



Effect of Leader Member Exchange on Innovative Work Behaviour through Work Engagement as a Mediation

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Abstract

The purpose of this study to examine the influence of leader-member exchange (LMX) on innovative work behavior is mediated by work engagement. The population in this study were employees of the plywood manufacturing division and the manufacture of plywood waste crafts PT. Karya Jaya Kendal as many as 200 people. The sample used was 133 people using proportional random sampling technique. The method of collecting data using a questionnaire measured by a Likert scale. Data analysis method uses hypothesis testing and path analysis test using SPSS for Windows version 21 analysis. The results of this study are leader-member exchange has a positive and significant effect on innovative work behavior. Work engagement mediates member exchange leaders on innovative work behavior. Work engagement mediates on innovative work behavior.

INTRODUCTION

The current era of a knowledge-based economy, maximizing innovative potential of employees has become a top priority in every organization (Pieterse et al., 2010). New ideas and initiatives produced by employees offer competitive organizations and benefits through the differentiation of improved products or services. Today organizations increasingly realize that no small or large company can achieve success on an ongoing basis without employees having the skills to create new ideas in their jobs. Companies or organizations to continue to experience sustainability require employees who have innovative work behavior, these behaviors are considered

important and related to increasing the sustainability of organizational effectiveness (Pieterse et al., 2010).

Innovation is one of the main factors in the success of the organization in order to create and maintain competitive advantage (Momeni et al., 2014). Innovation is a very important component for organizations to ensure success, pursue long-term competitive advantage, increase effectiveness in organizations, maintain organizational competitiveness, and help organizations to display performance (Scott & Bruce, 1994). Research on innovation leads to many organizational-level innovations (Amo & Kolvereid, 2005), but innovation is more dominant than individual employee behavior. Etikariena

and Muluk (2014) stated the same thing that the analysis carried out so far was at the organizational level, while the analysis at the individual level was still minimal.

According to (Janssen, 2000) in overcoming global competition and environmental uncertainty, organizations need employees who not only fulfill formal work requirements, but exceed the standard work behavior that involves innovative things. Kumar and Pati (2015) explain that organizations that carry out innovative behavior are all individual actions that lead to the emergence, introduction, and application of something new and beneficial at all levels of the organization. Hedva and Abraham (2011) argue that something new and beneficial includes developing new product ideas or technologies, changes in administrative procedures that aim to improve work relations or the application of new ideas or technologies to work processes that significantly improve their efficiency and effectiveness.

One of the important factors determining innovative work behavior is the Leader-Member Exchange. Leader-member exchange begins with the vertical dyad linkage (VDL) theory, which is a relationship that occurs between two different people at different levels or levels in an organization between leaders and subordinates (Robbins & Judge, 2015). The rationale of leader-member exchange theory, that in an organization, leaders develop different types of relationships with subordinates (Robbins & Judge, 2015). According to Ivancevich et al. (2007) in the leader-member exchange found differences in attitudes given by leaders to their members. These differences form separate groups that explain the relationship between leaders and members, which is called in-group and out-group. In in-groups, members are more trusted, get greater attention from superiors, and get special rights. Whereas in the out-group, members do not get special trust and attention as in the in-group group.

According to Sterrett (2008) states that interactions between leaders and members that occur continuously can strengthen the relationship between the two and will create a higher level of satisfaction between leaders and members. Erdogan & Enders (2007) state that employees with high-quality leader-member exchange (LMX) will be more satisfied, while employees with low-quality leader-member exchanges are least satisfied with their work. The success of a company requires a harmonious relationship and interaction between the leader and his subordinates so that the company's goals will be achieved (Sem-

bodo & Nr, 2014). If the quality of the relationship of leader-member exchange is perceived to be high, employees will show maximum innovative behavior so that it will remain with the company (Sembodo & Nr, 2014). Leader behavior will reflect employee behavior, because the leader is someone who gives an example to his subordinates.

