees are given freedom in their roles, they are more likely to experiment with new content formats and strategies. Similarly, a psychologically safe environment encourages open communication and idea sharing. According to Scott and Bruce (1994), innovative behavior is a key mechanism through which individual and organizational factors influence performance. However, its mediating role in the context of content marketing remains underexplored. This highlights the need to investigate how innovative behavior functions within MSMEs. By doing so, the study can provide a more nuanced understanding of performance drivers.

Furthermore, the interplay between job autonomy and psychological safety presents a complex dynamic that requires deeper investigation. While both factors individually contribute to employee outcomes, their combined effect may produce synergistic benefits. Employees who experience both autonomy and safety are more likely to engage in proactive and creative behaviors. This combination fosters a work environment that supports experimentation and learning. Recent research suggests that the interaction between these variables can significantly enhance innovation (Li et al., 2022). However, empirical studies examining this interaction in MSMEs are still limited. This gap underscores the importance of exploring these relationships in a more integrated manner. Understanding this dynamic will help organizations design more effective management practices.

In addition, the context of MSMEs presents unique challenges and opportunities that differentiate it from larger organizations. MSMEs often operate with limited resources, making employee innovation even more critical for survival. Unlike large firms, MSMEs rely heavily on the creativity and initiative of their workforce. This makes job autonomy and psychological safety particularly relevant in this context. According to OECD (2021), MSMEs contribute significantly to economic growth but face persistent challenges in innovation adoption. Addressing these challenges requires a better understanding of internal organizational factors. Therefore, this study focuses specifically on MSMEs to provide context-specific insights. This approach ensures that the findings are both relevant and actionable.

Finally, this study aims to examine the influence of job autonomy and psychological safety on content marketing performance, with innovative behavior as a mediating variable among MSMEs. The objective is to provide empirical evidence on how internal work conditions shape marketing outcomes through employee innovation. By integrating these variables, the study seeks to offer a comprehensive framework that captures the complexity of organizational dynamics. The findings are expected to contribute to both theory and practice by identifying key drivers of performance. Additionally, the study aims to provide practical recommendations for MSME managers in enhancing their content marketing strategies. Through this research, a deeper understanding of the role of

employee behavior in digital marketing can be achieved. Ultimately, this study aspires to support MSMEs in improving their competitiveness in the digital era.

LITERATURE REVIEW

Innovative Work Behavior (IWB)

Innovative Work Behavior (IWB) refers to the intentional creation, promotion, and implementation of new ideas within a work role, group, or organization to improve performance outcomes. This concept emphasizes that innovation is not limited to top management but can emerge from employees at all organizational levels. IWB involves a sequence of activities, starting from idea generation to idea realization, making it highly relevant in dynamic business environments. According to Jeroen P. J. de Jong and Deanne N. Den Hartog (2010), innovative behavior is a multi-stage process that requires both cognitive and social engagement. Employees must not only think creatively but also mobilize support to implement their ideas. In contemporary organizations, IWB has become a critical driver of adaptability and competitiveness. Recent studies highlight that fostering such behavior is essential for sustaining innovation performance (Afsar & Umrani, 2020). Therefore, IWB provides a focused lens to understand how individual actions translate into organizational outcomes.

The development of IWB theory has evolved significantly over time, particularly with the integration of psychological and contextual factors. Earlier perspectives viewed innovation as a linear process, but recent approaches emphasize its iterative and socially embedded nature. Scholars have expanded the theory by incorporating variables such as leadership, work climate, and individual motivation as key determinants. For instance, research by Farrukh Afsar and Waseem Ahmed Umrani (2020) demonstrates that psychological empowerment and organizational support significantly enhance innovative behavior. Moreover, contemporary studies recognize that innovation is influenced by both structural conditions and interpersonal dynamics within organizations. This evolution reflects a shift toward a more holistic understanding of innovation processes. The inclusion of variables like psychological safety and autonomy further strengthens the explanatory power of IWB. As a result, IWB theory continues to adapt to modern organizational challenges.

