

Job Autonomy on Innovative Behaviour with Work Engagement as a Mediating Variable

Claudya Rahmasari Jhody¹, Yuki Fitria^{1*}

¹Department of Management, Faculty of Economics, State University of Padang, Padang, Indonesia

ARTICLE INFO

Received 12 October 2022
Accepted 19 November 2022
Published 30 December 2022

Keywords:

job autonomy, work engagement, and innovative behaviour.

ABSTRACT

The purpose of this study was to examine: (1) The effect of job autonomy on innovative behaviour in Whiz Prime Hotel Padang employees. (2) The effect of job autonomy on work engagement of Whiz Prime Hotel Padang employees. (3) The effect of work engagement on innovative behaviour of Whiz Prime Hotel Padang employees. (4) The effect of job autonomy on the innovative behaviour of Whiz Prime Hotel Padang employees through work engagement. The population in this study were all employees at Whiz Prime Hotel Padang totaling 61 people. While the number of samples in this study was determined by using the total sampling method, namely making the entire population in the study a sample, so that the number of samples obtained was 61 people. The analytical technique used is SEM analysis using smart PLS3. The results of this study indicate that: (1) job autonomy has a positive and significant effect on innovative behaviour in Whiz Prime Hotel Padang employees. (2) Job autonomy has a positive and significant effect on work engagement for Whiz Prime Hotel Padang employees. (3) Work engagement has a positive and significant effect on the innovative behaviour of Whiz Prime Hotel Padang employees. (4) Job autonomy has a significant effect on the innovative behaviour of Whiz Prime Hotel Padang employees with work engagement as a mediating variable.



This is an open access article distributed a Creative Commons Attribution-NonCommercial 4.0 International License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited. ©2020 by author.

* Corresponding author: e-mail: yuki.fifit@gmail.com

INTRODUCTION

Every day the company's business is faced with a situation that increasingly demands changes because many new companies have sprung up and many old companies continue to innovate. To face this competition, each company must have their respective business advantages so that consumers can judge which companies are worth visiting. Therefore, companies must be able to create innovative behaviour in their employees so that they can help build the company by providing new ideas that they have for the company.

Innovative behaviour can be defined as the overall actions of individuals that lead to the emergence, introduction and application of something new and beneficial at all levels of the organization (Kleysen & Street, 2001).

With the innovative behavior of employees they will be able to provide ideas new ideas to help companies keep innovating with their competitors. De Jong & Hartog (2010) innovative behaviour is behaviour that involves creative thinking processes and the ability to convince others in implementing ideas in work situations.

From the employee's point of view, the effectiveness of innovative behavior is related to employee observations in anticipating work problems and the response of colleagues to proposed solutions (De Jong & Hertog 2010). The effectiveness of innovative behavior will be achieved if the basic motives of workers, such as competence, job autonomy and the desire to build social synergies, are able to provide encouragement for employees to be able to explore new ideas (Franken, 2002). Meanwhile, from an organizational point of view, every innovation will always be followed by a change, even though every change will not always be followed by the emergence of new ideas, therefore innovative behavior will affect the changes, development and growth of an organization (Soebardi, 2012).

There are factors that directly influence innovative behavior including leadership, job characteristics, organizational commitment, job demand, job autonomy (De Spiegelaere, 2014) and job insecurity (De Spiegelaere, 2015). According to Octavia & Ratnaningsih (2017).

There are several factors that influence innovative behavior, namely internal factors such as demographic diversity, proactive behavior, self-leadership, self-efficacy and external factors, namely leadership style, organizational structure and organizational memory.

This study was conducted to measure the effect of job autonomy and work engagement on the innovative behavior of employees at Whiz Prime Hotel Padang. Whiz Prime Hotel Khatib Sulaiman Padang is a 3 star classification hotel (***) which is located on Jalan protokol downtown Padang, address: Jl. Khatib Sulaiman No. 48A Field. Whiz Prime Hotel Padang under Management "Intiwhiz Hospitality Management" started operating on December 9, 2017. The company name Whiz Prime Hotel Khatib Sulaiman is PT. Graha Amalia Pradhana Padang.

PT Intiwhiz International is the leading and most promising hotel management provider in Indonesia, with the Intiwhiz hotel chain as its core business. All hotels under the Intiwhiz hotel chain are operated with international quality service standards, and each hotel is located in a strategic location close to public facilities. Run by a professional management team and supported by highly experienced staff, Intiwhiz contributes to the improvement of the economy and tourism industry in Indonesia.

