

Examining Impacts of Job Satisfaction and Mental Involvement for Increasing the Effectiveness of Innovative Work Behaviour

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ABSTRACT

Employee innovation has an innovative impact on organisational performance, but current research suggests that innovative work behaviour may have a detrimental impact on performance. Mental involvement at work leads to improved individual performance, which in turn helps the institution provide better services and results. The particular correlations between these three constructs have been studied in a limited number of research. A total of 180 personnel were recruited for this study, with 110 males and 70 women. The Innovative Work Behaviour Scale and the Job Satisfaction Scale were used to assess innovative work behaviour and job satisfaction, respectively. According to correlation studies, innovative work behaviour and job satisfaction are favourably associated. However, a company that can give possibilities for its employees to grow and innovate without feeling pressed at work will find that these individuals are more satisfied in their work and progressing the company. The findings also show that job satisfaction did not mediate the effect of job satisfaction on innovation behaviour, because the direct effect of mental involvement on innovative behaviour outweighed the indirect effect via job satisfaction.

Keywords: Satisfaction, Work, Mental, Innovative behaviour, Employee.

I. INTRODUCTION

Organizations are increasingly confronted with the need to engage in innovative work behaviours in order to gain a long-term competitive work advantage and deliver newly developed products in the rapidly changing competitive work environment. In today's expanding world, changing surroundings, people's access to information, clients' changing demands, new and advanced technology, and rapidly changing circumstances all play a role. Customers and suppliers' hierarchical needs and demands are rapidly changing, so employees' innovative work behaviour is becoming increasingly important.

The presence of Mental Involvement influences the formation of innovative employee behaviour. With work autonomy, employees can be given the freedom to share new ideas with their co-workers or superiors. Employees can put their ideas to work or channel them through their workplace. Employees who are given the freedom to innovate become more

developed and advanced in their thinking about what they will do to keep the company alive and grow. This has an impact on the employee's job satisfaction, because if the employee's job satisfaction is adequate or fulfilled in relation to his work, it will have a positive impact on employee innovative behaviour. The problem or factor that prevents employees from channelling innovative ideas is a lack of knowledge on their part, as well as a strong sense of insecurity among employees, leading to a fear of taking risks, fear of having their ideas criticised, and a lack of effort to create and develop. Almost all businesses face the challenge of maintaining employee job satisfaction in a covid-19 environment.

Job satisfaction, as well as innovative work behaviour and mental health, play critical roles in implementing efficient and effective work practises. Because of its critical role in boosting people's self-efficacy, mental health has become popular and promoted in businesses. Being empowered means that an employee sees their work as more meaningful, that they demonstrate more skills at work, that they have a greater impact, and that they have more options when it comes to completing tasks. These qualities are required for a more innovative work environment. Although there has been a lot of research done on this subject, there are still very few studies that combine these three variables to see how they interact in individuals in the education sector.

Mental Health

"Workplaces that promote mental health and support people with mental illnesses are more likely to reduce absenteeism, increase productivity, and reap the financial benefits that come with it." W.H.O. One of the most influential environments on our mental health and well-being is the workplace. The role of work in promoting or hindering mental wellness and its corollary – mental illness – is becoming increasingly recognised and understood. Although it is impossible to measure the influence of work alone on personal identity, self-esteem, and social recognition, the majority of mental health practitioners believe that the working environment has a considerable impact on an individual's mental health.

Taking steps to support employees' mental health has undeniable financial benefits. Companies that do not prioritise mental health and include it in their HR strategies lose money and productivity, and they miss out on an opportunity to boost employee engagement. Employees must believe that their companies and leaders care about them in order to be engaged, enthusiastic, and invested in their work. Given the prevalence of mental health issues, particularly in the workplace, there is a significant stigma associated with discussing them. Fear of negative consequences, such as loss of trust, being perceived as untrustworthy, and being judged negatively for things we can't control, leads those of us who can hide our problems rather than seeking help. This is a major issue. Nearly 60% of adults with mental illnesses did not receive treatment in the previous year, and depression is the leading cause of disability worldwide.