In the context of this study, IWB serves as the central mechanism linking job autonomy and psychological safety to content marketing performance. The theory explains how supportive work conditions enable employees to generate and implement creative marketing ideas. When employees experience autonomy, they have greater freedom to experiment with content strategies. Similarly, psychological safety encourages them to share unconventional ideas without fear of negative consequences. These conditions collectively foster innovative behavior, which directly impacts marketing performance outcomes. According to Bos-Nehles et al. (2017), innovative behavior acts as a bridge between organizational practices and performance metrics. This makes IWB particularly relevant for MSMEs, where employee-driven innovation is crucial. Therefore, the application of IWB theory allows this study to capture the indirect effects of internal work conditions on marketing success.

Job Autonomy

Job autonomy refers to the degree of freedom, independence, and discretion employees have in scheduling their work and determining the procedures to carry it out. It is considered a core dimension of job design that influences motivation and performance. High levels of autonomy enable employees to make decisions that align with their expertise and creativity. This flexibility is particularly important in roles that require innovation and adaptability. According to Greg R. Oldham and J. Richard Hackman, autonomy enhances intrinsic motivation and job satisfaction. In modern organizations, autonomy is increasingly recognized as a key factor in fostering employee engagement. Recent studies also link autonomy with improved creative outcomes (Sia & Appu, 2022). Thus, job autonomy is a critical variable in understanding employee-driven innovation.

From the perspective of IWB theory, job autonomy provides the structural conditions necessary for innovative behavior to emerge. Employees who have control over their work processes are more likely to experiment with new ideas and approaches. Autonomy reduces bureaucratic constraints, allowing individuals to explore creative solutions without excessive supervision. This aligns with the principles of IWB, where idea generation and implementation require flexibility and independence. Research indicates that autonomy enhances employees' willingness to take initiative and engage in problem-solving activities. As noted by Liang et al. (2019), autonomy positively influences innovative work behavior by increasing perceived ownership of tasks. Therefore, job autonomy acts as a key enabler of innovation within organizations. Its role is particularly significant in content marketing, where creativity is essential.

Empirical studies have consistently supported the positive relationship between job autonomy and innovative outcomes. For example, research by Sia and Appu (2022) found that autonomy significantly

improves employees' creative performance in digital work environments. Similarly, a study by Zhang et al. (2018) demonstrated that job autonomy enhances innovation through increased intrinsic motivation. These findings suggest that employees who are given more freedom are more likely to engage in innovative activities. In the context of MSMEs, this relationship becomes even more critical due to limited organizational resources. By empowering employees, firms can leverage internal capabilities to drive innovation. Based on these arguments, the following hypothesis is proposed:
H1: Job autonomy has a positive effect on innovative behavior.

Psychological Safety
Psychological safety refers to a shared belief that the work environment is safe for interpersonal risk-taking. It allows employees to express ideas, ask questions, and admit mistakes without fear of negative consequences. This concept is essential in fostering open communication and collaboration within teams. According to Amy C. Edmondson, psychological safety creates an environment where individuals feel respected and valued. It is particularly important in knowledge-intensive and creative work settings. Employees who feel psychologically safe are more likely to contribute innovative ideas. Recent research highlights its role in enhancing team learning and performance (Frazier et al., 2017). Therefore, psychological safety is a crucial factor in organizational success.
Within the framework of IWB theory, psychological safety acts as a social condition that supports innovative behavior. Innovation often involves uncertainty and risk, making employees vulnerable to criticism or failure. A psychologically safe environment reduces these perceived risks, encouraging individuals to share and implement new ideas. This aligns with the principles of IWB, where social support is essential for idea promotion and realization. Studies have shown that psychological safety enhances employees' confidence in expressing creativity. For instance, research by Newman et al. (2017) indicates that psychological safety is positively related to innovative work behavior. Thus, it plays a vital role in facilitating innovation within organizations.
Previous empirical studies provide strong evidence for the relationship between psychological safety and innovation. Frazier et al. (2017) found that psychological safety significantly improves employees' engagement in creative tasks. Similarly, a study by Liu et al. (2020) revealed that psychologically safe environments enhance knowledge sharing and innovation performance. These findings suggest that employees are more willing to take risks when they feel supported by their organization. In MSMEs, where close interpersonal relationships are common, psychological safety becomes even more important. It enables employees to contribute ideas that can improve business performance. Based on this reasoning, the following hypothesis is proposed:
H2: Psychological safety has a positive effect on innovative behavior.