Hypothesis Development

Agarwal et al. (2012) state that leader-member exchange is based on social exchange theory, a basic principle is that individuals benefit others in the hope that they will receive benefits equal to rewards. Stewart et al. (2008) stated that innovative work behavior does not only focus on thinking about new ideas or things, but also on the actions to be taken or how to implement the new ideas or things. Higher quality relationships will make it more likely for employees to be innovative (Alsughayir, 2017).

The high level of quality of leader-member exchange between employees and supervisors will encourage greater innovation among employees while doing their jobs. Liden and Maslyn (1998) state that there are 4 indicators to measure the leader-member exchange namely affect (loyalty), loyalty (loyalty), contribution (contribution), and professional respect (professional respect). When supervisors show their support for employees, there are a high probability that innovative behavior is successful and employees may be more confident about the possibility of their innovative behavior that produces performance (Hu, Horngdan Sun, 2009).

The determinants of leader-member exchange are expectations of performance, similarity and liking, and the demographic similarity of Liden et al. (1993). Expectation expectations that someone will have expectations or expectations of others. Performance is the formation of trust from superiors and subordinates, starting with the performance appraisal process from the leadership to members (Budiman, 2015). Similarity and liking will occur feeling match or not compatible with each other. The high quality of the relationship between superiors and subordinates is due to their sense of interest and match their personal and demographic characteristics. And conversely the low relationship between leaders and members is due to a discrepancy in looking at their personal characteristics and demographics (Budiman, 2015).

The similarity in the understanding of leader-member exchange and innovative work behavior there are still differences with the research

conducted by Agarwal (2014) stating that leader-member exchange has a positive influence on innovative work behavior. Research conducted by June and Kheng (2014) shows the same results, namely the leader-member exchange has a significant positive correlation with innovative work behavior. This means that the higher the leader-member exchange, the higher the innovative work behavior of employees, on the contrary the lower the leader-member exchange, the lower the innovative work behavior of employees. While the results of research conducted by Tastan et al. (2015) show different results, namely the leader-member exchange does not have a significant effect on innovative work behavior. From these differences of opinion, the research hypothesis was developed as follows:

H1: Leader-member exchange has a positive and significant effect on innovative work behavior.

The effect of leader-member exchange on work engagement shows a positive relationship. This is in line with the results of research conducted by Agarwal et al. (2012) which states that leader-member exchange is positively related to work attachment. Relations with high quality occur dreamers view followers as competent, trustworthy, and motivated as well as vice versa (Liden & Maslyn, 1998). This means that when the quality of leaders and subordinates is high, then employees will be increasingly tied to their jobs. Research conducted by Matta et al. (2015) also states that leader-member exchange has a positive impact on work engagement. This shows that the higher the quality of leader-member exchange, the higher the employee's work attachment to the work done. Based on the description above, the following hypotheses can be proposed:

H2: Leader-member exchange has a positive and significant effect on work engagement.

Organizations must maintain reciprocal relationships with employees so that employees will feel bound by their work, provide the best for the organization and be enthusiastic about the work provided by the organization (Saks, 2006). When employees are tied to a company, employees have an awareness of the business, so that they will give employees all of his best abilities for the company (Macey & Schneider, 2008).

Bakker (2009) states that there are three factors that are the main causes of work attachments, namely job resources, salience of job resources, personal resources. Job resources refer to physical, social, and organizational aspects of

work that allow individuals to achieve work targets. The salience of job resources refers to how important work resources are owned by individuals. Personal resources refer to characteristics possessed by employees such as personality, nature, age, etc.

Schaufeli et al. (2002) stated that the indicators of work attachment consisted of three namely vigor, dedication, and absorption. Vigor is a characteristic characterized by high levels of energy and mental endurance in work, the desire to work hard, and be persistent in facing difficulties. Dedication is characterized by a feeling that is meaningful, enthusiastic, inspiring, proud and challenging at work. Absorption is characterized by concentration and deep interest, sinking into work, time feels so fast and individuals find it difficult to get away from work so they forget everything around them.