Based on observations and interviews conducted in January 2021 on employees of Whiz Prime Hotel Padang, it was found that the phenomenon of the low level of employee innovative behavior was found. The first phenomenon is the inability of Whiz Prime Hotel Padang employees to capture new opportunities such as participating in the development of new trends that occur in the hotel industry which should be able to attract consumer interest.

Jaiswal & Dhar (2017) state that employees who feel free to make choices at work are able to make creative and innovative decisions. Job autonomy is defined as the perceived freedom to make choices about one's behavior with respect to projects, schedules, and deadlines with limited direction from others (Baard, et al. 2004).

Increasing job autonomy in employees can increase innovative ideas to reduce the worries caused by restructuring. Furthermore, the provision of job autonomy will increase the freedom to explore which can lead to innovative behavior through ideas on the job when employees are under pressure. Spiegelaere, et al. (2016) stated that job autonomy has a positive and significant effect on innovative behavior. This means that the higher the level of job autonomy, the innovative behavior will increase, and vice versa if the job autonomy is low, the innovative behavior will also be low.

Based on observations and interviews conducted by researchers on employees of Whiz Prime Hotel Padang, it is still seen that the level of job autonomy is low, the lack of freedom in taking action and the lack of support from superiors for their employees. So that it makes employees feel not free to make choices to make decisions on their work. In addition to job autonomy, work engagement also greatly influences innovative behavior. Schaufeli & Bakker (2010) suggest that work engagement is often defined as a positive mindset related to work characteristics, namely enthusiasm and dedication to work. Employees who have high work engagement will be able to handle job demands well by bringing up innovative ideas in their work (Spiegelaere, 2014).

Work engagement can drive innovation because of its beneficial impact on personal initiative. The relationship between work engagement and innovation can be seen from the affective process and

positive motivation. The level of dedication shown by employees will influence ideas in solving problems faced by the organization. Because with work engagement they will be able to try to be more deeply involved in work and try to be more efficient at work (Bakker & Bal, 2010).

To support innovative behavior, job autonomy also has an important role in achieving work engagement in the organization. Spiegelaere, et al. (2014) in their research explains that work engagement mediates the relationship between job autonomy and innovative behavior. This means that job autonomy has a significant effect on innovative behavior through work engagement. In other words, job autonomy has been proven to be successful in increasing work engagement.

The results show that job autonomy will increase innovative behavior in organizations indirectly through work engagement. The above opinion is supported by Spiegelaere, et al. (2014) which states that there is an indirect effect between job autonomy and innovative behavior through work engagement.

Furthermore, Shalley & Gilson (2004) concluded that the causes of job autonomy will affect the innovative behavior of employees through work engagement. In other words, the above study shows an important mediating effect in the relationship between job autonomy and innovative behavior. Based on the description above, it can be seen that there is a positive influence between the three variables.

LITERATURE REVIEW

Innovative Behaviour

Innovative behavior is behavior that involves creative thinking processes (internal or intrapersonal) and the ability to convince others (interpersonal) in every implementation of ideas in work situations (De Jong & Hartog, 2010). Meanwhile, Hootegeem (2014), stated that innovative behaviour is a work activity carried out by employees in developing their work and gradually increasing effective work behaviour.

Innovation is needed as a strategy in creating and producing new products or making improvements by increasing the innovative behaviour of company employees or members of the organization.

Innovative behaviour is defined as the creation, recognition, & applying new ideas or integrations in work, groups, or organizations to improve individual, group, or organizational role performance (Janssen, 2000). Innovation can be interpreted as all individual actions aimed at the interests of the organization where it is implemented by introducing and applying profitable new ideas (De Jong & Hartog, 2010).

Job autonomy

Job autonomy means that in carrying out the duties and responsibilities of a job, a person is given the authority to make the decisions needed in their field of work. Being given this authority means increasing responsibility which can increase the sense of trust and respect. Job autonomy is one of the various job characteristics that play an important role in achieving work balance. Job autonomy allows employees to have the freedom and flexibility to manage the workload in such a way that it minimizes pressure, fatigue and conflict. Ahuja, et al. (2007).