Innovative Work Behaviour

Innovative Work Behaviour is the innovative introduction or application of new ideas, products, processes, and procedures to one's work role, work unit, or organisation by an employee. People who actively seek solutions to other people's problems or needs through innovative and novel ideas, as well as those who recognise that trends change and require

creative thinking and application, demonstrate innovative work behaviour. Teachers' innovative behaviour, according to Carmeli et al (2006), is displayed in order to elicit new ideas that may aid them in solving problems they encounter during the teaching process, improving their performance, or contributing to the resolution of organisational issues. According to Ady (2015), farmers' productivities have increased due to their innovative behaviour.

Described as an innovative work style "a person's deliberate action of introducing and implementing new ideas, products, processes, and procedures to his or her work role, unit, or organisation, Innovative work behaviour is made up of four interconnected elements. Problem identification, idea generation, idea promotion, and idea realisation are the four components of this process. Problem identification and idea generation together make up creativity-oriented work behaviour, while idea promotion and idea realisation make up implementation-oriented work behaviour.

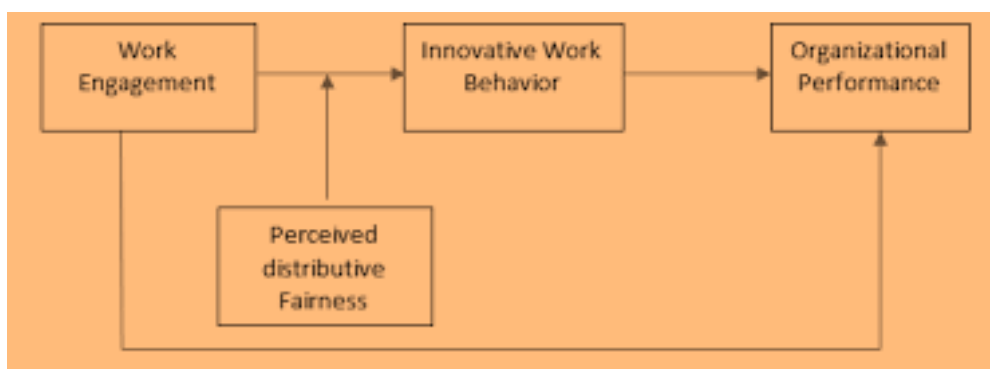


Figure 1: Significance of Innovative work Behaviour in Organization

The majority of innovative ideas are hazy and ambiguous, and people are hesitant to embrace them at first. For the adoption of new ideas presented by innovators, a common will and desire is required. To reap the benefits of newly produced ideas, substantial and comprehensive efforts are required throughout the concept implementation phase. In order to get good outcomes from a newly developed concept, organisations execute a number of procedures throughout the idea implementation phase.

Job Satisfaction and Innovative Work Behaviour

Employees will be more satisfied with their jobs if the work they accomplish corresponds to the expected outcomes. The appraisal, sensitivity, sentiments, or attitudes of workers toward their work connected to the work environment are all strongly tied to the existence of a job appropriateness with what has been appropriately prepared by employees in the job. According to study, job satisfaction for employees in firms or organisations may be determined from the work's ultimate results. Job satisfaction is the outcome of things being completed according to their desires and requirements as a result of their work activities. Job satisfaction is also linked to a person's general attitude toward their work, as well as the disparity between the amount of compensation they get and what they perceive they should earn. A key notion among executives is that contented people are more productive than dissatisfied employees.

Employee job satisfaction in a company or organisation has a beneficial influence on employee behaviour or attitudes, with employees striving to optimise their talents in every job they are given. Hargono, (2008) developed a job satisfaction instrument with ten indicators, including new experience, ability-based work, salary, salary increase based on achievement, performance-based assessment, increase in employment, superiors provide motivation, superiors provide solutions, get support from colleagues, and mutual help between workers.

