

THE INFLUENCE OF EMPLOYEE ENGAGEMENT, EMPLOYEE JOB SATISFACTION, INNOVATIVE WORK BEHAVIOR ON THE ORGANIZATIONAL RESILIENCE OF PT MITSUBISHI

Fidella Wijayanti Kurniawan¹, Muhammad Richo Rianto²

Fakultas Ekonomi dan Bisnis Universitas Bhayangkara Jakarta Raya

Corresponding Author: Fidella Wijayanti Kurniawan fidellawijayanti@gmail.com

ARTICLE INFO

Keywords: Employee Involvement, Job satisfaction, Innovative Work Behavior, Organizational Resilience

Received : 05,Dec

Revised : 12,Dec

Accepted: 21,Dec

©2023The Author(s): This is an open-access article distributed under the terms of the [Creative Commons Atribusi 4.0 Internasional](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

The influence of employee involvement, employee job satisfaction and innovative work behavior on the object of this research aims to find out how much influence employee involvement (X1), employee job satisfaction (X2), innovative work behavior (X3) has on the organizational resilience (Y) of PT Mitsubishi. In an increasingly difficult situation, PT Mitsubishi is a car company that is famous for its strong engines, good and luxurious models so that it can attract customers. PT Mitsubishi has employee involvement, employee job satisfaction and innovative work behavior aimed at retaining customers and increasing sales results obtained from employees to attract customers so that the company will experience an increase or decrease.

INTRODUCTION

A group of people working together to achieve the same goal. Employee involvement in a company is very important because every company must establish relationships with employees for the company's improvement process. If someone is accepted as an employee at a company then it has become an employment relationship. With this employment relationship, the company and employees are bound to each other by an agreement that has been established by the company. Usually, to find employees, companies carry out reviews or special training, the aim of which is to develop the skills that the employee has acquired. After carrying out special training, the company will involve employees in the company. After employees work together with the company, the company will assess employee job satisfaction, whether employee involvement in the company has increased or decreased. Innovative work behavior is also very important for companies.

According to (Hartog, 2008), innovative work behavior is also called innovative work behavior (IWB). Innovative work behavior can be defined as actions to explore opportunities and generate new ideas (behavior related to creativity) and also behavior aimed at implementing change, applying new

knowledge or improving processes that are useful in improving personal and/or business performance. Innovative work behavior does not only stop at ideas such as creativity, but also reaches the stage of implementing these ideas (Hartog, 2008).

Human Resources (HR), Human resource management is very important and is the focus of many organizations in achieving competitive advantage(Heisig et al., 2016). Therefore, the aim of human resource management is to provide an effective workforce for the organization to achieve the goals that have been set so that it can obtain employee performance satisfaction, and maintain work resilience, whether individual or organizational (group)(Rosyida & Surjanti, 2017). The aim of human resource management is to increase the productive contribution of individuals within an organization through a number of accountable methods. Human Resources are very influential on organizational resilience. Company leaders work through other people or subordinates so they need an understanding of several concepts. Usually a manager in a company needs employees who are used to achieve the same goals in a company. Having employees in a company will determine whether the company will increase or decrease, so the company must choose employees to improve the company, which can be seen from several aspects, for example, an expanded way of thinking, employee performance, employee behavior. With employee involvement in a company, it will make it easier for the company to obtain other information to improve the company(Maryanti et al., 2022).

An organization is a collection of people, the process of dividing work between these people based on the skills they have and the existence of a cooperative system or social system between these people. Honda around West Java which will be explained based on the following table.

THEORETICAL REVIEW

Company

According to Molengraaff, a company is a total of actions carried out continuously, acting outwardly, to obtain income, by trading or delivering goods or entering into trade agreements. Molengraaff stated that a company is a total of actions that are carried out continuously to earn income, trade goods, hand over goods, enter into trade agreements. In general, a company is a place where production of goods and services takes place and a place where workers gather. A company is a form of modern business entity that supports business and trade. In companies there are various organizations and management for work effectiveness and efficiency in order to obtain more profitable profits. The aim is to obtain profits and to satisfy the needs of society. Company Forms include:

1. The type of business to be carried out (services, industry, trade and so on etc.),
2. The amount of capital for the venture and the possibility to add capital
3. Profit sharing plan ,
4. Determination of corporate responsibility,
5. Covering the risks that will be faced,
6. The supervision principles to be used,
7. The period of existence of the company.

