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Information:
Tel: 021.313.63.35; 0731.300.120
Fax: 021.313.23.80
E-mail: **tudor.maruntelu@srac.ro**
Website: **www.calitatea.srac.ro**

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CONTENTS

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Job Autonomy and Innovative Work Behavior of Marketing Employees in the Automotive Industry in Indonesia: The Mediating Role of Organizational Commitment

Zulkifli Musannip Efendi SIREGAR[1*], Fadhlan Ridhwana SUJANA[2], Agus Setyo PRANOWO[3], Yudi Nur SUPRIADI[4]

[1]Lecturer at Universitas Labuhanbatu, Jl. Sisingamangaraja, No. 126 A, Rantauprapat, North.Sumatera, Indonesia
[2]Universitas Widyatama, Bandung, Indonesia
[3]Sekolah Tinggi Ilmu Ekonomi Manajemen Bisnis Indonesia, Depok, Indonesia
[4]Sekolah Tinggi Ilmu Sosial dan Ilmu Politik Yuppentek, Tangerang, Indonesia
[*]Corresponding author; E-mail: zulkiflimusannipefendi@gmail.com

Abstract

This research intends to analyze the influence of job autonomy and organizational commitment on the innovative work behavior of marketing employees in the automotive industry in Indonesia. A totaloof 230 questionnaires were distributed to marketing employees located in Bandung, West Java, Indonesia, and finally, 209 questionnaires were collected and used as a sample in this study. The data analysis method used Structural Equation Modeling using AMOS version 23. The results of the research prove that job autonomy and organizational commitment significantly influence innovative-work behavior of marketing employees in the automotive industry in Indonesia. Job autonomy also influences employee commitment positively and significantly. The indirect effect between job autonomy through organizational commitment on innovative work behavior has a larger effect than the direct effect of the job autonomy on innovative work behavior. We suggest to improve the organizational commitment of marketing employees and also job autonomy to enhance innovative work behavior. Originality/value of our study, the model proposed can be applied successfully, which suppose the job autonomy and organizational commitment to innovative work behavior. We also find that organizational commitment has a role as mediating or intervening variable between job autonomy and innovative work behavior of marketing employees in the automotive industry in Indonesia.

Keywords: *job autonomy; organizational commitment; innovative work behavior.*

1. Introduction

Based on data released by Gakindo (Indonesian Automobile Manufacturers Association), the automotive industry sales in Indonesia have decreased in 2019 compared to 2018 (www.marklines). The data released is available until September, therefore we make a comparison until September 2019. Table 1 shows the sales of the vehicle down in 2019 compared to the previous year. A comparison of automotive industry sales between 2018 and 2019 can be seen in the following table:

Month	2018	2019	Year on Year
January	95.892	79.608	-12.7
February	94.261	81.684	-13.4
March	101.674	90.189	-11.4
April	102.256	84.029	-17.8
May	100.498	84.146	-16.3
June	58.837	59.539	1.2
July	107.431	89.110	-17.1
August	102.197	90.443	-11.5
September	93.103	92.943	-0.04

Table 1. Indonesia New Vehicle Sales
Source: www.marklines.com

The biggest decline in sales occurred in April, the sales from 102,256 units in 2018 to 84,146 units in 2019. The decline reached -17.8. The second-largest decline occurred in July, from 107,431 units in July 2018 to 89,110 units in July 2019. This condition must be able to overcome by the firm of the automotive industry in Indonesia. Marketing has a very. important role in achieving the performance outcomes (Saleh, 2014). In paper conducted by Kasseeah, (2013) said that the quality of employees is one factor to get the competitiveness of the firms. With the increasing business competition, employees must be innovative at work. Innovative work behavior has becomes an important factor in supporting the performance of the firm (Kasseeah, 2013; Awa & Javed, 2015). If organizations want to become more successful, the organization must encourage the employees to be innovative and creative at the workplace (Afsar & Badir, 2016). According to the previous study, job autonomy can make an employee more innovative in working. Job autonomy enhanced employee creativity, and also directly related to innovative work behavior of employee (Spiegelaere et al., 2014). Another research also found that the more autonomy given to an employee will enhance the innovative behavior of employees (Orth & Volmer, 2017).

