



Effect of Mediation Work Engagement to Leader Member Exchange and Job Insecurity on Innovative Work Behavior

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Abstract

The purpose of this research is to test the effect of leader-member exchange, job insecurity on innovative work behavior through work engagement CV. Laksana employee. The sampling method used nonprobability sampling with incidental technique and sample 109 employees. The data analysis in this research used a descriptive statistical test method, derivative tests including validity and reliability, and hypothesis testing. The tool used to test in this research used SmartPLS 3.0. The result of this research show leader-member exchange positively relates to innovative work behavior. However, job insecurity does not have a relationship with innovative work behavior. Leader-member exchange and job insecurity relate to work engagement. Work engagement can mediate leader-member exchange and job insecurity to innovative work behavior. The conclusion of this research is the higher level of leader-member exchange in the work environment can maximalized employee innovative work behavior. The higher level of job insecurity can minimize employee work engagement. Suggestion for future research is to try another variable that can be used to enhance employee innovative work behavior.

INTRODUCTION

Increasing competition in the business going to force companies to improve the quality possessed (Tanisah & Maftuhah, 2015). The quality of human resources height is the main thing for the organization to achieve goals (Sudarma, 2012). Current business developments and the rapidly increasing business competition is very tight between competitors require companies or organizations to continue to innovate (Kusumawardani & Wulansari, 2018). One way to create an organization to be innovative is to capitalize the ability of its employees to innovate (Agarwal, 2014). Innovative employees are employees who are able to create, introduce and apply a new idea in a group or organization and become a very important factor for the organization to survive and as an important asset for the sustainability of the organization mentioned (Sanders, Moorkamp,

Torque, Groeneveld & Groeneveld, 2010). In addition, in order to remain a company or organization needs to follow the demands of existing environmental change (Wartini & Harjiyanti, 2014).

The behavior of employees who actively give an idea or a new idea to solve a problem in the organization will help an organization. One of the factors that can affect the quality and quantity of jobs that do employees are internal factors that exist in each one of the employees themselves (Martono, Khoiruddin & Wulansari, 2018). The success of individuals to innovate depends on the individual-owned networking in the organization, as a networking will provide inspiration, information, resources, and support that will help develop, promote, and realize new ideas (Perry-Smith & Shalley, 2003). The ability to utilize the skills and abilities of members depends on the quality of the existing networking (Yuniawan, Putri & Udin, 2017). Networking

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built through a good relationship of an employee with the environment will help the employee to be able to have innovative behavior in the workplace. Therefore, organizations need to emphasize to employees for innovative behavior to assist the organization in achieving organizational goals.

One of the factors that can be used to enhance the innovative behavior of employees, namely improving the quality of the relationship between the employee and his supervisor called Leader-Member Exchange (LMX) (Sanders, Moorkamp, Torka, Groeneveld & Groeneveld, 2010; Agarwal, Datta, Blake-Beard & Bhargava, 2012; Agarwal, 2014; Wang, Fang, Qureshi & Janssen, 2015; Dhar, 2017). LMX Theory is based on the theory of social exchange, which provides the foundation to see the nature of the employment relationship that employees have with superiors (Dhar, 2017). Agarwal (2014) states that employees who feel high levels of LMX, will feel it is important to work hard and contribute to the achievement of organizational effectiveness. The high level of LMX will be a positive influence on the innovative behavior of employees because the employees in the relationship will get a challenging task, getting the support of leaders and encouraged to manage risk in the work environment.

Another factor that can affect the innovative behavior of employees is job insecurity (Ardy, 2018; Spiegelaere, Gyes, Witte, Niesen & Hootegem, 2014). Cheng and Chan (2008) age, and gender differences in the relationship between job insecurity and its job-related and health-related consequences. A total of 133 studies, providing 172 independent samples, were included in the analysis. Our results basically replicated Sverke et al. (2002) mention that job insecurity is a concern for the sustainability of the existence of the employees' work in the future. Feelings of insecurity at work can be caused by changes in organizations such as closure, restructuring, mergers, and acquisitions as well as the presence of large-scale layoffs made by the company (Schreurs, Probst, Van den Heuvel, De Cuyper, Demerouti & Van Emmerik, 2014). Greenhalgh and Rosenblatt (1984) mention the employees who felt job insecurity will be a little forced and motivated to solve problems related to his job by working beyond the job description owned. Job insecurity felt by employees can lead employees to feel threatened about his work, therefore, to retain the job, can be done by providing innovative ideas to develop an organization. Job insecurity relationship towards innovative behavior of employees is negative, therefore, a leader must be able to make a low level

of job insecurity to increase the innovative behavior of employees (Spiegelaere et al., 2014).