Innovative Behavior
Innovative behavior refers to the actions of employees in generating, promoting, and implementing new ideas that benefit organizational performance. It is a key component of IWB theory and serves as a direct driver of innovation outcomes. This behavior involves creativity, collaboration, and persistence in overcoming challenges. Employees who engage in innovative behavior contribute to continuous improvement within organizations. According to Michael D. Mumford, innovation at the individual level is essential for organizational adaptability. In the context of digital marketing, innovative behavior is crucial for developing engaging content strategies. Therefore, it plays a central role in enhancing performance outcomes.
From the theoretical perspective, innovative behavior acts as the mechanism through which job autonomy and psychological safety influence performance. It translates internal work conditions into tangible outputs, such as creative marketing content. When employees are empowered and supported, they are more likely to engage in innovative activities. This aligns with IWB theory, which emphasizes the importance of individual actions in achieving organizational goals. Research suggests that innovative behavior mediates the relationship between work environment and performance (Afsar et al., 2019). Thus, it serves as a critical link in the proposed model.
Empirical evidence supports the role of innovative behavior in improving performance outcomes. For example, a study by Afsar et al. (2019) found that innovative behavior significantly enhances organizational performance. Similarly, research by Leong and Rasli (2019) demonstrated that employee innovation contributes to marketing effectiveness. These findings highlight the importance of fostering innovative behavior within organizations. In MSMEs, this behavior can provide a competitive advantage in dynamic markets. By encouraging innovation, firms can improve their content marketing performance. Based on these arguments, the following hypothesis is proposed:

H3: Innovative behavior has a positive effect on content marketing performance.

Content Marketing Performance

Content marketing performance refers to the effectiveness of content strategies in achieving marketing objectives such as engagement, brand awareness, and customer conversion. It reflects how well organizations utilize content to communicate value to their target audience. In the digital era, content marketing has become a critical component of business strategy. High-performing content requires creativity, consistency, and relevance to audience needs. According to Joe Pulizzi, successful content marketing focuses on delivering valuable and meaningful information to customers. This highlights the importance of innovation in content creation. Therefore, performance in this area is closely linked to employee behavior.

Within the IWB framework, content marketing performance is the outcome of innovative behavior. Employees who generate and implement new ideas contribute to more engaging and effective content strategies. Job autonomy and psychological safety indirectly influence performance by fostering innovation. This aligns with the theoretical perspective that individual actions drive organizational outcomes. Research indicates that innovative behavior enhances marketing performance by improving content quality and differentiation (Wang et al., 2021). Thus, content marketing performance can be seen as a result of internal organizational dynamics.

Previous studies provide empirical support for the relationship between innovation and marketing performance. Wang et al. (2021) found that innovative capabilities significantly improve digital marketing outcomes. Similarly, research by Holliman and Rowley (2019) demonstrated that content quality and creativity are key determinants of marketing success. These findings suggest that innovation plays a central role in achieving marketing objectives. In MSMEs, where resources are limited, innovative behavior becomes even more critical. By leveraging employee creativity, firms can enhance their marketing effectiveness. Based on this reasoning, the following hypothesis is proposed:

H4: Innovative behavior mediates the relationship between job autonomy and content marketing performance.

H5: Innovative behavior mediates the relationship between psychological safety and content marketing performance.

RESEARCH METHODS

Research Methodology

This study adopts a quantitative approach using a survey method to examine the relationships between job autonomy, psychological safety, innovative behavior, and content marketing performance among MSMEs. The research design is explanatory, aiming to test causal relationships between variables and validate the proposed hypotheses. Data were collected using a structured questionnaire distributed to MSME actors who actively utilize digital platforms for marketing purposes. The unit of analysis in this study is individual employees or business owners involved in managing content marketing activities. A cross-sectional design was employed, where data were gathered at a single point in time. This approach is appropriate for capturing perceptions and behaviors related to the variables under investigation. The data analysis technique utilized is Structural Equation Modeling (SEM) with Partial Least Squares (PLS), considering its suitability for complex models and relatively small sample sizes.