Research conducted (Park et al., 2014) related to work attachments and innovative work behavior carried out in Korean business organizations in Indonesia, obtained results that work attachments have positive and significant support with innovative work behavior, meaning when employees have work attachments high in the organization will enhance innovative work behavior. The results conducted by Agarwal (2014) show that work engagement has a positive and significant effect on innovative work behavior. The same results were also found by Agarwal (2013) stating that work engagement has a positive effect on innovative work behavior. From this description, the following hypotheses are developed:

H3: Work engagement has a positive and significant effect on innovative work behavior.

According to job demand resource (JD-R) model Demerouti et al. (2001) state that works resources include social support from the organization and supervisor refers to the process of motivation on organizational outcomes through work attachments. There is not much literature that examines work attachment variables as mediating leader-member exchange relationships on innovative work behavior. Agarwal (2014) examines work engagement as a mediating variable between leader-member exchange on innovative work behavior, the results of the study indicate that work engagement partially mediates between leader-member exchange on innovative work behavior. There are similar research results conducted by Agarwal et al. (2012) showing that work engagement mediates partially between leader-member exchange on

innovative work behavior. Based on the description above, the following hypothesis can be proposed:

H4: Work engagement mediates the effect of leader-member exchange on innovative work behavior.

Based on the description of the existing hypothesis, the research model developed from this study can be seen in Figure 1.

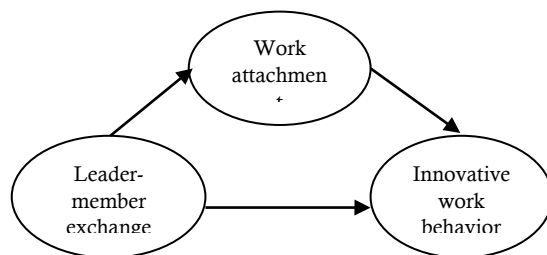


Figure 1. Research Model

METHOD

The population used in this study were employees of the plywood manufacturing division and the manufacture of plywood waste crafts PT. Karya Jaya Kendal, with 200 employees. The sampling technique uses proportional random sampling. Data retrieval method uses the method of observation, interviews, and questionnaires. The data analysis technique uses data analysis methods using descriptive analysis methods, hypothesis testing, and path analysis. The variables in the study are leader-member exchange variables (X1) with indicators of effect, loyalty, contribution, and professional respect. Work attachment variable (Y1) with vigor, dedication and absorption indicators. Innovative work behavior variable (Y2) with opportunity exploration indicators, idea generation, idea championing, and application ideas.

The type of research used is quantitative. Sampling uses the Nonprobability Sampling technique or saturated sample where the entire population is sampled. Data retrieval method uses the method of observation, interviews, and questionnaires. Data analysis method uses descriptive analysis, classic assumption test, and path analysis (path analysis) — data analysis using SPSS for Windows version 21 software. The independent variable in this study is Public Service Motivation and Perceived Organizational Support. The mediating variable in this study is work engagement, while the dependent variable in this study is Performance.

Reliability Test

A variable is said to be reliable (reliable) if it has a value of Cronbach Alpha (α) > 0.70. The reliability test in this study was processed using the SPSS version 21 program. Based on the output results, Cronbach's Alpha values for innovative work behavior variables were $0.765 > 0.70$, Cronbach's Alpha value of member leader exchange variables was $0.779 > 0.70$, Cronbach's Alpha Work engagement variable of $0.804 > 0.70$. Then it can be concluded that all variables in this study have Cronbach's Alpha values greater than 0.70. That is, variable work behavior is innovative, leader-member exchange, and Work engagement are said to be reliable.

Results of Analysis of Description of Identity of Respondents Classic assumption test

Description of the age of respondents in this study most of the age of the respondents in this study were employees aged between 24-29 years at 37.59%, amounting to 50 people. While respondents at least between the ages of 60-65 years amounted to 0.75%, amounting to 2 people. This indicates the number of employees at PT. Karya Jaya, aged 24 to 29 years, shows that employees belong to a young age who still need a lot of experience and also the location of PT. Karya Jaya is in the countryside so that education is minimal.

