

An Analysis of the Relationship between Job Autonomy, Feedback, and Empowering Leadership on Innovative Work Behavior: The Role of Resilience as a Mediating Factor

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Abstract

This research examines the relationship between job autonomy, feedback, empowering leadership, and innovative work behavior, with resilience as a mediator. Job autonomy refers to employees' freedom in performing tasks, while feedback provides performance-related information. Empowering leadership encourages employees to take initiative and make independent decisions. A quantitative approach was used, and data was collected through questionnaires from employees with over one year of experience in manufacturing and shipyard companies in Batam. Structural Equation Modeling (SEM) analyzed direct and mediating relationships. Findings indicate that job autonomy and feedback significantly enhance innovative work behavior while empowering leadership has a positive but insignificant effect. Resilience mediates these relationships, meaning employees with autonomy, constructive feedback, and empowering leaders are more innovative, especially if they have high resilience. This study offers practical insights for organizations to foster innovation by enhancing job autonomy, providing effective feedback, implementing empowering leadership, and strengthening employee resilience programs.

Keywords: Job Autonomy, Feedback, Empowering Leadership, Resilience and Innovative Work Behavior

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INTRODUCTION

The increasingly competitive nature of the business world is driven by the rapid advancement of technology, which demands the development of new innovations to help companies stay competitive. Innovative ideas are crucial in determining a company's success (Suhandiah dkk., 2023). Innovative Work Behavior among employees is a key factor for organizations to survive and grow in an increasingly competitive industry (Dara, 2022). According to Baharudin & Ekowati (2022), Innovative Work Behavior refers to behaviors demonstrated by employees in creating, introducing, and applying new ideas that can benefit both individuals and the organization. The emergence of innovative work behavior not only improves productivity and efficiency but also enables companies to adapt to changes, create added value, and maintain a competitive edge in the market.

Supporting the creation of Innovative Work Behavior in the workplace is closely linked to Job Characteristics. Job Characteristics refer to the unique features that differentiate one type of work from another and are considered core attributes inherent in all jobs, which are perceived by workers and influence their work behavior (Dewinda dkk., 2021). In this context, Job Autonomy and Feedback—elements of Job Characteristics—play a critical role in influencing employees' Resilience levels, which in turn help foster Innovative Work Behavior in the workplace. (Suhandiah dkk., 2023) proposed a behavioral model indicating that workplace and individual aspects, including Job Autonomy, Feedback, and Resilience, are associated with the development of innovative behavior in the workplace. Job Autonomy offers employees freedom and control in carrying out their tasks, while Feedback provides constructive information to improve adaptability. Both factors contribute to shaping Resilience levels, which ultimately influence Innovative Work Behavior. (Suhandiah dkk., 2023) conducted a study examining the roles of Job Autonomy and Feedback in influencing Innovative Work Behavior, with Resilience as a mediating variable. The results indicated that Resilience could foster Innovative Work Behavior in the workplace when autonomy in work is accompanied by Feedback.

Employee behavior in companies is significantly influenced by the leadership style applied within the organization. Jada & Mukhopadhyay (2018) argued that empowering leadership creates an open environment, which serves as a signal for followers to express themselves freely, making them more willing to speak up. Empowering Leadership can also positively influence Resilience by contributing to employees' psychological endurance and well-being, which in turn plays a vital role in fostering Innovative Work Behavior in the workplace. When employees feel empowered and have control over their work, they are more likely to be motivated to create new solutions and contribute to positive organizational changes. Several previous studies also indicate that Empowering Leadership significantly influences employee behavior.

For instance, a study by Singh & Rangnekar (2020) explored the implementation of Empowering Leadership through employee goal orientation, work conditions, and proactivity. The findings revealed that goal orientation and work conditions simultaneously mediated the relationship between Empowering Leadership and employee proactivity. Another study by Kim et al. (2018) examined the effects of Empowering Leadership at the team level on employee subjective well-being and performance through social support. The results showed that social support (subjective well-being, perceived organizational support, and perceived co-worker support) played an important role in linking Empowering Leadership to work performance. Furthermore, Jada & Mukhopadhyay (2018) studied the relationship between Empowering Leadership and Constructive Voice Behavior in the current organizational dynamics. The results showed that two important factors that enhance constructive voice behavior in the workplace are high self-evaluation and high self-confidence. These two factors affect the relationship between leadership strength and psychological safety, which in turn enhances constructive voice behavior.