Employee commitment also is a factor that can improve employee innovation at the workplace. Previous research conducted a study about the role of commitment to innovative work behavior of employees in Malaysia, the finding showed that the dimension of affective and normative commitment have an influence to employee innovative behavior, while continuance

commitment not significantly affect to employee innovation (Hakimiah, Farid, & Nazari, 2016). The research in Australia also found the effect of organizational commitment to employee innovation (Xerri & Brunetto, 2013). They only test one dimension in their research, namely affective commitment positively effect on employees' innovative work behavior.

The autonomy provided by the organization to an employee at the workplace, also predict can enhance the commitment of employee to the organization. The employee will be more committed to the organization if they feel free to determine the procedure or method in achieving the goal of the firms. Previous research concluded that autonomy at work and commitment of employees correlated significantly (Sisodia & Das, 2008). The research to the employee in the fast-food sector in Pakistan also found that autonomy at the workplace had a significant and positive impact on the commitment of employees (Sisodia & Das, 2008). However, different results also found that job autonomy didn't influence employee commitment (Nwosu, O, & M, 2013). Therefore, we want to fill the gap and give a better understanding of job autonomy and organizational commitment to innovative work behavior in the case of marketing employee in the automotive industry in Indonesia. Then, we determine the purpose of this research to find:

1. The influence of job autonomy on the organizational commitment of marketing employees in the automotive industry in Indonesia?
2. The influence of job autonomy on innovative work behavior of marketing employees in the automotive industry in Indonesia?
3. The influence of organizational commitment on innovative work behavior of marketing employees in the automotive industry in Indonesia?
4. The mediating role of organizational commitment in the relationship between job autonomy on innovative work behavior of marketing employees in the automotive industry in Indonesia?

2. Literature Review

2.1. Innovative Work Behavior

Innovative work behavior of an employee is all employee actions directed in generating of the new idea at work, processing the idea, and implementation of new ideas to do a task, including new product ideas at work, the use of new technology, work procedures or working processes (Nijenhuis, 2015). Employee innovative work behavior (IWB) at work is not limited only talking about the processes of working, the procedures of working, and products, but the implementation of ideas at work (De Jong & Den Hartog, 2010). Another opinion defined that individual innovation as new and potentially useful products or working processes developed and applied in a particular work context in solving problem at work (Messmann & Mulder, 2012). If an organization want to be innovative, the human resources of the organization need to make use of them to achieve a high level of innovation performance (Yesil, Sozbilir, & Akben, 2016). There are four dimensions of innovative work behavior of the employee, the exploration of an idea, the generation of an idea, the championing of the idea, and implementation of the idea (De Jong & Den Hartog, 2010). Another opinion, employee innovative work behavior can be distinguished from employee creativity for two reasons. First, creativity focuses on the generation of the idea phase, while innovative work behavior related the process of innovation. Second, creativity traditionally refers to the creation of something absolutely new (Spiegelaere et al., 2014).

2.2. Job Autonomy

Job autonomy can be defined as the degree to which the task that given to employee provides substantial freedom to employee, independency on doing the task, and discretion to an employee to make the schedule of work and to determine the procedures or the method in working (Hackman & Oldham, 1976). Another opinion also states that job autonomy is the degree to which a person has the freedom to decide how to perform the tasks (Sisodia & Das, 2008). Autonomy is the degree of freedom of employee and control rendered to a person to conduct various activities of a work (Shahzad, Farrukh, Ahmed, Lin, & Kanwal, 2018).

2.3. Organizational Commitment

An employee with high commitment always wants to stay as part of an organization (Yen, Campbell, Irianto, & Fadilah, 2014). Employee's organizational commitment as involving and loyalty at the workplace. An employee will do the best in working in achieving the goal of an organization, and employee wants to maintain membership of the organization (Yesil et al., 2016). Employee organizational commitment is an attitude of an employee and employees know and understand that they are bound to his organization. An individual with high commitment to the organization is likely to see that himself as an organization member (Griffin & Moorhead, 2013). There are three components of commitment of employee to his/her organization: a) employee has strong belief and recognition of organization's goals and values (identification), b) employee has more determination to do high effort for organization success (involvement and participation), c) employee loyalty (Porter, Steers, & Mowday, 1974).