II. REVIEW OF RELATED STUDIES

Aslan, Mustafa & Atesoglu, Hulya. (2021) Job satisfaction is a crucial concept in the organisational behaviour area because it influences a variety of organisational variables, including performance, organisational citizenship behaviour, and organisational commitment. This study looks at the impact of workplace ideals like innovation and involvement on job satisfaction, as well as the function of psychological ownership as a mediator. Adults working at various hotels in Antalya, Turkey (N = 316) took part in the study. The findings suggest that workplace ideals such as innovation and involvement have an impact on job satisfaction through psychological ownership. Furthermore, psychological ownership is one of the greatest predictors of job satisfaction, along with involvement, whereas participation is the best predictor of psychological ownership among the factors analysed.

Ali Alshebami (2021) In the Saudi Arabian small and medium businesses (SMEs) sector, the study explores the influence of psychological capital on workers' innovative behaviour through the mediating effect of employees' job satisfaction and employees' innovative intention. A total of 204 people were surveyed from a variety of businesses, with no restrictions on the industries they worked in. The goal was to see how workers behaved across industries. The partial least squares–based structural equation modelling was used to analyse the data and evaluate hypotheses (PLS-SEM). According to the findings, psychological capital has a beneficial impact on job satisfaction, innovative behaviour, and innovative intention among employees. Furthermore, employees' job satisfaction was positively connected with their innovative behaviour, although there was no link between employees' innovative intentions and their innovative conduct. In terms of indirect links, the data demonstrated that job satisfaction acted as a partial mediating factor between psychological capital and innovative behaviour among employees. Employees' innovative purpose, on the other hand, did not buffer the association between psychological capital and innovative conduct. These findings point to the significance of psychological capital in influencing employees' innovative behaviour. As a result, it is necessary to maintain building it among personnel in order to secure a higher level of performance.

Nargiza Usmanova et al., (2020) The goal of this study is to determine the impact of knowledge-sharing behaviour (KSB) on innovative work behaviour (IWB) and job satisfaction (JS) among workers while taking into account the moderating function of supervisory motivational language (ML). Modeling of structural equations and hierarchical multiple regression analysis were used to investigate the hypothesised correlations. The information was gathered from Chinese multinational corporations in Kazakhstan, with a

total sample size of 322 people. According to the data, the relationship between KSB and JS is considerably positive with the moderating influence of ML, whereas KSB has a significantly negative effect on JS. Furthermore, ML mitigates the little influence of KSB on IWB. The study is unique in that it focuses on the moderating roles of ML in the direct association between employee KSB and JS, as well as the direct connectivity between employee KSB and IWB, in a Chinese multinational organization's network field.

Arifin, Zainal et al (2019) The goal of this study is to see if increasing employee engagement promotes job satisfaction and hence job performance. This study uses a survey approach to analyse the relationship and effect between factors in the study by evaluating 138 workers from mining businesses in Kalimantan that are unable to reach production objectives. Absorption full mediated the link between job satisfaction and job performance, according to the data. To promote employee engagement, management must allow employees to define job satisfaction, pay attention to employee circumstances, strategically pick personnel, and give training. This is the first study to look at how employee engagement might serve as a mediator between job satisfaction and job performance.

Wu, Yenchun, and Wu, Tung-Ju (2019) The link between supervisors' positive and negative emotional contagion and workers' innovative behaviour in China Mobile's marketing department was investigated, as well as the mediating roles of work engagement and surface acting in this path. We utilised structural equation modelling to evaluate our hypothesis about the impact of emotional contagion on innovative behaviour, as well as the mediation effect of work engagement and surface acting. The study included 263 supervisory and employee dyads (131 supervisors and 263 workers) from China Mobile's marketing department. Employees' positive emotions mediated the positive effect of supervisors' positive emotions on employees' work engagement; (2) work engagement mediated the positive effect of employees' positive emotions on their innovative behaviour; and (3) employees' negative emotions mediated but not significantly the effect of supervisors' negative emotions on employees' surface acting and innovative behaviour, according to the findings. Future research should look on emotional labour by team members and the processes used by such teams to raise their members' levels of emotional contagion (such as psychological safety and team learning). Practical implications: We propose that businesses undertake emotional management training for supervisors in order to improve their capacity to control and manage their own emotions. We also recommend that businesses provide enough job resources to employees in order to encourage them to be more engaged at work. This study looked at the function of employee work engagement as a motivational mechanism connecting supervisors' positive emotional labour and workers' innovative conduct. It also looked at the function of surface acting by workers, which acts as an energetic link between supervisors' negative emotional labour and employees' innovative conduct.

