

Job Insecurity and Innovative Work Behavior: Case Study on Hotel Employees During covid 19

Arif Adrian¹, Adek Kurnia Fiza², Yolandafitri Zulvia³

^{1,2,3} Universitas Negeri Padang, Padang, Indonesia

*Corresponding author. Email: arifadrian@fpp.unp.ac.id

ABSTRACT

Innovation is one of the ways in which companies through employees to stay afloat during the covid 19 period. the hotel management, this is a challenge as well as an opportunity to survive in a pandemic situation that is not clear when it will end. In this condition, employees have the opportunity to be able to express ideas both in terms of service and in hotel management. The covid 19 problem creates uncertainty at work, causing job insecurity. This study aims to see the effect of job insecurity on innovative work behavior quantitative data analysis using Simple Linear Regression. The sample in this study involved 180 respondents, employees of 4-star hotels in the Padang city. Results research shows that job insecurity has a positive and significant effect on innovative work behavior.

Keywords: *Job Insecurity, Employee Service Innovative, Hotel*

1. INTRODUCTION

Currently the hotel business is trying to get up, the presence of local guests, businesses and the government has been stalled for a long time since the beginning of covid 19, now it has started to be active again. For the hotel management, this is a challenge as well as an opportunity to survive in a pandemic situation that is not clear when it will end. In this condition, employees have the opportunity to be able to express ideas both in terms of service and in hotel management, the openness of the management in accepting ideas and suggestions will greatly help the hotel to develop in an uncertain situation. For this reason, it is felt that it is very necessary for employees who are able to work under pressure or vigilance but are still able to provide input, ideas, and suggestions related to matters relating to the sustainability of the hotel business.

However, the problem that occurs today is that employees tend to feel insecure in situations where they consider safety and also the continuity of their careers working in hotels. The need for employees who are still loyal and able to work optimally both in terms of service and managerial is a need for hotel organizations. The existing solutions include hotels choosing to tighten hotel finances, so that it has an impact on reducing the number of employees but along with the start of active hospitality in the city of Padang, hotel management uses a contract

employee recruitment system, or often referred to as daily worker employees. However, this solution cannot guarantee the sustainability of the hotel business in the long term, because employees with daily worker status do not have a high commitment to the hotel. Because the amount of salary and career opportunities provided are not the same as employees with permanent status.

Based on the above, the researcher tries to provide a solution by looking at the effect of job insecurity on hotel employees in the city of Padang so that by knowing this, the hotel can prepare innovative strategies and also employees who are able to provide the right innovative services so that the sustainability of the hospitality business can be achieved. run effectively and efficiently. This is supported by [1], where innovative behavior can be interpreted as a whole individual action that leads to to the emergence, introduction, and application of something new and profitable at all levels of the organization.

By explaining the relationship between job insecurity variables and innovative behavior, the hotel management will be able to select employees who are truly committed to the progress of the hotel. Where according to [2] service innovative behavior is the behavior of workers who try to provide new ideas, in order to meet customer expectations so that customers are satisfied with the services provided so

that this can help hotels run their business to the maximum even in the Covid 19 condition where the level of guest visits not recovered as usual.

Based on this, the researcher feels the need to know things that can lead to innovation from employees even in uncertain conditions, so that hotel management can use them as considerations in recruitment and employee careers.

2. LITERATURE REVIEW

Job Insecurity

Insecurity at work becomes an interesting issue when a pandemic condition occurs, where many employees are laid off by the company. According to [3] found several impacts of job insecurity for employees and organizations. In the short term job insecurity has an impact on job satisfaction, job involvement, organizational commitment and trust in leaders, such as reduced trust in leaders so that it has an impact on misunderstandings between leaders and subordinates in terms of opinions. In the long term, it will have an impact on physical health, mental health, work performance, and intention to change jobs. To bring up innovative employees in current conditions, organizations need to pay attention to the comfort of employees, meanwhile employees who are engaged or tied to the company are a necessity [4], stated that engaged employees have an affinity for creativity, which will be a source of innovation in the workplace. This is in accordance with the opinion [5], which states that engaged employees have a spirit of innovation because they focus and concentrate on their work, are responsible, and have the energy to complete tasks that require innovation. It is not surprising that studies from [6], and [7], prove that there is a correlation between engaged employees and innovative behavior.