From the above explanation, it is evident that Job Autonomy, Feedback, and Empowering Leadership play an important role in shaping employee Resilience. A high level of

Resilience helps employees overcome obstacles in their work and enables individuals to exercise creativity and demonstrate Innovative Work Behavior in the workplace.

Based on the findings of previous research, this study is titled "Analysis of the Relationship Between Job Autonomy, Feedback, and Empowering Leadership on Innovative Work Behavior: The Role of Resilience as a Mediating Factor." This study aims to develop the research conducted by Suhandiah et al. (2023) by adding a new independent variable, namely Empowering Leadership.

This research was conducted in a company engaged in the manufacturing and shipyard industries. Work in the manufacturing industry has characteristics that are structured, repetitive, and focused on standard procedures. Efficiency is also a concern in this industry. Meanwhile, the shipyard industry involves large-scale and complex projects that have characteristics that require cross-functional coordination, problem-solving skills, and adaptability. These two characteristics in both industries were interesting to study, especially in relation to job characteristic and innovative work behavior.

Job Autonomy

Job autonomy is the extent to which employees are given the freedom to schedule their work without restrictions and their independence in carrying out their work tasks and activities (Chiniara & Bentein, 2016). Employees with high autonomy tend to enjoy their activities compared to employees who are not given adequate freedom (Oluwaseun & Boboye, 2017).

Feedback

Choi & Kang, (2021) Define feedback as information used for individuals in job performance, feedback From a leader is the process of communicating with employees about the achievement of employee performance and assessing strategies to achieve these goals. Mu'alimin, (2019) says that a feedback It should be responsive, thorough, objective and behavior-based, providing individuals with specific guidance to improve themselves.

Empowering Leadership

Empowering leadership is a leadership style that targets employees to be able to develop self-control and is always encouraged to be able to participate in decision-making (Liu et al., 2003). Singh & Rangnekar, (2020) states that empowering leadership can increase intrinsic motivation in subordinates by sharing power with subordinates and providing motivational and development support to them.

Resilience

Resilience is an individual's resilience in facing challenges or difficulties due to skills and knowledge involving various individual, social, and environmental roles (Suhandiah et al., 2023).

Innovative Work Behavior

Janssen, (2000) defines Innovative Work Behavior as a process of creating, introducing, and applying a new idea that is useful for the survival of an organization. Simply put, an Innovative Work Behavior is an involvement of an individual with his or her group in producing innovation in the organization.

Conceptual Framework

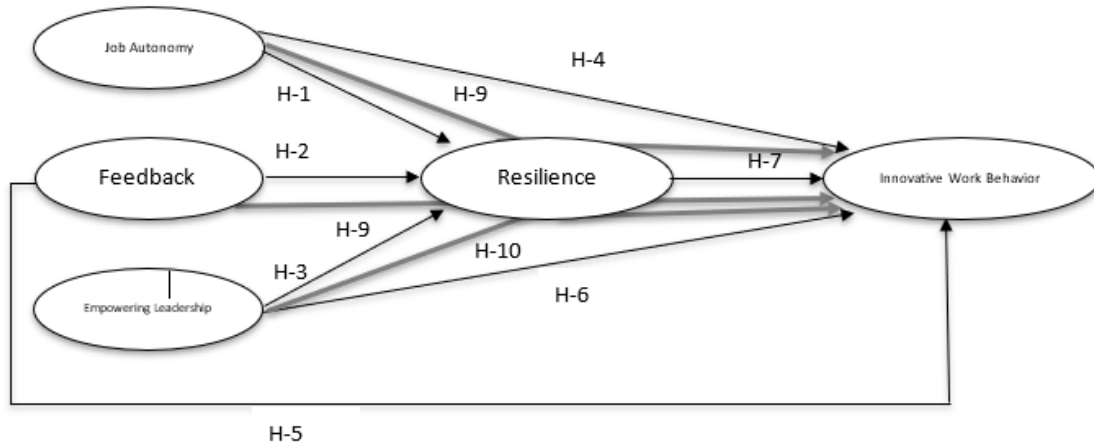


Figure 1. Conceptual Framework

Research Hypothesis

Based on the literature that has been discussed earlier, this study takes a research hypothesis that will later be tested according to the conceptual framework in Figure 1 as follows:

- H1 Job Autonomy influences Resilience
- H2 Feedback influences Resilience
- H3 Empowering Leadership influences Resilience
- H4 Job Autonomy influences Innovative Wok Behavior
- H5 Feedback influences Innovative Work Behavior
- H6 Empowering Leadership influences Innovative Work Behavior
- H7 Resilience influences Innovative Work Behavior
- H8 Job Autonomy influence on Innovative Work Behavior with Resilience as a mediating variable
- H9 Feedback influence on Innovative Work Behavior with Resilience as a mediating variable
- H10 Empowering Leadership influence on Innovative Work Behavior with Resilience as a mediating variable

RESEARCH METHOD

This study uses a quantitative method with the technique of drawing purposive sampling. The sample of this study was employees who have worked for more than one year in companies operating in the manufacturing sector and shipyards in Batam City. Primary data was collected directly through filling out questionnaires by respondents that have been distributed and collected.

Because of the exact number of population was unknown, the number of samples was calculated using the Lemeshow formula and based on the calculation of the formula, it resulted in a total of 100 respondents. So it was determined that the number of samples used in this study was as many as 100 respondents. Therefore, this research uses the SEM PLS approach by involving 100 respondents as a research sample:

Evaluation of the Measurement Model/ Uji Outer Model

In the outer model test, there are three components that must be evaluated in this test, namely Convergent validity which in this test is declared valid when the loading factor value must be more than 0.7 and the AVE value must be more than 0.50. For Discriminant Validity, it is declared valid when the cross loading value must be more than 0.7. Then for the Composite Reliability test, it can be declared valid when the values of Cronbach's Alpha and Composite Reliability both must be more than 0.7.

Evaluation of the Structural Model/ Uji Outer Model

The structural test of the model examines the influence of significance between variables through the R-Squared test, and the Path Coefficient test. The value of the path coefficient on the t-statistic and p-value values indicates whether the test results are significant or not seen. Meanwhile, the value of the determination coefficient or R-squared value, indicates the predictive power of the measurement model

RESULTS AND DISCUSSION

The questionnaire that has been distributed online to the respondents has been filled out as many as 100 responses. From the results of data processing from 100 respondents surveyed, it shows that the respondents in this study are dominated by men with a percentage (53%). Employees working in the Shipyard sector dominated the study with a percentage (51%). Respondents with a long working span of more than 1-5 years had the highest percentage in this study (70%).

Test Result Evaluation of the Measurement Model

a.Results of the Convergent Validity Test

Table 1. Average Variance Extraced (AVE) Result

Variable	Average Variance Extraced (AVE)
Job Autonomy (X1)	0.595
Feedback (X2)	0.67
Empowering Leadership (X3)	0.601
Innovative Work Behavior (Y)	0.637
Resilience (Z)	0.68

Table 2. Outer Loading Value

Variable	Indicator	Outer Loading	Information
Job Autonomy	X1.1	0,811	Valid
	X1.2	0,729	Valid
	X1.3	0,744	Valid
	X1.4	0,770	Valid
	X1.5	0,730	Valid
	X1.6	0,797	Valid
	X1.7	0,769	Valid
	X1.8	0,812	Valid
Feedback	X2.1	0,828	Valid
	X2.2	0,817	Valid
	X2.3	0,718	Valid
	X2.4	0,841	Valid
	X2.5	0,843	Valid
	X2.6	0,858	Valid
Empowering Leadership	X3.1	0,798	Valid
	X3.2	0,760	Valid
	X3.3	0,761	Valid
	X3.4	0,778	Valid
	X3.5	0,798	Valid
	X3.6	0,795	Valid
	X3.7	0,796	Valid
	X3.8	0,711	Valid

Variable	Indicator	Outer Loading	Information
Innovative Work Behavior	Y.1	0,847	Valid
	Y.2	0,808	Valid
	Y.3	0,714	Valid
	Y.4	0,849	Valid
	Y.5	0,738	Valid
	Y.6	0,815	Valid
	Y.7	0,780	Valid
	Y.8	0,849	Valid
	Y.9	0,770	Valid
Resilience	Z.1	0,787	Valid
	Z.2	0,754	Valid
	Z.3	0,788	Valid
	Z.4	0,823	Valid
	Z.5	0,839	Valid
	Z.6	0,864	Valid
	Z.7	0,849	Valid
	Z.8	0,881	Valid
	Z.9	0,830	Valid