Woods et al., (2018) Inconsistencies in the relationships between personality characteristics and tenure on job innovation are revealed in the literature on individual variations in innovative work behaviour. This research describes a study of the moderating effects of

tenure on the relationships of characteristics and innovative work behaviour, and applies a theoretical lens based on trait-activation theory to offer additional clarity regarding the implications of these antecedents. 146 workers of a UK-based financial organisation completed Conscientiousness and Openness tests, and their line-supervisor appraised three elements of innovative work behaviour (concept formulation, promotion, and implementation). All of the participants were enrolled in graduate programmes. The moderating effects of tenure on the relationships of self-reported attributes with supervisor-rated innovative work behaviour outcomes were investigated using hierarchical regression analysis. With extended tenure, the effects of conscientiousness on innovative work behaviour were attenuated, with highly conscientious individuals becoming less innovative. The effect of tenure on idea creation was mitigated by openness, with very open employees producing more ideas if they were longer tenured.

Ibrahim, Hazril et al., (2015) The study's goal is to look at the link between the independent variable of innovative activity and the dependent variable of job satisfaction. The function of organisational culture as a mediator between the two variables is investigated. The investigation is being undertaken as a pilot project, and data from respondents working in the automobile sector is being used. SPSS version 20's hierarchical regression features were used for the statistical study. The findings reveal that innovative activity has a considerable influence on job satisfaction, and that organisational culture plays an important role in the interplay between innovative behaviour and job satisfaction.

Ayşe Cingöz (2015) As a result of environmental changes and global rivalry, the need to identify innovative people has heightened interest in and importance of psychological empowerment. The function of job satisfaction in moderating the link between psychological empowerment and innovative behaviour is investigated in this study. Employees from 4- and 5-star tourist certificated hotel establishments in Nevşehir, Turkey, provided data. The study's findings revealed that psychological empowerment, job satisfaction, and innovative conduct had a strong and favourable link. Furthermore, job satisfaction mediated the link between psychological empowerment and innovative behaviour to some extent. Finally, the limits of the study as well as research recommendations are explored.

III. METHODOLOGY ADOPTED

Research method

Quantitative research approaches are used in the research development.

Variable applied

Three factors were examined in this study: mental involvement, innovative work behaviour, and job satisfaction.

Sample of the study

The current study included 300 employees from cellular firms and internet service providers as participants. As an inclusion criterion, the sample's minimal age range ($M_{age} = 29.81$, $SD = 6.38$) was established at 20 years. The study's participants included.

Table 1: Demographic Characteristics of the Sample (n = 300)

Variable	M (SD)	f	%
Age	29.81 (6.38)		
JobExperienceinCurrent Organization	5.87 (4.93)		
Gender			
Male		110	61.11%
Female		70	38.89%
Total		180	100
Education			
Graduates		104	57.78%
Post-Graduates		76	42.22%
Total		180	100