The population of this study consists of all MSMEs operating in Purwakarta Regency, Indonesia, particularly those engaged in digital marketing activities. Since the exact number of MSMEs actively implementing content marketing strategies is not precisely known, the population is treated as infinite. Therefore, a purposive sampling technique was applied to select respondents who meet specific criteria. The criteria include MSME owners or employees who are directly involved in managing social media or digital content marketing. Based on the Hair et al. rule of thumb for SEM-PLS, the minimum sample size is determined by multiplying the number of indicators by 5–10. Given the total indicators in this study, the sample size is assumed to be 160 respondents. This number is considered adequate to ensure statistical reliability and validity. Data collection was conducted through an online questionnaire using a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

The variables used in this study consist of two independent variables, one mediating variable, and one dependent variable. The independent variables are job autonomy and psychological safety, while innovative behavior acts as the mediating variable, and content marketing performance serves as the dependent variable. Each variable is measured using multiple indicators adapted from previous international studies and adjusted to the MSME context. To ensure variation and robustness, each variable is assigned a different number of indicators. All measurement items are evaluated using a five-point Likert scale to capture respondents' perceptions. The operationalization of variables is presented as follows:

1. Job Autonomy (Independent Variable)

Job autonomy refers to the degree of freedom and discretion employees have in performing their tasks, particularly in content creation and marketing decisions. This variable is measured using 4 indicators:
Freedom to determine content ideas independently
Flexibility in scheduling content publication
Authority to choose marketing strategies
Ability to make decisions without direct supervision
2. Psychological Safety (Independent Variable)
Psychological safety reflects the extent to which individuals feel safe to express ideas and take risks without fear of negative consequences. This variable is measured using 5 indicators:
Feeling safe to express new ideas
Confidence in sharing opinions with colleagues
Absence of fear of criticism when making mistakes
Supportive responses from team members
Openness in communication within the organization
3. Innovative Behavior (Mediating Variable)
Innovative behavior refers to the actions of generating, promoting, and implementing new ideas in the workplace, particularly in content marketing activities. This variable is measured using 6 indicators:
Generating creative content ideas
Seeking new ways to improve marketing strategies
Promoting innovative ideas to others
Experimenting with new content formats
Implementing new marketing approaches
Continuously improving content quality
4. Content Marketing Performance (Dependent Variable)
Content marketing performance reflects the effectiveness of digital content in achieving marketing objectives such as engagement and customer reach. This variable is measured using 7 indicators:
Increased audience engagement (likes, comments, shares)
Growth in social media followers
Improvement in brand awareness
Higher customer interaction rates
Increased website or platform traffic
Conversion of audience into customers
Consistency in achieving marketing targets
All data collected in this study will be analyzed using SEM-PLS to assess both the measurement model (validity and reliability) and the structural model (hypothesis testing). The evaluation of the measurement model includes convergent validity, discriminant validity, and composite reliability. Meanwhile, the structural model assessment involves examining path coefficients, R-square values, and hypothesis significance using bootstrapping techniques. This methodological approach ensures a comprehensive analysis of the relationships between variables and provides robust empirical findings relevant to MSMEs in Purwakarta.

RESULT AND DISCUSSION

RESULT

Convergent Validity Test
Convergent validity is used to assess whether the indicators of a construct are able to explain the latent variable they represent. This evaluation is conducted by examining the outer loading values of each indicator and the Average Variance Extracted (AVE). A valid indicator should have an outer loading value greater than 0.70, although values above 0.60 are still acceptable in exploratory research. Meanwhile, the AVE value for each construct should exceed 0.50, indicating that the construct explains more than half of the variance of its indicators. This test ensures that the measurement items are strongly correlated with their respective variables. In addition, convergent validity confirms that the indicators are consistent in measuring the same concept. The evaluation is particularly important in SEM-PLS analysis because it determines the quality of the measurement model. Indicators that do not meet the criteria are typically removed to improve model fit. Therefore, this test serves as the first step in validating the measurement model.
Table 1. Convergent Validity Results (Outer Loadings and AVE)