In addition to Leader-Member Exchange (LMX) and job insecurity, another factor that can increase the innovative work behavior is working attachment. Brazilians working attachments positive attitude of employees in the workplace (commitment, involvement, attachment) to the cultural values and the achievement of the company's success (Mujiasih, 2016). An employee who has a high work attachment will have high morale to the extent employees feel lost track of time at work. Employees who are bound by the company, the employee will have an awareness of the business, so employees will provide all of the abilities he had for the company (Macey & Schneider, 2008). So that employees who are bound will help an organization to achieve the goals of the organization with the ability they have.

(Hobfoll, 2001) explained that with the resources to tasks LMX sufficient to reduce the demands of work, encourage the achievement of objectives and stimulate a positive reaction, in this case, the working attachment. Furthermore, a positive reaction to the job will trigger the employee's willingness to try something new, which leads to the creation of new ideas and solutions.

The purpose of this study was to examine the influence of the leader-member exchange and job insecurity in innovative work behavior through mediation work attachment.

Hypothesis Development

Effect of Leader-Member Exchange on Innovative Work Behavior

LMX is an approach that recognizes the lack of consistency of leadership behavior to subordinates that the leadership had a personal relationship with a subordinate (Ivancevich, Konopaske & Matteson, 2007). Innovative work behavior is the creation, introduction, and implementation of new ideas deliberate and beneficial to the role of independent work, group or organization in order to obtain optimum performance (Janssen, 2000).

Employees with good quality relationships with superiors assume the leadership will be attracted by the innovation, the employee will provide a response to the perceived connection quality via high innovative work behavior in the workplace (Schermuly, Meyer & Dämmer, 2013). The quality of the relationship between superiors and subordinates are good, will facilitate subordinates in completing their work so that the work

of subordinates will be good (Hasyim & Sudarma, 2018). Creation of innovation to support and enhance the work and services (Sulistyo & Ayuni, 2018). Employees with good quality relationships with superiors assume the leadership will be attracted by the innovation, the employee will provide a response to the perceived connection quality via high innovative work behavior in the workplace (Schermuly, Meyer & Dämmer, 2013). The quality of the relationship between superiors and subordinates are good, will facilitate subordinates in completing their work so that the work of subordinates will be good (Hasyim & Sudarma, 2018). Creation of innovation to support and enhance the work and services (Sulistyo & Ayuni, 2018).

Research conducted by Wang, Fang, Qureshi and Janssen (2015) conducted on 135 employees of R & D and marketing of telecommunications and finance in China are getting the results that the LMX effect on innovative work behavior.

H1: Leader members exchange significant positive effect on behavior and innovative work behavior.

Effect of Job Insecurity on Innovative Work Behavior

Job insecurity is an inability to maintain the continuation of work because of the threat of a work situation (Greenhalgh & Rosenblatt, 1984). Another opinion from Fadzilah and Martono (2016) mention job insecurity as perceived distress employee about not achieving the anticipations of employees towards sustainability work which includes things like their chance of promotion, conditions of employment comfortable and term career opportunities long. Hutahaean (2005) defines the behavior of innovative work as a behavior that is likely to create a new idea, tolerate ambiguity, the motivation to be effective, and orientations innovative in introducing something new that is useful for organizations that form ideas, processes, products, and procedures in a job.

Greenhalgh and Rosenblatt (1984) state that employees who feel job insecurity will be motivated to solve problems in the workplace by working beyond the normal job description. This will make your employees doing something new to solve the problems encountered in the workplace so as to be apart from the feeling of insecurity in the work.

Research conducted by Spiegelaere et al (2014) which shows the results of job insecurity adversely affect the behavior of the innovative work of employees.

H2: Job insecurity negatively and significantly to innovative work behavior.