Note: M = Mean, SD = Standard Deviation, f = Frequency, % = Percentage

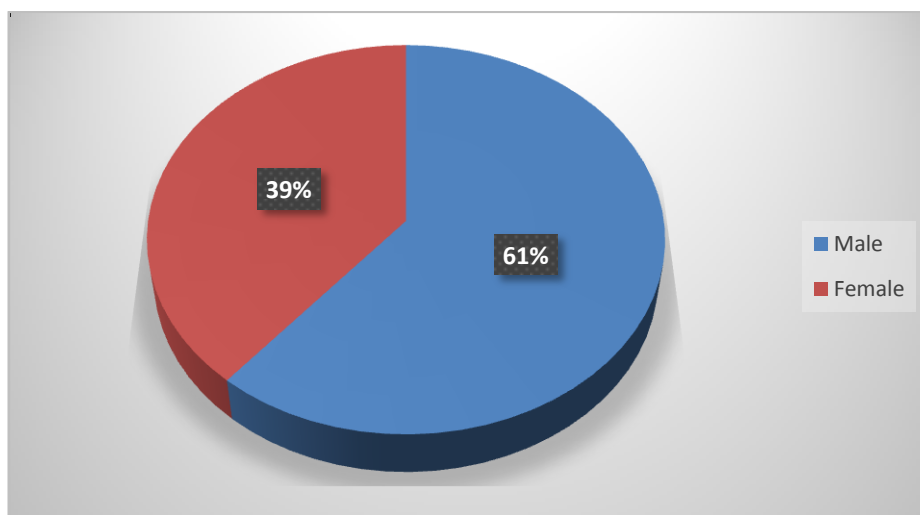


Figure 2: Graph showing gender of respondents

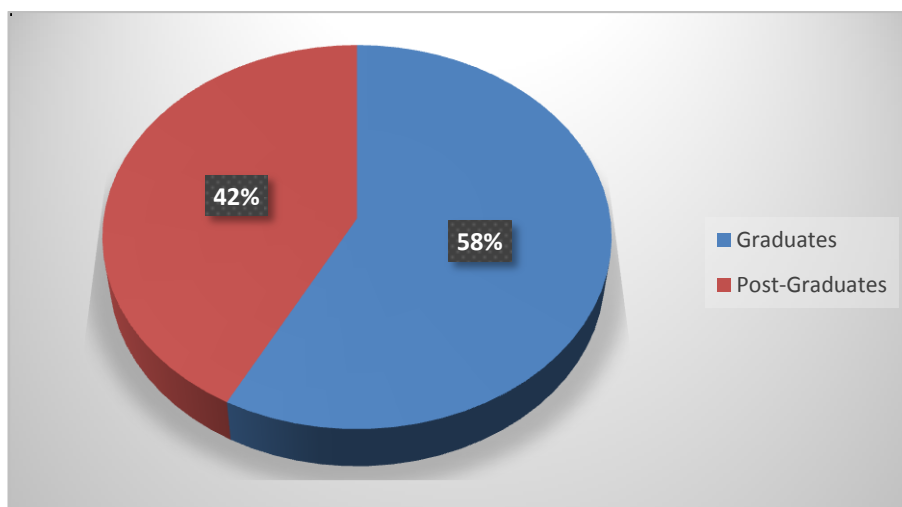


Figure 2: Graph showing education of respondents

Employees are split evenly between men and women, with 110 men and 70 women. In terms of education, employees were divided into two groups: graduates and postgraduates. The participants' job experience was determined to have a mean of 5.87 years and a standard deviation of 4.93.

Instruments

Butt's Innovative Work Behaviour Scale was used to assess innovative work behaviour (2006). It was a 28-item five-point rating scale. It had a .94 alpha reliability. The ratings varied from very little (1) to a lot more (5). "I develop ideas to improve or rethink services/activities that my department delivers" and "I conduct new experiments inside my job" are two examples of scale items.

The job involvement was measured using a job satisfaction scale. Lodahl and Kejner came up with the idea (1965). It was a 20-item five-point likert type rating system. It was discovered to have an alpha reliability of .71. Strongly agree (5) to strongly disagree (1) are the options. "I am very much interested personally in my work" and "The most significant things that happen to me concern my work" are two examples of scale items.

Procedure

Formal permission was obtained from the appropriate administration of the organisations for the purpose of data collection, after which the participants were contacted individually. They were instructed about the study's aim and objectives. Participants were promised of confidentiality and told that their names would be preserved at all times during the study. Following the distribution of the psychometric tests, the participants were given oral and written instructions. The information requested includes a demographic sheet as well as test devices. Age, gender, education, and job experience were all given on the demographic information page. The information gathered was then evaluated using a variety of statistical approaches.

Hypothesis

H1: There is a significant effect of Mental involvement on job satisfaction.

H2: There is a significant effect of Job satisfaction on innovative Behaviour.

H3: There is a significant effect of Mental involvement innovative Behaviour.