According to [8] “job insecurity is the inability to maintain the desired continuity in threatened working conditions. Job insecurity is conceptualized as the uncertainty and lack of control over the future continuation of an employee's job [9] . Employees experience increasing job insecurity due to instability in their employment status and increasingly unpredictable levels of income”.

“Job insecurity is defined as a person's powerlessness or feeling of loss of power to maintain desired continuity in a threatened work situation [10]. According to [11] job insecurity reflects a fundamental and unintentional change in sustainability and security in the employing organization. [11] stated that job insecurity is an

employee's subjective experience of anticipating important and involuntary events that can cause job loss”. [11] explained that job insecurity is an employee's perception of the threat of losing his job and worries about that threat. [11] also added that employees who experience job insecurity feel powerlessness to continue their work in situations that threaten their continuity of work. Job insecurity is subjective, based on an individual's assessment of uncertainty in the immediate work environment. This condition implies that feelings of job insecurity can differ between individuals even if they are exposed to the same objective situation. Job insecurity not only focuses on the threat of imminent job loss, but also includes existing problems, deteriorating working conditions and career opportunities. [11] adds that losing valuable job features is an important but often overlooked aspect of job insecurity.

Types of Job Insecurity

[11] “divides job insecurity into two approaches, namely quantitative job insecurity and qualitative job insecurity. Quantitative job insecurity is a feeling of worry about losing the job itself. While qualitative job insecurity refers to feelings of potential loss in the quality of the organization's position, such as worsening working conditions, lack of career opportunities, decreased salaries and development. These two different sides of job insecurity take into account the individual's perception and understanding of the environment and situation, and refer to the anticipation of a stressful event due to the loss of the job itself”.

Job insecurity is subjective, based on an individual's assessment of uncertainty in the immediate work environment. This condition implies that feelings of job insecurity can differ between individuals even if they are exposed to the same objective situation. Job insecurity focuses not only on the threat of imminent job loss, but also includes existing problems, deteriorating working conditions and career opportunities. [12] adds that losing valuable job features is an important but often overlooked aspect of job insecurity.

Job Insecurity Indicators

Job insecurity was measured using 8 items adopted from the measuring instrument [11] with a value range of 1-5. The higher the score given by the individual, the higher the level of job insecurity that the individual has. On the other hand, the lower the score given by the individual, the lower the level of job insecurity owned by the individual

Jobs that require good service, such as in the hospitality sector, require employees to develop creative thinking to enable the innovation process throughout the organization [13] While maintaining a competitive advantage, the main challenge for the hospitality business is meeting customer expectations in order to maintain loyalty and satisfaction [14]. Therefore, “hospitality businesses place emphasis on improving the innovative behavior of their employees’ service as service innovations that drive organizational performance improvement as well as provide value to customers” [15]

Innovative Work Behavior

Innovative work behavior is defined “as the creation, introduction, and application of new ideas or ideas in work, groups, or organizations to improve the role performance of individuals, groups, or organizations [16]. According to [17], innovative work behavior is a series of work activities that are gradually carried out by workers in developing and improving effective work behaviors”. Innovation can be interpreted as all individual actions directed at the interests of the organization in which the introduction and application of profitable new ideas is carried out [18].