Effect of Leader-Member Exchange on Job Engagement

The leader is the originator of the goal, plan, organize, mobilize and control all available resources so that corporate objectives can be achieved effectively and efficiently (Martono, 2013). Therefore, the need for a leader-member exchange to establish a good relationship between superiors and subordinates so that the goal can be achieved with good company. At the level of the member leaders will exchange high employees feel to get care, attention, and the provision of adequate resources to complete the job. This can increase the comfort of employees at work so it will improve the work engagement. Fitriani and Palupiningdyah (2017) State that exchange quality high leaders-members will make an employee feel comfortable and proud to be part of the company and vice versa if the quality of the exchange leaders and members is low then it would make employees uncomfortable and never assume both companies. Bhal (2006) added when a leader gives a chance to grow, supervision of fair, meaningful work, and autonomy of the employee will feel an obligation to provide feedback to the leader by providing a high level of commitment.

Research conducted by Agarwal et al (2012) states that the leader-member exchange effect on employee engagement.

H3: Leader members exchange positive and significant impact on the work engagement.

Effect of Job Insecurity on Job Engagement

Job insecurity is the psychological state employees who demonstrate a sense of confusion or insecurity due to environmental conditions change (Smithson & Lewis, 2000). Work engagement is the positive attitude of employees working in the company (commitment, involvement, and engagement) to the cultural values and the achievement of the company's success (Mujiasih, 2016).

Employees who feel job insecurity is very high, allowing employees to opt-out of a job. If the perceived insecurity of employees can be minimized by the organization, the employee will feel comfortable and will foster engagement to the workplace.

This statement is corroborated by the statements expressed by Vander Elst, Bosman, De Cuyper, Stouten & De Witte (2012) more specifically, job insecurity, in less traditional (i.e.)

non-European, non-US which states that job insecurity negatively affects the work engagement. It is intended as high perceived insecurity will make employees away from the jobs and lower attachment to the job.

H4: Job insecurity negatively affects work engagement.

Effect of Work Engagement on Innovative Work Behavior

Work engagement is an aspect that includes positive emotions and full involvement in work (Diniyati & Sudarma, 2018). Employees who have work engagement have the passion, dedication, and sincerity of a high work so that the employee will feel challenged to do new things that can provide benefits to the organization. Innovative behavior is behavior that creates something new and different things, it requires employees who have seriousness in the work, has the mental toughness to resist the temptation to escape from work, and have pride in their work (Agarwal, 2014). Therefore, a company that wants their employees to have innovative behavior in the workplace should foster employee engagement first.

Previous studies conducted by Agarwal (2014) which states that the positive effect of attachment work and significant to innovative work behavior. Similar results were obtained in studies conducted by Agarwal et al (2012) that matches employees who have a working attachment will tend to have innovative work behavior.

H5: Work engagement positive influence on innovative work behavior.

Effect of Leader-Member Exchange on Innovative Work Behavior at Work Engagement mediation Role

An employee who feels a good relationship with the boss in the form of a leader-member exchange will be comfortable working in the organization. Therefore employees will enjoy the work and will form a engagement with the job. Employees who are already comfortable with their job will trigger the willingness of employees are encouraged to try new methods of work and will try to provide new solutions that will help organizations to solve the problem.

This is in line with the statement Hobfoll (2001) which any resources sufficient work, in this case, the leader-member exchange, will reduce the demands of work, help meet the goals and stimulate positive affective reactions such as work engagement. The good feeling of the work will

lead to a willingness to try new things and experiment leading to the creation of new ideas and solutions, commonly referred to innovative work behavior (Fredrickson, 2000).

Previous studies conducted by the Agarwal (2014) getting the work engagement can mediate the relationship leader-member exchange on innovative work behavior of employees.

H6: Leader members exchange positive influence on the behavior of the innovative work that is mediated by the work engagement.

Effect of Job Insecurity on Innovative Work Behavior through mediation Work Engagement

An employee who felt job insecurity will be encouraged to do things that can avoid these employees of the insecurity feeling. things to do such as provide new ideas and provide solutions to the problems facing the organization. This will help organizations to survive and thrive so that employees will not feel insecurity in the work. The behavior of employees who can provide new ideas and solutions for the organization based on a sense of engagement on the job. Employees will have the enthusiasm, dedication, and absorption in the organization that will help the organization to continue to flourish.

Elst, De Cuyper and De Witte (2011) states that employees who perceive their job insecurity will feel they have power and feel a lack of control. These factors will impact negatively on the level of employee engagement at work (Spiegelaere et al., 2014). At insecurity is high then the perceived employee job engagement, the lower thereby decreasing the innovative work behavior of employees.