There are three dimensions of organizational commitment form of an employee, a desire or affective commitment, a need or continuance commitment, and an obligation or normative commitment (Meyer & Allen, 1991). An affective commitment related to employee commitment based on his emotional perspective with the organization of the workplace. Normative commitment related to the employee commitment based on employee feeling about an obligation of the1employee to an organization. Continuance commitment related to the employee commitment based on employee perceived costs, perceived of economic and social if employee leave the workplace (Meyer & Allen, 1991). An employee with affective commitment will be more strongly identifies to the goals of his organization and has a high desire to be a part or to be a member of the organization and try to achieve the goal or vision of the organization. Continuance commitment related to the need of workers to stay in the organization because an employee feels that employee has invested many things to the organization and if employee leaves the organization would be very costly. Normative commitment is characterized by the employee's belief that there is an obligation to stay or not leaving the workplace because of employee has personal loyalty or allegiance to an organization (Jafri, 2010).

2.4. Hypotheses and Research Model

2.4.1. Job Autonomy on Organizational Commitment and Innovative Work Behavior

Job autonomy correlates with innovation outcomes (Burcharth, Cabral, & Horizonte, 2017). Besides that, job autonomy is one of variable influence organizational commitment and the more autonomy of employee, the sense of responsibility for the job will increase (Harun & Karim, 2010). Job task characteristics cover job autonomy, is important to the organization and receives feedback the more the employee commits himself, clarity of objectives, which positively influences employee involvement (Zannad & Rouet, 2003), and employee will produce more creative work when employee perceive themselves to have a choice regarding how employee to accomplish their job (Burcharth et al., 2017). Based on these arguments, the authors suggest the following hypothesis:

H1: Job autonomy positively influence the organizational commitment of marketing employees in the automotive

industry in Indonesia.

H2: Job autonomy positively influences employee innovative work behavior of marketing employees in the automotive industry in Indonesia.

2.4.2. Organizational Commitment to Innovative Work Behavior

Job attitude such as organizational commitment can influence employee innovation at work (Michaelis, Stegmaier, & Sonntag, 2009). The previous research conducted a study on the relationship between employee organizational commitment and innovative behavior in the Retail sector. The results show that affective commitment positively related to employee innovative behavior, while continuance commitment has a negative effect on innovative work behavior (Jafri, 2010). Organizational commitment influence innovative work behavior (Hakimiah et al., 2016). The research found that commitment at both the group and organizational level have stronger effects on innovative behavior than at the individual level (Lee, 2008). From the argument, we make a hypothesis:

H3: Organizational commitment of employee positively can influence employee innovative work behavior of marketing employees in automotive industry in Indonesia.

Based on the literature has been reviewed, we proposed the conceptual model below:

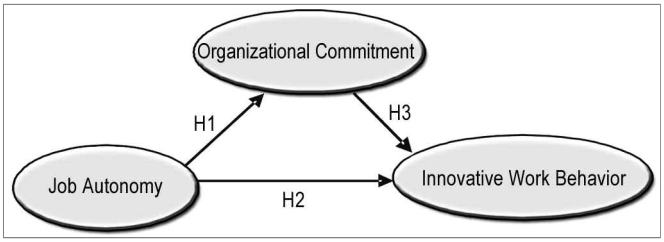

Figure 1. Conceptual Framework

3. Research Methodology

3.1. Participants

The research was analyzed by using Structural Equation Modeling which was processed using AMOS Software version 23. The population in this study were marketing employees in the automotive industry that sales four-wheel vehicle located in West Java, Bandung, Indonesia. A total of 230 questionnaires were distributed, and 209 questionnaires were collected, so that the sample in this research obtained 209 of employees.

3.2. Measures

The measurement of job autonomy in this research adopted from James Breaugh's Instrument (Breaugh, 1999), we used seven statements to measure job autonomy in this research. Each statement was rated from 1 to 5, 1= very low to 5 = very high. Employee organizational commitment use three dimensions (Meyer & Allen, 1991) namely, affective commitment, continuance commitment, and normative commitment. In the study, there were six statements related to the affective dimension, continuance dimension, and normative commitment dimension. Each item or statement was rated from 1 = very low to 5 = very high. Innovative work behavior using nine scales was adopted from relating to the idea of exploration, idea generation, idea championing, and the implementation of an idea. Each item rated from 1 = very low to 5 = very high.