This freedom is usually associated with schedules, work procedures (Mauno, et al. 2006; Azim, et al., 2012) the development of initiatives and opportunities to contribute to decision making Mauno, et al. (2006).

Saragih (2011) explains that job autonomy is defined as the extent to which the job provides substantial freedom, independence, and flexibility for individuals in scheduling work and in determining the procedures used in carrying it out.

The existence of job autonomy actually helps reduce work and family conflicts. This is because the more autonomous a job, the easier it will be for employees to set schedule policies related to work and family

according to Premeaux, et al. (2007). Based on the opinions above, it can be concluded that job autonomy is the freedom and flexibility that employees have in managing and carrying out their work.

Work Engagement

Work engagement is an employee condition where employees feel a bond to the organization, want to defend the organization, promote their organization and voluntarily do work with good performance so that organizational goals can be achieved. Robbins & Judge (2011) argue that work engagement is an individual's involvement with satisfaction and enthusiasm with the work he does.

Another opinion says that work engagement is defined as a condition of individuals who are emotionally and intellectually committed to the organization, work engagement can cause passion or enthusiasm for work, dedication and encouragement to complete tasks, cause individuals to work with focus or concentration, even immersed in work. work (Hewitt Associates, 2004).

CONCEPTUAL FRAMEWORK

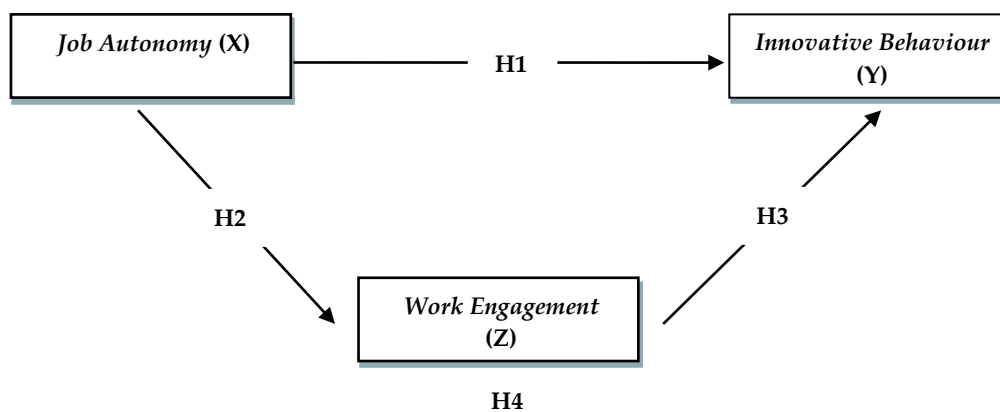


Figure 1: Research Conceptual Framework

METHOD

The research design to be carried out is classified as a causative descriptive research. Causative research is research that aims to show the direction of the causal relationship between the independent variable and the dependent variable. This research was conducted on employees of Whiz Prime Hotel Padang. The population in this study were all employees at Whiz Prime Hotel Padang totaling 61 people.

Validity Test

Validity aims to determine the validity of each relationship between indicators and their constructs or variables. This study uses a loading factor of 0.7. Furthermore, the Convergent Validity value can be seen from the average variance extracted (AVE) value with the AVE value having to be greater than 0.5.

Table 1. Output Outer Loadings

	Innovative Behaviour	Job Autonomy	Work Engagement
X1		0.804	
X2		0.856	
X3		0.760	
X4		0.750	
X5		0.830	
X6		0.823	
X7		0.830	
X8		0.748	
X9		0.760	
Y1	0.817		

Y10	0.812	
Y3	0.765	
Y4	0.762	
Y5	0.810	
Y6	0.828	
Y7	0.779	
Y8	0.774	
Y9	0.751	
Z1		0.737
Z10		0.748
Z11		0.746
Z12		0.814
Z14		0.759
Z15		0.748
Z17		0.810
Z3		0.711
Z4		0.793
Z5		0.768
Z7		0.832
Z8		0.709

Based on the results of the final outer loading which can be seen in Table 1, it can be concluded that the dimensions of each construct provide a high convergent validity value, because all of them are above 0.7.

