

WORK ENGAGEMENT AS A MEDIATOR OF THE EFFECT OF LEADERSHIP AGILITY ON INNOVATIVE BEHAVIOR

Nida Hasanati¹, Azizah Khusnul Karima²

¹(Psychology Department, University of Muhammadiyah Malang, Indonesia)

²(Public Administration Department, Brawijaya University, Indonesia)

ABSTRACT : Start-ups are required to frequently undergo changes and innovations in their performance. This is because the situation forces them to overcome resource scarcity and align internal resources acquired with external conditions. Innovation is needed so that start-up companies can adapt to the rapidly changing business world. In this case, employees who demonstrate innovative behavior are highly needed. Factors predicted to contribute to innovative behavior are leadership, and among them is employee work engagement. The purpose of this study is to examine the role of work engagement as a mediator of the influence of leadership on employee innovative behavior. The research subjects are start-up employees, including millennials. The measurement instruments used are the leadership agility scale, work engagement scale, and innovative behavior scale. Data analysis technique uses mediation regression analysis. The results show that work engagement fully mediates the influence of leadership agility on the innovative behavior of start-up employees.

Keywords - Work engagement, leadership agility, innovative behavior, start up employees

I. INTRODUCTION

The development of technology and globalization in the present era is causing rapid changes in various areas. These rapid changes lead to massive transformations of long-established systems. As in the business world, the emergence of start-ups is one of the proofs. Start-ups demonstrate many new things that can actually be done in the business world. Things that have never been done before. Start-ups can also be called new entrepreneurial ventures. The way start-ups work relies more on resource efficiency, demanding a competitive, creative, and innovative attitude from both leaders and employees. This is because start-ups must be able to understand how to deal with problems as a new business in a situation of rapid global economic growth^[1]. This dynamic condition also requires start-ups to have an environment that can encourage creativity and innovation for the sustainability of their businesses^[2].

Running a business like a start-up has various risks, including failure along the way. It is not uncommon for failures to be experienced by start-up founders. Examples include Uber's failure to operate in Southeast Asia, the closure of Qlapa after 4 years of operation, and Paraplou's closure due to market defeat^{[3][4][5]}. Founders or leaders have various reasons for closing their start-ups, such as being acquired by another company, losing to the market, losses, business strategy shifts, and so on.

There are several factors that can cause start-ups to fail or close down. Akter and Iqbal proposed three components that can influence the operation of a start-up, namely organizational, business model innovation, and environmental^[6]. Based on the analysis results of Akter and Iqbal's research, the component that has the most impact on the failure of start-up platforms is issues related to business model innovation. This is because without innovation in the business model, a start-up will not be able to keep up with the changing market needs. This makes the services or products offered miss the target and not meet market demands^[6].

Start-ups are required to frequently undergo changes and innovations in their performance. This is because the situation forces them to overcome resource scarcity and align internal resources acquired with external conditions^[7]. It is evident that innovation is a key factor in the operation of a start-up. The two aspects that directly impact employee innovation are workplace happiness (WPH) and coworker support (CS)^[8]. Both of these can be achieved through good communication, whether it is top-down, bottom-up, or peer-to-peer communication. The factors that can influence innovation are divided into two categories, internal and external.

Internal factors include self-efficacy, self-monitoring, optimism, personal value, resilience, and hope^{[9][10][11][12]}. External factors that influence innovation are how leaders motivate employees or workers in the start-up^[10].

Innovation is needed so that start-up companies can adapt to the rapidly changing business world. The two interrelated goals regarding the implementation of innovation in start-ups are: 1) to modify their products and services according to internal and market conditions; 2) innovation for their business model - which can help organize the overall and related mechanisms that produce value for target customers^[11]. This innovation can be seen through how the sense of freedom, responsibility for work, the right to control work outcomes, and the sense of task importance held by workers^[13]. When innovation becomes a priority and is well-implemented, a start-up has a greater chance of surviving in the business world.

The type of leadership that a start-up possesses can affect the long-term development of a company, including inter-employee relationships that can affect a company's innovation^[7]. Tims states that leadership is the key to creating a work environment that shapes employee behavior and habits^[2]. Employees' habits at work, including an innovative mindset, are reflected in how leaders perform their duties. In this case, leaders can be mediators for fostering innovation and creativity in the start-up work environment^[14]. When employees are comfortable with the leadership style of their leaders, there is a closeness to work that motivates employees to contribute to work through their innovations.