Organization comes from the word organ (a word in Greek) which means tool. The existence of just one means of production does not give rise to an organization. After being organized and combined with other economic resources such as people, materials and so on.

Innovative

According to (Tamayo-torres et al., 2016), the meaning of innovation is to introduce something new, to be a renewal/new creation. Kuniyoshi Urabe explains that innovation is any activity that cannot be produced in one fell swoop, but is a long and cumulative process, including many decision-making processes, from the discovery of an idea to its implementation in the market. It can be concluded that innovation is a collection of ideas, ideas that are new and long term. Etymologically, innovation is a person's effort to use thinking, imagination, various stimulants and the individuals who surround them to produce new products, either for themselves or their environment.

Meanwhile, according to (JEROEN P. J. DE JONG, 2003) innovative behavior or Innovative Work Behaviour (IWB) is individual behavior that aims to reach the introduction stage or tries to introduce new and useful ideas, processes, products or procedures in work, groups or organizations.

Aspects of Innovative Behavior (Janssen, 2000) describes three dimensions for measuring innovative behavior in the workplace, namely:

- a) Creating Ideas (Idea Generation), Employees are able to recognize problems that occur in the organization and then create new ideas or solutions that are useful in any field. These ideas or solutions can be original or modified from previously existing products and work processes. For example, when problems arise in the organization, employees are able to find ideas to solve the problem.
- b) Sharing Ideas (Idea Promotion), Employees share new ideas or solutions that have been created with colleagues, so that these ideas can be accepted. Apart from that, support is also gathered so that the idea has the strength to be implemented and realized in the organization. For example, when employees have found an idea as a solution to a problem, then employees share this idea to get support which can later be implemented in the organization.
- c) Idea Realization (Idea Realization), Employees produce a prototype or model from their ideas 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 increase the organization's work efficiency. For example, when employees have received support from colleagues for the ideas they have created, then the next step is implementing or applying these ideas to an organization as a problem solution. Based on aspects of innovative work behavior, it can be concluded that the aspects of creating ideas (idea generation), sharing ideas (idea promotion), and realizing ideas (idea realization) are the basis for the emergence of innovative work behavior.

Factors influencing Innovative Behavior

(JEROEN P. J. DE JONG, 2003) explain several factors that can influence innovative behavior, namely:

- a) Job Challenges (Job Challenge), When employees face challenges, they will be more intrinsically motivated. Coworkers can be motivated by intrinsic and extrinsic factors. Extrinsic motives include incentives based on salary increases, bonuses, etc. Intrinsic motivators include incentives received by participation. Intrinsic motives are expected to have a more significant influence in making suggestions and implementation efforts.
- b) Autonomy (Autonomy), Someone will be more innovative when they have a leader who supervises and controls enough when they work.
- c) Strategic Attention (Strategic Attention), Attention can influence innovative behavior, especially aimed at improving more general business goals such as job satisfaction and performance. Companies that are able to provide good attention to employees will make employees work better.
- d) Supportive Situations (Supportive Climate), Companies are expected to be able to know the situations that employees need and expect, because by knowing what is expected of them, employees will waste less time in deciding how to act in certain situations. So, employees can take more initiative by carrying out innovations.
- e) Outside Contact (External Contacts), The more frequently colleagues interact with clients and competitors, this allows workers to identify market opportunities and threats to their work in a faster environment and use them for the development of new services.
- f) Difference (Differentiation), Differences in situations, especially differences in market situations, will influence innovative behavior, because employees do not want their company to be left behind by other companies.
- g) Demand Variations (Variation in Demand), Variations in demand are expected to encourage innovative behavior. When customers want different services, employees are forced to generate new ideas sequentially to connect with customer needs. Based on the factors above, it can be concluded that the work challenge factor (job challenge), autonomy (autonomy), strategic attention (strategic attention), supportive situations (supportive climate), contact uar (external contacts), difference (differentiation), and finally demand variations (variation in demand) are factors that can influence innovative work behavior.