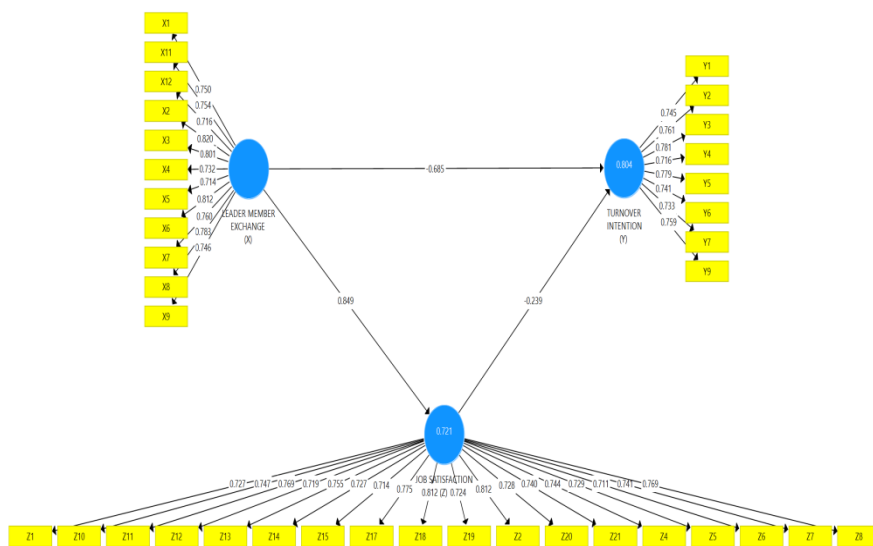


Figure 2. Output outer model

Another method to assess validity test is to compare the Average Variance Extracted (AVE) for each construct with the correlation between the construct and other constructs in the model. The AVE value describes the magnitude of the diversity of the manifest variables or indicators contained in the construct. According to Sugiyono (2018), the use of the AVE value is needed in conducting convergent validity testing. Furthermore, the recommended AVE value is at least 0.5 to show good convergent validity. The following is a table of the AVE (Average Variance Extracted) values for each variable.

Table 2. Results of Analysis of Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
<i>Innovative Behaviour</i>	0.622
<i>Job Autonomy</i>	0.635
<i>Work Engagement</i>	0.586

Source: Processed primary data

Reliability Test

This test is carried out by looking at the composite reliability value of the dimension block that measures the construct. The results of composite reliability will show a satisfactory value if it is above 0.7. The following is the composite reliability result from the SmartPLS output.

Table 3. Composite Reliability Analysis Results

	Cronbach's Alpha	Composite Reliability
<i>Innovative Behaviour</i>	0.913	0.929
<i>Job Autonomy</i>	0.928	0.940
<i>Work Engagement</i>	0.935	0.944

Source: Processed primary data (2021).

Structural Measurement Model (Inner Model)

In assessing the model with PLS, it begins by looking at the R-square for each dependent latent variable. The following is the result of R-square estimation using SmartPLS.

Table 4. Analysis Results R-square

	R Square	Adjusted R Square
<i>Innovative Behaviour</i>	0.856	0.851
<i>Work Engagement</i>	0.719	0.714

Table 4 shows the R-square value of the innovative behaviour variable obtained at 0.856, this result shows that 85.6% of the innovative behaviour variable can be influenced by the job autonomy and job autonomy variables.

Work engagements meanwhile, the work engagement variable is 0.719, this result shows that 71.9% of the work engagement variable can be influenced by the job autonomy variable

Hypothesis Test

Direct Effect Hypothesis

The direct effect hypothesis test is carried out by looking at the t-statistics generated by the structural model (Inner model). The research hypothesis can be accepted if the t-statistic > 1.96.

Table 5. Results of Inner Model Analysis

	Original Sample (O)	Sample Mean	Standard Deviation	T Statistics
<i>Job Autonomy -> Innovative Behaviour</i>	0.490	0.495	0.088	5.554
<i>Job Autonomy -> Work Engagement</i>	0.848	0.852	0.039	21.819
<i>Work Engagement -> Innovative Behaviour</i>	0.473	0.469	0.092	5.162

Source: Results from processing SmartPLS3

Hypothesis testing 1: Job autonomy on innovative behaviour.

The answer of test the first hypothesis is a variable job autonomy with innovative behaviour is a t-count value of 5.554. This value is bigger than the value of t table (1.96). These results mean there is a significant effect in the job autonomy & innovative behaviour. The path coefficient value of 0.490 means that the higher the level of job autonomy, the higher the level of innovative behaviour possessed by the employees of Whiz Prime Hotel Padang. Vice versa, if job autonomy is low, it will have an impact on the low level of innovative behaviour.