The typically flexible, fast-paced, and agile start-up environment forces companies to be more adaptive in their performance^[7]. This is what makes start-ups need to have an environment that can develop an innovative mindset in every aspect of the company quickly. Being in an environment close to rapid changes, start-ups must be able to maintain their sustainability by developing agility to cope with complex and unpredictable changes^{[15][16]}.

Organizational agility can be seen from three dimensions: strategic, operational, and leadership agility^[16]. Of the three dimensions, leadership is the most important dimension that can influence the overall organizational agility. Leadership agility is a person's capacity to carry out strategic agility and operational agility to create a nimble and adaptive environment and culture in facing unpredictable changes^[16].

Leadership agility is the capability and capacity of a leader to have a dynamic sense that can respond to rapid changes in the business environment. A leader who has agility can act quickly, flexibly, and focus^[15]. Leadership agility has three levels: expert, achiever, and catalyst^[16]. Each level has its own way of working, which affects the overall performance of the start-up company. Of these three levels, the catalyst level is the one that demonstrates organizational agility and better value creation than the other levels^[16].

Based on the previous explanations, there is a connection between leadership agility, which demonstrates a person's capability to respond to rapid changes in the start-up world, and being actively involved in creating an innovative work environment. The leader's agility in developing an innovative environment is needed to deal with various start-up issues in a dynamic environment. To develop an innovation mindset in the company, a sense of ownership over work is something that must be developed. This can be achieved through good leadership communication^[17]. Meanwhile, Saputra states that one aspect that influences work engagement is the leadership agility of the company^[18].

Leadership agility is not disconnected from the communication that leaders have with their employees. This is shown by how each level in leadership agility has its own way of communicating^[16]. This explanation reinforces the relationship between leadership and innovation, which can be achieved through work engagement or the sense of ownership over work by employees. Someone with work engagement is characterized as having high mobility, low neuroticism, and high extraversion^[17]. These characteristics make it easier for someone to respond to changes and adapt to situations that are often uncertain.

Several studies mention that work engagement can affect employee productivity, efficiency, and innovation^{[19][20]}. However, there are studies that find that leadership can influence work engagement, such as the study conducted by Jihye Oh, Daeyeon Cho, and Lim which found that there is an influence of authentic leadership on work engagement^[21]. This explains the contribution of leadership to the formation of employee work engagement. Meanwhile, there is also a finding that leadership agility can influence employee engagement^[22]. Furthermore, the research by Park found that work engagement can mediate the relationship between learning organization, leadership agility, and innovative behavior^[23]. Therefore, it is predicted that work engagement can be a mediator to generate innovative behavior in employees in an organization.

The research aims to determine the influence of leadership agility on innovative behavior with work engagement as a mediator in employees of start-up companies. The theoretical benefit of this research is to develop Industrial and Organizational Psychology theory. The information from this research can also be used as a basis for human resource development in companies

II. THEORY

1. Innovative Behavior

1.1 Definition of Innovation and Innovative Behavior

Innovation is an important aspect for companies, especially those that are newly established and operate in fast-paced environments like startups. As Melhem stated, innovation and innovative behavior are crucial today considering the rapid changes in economic situations, globalization, and diverse demands^[8]. Meanwhile, Foss, Laursen, and Pedersen revealed that innovation is the result of complex and dynamic phenomena, whether at the individual, group, or organizational level^[13]. This statement emphasizes that innovation is needed for companies to take concrete steps to survive in dynamic and constantly changing environments.

Innovation is often associated with creativity. Both are driving forces that enable organizations to maintain their competitive edge^[14]. With creative and innovative behavior from employees, companies will be able to generate ideas and concepts that support the sustainability of the company. Although often related, innovation and creativity have differences. Creativity tends to focus on idealization, while innovation focuses on the implementation of those ideas. This indicates different outcomes for the two^[14].

Innovative behavior represents an individual's potential to develop and contribute to the company. Someone with innovative behavior can be considered as someone who can create and apply new ideas for their organization^[8]. De Jong and Hartog also revealed that innovative behavior can develop in a supportive environment^[24]. Both statements show that innovative behavior is not only influenced by self-motivation to create, but also depends on how the company provides a supportive environment for its employees to be innovative.

1.2 Factors of Innovative Behavior

There are several factors that can influence an individual's innovative behavior in their work. These factors are divided into two groups: internal and external. This grouping is based on where the sources of the factors influencing innovation come from. If internal, they come from within the individual, while external factors come from outside parties.