Description of the working lives of respondents in this study that most of the age of respondents in this study had the most business age between 2-3 years at 60.15%, amounting to 80 people. While respondents of business age at least less than one year amounted to 16.45%, amounting to 22 people. And 1-2 years at 23.30%, amounting to 31 people. This indicates that PT. Karya Jaya still lacks work experience and is quickly bored with his work.

Description of education is known that the respondents in this study had at most high school education of 60.15%, amounting to 80 people. While the respondents had at least 1.5% S2 education, totaling 2 people. The number of employees of PT. Karya Jaya has high school education because most of the people have high school education and most of those who register at the factory are surrounding communities.

Normality test

Ghozali (2011) states the Normality Test aims to test whether in the regression model of the confounding or residual variables it has a normal distribution. Based on the results of SPSS for Windows Version 21, it can be seen in the normal

p-plot graph that all existing data are normally distributed because all the points spread around the diagonal line and follow the direction of the diagonal line, so that the data meets the normality assumption.

To test data that is normally distributed or not, the normality test can be done using the Kolmogorov-Smirnov (K-S) statistical test. The basis for decision making can be based on probability (Asymp. Significance), that is if the probability is > 0.05 , the population distribution is normal and if the probability is < 0.05 then the population is not normally distributed. Based on the results of SPSS output shows the value of Asymp. Sig (2-tailed) of 0.287 with a probability of 0.05. This shows that the value of Asymp. Sig (2-tailed) $0.287 > 0.05$, it can be concluded that this research data is normally distributed.

Multicollinearity Test

To detect the presence or absence of multicollinearity can be done by looking for the magnitude of the variance inflation factor (VIF) and tolerance value. If $VIF < 10$ and tolerance value > 0.1 then there is no multicollinearity. the results of the calculation of the Tolerance and Variance Inflation Factor (VIF) value of the dependent variable (leader-member exchange and work engagement) on the dependent variable (innovative work behavior) each show a Tolerance value of $0.705 > 0.10$ and a VIF value of $1.418 < 10$. These results indicate that there is no multicollinearity between variable leader-member exchange and Work engagement to innovative work behavior.

Heteroscedasticity Test

To test heteroscedasticity can be done by observing the scatterplot graph with a pattern of dots that spread above and below the Y-axis. Based on the results of SPSS for windows version 21, it can be seen in the scatterplot graph that the points spread randomly and spread well above or below number 0 on the Y-axis. This can be concluded that there is no heteroscedasticity in this regression model. However, analysis using plot charts has significant weaknesses. Therefore, the number of observations affects the plotting results so that statistical tests are needed which further guarantee the accuracy of the results. The statistical test used to test the presence or absence of heteroscedasticity, one of which is the glejser test. A regression model is said not to have heteroscedasticity if it has a calculated significance of more than 5%.

Normality test

Normality tests can be done by looking at the Normal P-plot graph. If the resulting points spread around the diagonal line and follow the direction of the line then the data is normally distributed but if the points produced spread far from the diagonal line and did not follow the direction of the diagonal line then the data is not normally distributed. Based on the results of SPSS for Windows Version 21, it can be seen in the normal p-plot graph that all existing data are normally distributed because all the points spread around the diagonal line and follow the direction of the diagonal line, so that the data meet the normality assumption and the regression model is feasible. The normality test can also be done by using the Kolmogorov Smirnov (K-S) statistical test. The basis for decision making can be based on probability (Asymp. Significance), that is if the probability is > 0.05 , the population distribution is normal and if the probability is < 0.05 then the population is not normally distributed.

Hypothesis testing

Test Statistics t

Ghozali (2011) states that the t statistical test is used to show how far the influence of one independent variable on the dependent variable by assuming the other independent variables are constant. The t-test is used to determine the effect of each independent variable on the dependent variable partially. In conducting testing using statistical t analysis, decision making is seen based on a comparison of coefficient values t count with t table and the level of significance used. The following are the results of testing the significance of individual parameters using the SPSS version 21.0 program:

Table 1. Individual Parametric Test

Independent Variable	Dependent Variable	T Value	Sig
Leader-member exchange	Innovative Work Behavior	7.402	0,000
Leader-member exchange	Work Attachment	7,543	0,000
Work Attachment	Innovative Work Behavior	6.205	0,000

Sumber: Parametric Test Result (2018)

a. Direct Effects of Leader-Member Exchange on Innovative Work Behaviors

The results obtained show that the t-count value is 7.402 with a sig value of $0.000 < 0.05$. This number indicates that H0 and H1 are ac-

cepted. This means that hypothesis 1 in the study that states "Member Leader Exchange has a positive effect on Innovative Work Behavior" proved to be supported. This shows that the higher the leader-member exchange that employees have affects the highly innovative work behavior of PT. Karya Jaya.