Hypothesis testing

Researchers employ a route analysis technique to examine the influence of the link between variables for the purpose of hypothesis testing.

IV. RESULTS AND DISCUSSION

Pearson product moment correlation was used in this study to investigate the association between employee job involvement and innovative work behaviour. Linear regression analysis was used on the data to determine the predictive influence of age and job experience on innovative work behaviour and job involvement.

The association coefficient between innovative work behaviour and job involvement is seen in Table 2. The job involvement was shown to be favourably connected to innovative work

behaviour ($p < .01$). The job involvement was also shown to be positively connected to all subscales of innovative work behaviour ($p < .01$). The alpha reliabilities of all the scales and subscales utilised in the study were also listed in this table.

Table 2 Interscale correlation among study variables and Reliability coefficients of the scales (N=180)

Scales	Alpha reliability	JS	IWB	MI
Job satisfaction (JS)	.72	-		
Innovative work behaviour (IWB)	.89	.28**	-	
Mental involvement (MI)	.77	.21**	.79**	-

$p^{**} < .01$

Table 3 reveals that job satisfaction and mental involvement are both positively correlated with age. Job satisfaction was affected by age by 1%, whereas mental involvement was affected by age by 4%.

Table 3 Linear Regression analysis showing the effect of age on job satisfaction and mental involvement (N=180)

AGE CI (95%)					
Variables	B	SE	β	LL	UL
Constant	61.58			56.12	67.07
Job satisfaction	.11	.09	.10	-.04	.31
R²	.01**				
Constant	84.71			73.77	95.62
Mental Involvement	.51	.22	.18	.11	.86
R²	.04**				

** $P < .01$

Table 4 demonstrates that job experience predicts innovative work behaviour favourably, but that the connection with job involvement is insignificant. Job involvement was not affected by job experience; however, it did generate a 2% difference in innovative work behaviour.

Table 4 Linear Regression analysis showing the effect of job satisfaction & mental involvement on innovative work behaviour (N=180)

Innovative work behaviour					
CI (95%)					
Variables	B	SE	β	LL	UL
Constant	64.71			62.85	66.78
Job satisfaction	.13	.11	.07	.10	.35
R²	.005				
Constant	95.87			92.39	99.28
Mental Involvement	.51	.23	.15	.05	.97

R²	.02*					
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Note.IWB= Innovative Work Behaviour

*P<.05

Table below shows the correlation between different variables selected for the study. The table below illustrates that there is a favourable relationship between innovative work behaviour and job involvement. Employees' innovative capacities are increased by witnessing colleagues who effectively participate in innovative work behaviour, and they become more involved in their tasks in a work environment where creativity is fostered and recognised throughout the firm. Employees that are more innovative are more engaged in their work.

Table5: Correlations

	1	2	3	4	5	6	7
Satisfaction							
Mental involvement	0.548						
Job autonomy	0.519	0.485					
Innovative behaviour	0.282	0.241	0.481				
Innovation trust	0.442	0.318	0.491	0.412			
Age	0.069	0.071	-0.048	-0.029	0.00+		
Educational Qualification	0.012	0.010	-0.005	-0.111	0.025	0.503	
Gender	-0.029	-0.095	0.042	-0.005	-0.038	-0.042	-0.019

Hypothesis testing

The path analysis approach will be used to examine three assumptions in this study. Path analysis is a type of regression analysis that is used to examine the quality of correlations between variables that have been previously identified using theory and other relevant supporting elements. The value of C.R. or t count >1.96 and a significance value of probability <0.05 are used to determine whether a hypothesis is accepted or not. Table 6 shows the outcomes of the hypothesis testing in this study;

Table 6: Hypotheses Testing results

Variables		Estimate	S.E.	C.R.	P	Decision
Job Satisfaction	<--- Mental Involvement	.531	.146	3.660	***	Accepted
Innovative Behaviour	<--- Mental	.495	.100	4.94	***	Accepted

		Involvement			2		d
Innovative Behaviour	<---	Job Satisfaction	.132	.064	2.087	.035	Accepted

The hypothesis in the study is accepted, based on hypothesis testing as shown in table 6. This indicates that exogenous variables have a positive and substantial impact on endogenous variables.