Hypothesis Testing 2: Job autonomy on Work engagement.

The answer of test the first hypothesis is a variable job autonomy with work engagement is a t-count value of 21,819. This value is bigger than the value of t table (1.96). These results mean there is a significant effect in the job autonomy & work engagement. The path coefficient value of 0.848 means that if there is high job autonomy, it will have an impact on higher work engagement. And vice versa, if job autonomy is low, then work engagement in employees will also be low.

Hypothesis testing 3: The effect of work engagement on innovative behaviour

The answer of test the first hypothesise is a variable work engagement with innovative behaviour is a t-count value of of 5.162. This value is bigger than the value of t table (1.96). These results mean there is a significant effect in the work engagement & Innovative behaviour. The path coefficient value of 0.473 means that if the work engagement level of Whiz Prime Hotel Padang employees is high, the level of innovative behaviour will also be higher. Vice versa, if the level of work engagement is low, it will have an impact on the low level of innovative behaviour of employees.

Indirect influence hypothesis: Testing the fourth hypothesis: The effect of leader member exchange on turnover intention through job satisfaction.

Table 6. The results of Indirect Variable Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (Stdev)	T Statistics
<i>Job Autonomy -> Work Engagement -> Innovative Behaviour</i>	0.401	0.399	0.078	5.171

Source: Results from processing SmartPLS3

Based on the results of the calculation of the coefficient of the indirect variable, the t-statistic value of the indirect effect of job autonomy on the innovative behaviour of nurses through work engagement is 5.171 > 1.96, with an original sample of 0.401, it can be concluded that job autonomy has a significant effect on innovative behaviour through work engagement on employees of Whiz Prime Hotel Padang. This means that if the level of job autonomy is high, it will increase the level of employee engagement with the organization and will have an impact on the high level of innovative behaviour in employees.

DISCUSSION

Based on the results of the analysis of the variable job autonomy, it has a significant positive effect on the innovative behaviour of Whiz Prime Hotel Padang employees. Because from the calculation results, the path coefficient value is 0.490 with a t-statistic of 5.554. This value is bigger than the value of t table (1.96). These results mean there is a significant and positive effect in the job autonomy & innovative behaviour on employees.

So it can be concluded that the better the level of job Autonomy owned by Whiz Prime Hotel Padang employees, the higher the level of innovative behaviour possessed by employees will be. If in carrying out the duties and responsibilities of a job, employees are given the authority to make decisions needed in their field of work, then this will increase the level of innovative behaviour of the employee.

This research is also strengthened by research by Saragih (2011) It is explained that job autonomy can be used as a job that provides substantial freedom, independence, and flexibility for employees in doing their jobs. If the level of job autonomy is high in the organization, it will affect the innovative behaviour of employees. Furthermore Hammond, et al. (2011) suggested that job autonomy has a fairly strong relationship with innovative behaviour.

Based on the results of the analysis of the variable job autonomy, it has a significant positive effect on work engagement for Whiz Prime Hotel Padang employees. Because from the calculation results obtained path coefficient value of 0.848 with t count of 21.819. This value is bigger than the value of t table (1.96). These results mean that there is a significant and positive effect between job autonomy and work engagement.

So it can be concluded that if the job autonomy of Whiz Prime Hotel Padang employees is getting better, it will create better engagement between employees and the organization (work engagement). If employees are given the freedom to take actions and decisions related to the smooth running of work activities, then this will create an emotional attachment between employees and the organization.

Organizations with a higher level of job autonomy will create job satisfaction and a sense of emotional attachment to good employees and have a positive impact on the organization itself. This is because organizations with higher job autonomy are able to provide freedom for employees to provide

suggestions and take innovative actions and decisions for the smooth running of work and for the advancement of the organization, and this will have an impact on employees' innovative behaviour in doing work.

This finding is also reinforced by research conducted by Spiegelaere, et al. (2016) which states that job autonomy has a positive and significant effect on work engagement. This means that if job autonomy in an organization is high, work engagement will also be high. Conversely, if job autonomy in an organization is low, work engagement will also be low. This shows that individuals in conditions of job autonomy will give employees a sense of control over their work and is likely to increase employees' overall job engagement.