This is supported by research conducted by Spiegelaere et al (2014) stating that the work engagement mediate job insecurity to innovative work behavior of employees.

H7: Job insecurity negatively affects the behavior of the innovative work that is mediated by engagement of employees

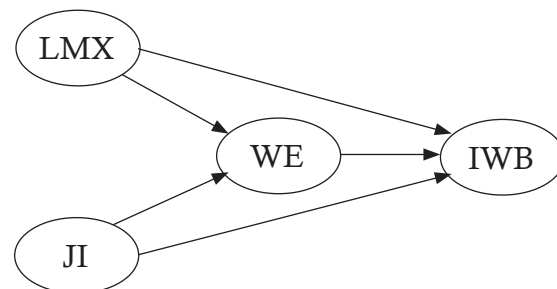


Figure 1. Research Model

METHOD

This type of research is a kind of quantitative research because research data analysis using figures and statistics. The study design used is descriptive research, the research design is arranged in order to give a picture systematic scientific information derived from the subject or object of research (Sanusi, 2011). The type of data in this study are primary and secondary data, primary data is data obtained directly from the data source through observation, distributed questionnaires, and interviews in CV. Laksana, secondary data in this study was obtained indirectly ie the data idea brainstorming (ss).

The population in this research that all employees CV. Laksana totaling 1285 employees. The sample in this study as many as 190 respondents. A sampling technique that uses the nonprobability sampling done by incidental sampling. The collecting method of data is interviews, questionnaires, and observation. Analysis of the data used in this study is using Structural Equation Modeling (SEM) is Structural Equation Modeling (SEM) or a structural equation model with an analysis tool using SmartPLS 3.0.

Measurement Leader-Member Exchange using four indicators: Affect, loyalty, contribution, professional respect and 11 items of questions raised by Liden and Maslyn (1998) and using a Likert scale of 1-5, with sample questions "I admire the professional skills of my boss". Job insecurity measurement using two indicators: the affective and cognitive and 7 items of questions raised Pienaar, Witte, Hellgren and Sverke, (2013) and using a Likert scale of 1-5, with sample questions "I was not going to be fired". Work Engagement measurement using three indicators of vigor, dedication, absorption and 12 items of questions raised by Schaufeli, Salanova, Vicente and Baker, (2002) and using a Likert scale of 1-5, with sample questions "I feel proud of the work I do". Innovative Work Behavior Measurement using four indicators, namely the idea of exploration, idea generation, championing the idea, the idea of the application and 8 items of questions raised by De Jong and Den Hartog, (2010) and using a Likert scale of 1-5, with sample questions "I contribute to the implementation of new ideas".

RESULTS AND DISCUSSIONS

This study uses data processing technique with SEM method based on Partial Least Square (PLS) by assessing the Outer Model as well as

to evaluate reliability of construct variable in the analysis model. The following diagram shows the path of the outer PLS model.

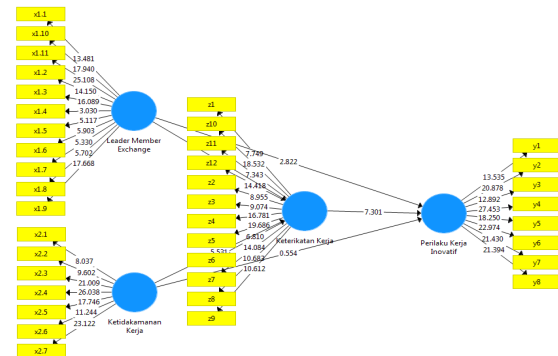


Figure 2. Path Diagram of Output PLS

Validity Test

Convergent validity test was measured using a loading factor value. Convergent validity is said to be valid if the value of the loading factor > 0.50. The following convergent validity result are presented in Table 1.

Table 1. Outer Model

Variables	LMX	JI	WE	IWB
LMX1	0.753			
LMX2	0.766			
LMX3	0.696			
LMX4	0.676			
LMX5	0.758			
LMX6	0.817			
LMX7	0.838			
LMX8	0.761			
LMX9	0.622			
LMX10	0.757			
LMX11	0.786			
JI1		0.766		
JI2		0.696		
JI3		0.676		
JI4		0.758		
JI5		0.817		
JI6		0.838		
JI7		0.595		
WE1			0.774	
WE2			0.546	
WE3			0.801	

WE4	0.735
WE5	0.802
WE6	0.562
WE7	0.624
WE8	0.663
WE9	0.709
WE10	0.800
WE11	0.251
WE12	0.846
WE13	0.132
WE14	0.436
WE15	0.697
IWB1	0.251
IWB2	0.640
IWB3	0.684
IWB4	0.836
IWB5	0.805
IWB6	0.760
IWB7	0.853
IWB8	0.508
IWB9	0.768
IWB10	0.80

Based on test results, there are three items of questions on the work engagement variables and 2 items of questions on the innovative work behavior variables. Thus, in the fifth item is removed and tested back. The test results show the value of the loading factor > 0.50 so that is was convergent valid.