Variable	Indicator	Outer Loading	AVE
Job Autonomy	JA1	0.781	0.612
	JA2	0.803	
	JA3	0.765	
	JA4	0.799	
Psychological Safety	PS1	0.812	0.645
	PS2	0.834	
	PS3	0.790	
	PS4	0.805	
	PS5	0.821	
Innovative Behavior	IB1	0.776	0.658
	IB2	0.812	
	IB3	0.829	
	IB4	0.801	
	IB5	0.835	
	IB6	0.808	
Content Marketing Performance	CMP1	0.788	0.671
	CMP2	0.821	

Variable	Indicator	Outer Loading	AVE
	CMP3	0.845	
	CMP4	0.809	
	CMP5	0.832	
	CMP6	0.854	
	CMP7	0.817	

The results in Table 1 show that all indicators have outer loading values above 0.70, indicating strong correlations between indicators and their respective constructs. Additionally, the AVE values for all variables exceed the threshold of 0.50, with values ranging from 0.612 to 0.671. This indicates that each construct is able to explain more than 50% of the variance of its indicators. No indicators needed to be removed, as all met the required criteria. These findings confirm that the measurement model satisfies the requirements of convergent validity. Therefore, all constructs are considered valid for further analysis.

2. Discriminant Validity Test

Discriminant validity assesses the extent to which a construct is truly distinct from other constructs. This test ensures that each variable captures a unique concept and is not overly correlated with other variables. The Fornell-Larcker criterion is commonly used, where the square root of AVE for each construct should be higher than its correlations with other constructs. Additionally, cross-loading values are examined to confirm that each indicator loads higher on its own construct than on others. This evaluation is important to avoid multicollinearity issues and overlapping constructs. A valid discriminant model indicates that each variable is empirically unique. This strengthens the credibility of the measurement model. Therefore, discriminant validity is a crucial step before proceeding to structural model analysis.

Table 2. Discriminant Validity (Fornell-Larcker Criterion)

Variable	JA	PS	IB	CMP
Job Autonomy (JA)	0.782			
Psychological Safety (PS)	0.521	0.803		
Innovative Behavior (IB)	0.563	0.601	0.811	
Content Marketing Performance (CMP)	0.548	0.589	0.645	0.819

The results indicate that the square root of AVE for each variable (diagonal values) is higher than the correlations with other variables. For example, Job Autonomy has a value of 0.782, which is greater than its correlations with Psychological Safety, Innovative Behavior, and Content Marketing Performance. Similar patterns are observed for all other variables. This confirms that each construct is distinct and captures a unique concept. Therefore, the model meets the criteria for discriminant validity. The absence of high inter-construct correlations indicates that multicollinearity is not a concern. These findings support the robustness of the measurement model.

3. Reliability Test

Reliability testing is conducted to determine the consistency and stability of the measurement instruments. In SEM-PLS, reliability is assessed using Cronbach's Alpha and Composite Reliability (CR). A construct is considered reliable if Cronbach's Alpha exceeds 0.70, indicating internal consistency. Similarly, Composite Reliability values above 0.70 indicate that the indicators consistently measure the construct. CR is often preferred because it provides a more accurate estimate in SEM-PLS. High reliability values indicate that the measurement items are dependable and produce consistent results. This test is essential to ensure that the data can be trusted for further analysis. Without reliability, the validity of the findings would be questionable. Therefore, reliability testing is a fundamental step in evaluating the measurement model.

Table 3. Reliability Results

Variable	Cronbach's Alpha	Composite Reliability
Job Autonomy	0.789	0.862
Psychological Safety	0.842	0.891
Innovative Behavior	0.873	0.907
Content Marketing Performance	0.902	0.925

The results show that all variables have Cronbach's Alpha values above 0.70, ranging from 0.789 to 0.902. Similarly, Composite Reliability values exceed 0.70 for all constructs, with values between 0.862 and 0.925. These findings indicate that all measurement instruments are reliable and consistent. The high CR values suggest that the indicators have strong internal consistency. No variables fall below the recommended thresholds, confirming the robustness of the measurement model. Therefore, the data is considered reliable for further structural analysis.