Employees rate that leader-member exchange have a relationship with the high and low level of innovative work behavior of employees both in terms of giving influence, loyalty, contribution, and professional respect between leaders and employees. High innovative work behavior will be created if there is a good relationship between leaders and members. A good relationship will create trust, respect, a positive attitude, and reciprocal influence between leaders and members. Good treatment of employees will be able to create a feeling of voluntary self-employed to be able to sacrifice for the company.

The results of this study are consistent with the research conducted by Agarwal (2014) which states that leader-member exchange has a significant and positive effect on innovative work behavior. If the relationship is a leader-member exchange, the employee will receive the right feedback, and have supportive decision making so that the employee will create innovative ideas on his work (Agarwal, 2014). This study also supports the results of research conducted by June and Kheng (2014) stating that leader-member exchange has a positive and significant influence on innovative work behavior.

Based on the results of descriptive analysis, the leader-member exchange variable indicates that employees feel the level of leader-member exchange is good enough. This can be seen from the overall leader-member exchange amounting to 59.82 which is classified in the medium criteria. It can be seen that the highest index value is on the Loyalty indicator (Loyalty) of 65.17. This shows that leaders and employees are open to show loyalty by giving full support to each other's actions and attitudes.

While the indicator with the lowest index value is Contribution of 54.07. This shows that employees are less able to contribute and are responsible for completing their tasks beyond their employment contracts and spend extra efforts to advance the interests of their working groups. Therefore, PT. Karya Jaya needs to provide additional salaries, establish or build infrastructure, buy modern materials and tools, and develop modern systems. For example: giving additional salary if the employee completes his task on time

or builds facilities for worship facilities, cooperatives, and canteens.

b. Effects of Leader-Member Exchange on Work Engagement

the results showed that the t-count value was 7.543 with a sig value <0.05. This number indicates that H0 and H1 are accepted. This means that hypothesis 2 in the study which states "leader-member exchange on work engagement" is proven to be supported. This shows that when a member leader has a high employee exchange, it can directly influence and increase work engagement to the employees of PT. Karya Jaya.

The effect of the exchange of leaders on work engagement shows a good relationship. This is in line with the results of research conducted by Agarwal et al. (2012) which states that the exchange of leaders is positively related to work engagement. Relations with high quality occur leaders see followers as competent, trustworthy, and motivated and vice versa (Liden & Maslyn, 1998).

This means that when the quality of leaders and subordinates is high, then employees will be increasingly tied to their jobs. Research conducted by Matta, Scott, Koopman, and Conlon (2015) also states that the leader-member exchange has a positive impact on work engagement. This shows that the higher the quality of leader-member exchanges, the higher the employee's work engagement to the work done.

Based on the results of the descriptive analysis, that the average leader-member exchange index as a whole is 59.82 which is classified in the medium criteria can be known the highest index value is on the Loyalty indicator (Loyalty) of 65.17. This shows that leaders and employees are open to show loyalty by giving full support to each other's actions and attitudes. While the indicator with the lowest index value is Contribution of 54.07. This shows that employees are less able to contribute and are responsible for completing their tasks beyond their employment contracts and spend extra efforts to advance the interests of their working groups.

c. Direct Effects of Work Engagement on Innovative Work Behavior

Indicates the t-count value is 6,205 with a sig value of 0,000 <0,05. This number indicates that H0 and H1 are accepted. This means that hypothesis 3 in the study which states "Work Engagement has a positive effect on Innovative Work Behavior." Proved to be supported. The

results of the study show that the work engagement of PT. Karya Jaya influences innovative work behavior. This is because the organization must maintain reciprocal relationships with employees so that employees will feel bound by their work, provide the best for the organization and be enthusiastic about the work provided by the organization.