Discriminant validity can be assessed by comparison AVE and the square root AVE. The calculation is considered valid if the value of the square root of a value greater AVE.

Table 2. Square Root value AVE and AVE

Variables	AVE	Square Root AVE
Leader-Member Exchange	0.558	0.747
Job insecurity	0.593	0.770
Work Engagement	0.528	0.727
Innovative Work Behavior	0.597	0.773

Reliability Instruments

Reliability test can be seen from the value of Cronbach's Alpha of the value of Composite

reliability. Requirements to be considered reliable if the Cronbach's Alpha value must be > 0.7 and Composite reliability value must be > 0.7 (Ghozali, 2014).

Table 3. Composite Reliability

Variables	Composite Reliability
Leader-Member Exchange	0.932
Job insecurity	0.910
Work Engagement	0.929
Innovative Work Behavior	0.922

Table 4. Cronbach's Alpha

Variables	Cronbach's Alpha
Leader-Member Exchange	0.930
Job insecurity	0.889
Work Engagement	0.917
Innovative Work Behavior	0.903

According to the ables 3 and 4 it can be seen that the value of composite reliability and Cronbach's alpha for all the variables have a value above 0.7. It can be concluded that the instruments used in this study has the consistency and accuracy for measuring a construct, or in other words having a good reliability.

Variant Analysis (R²) or test Determination

Analysis of variance or determination test aims to determine how much influence the independent variable on the dependent variable. Coefficient of determination of this study are shown in table 5 as follows:

Table 5. Coefficient of Determination

Variables	R ²
Work Engagement	0.420
Innovative Work Behavior	0.561

Based on the results of data processing are presented in table 5, it can be seen that the variable leader member exchange and job insecurity can menjelaskanvariabel working attachments by 42%, 58% is explained by other variables that are not used in this study. Variable leader-member ex-

change, job insecurity, and work attachment may explain the variable behavior of innovative work by 56% and 44% is explained by other variables that are not used in this study.

Hypothesis Testing

Testing the hypothesis in this study was conducted using SmartPLS application 3.0. Hypothesis testing can be done concerning the value of the t-statistic and p-value of each variable. Rules of thumb used in this study are the beta coefficient is positive can mean a positive correlation direction, otherwise, the value of the beta coefficient is negative so negative direction or opposite relationship, t-statistic values > 1.65 with a significance level of p-value 0, 05 (5%). The results of hypothesis testing can be seen in table 6 and 7.

their mutual respect among employees CV. Laksana. To enhance the innovative work behavior of employees. The results in this study according to research conducted by Dhar (2017) stating that the leader-member exchange positive and significant effect on the behavior of innovative work. The same thing was found in a study conducted by Agarwal (2014) stating leader-member exchange positive influence on innovative work behavior.

Effect of Job Insecurity On Innovative Work Behavior

Statistical test results show the value of the beta coefficient -0.040, t-statistic of 0.558 and p-value of 0.289. The figure shall mean job of the

Table 6. Path Coefficients

		Original Sample (O)	Sample Mean (M)	Standard Error (Sterr)	T Statistics (O / Sterr)	P Value
LMX	IWB	0.201	0.191	0.073	2.749	0,003
JI	IWB	-0.040	-0.049	0.071	0.558	0.289
WE	LMX	0.367	0.379	0.067	5.448	0.000
JI	WE	-0.378	-0.379	0.069	5.509	0.000
WE	IWB	0.592	0.596	0.080	7.360	0.000

Table 7. Total Indirect Effect

		Original Sample (O)	Sample Mean (M)	Standard Error (Sterr)	T Statistics (O / Sterr)	P Value
LMX	IWB	0.271	0.226	0.052	4.187	0.000
JI	IWB	-0.224	-0.226	0.053	4.558	0.000

Effect of Leader-Member Exchange On Innovative Work Behavior

Based on a statistical test, get results coefficient beta value 0,201, the t-statistic of 2.749 and p-value of 0.003. From the test results can be seen that H1 in this study who reads leader-member exchange positive influence on the behavior of innovative work was supported or H1 accepted. The higher the leader-member exchange in a corporate environment, it will further enhance the innovative work behavior of employees.