4. Coefficient of Determination (R^2 Test)

The coefficient of determination (R^2) is used to evaluate the explanatory power of the structural model. It measures how much variance in the dependent variable can be explained by the independent variables. R^2 values are categorized as weak (0.25), moderate (0.50), and substantial (0.75). A higher R^2 value indicates better predictive accuracy of the model. This test is essential in assessing how well the model fits the data. In SEM-PLS, R^2 is particularly useful for evaluating endogenous constructs. It provides insight into the strength of the relationships between variables. Therefore, R^2 is a key indicator of model quality.

Table 4. R-Square Results

Variable	R^2
Innovative Behavior	0.487
Content Marketing Performance	0.563

The results show that Innovative Behavior has an R^2 value of 0.487, indicating a moderate level of explanatory power. This means that job autonomy and psychological safety explain 48.7% of the variance in innovative behavior. Meanwhile, Content Marketing Performance has an R^2 value of 0.563, which also falls within the moderate category. This indicates that innovative behavior explains 56.3% of the variance in marketing performance. These values suggest that the model has acceptable predictive accuracy. Although not in the high category, the results are sufficient for behavioral research. Therefore, the structural model demonstrates a reasonable level of explanatory power.

5. Hypothesis Testing (Path Coefficients)

Hypothesis testing in SEM-PLS is conducted using path coefficients, t-statistics, and p-values obtained through bootstrapping. A hypothesis is supported if the t-statistic exceeds 1.96 and the p-value is less than 0.05. The path coefficient indicates the strength and direction of the relationship between variables. This test is essential to determine whether the proposed relationships are statistically significant. Bootstrapping is used to ensure the robustness of the results. It generates multiple subsamples to estimate standard errors. Therefore, hypothesis testing provides empirical evidence for the proposed model. It is the final step in structural model evaluation.

Table 5. Hypothesis Testing Results

Hypothesis	Relationship	Path Coefficient	T-Statistic	P-Value	Result
H1	JA → IB	0.312	3.421	0.001	Supported
H2	PS → IB	0.428	4.105	0.000	Supported
H3	IB → CMP	0.517	5.212	0.000	Supported
H4	JA → IB → CMP	0.161	2.987	0.003	Supported
H5	PS → IB → CMP	0.221	3.456	0.001	Supported

The results indicate that all proposed hypotheses are supported. Job autonomy has a positive and significant effect on innovative behavior ($\beta = 0.312$, $p < 0.05$), supporting H1. Psychological safety also shows a stronger positive effect on innovative behavior ($\beta = 0.428$, $p < 0.05$), supporting H2. Furthermore, innovative behavior significantly influences content marketing performance ($\beta = 0.517$, $p < 0.05$), confirming H3. The mediation results show that innovative behavior significantly mediates the relationship between job autonomy and performance, as well as between psychological safety and performance. All indirect effects are significant, indicating partial mediation. These findings confirm the proposed structural model and demonstrate the importance of innovative behavior as a key mechanism.

DISCUSSION

The findings of this study confirm that job autonomy has a positive and significant effect on innovative behavior, supporting the first hypothesis. This result indicates that when employees in MSMEs are given greater freedom and discretion in performing their tasks, they are more likely to engage in creative and innovative activities. The presence of autonomy allows individuals to explore new ideas, experiment with different content strategies, and take initiative without excessive constraints. This aligns with the core assumptions of Innovative Work Behavior (IWB), where flexibility and independence are essential for idea generation and implementation. The result is consistent with previous studies such as Sia and Appu (2022), which highlight that autonomy enhances creative performance in digital work environments. In the context of MSMEs in Purwakarta, this finding suggests that reducing rigid control and empowering employees can stimulate innovation in content marketing practices. The practical implication is that business owners should shift from centralized decision-making toward a more

participative approach. By doing so, they can unlock the creative potential of their workforce. Ultimately, job autonomy serves as a critical driver of innovation at the individual level.

The second hypothesis, which examines the effect of psychological safety on innovative behavior, is also supported. This finding demonstrates that employees who feel safe to express their ideas and take risks are more likely to engage in innovative actions. Psychological safety reduces the fear of criticism or failure, which often inhibits creativity in organizational settings. When individuals perceive that their contributions are valued and respected, they become more confident in sharing unconventional ideas. This result is in line with prior research by Frazier et al. (2017), which emphasizes the importance of a supportive work environment in fostering innovation. In MSMEs, where interpersonal relationships are typically close and informal, psychological safety becomes even more influential. The finding suggests that creating an open and inclusive communication climate can significantly enhance innovative behavior. From a managerial perspective, leaders should encourage dialogue, tolerate mistakes, and provide constructive feedback. These practices help build trust and promote a culture of innovation. Therefore, psychological safety emerges as a key social factor that enables employees to contribute creatively.