Based on several studies, there are six internal factors including self-efficacy, self-monitoring, optimism, personal value, resilience, and hope^{[9][10][11][12]}. As for external factors, there is the leadership possessed by leaders and employees^[10].

2. Leadership Agility and Innovative Behavior

Leadership skills of individuals clearly affect performance both personally and for the company. Especially for start-up companies accustomed to fast-paced environments, making the right decisions and actions becomes crucial. Therefore, leadership agility can be a suitable leadership type for start-up companies whose performance tends to be dynamic. Such a nature can force employees to be innovative so that the company can operate sustainably.

Hughes stated that leadership clearly impacts innovation in the workplace, but each type of leadership has a different level of influence^[14]. Their research shows that transformation and transaction leadership are the types that most influence innovation. No research has yet found a direct relationship between leadership agility and innovative behavior. Therefore, researchers infer the relationship between the two because both are equally relevant to the fast-paced startup environment.

Leadership agility is a person's ability to deal with dynamic situations and conditions as a leader. Research from McKinsey shows that an environment that experiences frequent turbulence requires agile management^[16]. This type has three levels: expert, achiever, and catalyst^[16]. Each level has its own characteristics of action and communication. This can affect the work environment. Based on this explanation, it can be seen that leadership that is quick and flexible in dealing with the environment (leadership agility) is suitable for the start-up company environment, which also requires innovative behavior for the company to adapt to changes^[7].

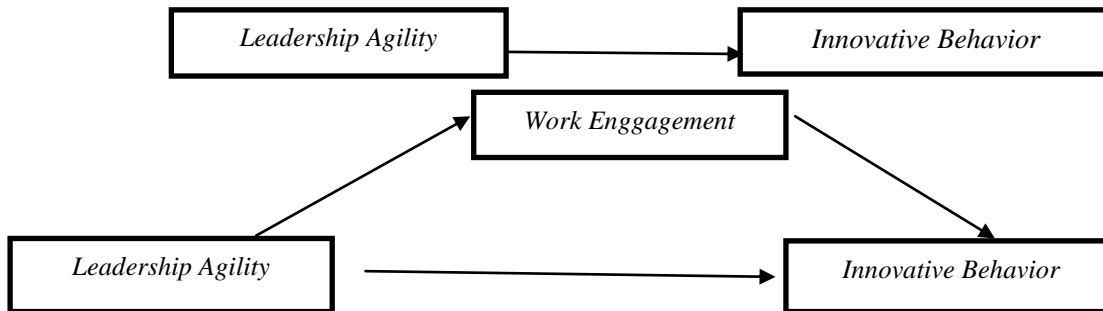
3. The Relationship Between Leadership Agility and Innovative Behavior through Work Engagement

Work engagement, or the attachment to work, is something that employees of start-up companies need to have. This attachment can lead to good performance because of a sense of ownership and responsibility for the work. Mashlach defined work engagement as follows, "a persistent, positive affective-motivational state of fulfillment, which is characterized by the three components of vigor, dedication, and absorption"^[25]. It is seen that individuals with work engagement are identified as having a high dedication to their work.

Several studies indicate the role of work engagement as a mediator in generating good performance behavior from employees. Like the study by Park which suggests that work engagement can mediate the relationship between a learning organization and innovative behavior^[23]. As for the study by Sengupta, Sharma & Singh, it proves the role of work engagement as a mediator of authentic leadership and creativity^[2]. Similarly, the study by Chan shows work engagement as a mediator of self-efficacy and job satisfaction^[26]. These three

studies prove that work engagement plays a significant role in connecting factors that can influence individual performance.

Fig. 1 Thinking Framework



4. Research Hypotheses

The research hypotheses are as follows:

- (1) Leadership agility influences innovative behavior.
- (2) Work engagement mediates the relationship between leadership agility and innovative behavior.

III. RESEARCH METHOD

1. Research Type

This research uses a Quantitative approach, which emphasizes numerical data for data analysis. The design is non-experimental and correlational in nature.

2. Research Subjects

The research subjects are start-up employees from various companies, totaling approximately 100 people with work experience ranging from 1 to 5 years, belonging to the millennial generation.