Indications leader-member exchange employees CV. Laksana that is the affection between superiors and subordinates in the form of caring expression interplay, the support between superior and subordinate, subordinate able to complete the work than the contract provided leaders, and

insecurity does not affect the influence on innovative work behavior. The result can be seen that the H2, which reads job insecurity negatively affects the innovative work behavior is not proven, or H2 rejected.

Employees CV. Laksana has high levels of job insecurity threats that are at work. However, it can not increase the innovative work behavior of employees in the workplace. The results are consistent with previous studies conducted by Witte et al (2018) stating job insecurity does not affect the innovative work behavior.

Effect of Leader-Member Exchange on Work Engagement

Leader-member exchange positive effect on the work engagement. Judging from the results

statistical test shows the results of the beta coefficient of 0.367, the value of t-statistic of 5.448 and p-value of 0.000. Therefore, H3 in this study who reads leader-member exchange has a positive effect on the working attachment proven, or H3 is supported.

Descriptive analysis can know the level of support in particular on the functioning of the subordinate protection provided by the employer is still moderate. So in order to improve the work engagement subordinate to the workplace, employers should give full support to any activity carried out by subordinates in order to improve morale in the workplace. Superior protection afforded to the way employees works in the CV. Laksana a still classified as being due to superior and subordinate relationships are not too close. Relationships that are not too close makes the boss indifferent to what the subordinates. Therefore, the results of this study are supported by research conducted by Agarwal et al (2012) which mentions the leader-member exchange positive effect on employee engagement.

Effect of Job Insecurity on Work Engagement

Based on the results of statistical tests, the results obtained beta coefficient -0.379, t-statistic of 5.509 and p-value of 0.000. H4 which reads job insecurity negatively affect the work engagement proven, or H4 is supported. The lower the height level of job insecurity that can reduce employee engagement. Job insecurity that comes from the minds of employees can be a threat from the continuity of employee work in the company, career continuity, and the threat of dismissal of employees. Job insecurity is proven to have a negative effect on employee work engagement, so the company needs to pay more attention to the level of employee insecurity specifically in the minds of employees in the form of dismissal and threats that cannot continue their careers in order to be minimized so that employees will feel at ease in working and subsequently will be able to build feelings of engagement to the workplace.

The results of this study are supported by previous research conducted by Vander Elst et al (2012) which states the level of employee job insecurity has a negative effect on employees' work engagement to the workplace.

Effect of Work Engagement on Innovative Work Behavior

Work engagement has a positive effect on innovative work behavior in the employees of CV. Laksana. From the results of statistical tests show a beta coefficient of 0.592, a t-statistic value of

7.360 and p-value of 0,000. Based on these results it can be seen that H5 which says work engagement has a positive effect on proven innovative work behavior, or H5 is supported. The higher the level of employee work engagement at work. Then it can improve employees' innovative work behavior.

Employees' thoughts about job insecurity do not threaten the work of employees at work. Job insecurity that comes from the minds of employees can be in the form of unemployment, jobs environmental threats, and threats cannot keep jobs for the future. Job insecurity based on employee mind is proven to reduce the level of employee work engagement. Therefore, companies need to pay attention to the level of employee insecurity by providing programs that are considered to reduce the level of job insecurity for employees. For example in the event that a threat cannot keep a job, the company can provide a contract with a duration that is longer than the duration of the current contract which is only valid for one month. Given a long-term contract can make employees feel calm at work so that employees dare to do things that if possible can help companies such as contributing innovative ideas.

The results of this study are supported by previous research conducted by Agarwal (2014) which states that work engagement affects the innovative work behavior of employees.

Effect of Leader-Member Exchange on Innovative Work Behavior Mediated by Work Engagement

The results of this study indicate that work engagement is able to mediate the relationship between leader-member exchange and innovative work behavior among CV employees. Like. These results are seen from the t-statistic value of 4.187 and the p-value of 0.000. These results indicate H6 which says leader member exchange positively influences innovative work behavior through proven work engagement, or H6 is supported.