The contribution of employees through innovative work behavior is important because they have capital knowledge about production processes, products and work organization. The reason is that the ability to continue to innovate on products, services and work processes through innovative behavior can support the sustainability of the organization now and in the future. This knowledge transfer process can also provide opportunities for the development of innovative work behaviors in the optimal workplace through the human capital of an organization [17]. The concept of implementing innovative work behavior is expected to accelerate the acceleration of organizational success in achieving the goals that have been set [17]. Researchers see that in this COVID-19 pandemic, innovative behavior is needed from various parties involved in hotel management, including operational employees, front liners and back office. Several factors that directly influence innovation work behavior include leadership, job characteristics, organizational commitment [19], job demand (time pressure), job autonomy [17] and job insecurity [17]. This study focuses on job insecurity as a variable that affects the innovative behavior of employees in hotels.

Innovative Work Behavior Indicators

[17]measured innovative work behavior by involving 2 dimensions, namely idea generation (exploring ideas and generating ideas) and idea implementation (promoting ideas and implementing ideas), each of which is explained as follows:

- a. Idea Exploration, idea exploration is a dimension that is the initial stage of innovative work behavior where employees are able to find opportunities or problems. This includes finding ways to develop products, services and processes as well as trying to think of alternatives.
- b. Idea Generation, employees are able to recognize problems that occur in the organization and then create useful new ideas or solutions. The idea or solution can be original or modified from existing products and work processes.
- c. Idea Championing, employees promote new ideas or solutions that have been created by colleagues so that the idea can be accepted by the organization. At this stage, employees are expected to be motivated to seek support in realizing the new innovative ideas they have generated. This includes finding a coalition so that new ideas can be implemented and believing in the success of those ideas.
- d. Idea Implementation, employees produce a prototype or model of the idea they have into real products and work processes so that they can be applied within the scope of work, groups, or the organization as a whole so as to improve organizational work efficiency.

In innovative work behavior, researchers operationalize it as all efforts shown by individuals in the organization to generate and implement ideas [20]. These two processes are shown through the degree of individual behavior at work which is carried out by doing idea generation including exploring opportunities to innovate which then brings up ideas and idea implementation includes promoting ideas to the organization and implementing these ideas. This variable is measured by the innovative work behavior scale compiled by [17] which consists of 14 statement items with a scale range of 1 to 5. The higher the score given by the individual, the higher the level of innovative work behavior shown by the individual. Conversely, the lower the score given by the individual, the lower the innovative work behavior shown by the individual.

Conceptual Framework

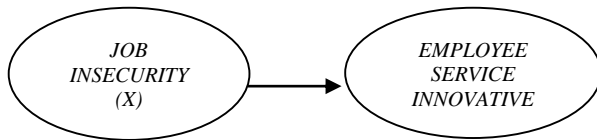


Figure 1. Conceptual Framework

Hypothesis

Based on the study of theory and Figure 1, the hypotheses of this research are:

Ha : Job insecurity has an effect on Employee service innovative behavior

H0 : Job insecurity has no effect on Employee service innovative behavior

3. RESEARCH METHODS

Based on the problems and objectives to be achieved, this type of research is classified as causal associative research.. [21] explained that; "Causal associative research is research that aims to investigate possible causal relationships by observing existing effects looking for factors that may be the cause through certain data". The variables involved in this study are as follows: (1) The independent variable is Job Insecurity (X). (2) The dependent variable is Employee Service Innovative Behavior(Y). This research was conducted in 4-star hotels in Padang City which was carried out in June - September 2021. The population is a combination of all elements in the form of events, things or people who have similar characteristics that become the center of attention of a researcher, while the sample is a subset of the population [22].

The population in this study were all employees at a 4-star hotel in Padang City. For the population that is unknown and does not have a sample frame, [23] says that the sampling technique that can be used is non-probability sampling. In this study, the sampling technique that will be used is a purposive technique, with established criteria, namely employees who work in 4-star hotels in the city of Padang. The number of respondents for survey research is at least 30 people [24]. This research is a survey research where one of the advantages lies in generalization, so the more respondents used, the better [25]. In this study, there were 180 respondents, who worked in 4-star hotels in the city of Padang. The instrument for collecting data in this study was a questionnaire compiled

using a Likert scale.