Based on the results of the loading factor estimation in table 4.4, the value of the items produced by the constructs Job Autonomy, Feedback, Empowering Leadership, Innovative Work Behavior and Resilience has met the standard value of convergent validity because all factors have a value of more than 0.7 and the value of AVE has also met the standard value with a value of more than 0.50. This indicates that the indicators used actually represent and measure the intended concept, so that the measurement model can be relied on to produce valid results in the structural model.

b. Validity Discriminant Test Results

The following are the results of the validity of the discrimination by looking at the Cross Loading value:

Table 3. Cross Loading Values

Indicator	Job Autonomy	Feedback	Empowering Leadership	Innovative Work Behavior	Resilience
X1.1	0,811	0,625	0,595	0,677	0,615
X1.2	0,729	0,520	0,439	0,568	0,555
X1.3	0,744	0,599	0,587	0,626	0,580
X1.4	0,770	0,727	0,545	0,687	0,564
X1.5	0,730	0,568	0,503	0,591	0,615
X1.6	0,797	0,710	0,531	0,716	0,667
X1.7	0,769	0,683	0,540	0,651	0,554
X1.8	0,812	0,725	0,561	0,738	0,693
X2.1	0,736	0,828	0,596	0,753	0,634
X2.2	0,706	0,817	0,585	0,781	0,630
X2.3	0,526	0,718	0,510	0,639	0,511
X2.4	0,702	0,841	0,522	0,722	0,663
X2.5	0,729	0,843	0,656	0,753	0,698
X2.6	0,706	0,858	0,606	0,763	0,652
X3.1	0,538	0,556	0,798	0,617	0,539

Indicator	Job Autonomy	Feedback	Empowering Leadership	Innovative Work Behavior	Resilience
X3.2	0,486	0,542	0,760	0,590	0,510
X3.3	0,488	0,503	0,761	0,542	0,505
X3.4	0,479	0,488	0,778	0,565	0,513
X3.5	0,592	0,507	0,798	0,582	0,620
X3.6	0,663	0,623	0,795	0,663	0,714
X3.7	0,576	0,614	0,796	0,574	0,597
X3.8	0,470	0,551	0,711	0,534	0,474
Y.1	0,699	0,747	0,648	0,847	0,658
Y.2	0,670	0,740	0,550	0,808	0,661
Y.3	0,590	0,627	0,577	0,714	0,623
Y.4	0,735	0,811	0,628	0,849	0,716
Y.5	0,614	0,619	0,516	0,738	0,642
Y.6	0,747	0,705	0,604	0,815	0,727
Y.7	0,681	0,672	0,545	0,780	0,721
Y.8	0,713	0,814	0,698	0,849	0,725
Y.9	0,677	0,700	0,645	0,770	0,720
Z.1	0,570	0,522	0,538	0,609	0,787
Z.2	0,559	0,545	0,524	0,566	0,754
Z.3	0,591	0,625	0,510	0,661	0,788
Z.4	0,579	0,592	0,551	0,696	0,823
Z.5	0,668	0,680	0,717	0,757	0,839
Z.6	0,724	0,651	0,647	0,759	0,864
Z.7	0,691	0,671	0,597	0,727	0,849
Z.8	0,711	0,733	0,611	0,829	0,881
Z.9	0,721	0,691	0,679	0,755	0,830

Based on Table 4.5, it can be concluded that all indicators have a cross loading value of > 0.7 on their respective latent variables. This shows that these indicators are valid in measuring their latent variables. Thus, the measurement model in this study has good discriminatory validity, where the indicators can measure the latent variables accurately

c. Reliability Test Results

Reliability Test Results

Table 4. Composite Reliability and Cronbach's Alpha Values

Variable	Composite Reliability	Cronbach's Alpha
Job Autonomy (X1)	0.921	0.902
Feedback (X2)	0.924	0.901
Empowering Leadership (X3)	0.923	0.905
Innovative Work Behavior (Y)	0.94	0.928
Resilience (Z)	0.95	0.941

From the results of the high Composite Reliability and Cronbach's Alpha values (> 0.9) for all latent variables, it can be concluded that the measurement model in this research has excellent reliability. The indicators used are consistent and reliable in measuring the latent variables used in the research.