3. Variables and Research Instruments

Variable measurement uses a leadership agility scale to determine employees' perceptions of their direct supervisors. The scale, an adaptation of the leadership agility scale created by the Changewise leadership and organization development firm, identifies 3 Types: expert, achiever, and catalyst^[16]. Furthermore, the instrument used in this study to measure work engagement in the millennial generation is the UWES-9 (Utrecht Work Engagement Scale) with a total of 22 items. The UWES instrument itself is based on the use of the Schaufeli & Bakker theory, which has 3 main aspects: vigor characterized by high spirits and resilience, dedication or high dedication and employee involvement, and finally absorption or a condition where a person has full focus on doing their work^[27]. The total validity of this instrument, which has been developed or adapted using Indonesian language, is 0.81. Meanwhile, the innovative behavior variable uses a scale based on Scott and Bruce's scale for individual innovative behavior in the workplace, consisting of 9 items^[28]. Janssen states that there are three dimensions of innovative work behavior: seeing opportunities and generating new ideas, support, and applying designed ideas^[29]. Then this scale was modified by Etikariena and Muluk where the reliability of this scale is 0.80^[30].

4. Procedure and Data Analysis

The researcher was initially interested in innovative work behavior, which is currently being widely studied by researchers in facing a rapidly changing and unpredictable global environment. The researcher then searched for supporting research journals and chose leadership agility as the antecedent variable. In the literature review, the researcher found that work engagement can also mediate the influence of leadership agility on employee innovative behavior. The researcher also searched for and selected instruments for the research. After obtaining research instruments that matched the theoretical concept, the research was conducted. After the data was obtained, the regression analysis preconditions or assumption tests were conducted. The data analysis technique used was Regression Analysis with Mediation because this research uses three research variables: independent variables, dependent variables, and mediator variables.

IV. RESULTS

1. Research Results

1.1 Description and Relationships Among Variables

Based on the results of the data analysis conducted, the mean and standard deviation values for each variable were obtained. For the leadership agility variable, the mean value is 132.42 with a standard deviation of 7.978. This indicates that the average leadership agility among start-up employees is high. For the work engagement variable, the mean value is 91.56 with a standard deviation of 9.597. This explains that the average

work engagement among start-up employees is high. For the innovative behavior variable, the mean value is 35.51 with a standard deviation of 6.220. This explains that the average innovative behavior among start-up employees is high.

TABLE 1. Description and Relationship Between Variables

	Variable	Mean	SD	1	2	3
1	Leadership Agility	132,42	7.978	1	0,306**	0,250**
2	Work Engagemnet	91,56	9.597		1	0,635**
3	Innovative Behavior	35,51	6.220			1

Note : N = 131, ** p < 0,01

1.2 Classic Assumption Tests

Before the data is tested using mediation analysis, the obtained data is subjected to assumption tests. There are 2 assumption tests conducted, which is normality test and multicollinearity test.

(1) Normality Test

The normality test results of Kolmogorov-Smirnov for leadership agility, work engagement, and innovative behavior show all values are $0.200 > .05$, thus it can be concluded that the variable data in this study are normally distributed (table, appendix).

(2) Multicollinearity Test

The results of the multicollinearity test in this study are for the leadership agility scale, the VIF obtained is 1.104 with a tolerance of .906. As for work engagement, a VIF of 1.104 with a tolerance of .906 is obtained. The condition for multicollinearity freedom is $VIF < 10$, and tolerance value > 0.1 , thus it can be concluded that there is no multicollinearity symptom between independent and dependent variables (table, appendix).

1.3 Hypothesis Testing

Data analysis to see the relationship between independent variables and dependent variables with the presence of mediation variables using PROCESS developed by Hayes^[31] obtained the following results:

Based on the data analysis results, it can be seen that leadership agility does not affect innovative behavior (c'), thus it can be said that hypothesis 1 is not accepted. The analysis results show a coefficient value of $\beta=0.393$; $p=0.393$ ($p=0.05$), which means that leadership agility among start-up employees does not directly affect innovative behavior.

TABLE 2. Beta Coefficient Results

Relationship Between Variables	β	R ²	p
Leadership Agility with Innovative Behavior (c')	0.393		0.393
Leadership Agility with Work Engagement (a)	0.368		0.000
Work Enggegement with Innovative Behavior (b)	0.325		0.000
Total Leadership Effect with Innovative behavior (c)	0.195		0.004
Indirect Effects of Leadership Agility-Work Engagement - Innovative Behavior	0.147	0.4063	0.000

Note : X = Leadership Agility, Y = Innovative Behavior, M = Work Engagement

The analysis results also found a positive and significant influence of leadership agility on innovative behavior through work engagement (c) with a coefficient value of $\beta=0.147$; $p=0.000$, therefore, in this study hypothesis 2 is accepted. In the indirect relationship analysis results, there is a full mediation process, because leadership agility does not directly affect innovative behavior. From the analysis results, an R2 value of 0.4063 is obtained, which means that leadership agility and work engagement can influence innovative behavior by 40.63%, and the rest is influenced by other variables.