Research Instrument Trial

The instrument trial was conducted to determine whether the instrument used was truly valid and reliable. The instrument used to collect data in this study was a questionnaire. The questionnaire used must be tested for the level of validity and reliability. The instrument test was conducted on hotel employees. While the sample for testing the instrument uses a minimum sample. According to [26] "a proper sample size in research is between 30 to 500". So the researchers used a minimum sample for testing the research instrument as many as 30 respondents.

Validity test

Based on the results of the validity analysis revealed that 42 questions were declared valid. The test data is processed based on indicators of job insecurity and indicators of employee management behavior. For more details can be seen in the following table:

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
J11	24.5333	23.223	.502	.843
J12	25.0000	22.897	.606	.832
J13	24.4667	21.223	.738	.815
J14	24.7000	23.045	.479	.847
J15	24.7667	22.116	.614	.830
J16	24.8667	22.878	.554	.837
J17	24.9000	21.748	.668	.823
J18	24.6333	22.309	.570	.836
EIB1	48.3000	117.321	.896	.958
EIB2	48.6000	120.869	.776	.961
EIB3	48.7333	120.685	.803	.960
EIB4	48.4333	119.013	.835	.960
EIB5	48.3000	121.252	.799	.960
EIB6	48.4667	120.671	.806	.960
EIB7	48.5333	121.361	.849	.959
EIB8	48.5000	119.293	.862	.959
EIB9	48.5333	124.189	.773	.961
EIB10	48.6333	122.309	.820	.960
EIB11	48.5000	124.603	.759	.961
EIB12	48.4333	123.564	.706	.962
EIB13	48.6000	123.697	.725	.962
EIB14	48.4667	125.706	.678	.963

Source: Data processed in 2021

Table 2. Test results of Research Instrument Validity

Based on Table 2, the corrected item total correlation value on all job insecurity variable statements > 0.3, then all data on the variable statement is valid. Likewise, the corrected item total correlation value in all Employee Innovation

Behavior variable statements > 0.3 then all data in the variable statement is valid.

Reliability Test

According to [26] “a reliable instrument is an instrument that is used several times to measure the same object and will produce the same data. Instrument reliability testing aims to determine the reliability of an instrument.

Variabel	Cronbach's Alpha	N of Items
Job Insecurity	.851	8
Employee Innovation Behavior	.963	14

Table 3. Reliability Test

Based on Table 3, the Cronbach alpha value for the job insecurity variable is 0.851 > 0.6, so the data is reliable. The Cronbach alpha value of the Employee Innovation Behavior variable is 0.963 > 0.6, so the data is reliable.

4. RESEARCH RESULTS AND DISCUSSION

Normality test

In normal testing, each variable is determined from a probability value which must have a value above 0.05. The following table shows the results of the normality test:

		Unstandardized Residual
N		180
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	7.888079
	n	49
Most Extreme Differences	Absolute	.065
	Positive	.053
	Negative	-.065
Test Statistic		.065
Asymp. Sig. (2-tailed)		.061 ^c

Table 1. Normality Test Result

Based on the table above, the asymp sig value on the unstandardized residual is 0.061 > 0.05, then the data is normally distributed.