Test Result Evaluation of the Structural Model/ Inner Model Test**a. R-Squared (R²) Test Result**

Below is a table of R-Square test results:

Table.5 Value R-Squared (R²)

Variable	R Square	R Square Adjusted
Innovative Work Behavior	0,889	0,884
Resilience	0,701	0,692

Based on Table 4.12 above, showing the R-Squared value, the model explains 88.9% of the variance in the Innovative Work Behavior variable and 70.1% of the variance in the Resilience variable. After adjusting (R Square Adjusted), the model explained 88.4% of the variance in Innovative Work Behavior and 69.2% of the variance in Resilience. These results show that the model has a good ability to explain the variance in both variables.

b. Direct Relationship Significance Test (Hypothesis Test)

Hypothesis Testing Results:

Table.6 Value Original Sample, T-Statistics dan P-Values

Relationship	Original Sample (O)	T Statistics (O/STDEV)	P Values
Job Autonomy -> Resilience	0,369	2,970	0,003
Feedback -> Resilience	0,263	2,020	0,043
Empowering Leadership -> Resilience	0,285	2,795	0,005
Job Autonomy -> Innovative Work Behavior	0,156	2,169	0,030
Feedback -> Innovative Work Behavior	0,456	5,316	0,000
Empowering Leadership -> Innovative Work Behavior	0,088	1,302	0,193
Resilience -> Innovative Work Behavior	0,323	5,093	0,000

Based on the table above, the determination of the hypothesis accepted or rejected is explained as follows:

- Job Autonomy of this construct is proven to have a positive relationship and has a significance value for Resilience ($p = 0.003 < 0.05$). Higher work autonomy can increase employee resilience in facing challenges and pressures in the workplace.
- This construct feedback is proven to have a positive relationship with a significance value for Resilience ($p = 0.043 < 0.05$). Well-given feedback can help employees build resilience in the face of adversity and improve their performance
- Empowering Leadership is proven to have a positive relationship and has a significance value for Resilience ($p = 0.005 < 0.05$). A leadership style that empowers employees can increase their resilience in the face of challenges and pressures in the workplace
- This construct of Job Autonomy is proven to have a positive relationship and has a significance value to Innovative Work Behavior ($p = 0.030 < 0.05$). Employees who have greater autonomy in their work tend to exhibit more innovative work behaviors.
- This construct feedback is proven to have a positive relationship and has a significance value on Innovative Work Behavior ($p = 0.000 < 0.05$). Providing constructive and regular feedback can encourage employees to be more innovative in their work.

- Empowering Leadership was shown to have a positive relationship and could not significantly affect Innovative Work Behavior ($p = 0.193 > 0.05$). Leadership styles that empower employees do not directly improve their innovative work behaviors.
- Resilience of this construct is proven to have a positive relationship and has a significance value on Innovative Work Behavior ($p = 0.000 < 0.05$). Employees who are more resilient and able to adapt well to change and pressure tend to exhibit more innovative work behaviors.

c. Indirect Relationship Significance Test (Mediation Test)
Mediation Test Results:

Table.7 Mediation Test Results

Relationship	Original Sample (O)	T Statistics (O/STDEV)	P Values
Job Autonomy -> Resilience -> Innovative Work Behavior	0,119	2,810	0,005
Feedback -> Resilience -> Innovative Work Behavior	0,085	1,767	0,077
Empowering Leadership -> Resilience -> Innovative Work Behavior	0,092	2,397	0,017

Based on the table above, the results of the Indirect significance test (Mediation) can be explained as follows:

- This construct of Job Autonomy is proven to have a positive relationship and has a level of significance to Innovative Work Behavior through Resilience ($p = 0.005 < 0.05$). Higher work autonomy can increase employee resilience, which in turn encourages more innovative work behaviors.
- This construct feedback was proven to have a positive relationship and although there was no significance value to Innovative Work Behavior through Resilience ($p = 0.077 < 0.05$). Feedback given well can encourage more innovative behavior, but when mediated by resilience, it does not have a significant influence on innovative work behavior.
- Empowering Leadership is proven to have a positive relationship and significantly affects Innovative Work Behavior through Resilience ($p = 0.017 < 0.05$). An empowering leadership style can increase their resilience, which in turn promotes innovative work behaviors.