Based on these results it can be seen employees at CV. Laksana that experienced leader-member exchange The work will build feelings of attachment between employees working at the workplace and can further enhance the ability of employees to make innovative work behavior in the workplace. In other words, when employees feel the concern manifested by the behavior of a good boss and fun, defense of the workings and respect from superiors will make employees have the spirit and concentrate fully on the job which in turn will make employees feel the need to help

the company by providing ideas innovative -ide that can solve problems that occur in the company as well as to improve the company performance. This shows that work engagement is able to mediate leader-member exchange relationship on innovative work behavior.

The results of this study are in line with research conducted by Agarwal (2014) which states work on employee engagement may mediate the association leader-member exchange on innovative work behavior employees are encouraged.

Effect of Job Insecurity On Innovative Work Behavior Attachment Mediated By Work Engagement

The results of this study indicate the work attachment capable of mediating relations job insecurity to conduct groundbreaking work on employees' CV. Laksana. Statistical tests showed results of t-statistic of 4.199 and p-value 0,000. From these results it can be seen that reads H7 job insecurity negatively affect the behavior of the innovative work that is mediated by work engagement proved to work, or H7 supported.

This can be interpreted as the level of insecurity of employees CV. Laksana a high perceived it can make low employee work engagement restraining the innovative work behavior of employees in the workplace. In other words, when feelings and thoughts about the threat of employees can not hold down a job, the threat of unemployment and the threat of a dangerous working environment can reduce the vigor and seriousness of employees in work which could further reduce the ability of employees to generate and implement innovative ideas. This matter proving the work engagement capable of mediating relations job insecurity to conduct innovative work.

The results of this study are supported by research conducted by Spiegelare et al (2014) which states that the work engagement insecurity mediate negative relationship work on innovative work behavior of employees.

CONCLUSIONS AND RECOMMENDATIONS

The purpose of writing this article is to test the influence of leader-member exchange and job insecurity in the innovative work behavior through the mediation of employee engagement.

The results of this study indicate Leader exchange members have a positive and significant impact on the behavior of the innovative work of employees CV. Laksana. Their employees are encouraged innovative work behavior is influenced by their leader-member exchange in a corporate

an environment such as the awareness of employers, support of supervisor and subordinates, the contribution made by a subordinate and mutual respect between supervisor and subordinates.

Job insecurity does not affect the behavior of the innovative work of employees' CV. Laksana. Their innovative work behavior of employees are not affected by the presence of perceived job insecurity of employees. Leader-member exchange has a positive and significant impact on employee engagement CV. Laksana. Feelings of attachment of employees to their work can be influenced by their leader-member exchange in the form of care, support and mutual respect between superiors and subordinates. Job insecurity has a negative influence and a significant impact on employee engagement CV. Laksana. Feelings of passion, dedication, and seriousness of employees in work is influenced by their sense of perceived job insecurity of employees. The higher the feeling of insecurity will decrease the level of employee engagement. Conversely, the lower the level of job insecurity will increase employee engagement.

Work engagement has a positive and significant impact on the behavior of the innovative work of employees' CV. Laksana. Innovative work behavior of employees in the workplace is affected by their sense of attachment to the employee. Their enthusiasm, dedication, and seriousness in the work will affect the increase in innovative work behavior of employees.

Leader-member exchange has a positive influence on the behavior of innovative work through work engagement. Work engagement capable of mediating the relationship leader-member exchange on innovative work behavior. Increasing leader-member exchange in a corporate environment, accompanied by their employee engagement will increase innovative work behavior of employees in the workplace.

Job insecurity has a negative influence on the behavior of innovative work through work engagement. Engagement employee is able to mediate the relationship insecurity on innovative work behavior. Their perceived threats in the work of employees will decrease employee engagement in the workplace and will impact on the innovative work behavior of employees. Limitations of this research is uneven distribution of samples in each section so that the respondents can not represent all parts in the CV. Laksana.

Suggestions for further research to be able to re-examining the behavior of the innovative work and to explore other variables that can affect the innovative work behavior in addition to

the leader member exchange and job insecurity as transformational leadership variable. Subsequent research can try variables that may mediate the relationship leader member exchange and job insecurity in the innovative work behavior such as psychological variables and psychological empowerment contract. Future research may expand the object or respondents surveyed by trying to examine the other objects in addition to manufacturing so that these results can be generalized.

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