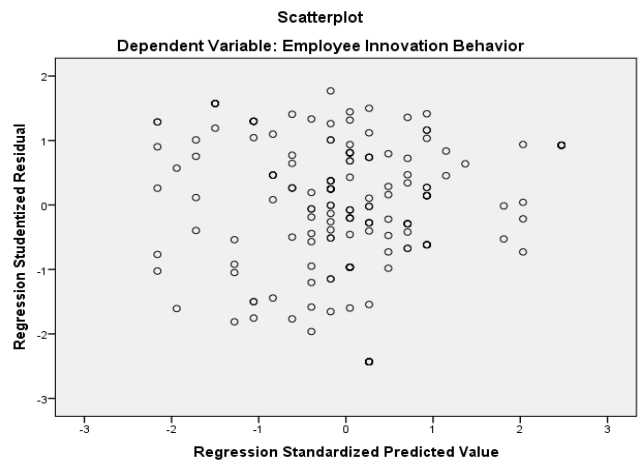


Figure 2. Heteroscedasticity

Based on the picture above, the points spread irregularly and do not form a certain pattern, so there is no heteroscedasticity

Determination Coefficient Test Results (R2)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.308 ^a	.095	.090	7.91021

Table 4. Coefficient of Determination Test Results (R2)

Based on the table above, the value of R square is 0.095, which means the magnitude of the influence of the job insecurity variable on employee innovation behavior is 9.5% while the remaining 90.5% is influenced by other variables besides the research model..

Hypothesis Testing Results

Model	Unstandardized Coefficient		Standardized Coefficient	t	Sig
	B	Std Error	Beta		
Constant	40.267	3.803		10.568	.000
Job Insecurity	.564	.130	.308	4.319	.000

Regression equation formed:

$$Y = 40.267 + 0.564X + e$$

Note the positive and negative signs in column B, a positive sign means that the relationship between X and Y is in the same direction, where when X increases, Y also increases. The negative sign means that the relationship between X and Y is opposite, when X increases, Y decreases. Based on

the table above, it is explained that the constant value is 40.267 with a positive sign, meaning that if the job insecurity variable is zero, then employee innovation behavior has increased. The job insecurity regression value is 0.564 with a positive sign, meaning that every increase in the job insecurity variable will increase employee innovation behavior.

The value of t table for $DF = 180 - 1 = 179$ is 1.973, if $t_{count} > t_{table}$ and $sig < 0.05$ then the hypothesis is accepted or there is an effect. Based on the table above, the job insecurity variable has a value of $t_{arithmetic} > t_{table}$ that is $4.319 > 1.973$ with a value of $sig < \alpha$ which is $0.000 < 0.05$ then the hypothesis is accepted. In conclusion, the job insecurity variable has a positive and significant effect on employee innovation behavior.

DISCUSSION

Effect of Job Insecurity on innovative work behavior
Job insecurity is an employee's perception of the threat of losing or continuity of work and employee concerns about the existence of potential for sudden job loss. Employees who feel lacking can control the situation at work and less predictable situation to be faced, because of the ambiguity of the situation it can perceive job insecurity [3]. In innovative work behavior, researchers operationalize it as: all the efforts shown by individuals in the organization to generate and implement ideas [17]. Second This process is shown through the degree of individual behavior at work that is This is done by doing idea generation including opportunity exploration to innovate which then brings up ideas and ideas implementation includes promoting the idea to the organization as well as implement the idea.

The results of the study show that job insecurity has a positive and significant effect on innovative work behavior. This is in accordance with research [27] with the results "suggest that high mindful individuals can still preserve an intrinsic interest and pleasure in the execution of their job, even if the job is perceived as insecure. As such, they can maintain their motivational fire and, consequently, invest their energy in the execution of innovative behaviors. This finding extends the literature on motivation and innovation at work, which, to date, has mostly focused on the work conditions that enhance employee intrinsic motivation and, ultimately, innovative behaviors" [28] however, dismissed the circumstances that assist representatives with staying persuaded and inventive when they face troublesome work conditions. We expand the earlier exploration in this

area by appearing interestingly that attribute care can safeguard the inborn inspiration and inventive conduct of workers presented to a particular antagonistic work condition, to be specific, work frailty.

Research conducted by This study has several implications for the [29] "job insecurity is a significant factor when it comes to employee innovative behavior. Although its impact is limited in scope, the literature should recognize job insecurity as a factor for employee innovative behavior. In doing so, the employee innovation literature can build on the extensive literature on the effects of job insecurity for employee outcomes and their findings on moderator effects in the relation between job insecurity and employee outcomes".