d. Job Autonomy dan Resilience

With an original sample value of 0.369, the job autonomy construct had a positive relationship with the resilience construct. Then it can be seen that the t-statistic value in this construct relationship is 2.970 which is ($2.970 > 1.96$) and in the evaluation of the p-values is 0.003 which is ($0.003 < 0.050$) it means that it can be said that this construct relationship is declared significant. Therefore, the findings in this study can be said to be in line with the research of Suhandiah et al. (2023) which found that Job Autonomy contributes significantly to Innovative Work Behavior directly.

According to Chiniara & Bentein, (2016) said that Job Autonomy is the extent to which employees are given the freedom to schedule their work without limitations and their independence in carrying out their work tasks and activities. The results of this study prove that job autonomy can increase resilience in individuals or organizations by providing freedom to overcome challenges without relying on external sources. When employees work in well-designed jobs, employees will become more resilient and immune to external threats and difficulties. The job characteristics model identifies autonomy as an important element in motivating work (Oldham & Da Silva, 2015). Thus, the results of this study are in line with the theory and empirically support the research of Suhandiah et al. (2023) entitled "Autonomy and

Feedback on Innovative Work Behavior: The role of Resilience as a mediating factor in Indonesian Islamic banks" which states that Job Autonomy has a direct effect on Resilience.

e. Feedback and Resilience

With an original sample value of 0.263, the Feedback construct has a positive relationship with the resilience construct. Then it can be seen that the t-statistic value in this construct relationship is 2.020 which ($2.020 > 1.96$) and in the evaluation of the p-values is 0.043 which is ($0.043 < 0.050$) it can be said that this construct relationship is declared significant. Therefore, the findings in this study can be said to be in line with the research of Suhandiah et al. (2023) which found that Feedback contributes significantly to Resilience directly.

Thus, the results of this study are in line with the theory and empirically support the research of Suhandiah et al. (2023) entitled "Autonomy and Feedback on Innovative Work Behavior: The role of Resilience as a mediating factor in Indonesian Islamic banks" which states that Job Autonomy has a direct effect on Resilience.

f. Empowering Leadership dan Resilience

With an original sample value of 0.285, the Empowering Leadership construct has a positive relationship with the resilience construct. Then it can be seen that the t-statistic value in this construct relationship is 2.795 which is ($2.795 > 1.96$) and in the evaluation of the p-values is 0.005 which ($0.005 < 0.050$) means that it can be said that this construct relationship is declared significant. Therefore, the findings in this study can be said to be in line with Ibrahim Limon's research. (2023) which found that Empowering Leadership contributes significantly to Resilience directly.

Liu et al., (2003) said that employees are encouraged to participate in the decision-making process all the time through a leadership style called Empowering Leadership. The results of this study prove that when an empowering leader creates an environment where employees feel they have control, responsibility, and support in overcoming challenges. Then this will tend to increase the ability of individuals to survive and thrive in changing situations. Thus, the results of this study are in line with the theory and empirically support the research of Ibrahim Limon et al. (2023) entitled "The Mediating Role of Subjective Well-Being in the Relationship Between Empowering Leadership and Organizational Resilience" which states that Empowering Leadership has a direct effect on Resilience.

g. Job Autonomy dan Innovative Work Behavior

With an original sample value of 0.156, the job autonomy construct has a positive relationship with the Innovative Work Behavior construct. Then it can be seen that the t-statistic value in this construct relationship is 2.169 which is ($2.169 > 1.96$) and in the evaluation of the p-values is 0.030 which is ($0.030 < 0.050$) it means that it can be said that this construct relationship is declared significant. Therefore, the findings in this study can be said to be in line with the research of Suhandiah et al. (2023) which found that Job Autonomy contributes significantly to Innovative Work Behavior directly.