When employees are tied to a company, employees have an awareness of the business, so that it will make employees give their best capabilities to the company. This research is in line with previous research stating the results conducted by Agarwal (2014) show that work engagement has a positive and significant effect on innovative work behavior. The same results were also found by Agarwal (2013) stating that work engagement has a positive effect on innovative work behavior.

the quality of leaders and subordinates is high, then employees will be increasingly tied to their jobs. Research conducted by Matta, Scott, Koopman, and Conlon (2015) also states that the exchange of leader-members has a positive impact on work engagement. This shows that the higher the quality of leader-member exchanges, the higher the employee's work engagement to the work done.

Path Analysis Test

Path analysis is the use of regression analysis to estimate causality between variables that have been previously determined based on theory (Ghozali, 2009). In this study we will examine the effect of leader-member exchange and perceptions of organizational support for innovative work behavior mediated by work engagement. To measure the presence or absence of mediation

Table 3. Direct, Indirect, and Total Effect

No	Independent Variable	Relationship		
		Direct/Indirect Effect	Work Attachment	Innovative Work Behavior
1.	Leader-member exchange	Direct	0,543	0,309
		Indirect Effect	—	0,255
		Total Effect	0,543	0,564

Source: Research Result Test(2018)

Based on the results of descriptive analysis, the work engagement variable shows that the average work engagement index value as a whole is equal to 62 included in the criteria of being. This means that the indicators of work engagement in the company have been done well. It can be seen that the highest index value is Vigor of 63.77. This shows that employees are able with the level of energy and mental endurance in work, the desire to work hard, and persevere in the face of difficulties. While the indicator with the lowest index value is an indicator of the dedication of 59.30. This shows that employees feel their work does not inspire and employees are not enthusiastic about the work is done every day and are not proud of their work.

The results of the research conducted by Agarwal et al. (2012) which states that the exchange of leaders is positively related to work engagement. Relations with high quality occur leaders see followers as competent, trustworthy, and motivated and vice versa (Liden & Maslyn, 1998). This means that when

or intervening effects, a comparison of the path coefficient is used.

Path coefficients are calculated by making two regression model equations namely regression equations that show prioritized relationships. The regression equation in this study is as follows:

$$\text{Regression 1: } Y_1 = \beta_1 X_1 + \beta_2 X_2 + e_1$$

$$\text{Regression 2: } Y_2 = \beta_1 X_1 + \beta_2 X_2 + \beta_3 Y_1 + e_2$$

The following are the results of the calculation of direct relations, indirect and total relationships indirect relationship between leader-member exchange variables, and work engagement to innovative work behavior is explained in the table as follows :

Direct, Indirect, and Total Influences

Shows the direct effect of 0.309 and indirect effect of 0.255. So the total influence is 0.564. This shows that the total indirect path coefficient (0.309) > total coefficient (0.564) which indicates that "Work Engagement mediates the leader-member exchange in Innovative Work Behavior" proved to be supported.

CONCLUSIONS AND SUGGESTIONS

Based on data analysis and discussion of research results, it can be concluded that leader-member exchange has a positive and significant influence on innovative work behavior of PT. Karya Jaya. This means that the higher the leader-member exchange possessed by employees will improve the innovative work behavior of PT. Karya Jaya. Work engagement mediates the relationship between leader-member exchange on innovative work behavior of PT. Karya Jaya, this means that the leader-member exchange can improve the innovative work behavior of PT. Karya Jaya when work engagement can be managed properly.

The leader-member exchange in this research falls into the "moderate" category. That is, the exchange of employee leader members is still not optimal, especially on the Contribution indicator (Contribution) which has the lowest average index value. Therefore, the company should be able to increase additional salaries, establish or build infrastructure, buy modern materials and tools, and develop modern systems. The management of PT. Karya Jaya should be able to systematically introduce new ideas into the work process, and provide job training.

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