2. Discussion

This research aims to determine the role of work engagement in mediating the influence of leadership agility on innovative behavior among start-up employees. The results indicate that work engagement fully mediates the influence of leadership agility on innovative behavior among start-up employees. This means that to enhance or develop innovative behavior among start-up employees, leaders with the capacity to select and implement intelligent strategies (strategic agility) or those suitable for the situation and to execute these strategies effectively (operational agility) are needed to create a flexible and adaptive environment and culture to address rapid and unpredictable changes in the external environment that affect the company's survival, as is the case now^[16].

Leaders with high agility skills have high business acumen^[16]. They view business changes as challenges that must be managed effectively. They strive to carefully study business opportunities behind external environmental changes^[15]. They are flexible in facing changes^[7]. They try to quickly and accurately grasp business opportunities behind the changes and strive to implement them in their business^[15]. They can

translate existing opportunities into products or services that meet market needs. They can communicate and transfer their ideas to their subordinates, persuading them to work innovatively^[16].

Products or services offered by start-up companies must be different from those already in the market. Leaders and employees must be highly innovative so that the products or services offered have a competitive advantage and meet consumer demand^[1]. Leaders with high agility can lead subordinates with high speed and flexibility in facing business changes^[18]. They have a high sense of freedom and will grant their subordinates the freedom to work innovatively and independently. They feel responsible for their subordinates' work and strive to control their subordinates' work outcomes, as well as having an interest in their subordinates' tasks^[13].

Innovative behavior and work results that meet market demand are largely determined by leaders with high work engagement. Leaders with high work engagement can motivate themselves and their subordinates to work hard and innovatively^[18]. Leaders with high work engagement feel fully engaged in their work. They expend their energy to complete their tasks while working. They have a strong willingness to give all their efforts, are firm in carrying out job-related tasks (vigor). They feel that the work they are doing is currently meaningful, they have enthusiasm for the work, they feel that the work can inspire and give pride to the individual (dedication). They can fully concentrate, focus, and enjoy their work, and feel a burden to detach from the work they are doing/absorption^[32]. They will behave and produce products or services with a high competitive advantage, continuously evaluate products or services on the market, and produce innovative work results. They are flexible in facing fast-paced and unpredictable business changes like the current situation.

Furthermore, according to Swaroop, P and Dixit, V., employees with higher levels of engagement tend to show innovative work behavior than those with lower levels of employee engagement^[33]. Moreover, employees who feel a higher level of job autonomy show a higher level of innovative work behavior. Innovative work behavior requires employees to not only be creative, share ideas, but also fully engage themselves in advocating for their ideas, persist in the face of opposition and setbacks, and be energetic, enthusiastic, and motivated to see their creative ideas come to fruition. This is not possible if employees are less dedicated, energetic, and absorbed in their work, that is, it is impossible without their involvement.

V. CONCLUSION

A conclusion section must be included and should indicate clearly the advantages, limitations, and possible applications of the paper. Although a conclusion may review the main points of the paper, do not replicate the abstract as the conclusion. A conclusion might elaborate on the importance of the work or suggest applications and extensions.

1. Conclusion

The research findings indicate that work engagement fully mediates the influence of leadership agility on innovative behavior in start-up employees. This means that the innovative behavior or work results of start-up employees can be shaped by leaders who have high agility (leadership agility). Leaders strive to provide freedom to subordinates, monitor, and direct subordinates to achieve innovative work results or behaviors. Leaders with high work engagement will become role models for their subordinates. The contribution of leadership agility and leader work engagement to innovative behavior/work results is 40.63%.

2. Recommendations

1.1 Start-Up Companies

The results of this research can be used by owners or leaders of start-up companies to develop innovative behaviors/work results to quickly capture market opportunities due to changes in the company's external environment. The findings of this research can be used by start-up companies in employee recruitment.

1.2 Future Researchers

Researchers interested in studying innovative behavior in start-up employees can add samples representing Indonesia, thus broadening the generalization area.

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**Corresponding author: Nida Hasanati*

¹(Psychology Department, University of Muhammadiyah Malang, Indonesia)