The first hypothesis, that mental involvement has a major impact on job satisfaction, was tested. The t value (CR) for this study is $3,660 > 1.96$, and the P-value is $0.000 < 0.05$, according to the findings. This suggests that the Mental Involvement variable affects job satisfaction in a favourable and substantial way. When the first hypothesis is tested, it is clear that Mental Involvement has a considerable impact on job satisfaction. This implies that enforcing Mental Involvement will help employees to be able to regulate their work and be more accountable for their work without feeling stressed, bringing serenity to the workplace and increasing employee job satisfaction.

The results of the second hypothesis, Mental Involvement has a major impact on employee innovative behaviour, were shown to be true. The t value (CR) of this study is $4,942 > 1.96$, and the P-value is $0.000 > 0.05$, according to the findings. This indicates that the Mental Involvement variable influences employee innovative behaviour in a good and meaningful way. The findings of testing the second hypothesis demonstrate that Mental Involvement has a favourable and significant impact on employee innovation behaviour. This suggests that the Mental Involvement provided to workers has an impact on their innovative behaviour; with this Mental Involvement, employees are able to conceive and use new creative and innovative ideas.

The results of the third hypothesis, that job satisfaction has a major impact on employee creativity, were shown to be true. The t value (CR) is $2.087 > 1.96$, and the P-value is $0.037 < 0.05$, according to the findings of this investigation. This indicates that job satisfaction has a favourable and considerable impact on employee innovative behaviour. Employees' innovative behaviour has been proven to be influenced by job satisfaction in a favourable and substantial way. This suggests that the more an employee's innovative conduct, the better the employee's job satisfaction, indicating that job satisfaction and innovative employee behaviour have a substantial relationship. Job satisfaction has also been tested as a mediator between Mental Involvement and innovative behaviour. Job satisfaction mediated the association between Mental Involvement and employee innovative behaviour in a favourable and substantial way, according to the findings.

V. CONCLUSION

Finally, job satisfaction and mental involvement have a beneficial moderating influence on Innovative work behaviour's inner environment. Innovation trust is discovered to be an innovative contextual variable since it transforms dysfunctional innovative environments into dynamic and functional ones. Job satisfaction moderates the relationship between innovation trust and IWB, meaning that highly pleased employees would generate more ideas when working in an atmosphere that welcomes innovative ideas. Mental involvement is determined

to be a critical component because it reduces the impact of job autonomy on Innovative work behaviour and hence improves innovative job performance. This implies that those who are cognitively engaged are more efficient in their use of time for creativity. This research emphasises the need of developing an organisation that is ready for innovation on all levels from a managerial standpoint. Managers must actively address the many viewpoints on innovative ideas as they are seen by their employees, and establish an environment in which no employee perceives innovation to be a danger.

From the findings and discussion, it is clear that job autonomy, innovative behaviour, and job satisfaction for employees are extremely essential, implying that the study's findings are empirically consistent with the hypothesis testing undertaken. The success of this study shows that, in the aftermath of the Covid-19 disaster, every company as a business actor must be able to provide opportunities for employees to act and act with flexible work autonomy so that employees with all of their reasoning will work with innovative behaviour, which will impact job satisfaction. Job satisfaction can favourably and considerably moderate the effect of job satisfaction on innovative employee behaviour, according to the findings of this study. Employees are the most significant aspect, according to the research findings, and they play a key part in growing and developing.

The current study can be extremely valuable in determining the importance of innovative work behaviour and job satisfaction among workers, since when an individual has more innovative work behaviour, his or her ideas and thoughts will benefit the company more. It will be useful in personnel selection, proper placement, and other developmental aspects. Organizations should give greater assistance to workers in order to maintain a competitive advantage, as their innovative work behaviour is highly tied to their mental involvement and job satisfaction.

The authors urge that workers' job satisfaction & mental involvement be improved even more so that they can give new inventions for organisations that are more advanced and developing.

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