Based on the results of the analysis of the work engagement variable, it has a significant negative effect on the innovative behaviour of Whiz Prime Hotel Padang employees. Because from the calculation results obtained path coefficient value of 0.473 with t count of 5.162. This value is bigger than the value of t table (1.96). These results mean there is a significant effect in the work engagement & Innovative behaviour on the employees of Whiz Prime Hotel Padang.

So it can be concluded that if the level of work engagement owned by Whiz Prime Hotel Padang employees is getting better, it will have an impact on the high level of innovative behaviour owned by Whiz Prime Hotel Padang employees. If employees feel that the organization creates work engagement for employees, then this will increase the level of employee innovative behaviour.

This finding is also strengthened by research conducted by Schaufeli, et al. (2014) which states that work engagement refers to a positive, satisfying, and work-related state of mind characterized by vigor, dedication and absorption. Furthermore, Bakker (2010) reveals the reason why higher work engagement leads to better job performance, engaged employees tend to be more flexible to actively change their work environment.

Research conducted by Ardy (2018) shows that work engagement has a positive effect on innovative behaviour. Innovative behaviour involves generating and applying ideas to work procedure methods to provide benefits to the unit concerned. These ideas can arise when employees have the inspiration to contribute to their work.

The results of this study are also supported by Orth & Volmer (2017) who explain that work engagement has a positive and significant effect on innovative behaviour. The better the work engagement of employees in the organization, the higher the innovative behaviour. Furthermore, Aziz & Raharso (2017) stated that work engagement has a positive and significant effect on innovative behaviour.

Job Autonomy has a significant effect on innovative behaviour through work engagement. This result is supported by the results of the t-value test of 5.171 which is greater than 1.96 which means that the parameter is significant. Thus, the indirect influence model of the job autonomy variable on innovative behaviour is significant through work engagement.

The magnitude of the direct effect of job autonomy on innovative behaviour is 0.490. Meanwhile, the direct effect of work engagement on innovative behaviour is 0.473. While the total indirect effect that can be given is 0.891. This shows that the work engagement variable is able to mediate and provide additional influence on the effect of job autonomy on innovative behaviour and has a positive mediating effect.

So it can be concluded that the job autonomy owned by Whiz Prime Hotel Padang employees can have a direct influence on the level of innovative behaviour, but the effect will be better if the job autonomy they have is also followed by the indirect effect of work engagement, so that it can have a significant effect. Even better in increasing the level of innovative behaviour in the employees themselves. This can be interpreted that the form of job autonomy for employees has an impact on work engagement, and will also be followed by an increase in the level of innovative behaviour in these employees.

This finding is strengthened by research conducted by Spiegelaere, et al. (2014) which shows the results that job autonomy has a positive effect on innovative behaviour through work engagement. In other words, if job autonomy increases, innovative behaviour will also increase and work engagement

in the organization will also increase. The results of this study were also strengthened by research conducted by Spiegelaere, et al. (2016) where in his research concluded that work engagement was proven as an intermediary variable between job autonomy and innovative behavior.

CONCLUSION

This study aims to analyze the effect of job autonomy on the innovative behaviour of Whiz Prime Hotel Padang employees with work engagement as a mediating variable. To analyze the relationship between these variables, this study uses Partial Least Square (PLS3). Based on the analysis and discussion in the previous section, the following conclusions can be drawn:

- a. There is a direct and significant and positive effect among job autonomy and innovative behaviour on the employees of Whiz Prime Hotel Padang. This means that the level of job autonomy found at Whiz Prime Hotel Padang is able to increase the level of innovative behaviour in employees at work.
- b. There is a direct and significant and positive effect among job autonomy and work engagement on employees of Whiz Prime Hotel Padang. This means that Whiz Prime Hotel employees Padang feels that the level of job autonomy found in the organization is able to influence how the level of employee engagement with the organization in doing work.
- c. There is a direct and significant and positive effect among work engagement and innovative behaviour on the employees of Whiz Prime Hotel Padang. This means that employees feel that the level of work engagement they have is able to have an influence on increasing the employee's innovative behaviour at work.
- d. There is an indirect and significant and positive effect between job autonomy and employee innovative behaviour through work engagement with Whiz Prime Hotel Padang employees.