h. Feedback dan Innovative Work Behavior

With an original sample value of 0.456, the job autonomy construct has a positive relationship with the Innovative Work Behavior construct. Then it can be seen that the t-statistic value in this construct relationship is 5.316 which is ($5.316 > 1.96$) and in the evaluation of the p-values are ($0.000 < 0.050$) meaning that it can be said that this construct relationship is declared significant. Therefore, the findings in this study can be said to be in line with the research of Dodi Ria Atmaja and Arfia Damayanti (2022) which found that Feedback contributes significantly to Innovative Work Behavior directly.

i. Empowering Leadership dan Innovative Work Behavior

With an original sample value of 0.088, the Empowering Leadership construct has a positive relationship with the Innovative Work Behavior construct. Then it can be seen that the t-statistic value in this construct relationship is 1.302 which is ($1.302 < 1.96$) and in the evaluation of the p-values is 0.193 which is ($0.193 > 0.050$) which means that it is stated that Empowering Leadership has no significance value to Innovative Work Behavior. Based on the results of interviews conducted with supervisors in the human resources department, the factor that causes this relationship not to have a significant influence is the existence of bureaucratic constraints in the company environment in the shipyard and manufacturing sectors. Even when leaders strive to empower, structural realities and organizational procedures are often obstacles to overcome. So this can be the reason why empowering leadership has no significance to innovative work behavior.

This can be seen from the results of the descriptive analysis in table 12 which shows that the lowest average respondent answer is in item which stated "In my perception, my leader provides sufficient autonomy in carrying out daily tasks without any bureaucratic rules that are too restrictive" and also in item which stated "In my perception, the leader gives me space to develop new initiatives or projects without too much bureaucratic interference. These two items have the lowest average answers among the other items.

j. The Influence of Resilience and Innovative Work Behavior

With an original sample value of 0.323, the Resilience construct has a positive relationship with the Innovative Work Behavior construct. Then it can be seen that the t-statistic value in this construct relationship is 5.093 which is ($5.093 > 1.96$) and in the evaluation of the p-values is 0.000 which ($0.000 < 0.050$) means that it can be said that this construct relationship is declared significant. Therefore, the findings in this study can be said to be in line with the research of Suhandiah et al. (2023) who found that Resilience has a significant value for Innovative Work behavior directly.

Thus, the results of this study are in line with the theory and empirically support the research of Suhandiah et al. (2023) entitled "Autonomy and Feedback on Innovative Work Behavior: The role of Resilience as a mediating factor in Indonesian Islamic banks" which states that Job Autonomy has a direct effect on Resilience.

According to Knol & Linge, (2009) Innovative Work Behavior is a complex pattern of activities shown by employees who produce, introduce and use new ideas. While Resilience is an employee's capacity to utilize resources to continue to adapt and develop in the workplace, even when faced with challenging situations (Kuntz et al., 2017). The results of this study prove that when a worker is given high Job Autonomy in carrying out his work. Then he will tend to be more able to overcome challenges and accept change, which will later be able to increase Resilience in each individual in dealing with pressure and stress in the workplace. When workers who already have a high level of Resilience will be able to encourage the level of Innovative Work Behavior, because they are more likely to remain productive and find new ways to overcome difficulties. Thus, the results of this study are in line with the theory and empirically support the research of Suhandiah et al. (2023) entitled "Autonomy and Feedback on Innovative Work Behavior: The role of Resilience as a mediating factor in Indonesian Islamic banks" which states that Job Autonomy has a direct effect on Resilience.

k. Job Autonomy and Innovative Work Behavior with Resilience as Mediation

The results of the mediation effect test were obtained that Resilience can be a mediator between the construction of Job Autonomy and Innovative Work Behavior. With an original sample value of 0.119, the Job Autonomy construct has a positive relationship with the Innovative Work Behavior construct through resilience as a mediator. Then it can be seen that the t-statistic value in this construct relationship is 2.810 which ($2.810 > 1.96$) and in the evaluation of the p-values is 0.005 which ($0.005 < 0.050$) means that it can be said that this

construct relationship is declared significant. Therefore, the findings in this study can be said to be in line with the research of Suhandiah et al. (2023) who found that Job Autonomy contributes significantly to Innovative Work Behavior with Resilience as a mediating factor.