5. CONCLUSION

This study aims to determine the effect of job insecurity on Employee Service Behavior. From the questionnaire distributed to 180 respondents namely employees of 4-star hotels in the city of Padang. Job insecurity level employees of 4-star hotels in the city of Padang are in the high category with a level of TCR 71.99. For the Employee Innovation Behavior level of 4-star hotel employees those in Padang City are also in the high category with a TCR level of 80.71.

REFERENCES

- [1] R. F. Kleysen and C. T. Street, "Toward a multi-dimensional measure of individual innovative behavior," *J. Intellect. Cap.*, 2001, doi: 10.1108/EUM0000000005660.
- [2] A. Barcet, "Innovation in services: A new paradigm and innovation model," in *The Handbook of Innovation and Services: A Multi-disciplinary Perspective*, 2010.
- [3] A. Richter, K. Näswall, N. de Cuyper, M. Sverke, H. de Witte, and J. Hellgren, "Coping with job insecurity: Exploring effects on perceived health and organizational attitudes," *Career Dev. Int.*, 2013, doi: 10.1108/CDI-06-2013-0081.
- [4] T. Slåtten and M. Mehmetoglu, "Antecedents and effects of engaged frontline employees: A study from the hospitality industry," *Manag. Serv. Qual.*, vol. 21, no. 1, pp. 88–107, 2011, doi: 10.1108/09604521111100261.
- [5] B. L. Rich, J. A. Lepine, and E. R. Crawford,