Employee involvement in organizational resilience

The influence of employee involvement on the organization is very important because advanced companies need workers with different skills so that the company can develop with new ideas from each employee. And also the company involves employees in the company to achieve the same goal, namely advancing the company (Rosyida & Surjanti, 2017).

Employee satisfaction with organizational resilience

Job satisfaction for an employee is a very important factor because the satisfaction obtained will also determine a positive attitude towards work. Feelings of satisfaction at work can have a positive impact on employee behavior, such as work ethic and work motivation which tends to increase. Job satisfaction is also related to outcomes namely, like motivation, so that if job satisfaction is higher, it will also lead to high enthusiasm for work (Fadillah et al., 2013). Job satisfaction is an individual's general attitude towards his job, someone with a high level of job satisfaction shows a positive attitude towards the job, someone who is dissatisfied with his job shows a negative attitude towards the job. The influence of employee satisfaction is an assessment of each employee's performance towards the company. If the company pays salaries to employees within the specified time, employee satisfaction will increase, and vice versa, if the company pays employees' salaries later than the specified time, employee satisfaction with the company will decrease.

Innovative work behavior on organizational resilience

Innovative behavior in analysis Weaknesses and analysis Threat. Weaknesses is a limitation or deficiency within a company that will hinder or delay the company from developing to achieve its goals. Whereas Threat is a company environmental situation that does not support and hinders each company's strategy. Innovative work behavior means a way to solve a problem or solution and create new ideas in a group or organization. Employee innovative behavior refers to an individual's ability to create new ideas and points of view, which are transformed into innovation (Wu & Wang, 2005). The influence of innovative work behavior is being able to solve a problem with brilliant new ideas so that a company or organization can develop and progress.

Previous research table

Research Title	Research variable	Research result	Author
Employee engagement to organizational resilience	Independent Variable: Employee engagement Variable Depends: Organizational Resilience	Employee engagement has grown for both companies and organizational resilience	(Bakker, 2006)

Employee work satisfaction to organizational resilience	Independent Variable: Employee work satisfaction Variable Dependent: Organizational resilience	Employee work satisfaction have a cognitive, affective and evaluative attitude towards organizational resilience	(Anggraeni et al., 2022)
Innovative work behaviour to organizational resilience	Independent Variable: Innovative work behavior Variable Dependent: Organization Resilience	Innovative work behavior as the application of new ideas	(JEROEN P. J. DE JONG, 2003)

RESEARCH MODEL

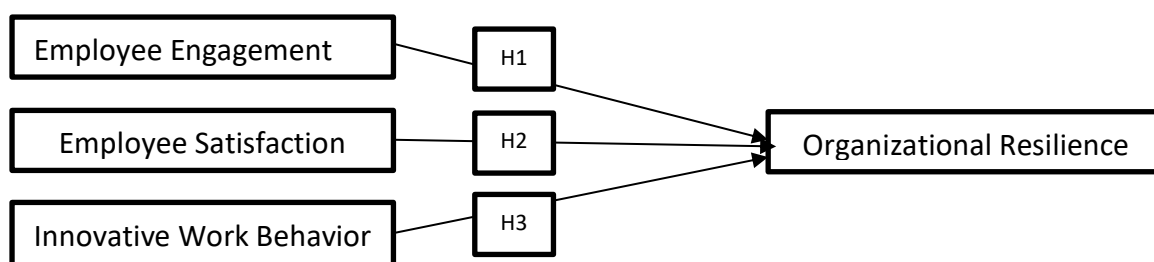


Figure 1. Conceptual Framework

Research Hypothesis

H1: The Effect of Employee Engagement on Organizational Resilience

H2: The Influence of Employee Job Satisfaction on Organizational Resilience

H3: The Influence of Innovative Work Behavior on Organizational Resilience

Based on the framework picture above, it can be explained that the independent variables in this research are Employee Engagement (X1), Employee Satisfaction (X2), Innovative Work Behavior (X3), and Organizational Resilience (Y) as the dependent variable. This research will analyze whether employee involvement, employee job satisfaction, innovative work behavior have an influence on organizational resilience in a company.