REFERENCES

- Ahuja M. K., Chudoba K. M., Kacmar C. J., McKnight D.H., George J.F. (2007). IT Road Warriors: Balancing Work–Family Conflict, Job Autonomy, and Work Overload to Mitigate Turnover Intention. *Journal MIS Quarterly*. Vol. 31
- Ardy, Ludi Prasetyo. (2018). Pengaruh job insecurity terhadap perilaku kerja inovatif melalui mediasi work engagement. *Jurnal Psikologi*. Vol 27.
- Aziz, Faisal Abdul, dan Raharso, Sri. (2017). Pengaruh Work Engagement Terhadap Employee Service Innovative Behavior: Kajian Empiris Di Minimarket. *E-Jurnal Polban*.
- Baard, P. P., Deci, E. L., & Ryan, R. M. (2004). Intrinsic need satisfaction: A motivational basis of performance and well being in two work settings. *Journal of Applied Social Psychology*. Vol.34
- Bakker, A. B., & Bal, P. M. (2010). Weekly work engagement and performance: A study among starting teachers. *Journal of Occupational and Organizational Psychology*. Vol. 83
- De Jong, J., & Den Hartog, D. (2010). Measuring Inovative Work Behavior. *Journal of Creativity And Inovation Management*. Vol.19
- Franken. R.E. (2002). *Human motivation : Growth Motivation & Self Regulation*. USA: Wadsworth Thomson Learning
- Hammond, M. M., Neff, N. L., Farr, J. L., Schwall, A. R., & Zhao, X. (2011). Predictors of individual-level innovation at work: A meta-analysis. *Journal of Psychology Of Aesthetics, Creativity, And The Arts*. Vol. 5
- Jaiswal, Deepakshi & Dhar, Rajib Lochan. (2017). Impact of human resources practices on employee creativity in the hotel industry: The impact of job autonomy. *Journal of Human Resources in Hospitality & Tourism*. Vol.16
- Janssen, O. (2000). Job demands, perceptions of effort-reward fairness and innovative work behavior. *Journal of Occupational and Organizational Psychology*. Vol. 73
- Kleysen, R.F. dan Street, C.T. (2001). Toward a Multi-Dimensional Measure of Individual Innovative Behavior. *Journal of Intellectual Capital*. Vol. 2
- Octavia, A., & Ratnaningsih, I. Z. (2017). Dengan Perilaku Inovatif Karyawan Non Proses (Supporting) PT. Indocement Tunggal Prakarsa Tbk Plant Palimanan. *Jurnal Empati*. Vol. 6
- Orth, Maximilian., & Judith, Volmer. (2017). Daily Within-person effects of job autonomy and work engagement on innovative behaviour: The cross-level moderating role of creative self-efficacy. *Journal of Work and Organizational Psychology*. Vol. 26

- Robbins, S. P., & Judge, Timothy. (2011). *Organizational behavior*. Edisi 14
- Schaufeli, W. B., & Bakker, A. B. (2010). Defining and measuring work engagement: Bringing clarity to the concept. In A. B. Bakker & M. P. Leiter (Eds.), *Work engagement: A handbook of essential theory and research* (pp. 10-24). New York: Psychology Press.
- Schaufeli, W.B. (2014). Applying the Job Demands-Resources model: A 'how to' guide to measuring and tackling work engagement and burnout. *Organizational Dynamics*. Journal elsevier. Vol.46
- Soebardi, Rusdijanto. (2012). Perilaku Inovatif. *Jurnal Psikologi*. Vol.1
- Spiegelaere, Stan De. (2015). Job design in innovative work behaviour through work engagement. *Journal Psychology behaviour*. Vol. 45
- Spiegelaere, Stan. De., Van Gyes, G., De Witte, H., Niesen, W., & Van Hootegem, G. (2014). On the relation of job insecurity, job autonomy, innovative work behavior and the mediating effect of work engagement. *Journal of Creativity and Innovation Management*. Vol. 23
- Spiegelaere, Stan De., Gyes, Guy Van., Hootegem, Geert Van. (2016). Not All Autonomy is the Same Different Dimensions of Job Autonomy and Their Relation to Work Engagement & Innovative Behaviour. *Jurnal Human Factors and Ergonomics in Manufacturing & Service Industries*.
- Sugiyono. (2018). *Metode Penelitian Bisnis (Pendekatan Kuantitatif, Kualitatif dan R&D)*. Alfabeta: Bandung.