- “Job engagement: Antecedents and effects on job performance,” *Acad. Manag. J.*, vol. 53, no. 3, pp. 617–635, 2010, doi: 10.5465/amj.2010.51468988.
- [6] J. Hoon Song, J. A. Kolb, U. Hee Lee, and H. Kyoung Kim, “Role of transformational leadership in effective organizational knowledge creation practices: Mediating effects of employees’ work engagement,” *Hum. Resour. Dev. Q.*, vol. 23, no. 1, pp. 65–101, 2012, doi: 10.1002/hrdq.21120.
- [7] U. A. Agarwal, S. Datta, S. Blake-Beard, and S. Bhargava, “Linking LMX, innovative work behaviour and turnover intentions: The mediating role of work engagement,” *Career Dev. Int.*, vol. 17, no. 3, pp. 208–230, 2012, doi: 10.1108/13620431211241063.
- [8] dan M. M. M. Suciati., Andi Tri Haryono., “Pengaruh Job Insecurity dan Stres kerja Terhadap Turnover intention Pegawai pada karyawan PT. Berkas Abadi Surya Cemerlang Semarang (HO).,” *J. Adm. bisnis*, vol. 1 (1), pp. 1–12, 2015.
- [9] E. Kekesi and C. Agyemang, “Perceived job insecurity and psychological distress: The moderating role of work values,” *Int. J. Manag. Econ. Soc. Sci.*, vol. 3, no. 1, pp. 18–35, 2014.
- [10] L. Greenhalgh and Z. Rosenblatt, “International Studies of Management & Organization Evolution of Research on Job Insecurity,” *Int. Stud. Manag. Organ.*, vol. 40, no. 1, pp. 6–19, 2010.
- [11] J. Hellgren, M. Sverke, and K. Isaksson, “A Two-dimensional Approach to Job Insecurity: Consequences for Employee Attitudes and Well-being,” *Eur. J. Work Organ. Psychol.*, vol. 8, no. 2, pp. 179–195, 2010, doi: 10.1080/135943299398311.
- [12] J. Hellgren, M. Sverke, and K. Isaksson, “A Two-dimensional Approach to Job Insecurity: Consequences for Employee Attitudes and Well-being,” *Eur. J. Work Organ. Psychol.*, 1999, doi: 10.1080/135943299398311.
- [13] P. Come, “Indian Banking 2020: MAKING THE DECADE’S PROMISE COME TRUE,” *Bcg.Com*, pp. 1–40, 2020.
- [14] K. a Goyal, “Indian Banking Industry : Challenges And Opportunities,” *Int. J. Bus. Res. Manag. (IJBRM)*, vol. 3, no. 1, pp. 18–28, 2012.
- [15] J. S. Chen, H. T. Tsou, and R. K. H. Ching, “Co-production and its effects on service innovation,” *Ind. Mark. Manag.*, vol. 40, no. 8, pp. 1331–1346, 2011, doi: 10.1016/j.indmarman.2011.03.001.
- [16] O. Janssen, “Job demands, perceptions of effort-reward fairness and innovative work behaviour,” *J. Occup. Organ. Psychol.*, 2000, doi: 10.1348/096317900167038.
- [17] S. De Spiegelaere, G. Van Gyes, H. De Witte, W. Niesen, and G. Van Hootegem, “On the relation of job insecurity, job autonomy, innovative work behaviour and the mediating effect of work engagement,” *Creat. Innov. Manag.*, vol. 23, no. 3, pp. 318–330, 2014, doi: 10.1111/caim.12079.
- [18] J. De Jong and D. Den Hartog, “Measuring innovative work behaviour,” *Creat. Innov. Manag.*, 2010, doi: 10.1111/j.1467-8691.2010.00547.x.
- [19] X. Li and Y. Zheng, “The Influential Factors of Employees’ Innovative Behavior and the Management Advices,” *J. Serv. Sci. Manag.*, vol. 07, no. 06, pp. 446–450, 2014, doi: 10.4236/jssm.2014.76042.
- [20] S. De Spiegelaere, G. Van Gyes, and G. Van Hootegem, “Not All Autonomy is the Same. Different Dimensions of Job Autonomy and Their Relation to Work Engagement & Innovative Work Behavior,” *Hum. Factors Ergon. Manuf.*, 2016, doi: 10.1002/hfm.20666.
- [21] S. Suryabrata, “Metode Penelitian,” *Jakarta PT. Raja Graf. Persada*, 2003.
- [22] Sugiyono, *metode penelitian administratif*. Bandung: alfabeta, 2011.
- [23] D. R. Cooper and P. S. Schindler, *Business Research Methods 12th Edition*. 2014.
- [24] J. F. Hair, Jr, *Essentials of Business Research Methods*. 2015.
- [25] Kerlinger & Lee, “C1: Science and Scientific Approach,” in *Journal of Chemical Information and Modeling*, 2013.
- [26] Sugiyono, “Metode Penelitian Kuantitatif, Kualitatif dan R & D. Bandung: Alfabeta.” *Metod. Penelit. Kuantitatif, Kualitatif dan R*

- D.BandungAlfabeta.*, 2012, doi:
10.1017/CBO9781107415324.004.
- [27] F. Montani, F. Courcy, A. Battistelli, and H. de Witte, "Job insecurity and innovative work behaviour: A moderated mediation model of intrinsic motivation and trait mindfulness," *Stress Heal.*, 2021, doi: 10.1002/smi.3034.
- [28] D. Liu, K. Jiang, C. E. Shalley, S. Keem, and J. Zhou, "Motivational mechanisms of employee creativity: A meta-analytic examination and theoretical extension of the creativity literature," *Organ. Behav. Hum. Decis. Process.*, 2016, doi: 10.1016/j.obhdp.2016.08.001.
- [29] S. De Spiegelare, G. Van Gyes, H. De Witte, W. Niesen, and G. Van Hootegem, "On the relation of job insecurity, job autonomy, innovative work behaviour and the mediating effect of work engagement," *Creat. Innov. Manag.*, 2014, doi: 10.1111/caim.12079.