METHODOLOGY

Research design

This research uses a quantitative descriptive research method where this method analyzes a relationship between one variable and another variable.

Population and Sample

The population and sample in this study are sales reports made by employees at PT Mitsubishi, increasing or decreasing in 2018-2022.

Method of collecting data

This research uses data collection methods regarding employee involvement, employee job satisfaction and innovative work behavior at PT Mitsubishi around West Java. There is either an increase or a decrease in the research variables.

This research was conducted through Structural Equation Model (SEM) based Partial Least Square (PLS) is the approach that will be used to test the hypothesis in this research. PLS analysis has 2 model components, namely the structural model (structural model/ inner model) and Measurement model (measurement model/ outer model)(Ghozali, 2016). SEM-PLS consists of three components, namely the structural model, measurement model and weighting scheme. PLS-SEM is suitable as a procedure that can be used to develop theory at an early stage. This is different from covariance-based SEM which uses theory to be confirmed using sample data. SEM-PLS is used with the research objective of predicting and developing theory(Ghozali, 2016).

REFERENCES

- Anggraeni, D. S., Tanuwijaya, J., & Trisakti, U. (2022). *Pengaruh Organizational Resilience , Job Satisfaction Terhadap Business Performance pada Perusahaan Pertamina . ARTICLE INFO : 22(1), 1–6.*
- Bakker, A. B. (2006). *The Measurement of Short Questionnaire A Cross-National Study.* 701–716.
- Fadillah, B., W, H. D., & Budiarmo, A. (2013). *KARYAWAN PRODUKSI BAGIAN JAMU TRADISIONAL UNIT KALIGAWA PT . NJONJA MENEER SEMARANG.* 1–12.
- Ghozali, I. (2016). *Prosedur Aplikasi Analisis Multivariate Program SPSS.*
- Hartog, D. N. Den. (2008). *Innovative Work Behavior: Measurement and Validation.* November.
- Heisig, P., Suraj, O. A., Kianto, A., Kemboi, C., Arrau, G. P., & Easa, N. F. (2016). *Knowledge management and business performance : global experts ' views on future research needs.* 20(6), 1169–1198. <https://doi.org/10.1108/JKM-12-2015-0521>
- Janssen, O. (2000). *Job demands , perceptions of e V ort – reward fairness and innovative work behaviour.* 287–302.
- JEROEN P. J. DE JONG, R. K. (2003). *DETERMINANTS OF CO-WORKERS ' INNOVATIVE BEHAVIOUR : AN INVESTIGATION INTO.* 7(2), 189–212.
- Maryanti, M., Fauzi, A., Natalia, R., Sean, K., & Abas, K. (2022). *the Influence of Work Environment , Work Enthusiasm and Rewards on Work Discipline (Literature Review Human Resource Management).* 3(6), 1069–1078.
- Rosyida, F., & Surjanti, J. (2017). *Pengaruh Job Involvement dan Locus of Control Terhadap Kepuasan Kerja Karyawan Pada PT. Sinar Karya Duta*

- Abadi. *Jurnal Ilmu Manajemen (JIM)*, 5(4), 8.
- Tamayo-torres, I., Gutiérrez-gutiérrez, L. J., Llorens-montes, F. J., & Martínez-lópez, F. J. (2016). *Organizational learning and innovation as sources of strategic fit*. 116(8), 1445-1467. <https://doi.org/10.1108/IMDS-12-2015-0518>
- Wu, J., & Wang, S. (2005). *What drives mobile commerce ? An empirical evaluation of the revised technology acceptance model*. 42, 719-729. <https://doi.org/10.1016/j.im.2004.07.001>