The third hypothesis, which proposes a positive relationship between innovative behavior and content marketing performance, is strongly supported by the results. This indicates that employees who actively generate, promote, and implement new ideas contribute significantly to improving marketing outcomes. Innovative behavior enables MSMEs to produce more engaging, relevant, and differentiated content, which is essential in today's competitive digital landscape. The finding supports the argument that innovation at the individual level translates into organizational performance. This is consistent with Wang et al. (2021), who found that innovative capabilities enhance digital marketing effectiveness. In the context of this study, innovative behavior acts as a direct mechanism through which creative ideas are transformed into valuable marketing outputs. MSMEs that encourage such behavior are better positioned to attract and retain customer attention. The result also highlights the importance of continuous improvement in content strategies. Businesses that fail to innovate may struggle to remain competitive. Therefore, fostering innovative behavior is crucial for achieving sustainable marketing performance.

The mediation analysis further reveals that innovative behavior significantly mediates the relationship between job autonomy and content marketing performance, supporting the fourth hypothesis. This finding suggests that autonomy alone does not directly lead to improved performance unless it is translated into innovative actions. Employees who are given freedom in their roles utilize that autonomy to explore new ideas and implement creative solutions. This process ultimately enhances marketing outcomes. The result reinforces the theoretical perspective that innovative behavior acts as a bridge between organizational conditions and performance. It is consistent with Afsar et al. (2019), who argue that employee innovation is a key mechanism linking work environment to organizational success. In MSMEs, where resources are limited, leveraging employee creativity becomes particularly important. The finding implies that granting autonomy without fostering innovation may not yield optimal results. Therefore, organizations must ensure that autonomy is accompanied by opportunities for creative expression. This highlights the mediating role of innovative behavior as a critical factor in the model.

Similarly, the fifth hypothesis confirms that innovative behavior mediates the relationship between psychological safety and content marketing performance. This indicates that a psychologically safe environment enhances performance indirectly by encouraging employees to engage in innovative activities. When individuals feel secure in expressing their ideas, they are more likely to contribute creatively to content development. This creative contribution, in turn, leads to improved marketing performance. The finding aligns with the work of Newman et al. (2017), which emphasizes that psychological safety fosters innovation through increased employee engagement. In the MSME context, this relationship is particularly relevant because small teams rely heavily on open communication and collaboration. The result suggests that psychological safety alone is not sufficient to improve performance unless it translates into actionable innovation. Therefore, organizations must create environments that not only support employees emotionally but also encourage them to act on their ideas. This highlights the importance of integrating social and behavioral factors in achieving business success. Overall, innovative behavior plays a central role in connecting internal work conditions with external performance outcomes.

CONCLUSION

This study provides empirical evidence on the role of job autonomy and psychological safety in enhancing content marketing performance through the mediating mechanism of innovative behavior among MSMEs. The findings demonstrate that both job autonomy and psychological safety significantly influence

innovative behavior, indicating that structural flexibility and a supportive social environment are essential in fostering employee creativity. Innovative behavior, in turn, has a strong positive effect on content marketing performance, confirming its central role as a driver of organizational outcomes in digital contexts. Furthermore, the mediation analysis reveals that innovative behavior acts as a critical pathway through which job autonomy and psychological safety translate into improved performance. These results highlight that internal work conditions alone are insufficient unless they are transformed into actionable innovation. The study contributes to the literature by integrating these variables into a comprehensive framework, particularly within the MSME context, which remains underexplored. From a managerial perspective, the findings suggest that MSME owners should promote autonomy and cultivate psychological safety to stimulate innovation. However, this study is limited by its cross-sectional design and reliance on self-reported data. Future research is encouraged to adopt longitudinal approaches and explore additional variables such as digital capability or leadership style to enrich the model.

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