1. Feedback and Innovative Work Behavior with Resilience as Mediation

The results of the mediation effect test were obtained that Resilience cannot be a mediator between the Feedback construct and Innovative Work Behavior. With an original sample value of 0.085, the Feedback construct has a positive relationship with the Innovative Work Behavior construct through resilience as a mediator. Then it can be seen that the t-statistic value in this construct relationship is 1.767 which is ($1.767 < 1.96$) and in the evaluation of the p-values is 0.077 which is ($0.077 > 0.050$). This means that it can be said that feedback has a level of significance to innovative work behavior when mediated by resilience. Based on the results of interviews conducted with employees in the production department, the factors that cause this relationship to have no significant effect are due to the specific and actionable nature of feedback, which allows employees to act immediately without the need to go through a significant psychological adaptation process.

This may be due to a number of factors, one of which is the organizational environment and the type of feedback received. Based on the results of an interview conducted with one of the employees in the production department (Mr. Febri): a. "For me, the feedback we receive is very specific and related to our work. This feedback actually helps us as subordinates to understand what we need to improve. As employees who receive this feedback, it immediately motivates us to innovate and try new ways to improve our performance. For us as employees, if the feedback given is clear and specific, we will immediately implement the feedback given by our superiors. Now, for the issue of resilience, we feel that resilience does help us to stay motivated and be able to manage stress, but in the context of direct feedback from superiors, we feel that it does not help much in terms of providing fresh ideas for the progress of the company. Simply put, for us as subordinates, strong enough feedback given by superiors is enough to encourage us to provide fresh ideas without having to involve our resilience as employees."

m. Empowering Leadership and Innovative Work Behavior with Resilience as mediation

The results of the mediation effect test were obtained that Resilience can be a mediator between the construct of Empowering Leadership and Innovative Work Behavior. With an original sample value of 0.092, the Empowering Leadership construct has a positive relationship with the Innovative Work Behavior construct through resilience as mediation. Then it can be seen that the t-statistic value in this construct relationship is 2.397 which is ($2.397 > 1.96$) and in the evaluation of the p-values is 0.017 which is ($0.017 < 0.050$). This means that high Empowering Leadership can increase employee resilience, which in turn encourages Innovative Work Behavior. The results of this research prove that when a worker has a good level of resilience, the bureaucratic structure will not interfere with new ideas given by employees in the development of their business. Subordinates will tend to be better able to cope with bureaucratic structures so that they can be encouraged to improve on new ideas that have been empowered by their superiors.

According to Knol & Linge, (2009) Innovative Work Behavior is a complex pattern of activities shown by employees who produce, introduce and use new ideas. While Resilience is an employee's capacity to utilize resources to continue to adapt and develop in the workplace, even when faced with challenging situations (Kuntz et al., 2017). The results of this study prove that when a worker has a good level of resilience, it is high. Then the bureaucratic structure will not interfere with new ideas provided by employees in developing their businesses. Subordinates will tend to be more able to overcome bureaucratic structures so that they can be encouraged to improve new ideas that have been empowered by their superiors. Simply put, when workers who already have a high level of Resilience will be able to encourage the level of Innovative Work

Behavior, because they are more likely to remain productive and find new ideas in the midst of the bureaucratic structure in their company.

CONCLUSION

Based on the results of this study, it can be concluded that:

- a. This research reveals that Job Autonomy, Feedback, Empowering Leadership and Resilience can help realize Innovative Work Behavior in the workplace directly or indirectly, so that companies can maintain their companies in an era of increasingly competitive competition.
- b. This research was only conducted in two industrial sectors, therefore the results cannot be generalized or representative of employees working in other industrial sectors.

Suggestion

Based on the results of the research that has been presented previously, the researcher's suggestions for:

For Researchers

- a. Conducting research in different industrial sectors. In order to be able to make complete research and can be used for thorough decision-making.
- b. Examining how innovative work behavior correlates with other variables This is because research on innovative behavior is very few and rarely found today.

For Organizations

- a. Designing Job characteristics by paying attention to the values of Job Autonomy, Feedback and Resilience in it
- b. Companies must create a work environment that supports employee autonomy, provides constructive feedback, and develops Empowering Leadership. This can increase innovative work behavior among employees.
- c. Companies need to develop training programs that aim to improve employee resilience. With high resilience, employees will be better able to face challenges and innovate.
- d. Managers and leaders in the organization should adopt leadership styles that empower, provide more freedom and responsibility to employees, and provide continuous support and feedback.

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