Variable	Dimensions	n item
Job Autonomy (Breaugh, 1999)	1. Method 2. Procedure 3. Criteria	7
Organizational Commitment (Meyer & Allen, 1991)	1. Affective Commitment 2. Continuance Commitment 3. Normative Commitment	4
Innovative Work Behavior De Jong & den Hartog, (2010) and Messmann & Mulder, (2012)	1. Opportunity Exploration 2. Idea Generation 3. Idea Champion 4. Idea Implementation	4

Table 2. Construct and Measurements

4. Finding

4.1. Normality Testing

The multivariate normal distribution is the most important assumption of the Maximum Likelihood(ML) estimation method (Schumacker & Lomax, 2010). The skewness and kurtosis values are used to examined and determine whether the variables in the data set are normally distributed or not, In this case, the values between -2 and +2 are considered normal (Civelek, 2018). Meanwhile, according to (Schumacker & Lomax, 2010) said that to determine the normality of the data, the skewness, and kurtosis values between 1.0 to 1.5 and the critical ratio must not exceed ≤ 2.58.

The result of normality testing in table 3 shows that the data are normally distributed, this can be seen from the value of cr < ± 2.58 (α = 0.01). Statistics on skewness and kurtosis of all manifest variables (indicators) are below 2.58. The multivariate test results gave a value of cr = 2.476. This shows that the cr value is smaller than 2.58. Thus the data used in this study are normally distributed.

Variable	Skew	C.R.	Kurtosis	C.R.
JA1	-.112	-.661	-.240	-.707
JA2	-.317	-1.868	-.161	-.474
JA3	-.327	-1.928	-.184	-.543
JA4	-.244	-1.443	-.502	-1.480
JA5	-.063	-.372	.115	.340
JA6	-.075	-.445	-.362	-1.069
JA7	.103	.610	-.664	-1.960
OC1	-.006	-.033	-.634	-1.872
OC2	-.107	-.632	-.458	-1.352
OC3	-.123	-.726	-.253	-.747
OC4	-.375	-2.213	.433	1.279
OC5	-.404	-2.383	.385	1.138
OC6	-.014	-.082	-.467	-1.377
IWB1	-.022	-.131	-.833	-2.458
IWB2	-.085	-.504	-.662	-1.953
IWB3	.111	.654	-1.100	-3.245
IWB4	.054	.321	-1.209	-3.567
IWB5	.101	.598	-1.378	-4.065
IWB6	-.077	-.456	-.879	-2.593
IWB7	-.199	-1.172	-.275	-.813
IWB8	-.069	-.410	-.589	-1.739
IWB9	.062	.364	-1.270	-3.748
Multivariate			11.131	2.476

Table 3. Normality Testing

4.2. Measurement Model

The measurement model explains the relationships between manifestsand latenttvariables. Loading factor value, the composite reliability, and variance extracted was used to see the convergent validity test. The recommended loading factor exceeds 0.5 (Bagozzi, Yi, & Sing, 1991), while the recommended composite reliability value is 0.70 and the variance extracted exceeds the value of 0.5(Hair Jr, Hult, Ringle, & Sarstedt, 2013).

The result of the loading factor of all statement items used in this study has a value exceeded 0.5. The highest value of the loading factor is 0.84 while the lowest loading factor is 0.57. So that the factor loading value is in accordance with the recommended value. The reliability composite value also has a value exceed 0.70. The results of composite reliability are in the

Variables	Dimension	Indicators/ Statements Item	Factor Loadings	CR	VE
Job Autonomy	Method	JA1: My organization give me autonomy, how can I complete my work to achieve the goal.	0.794	0.874	0.501
		JA2: I am free to choose the methods at working	0.798		
	Procedure	JA3: I have control over the scheduling of my work	0.618		
		JA4: I have some control over the sequencing of my work activities	0.749		
		JA5: My job is such that can decide when to do particular work activities.	0.749		
	Criteria	JA6: I am able to modify what my job objectives are (what I am supposed to accomplish).	0.559		
		JA7: I have some control over what I am supposed to accomplish (what my supervisor sees as my job objectives)	0.653		
Organizational Commitment	Affective Commitment	OC1: I feel very happy to be a member of this organization	0.693	0.858	0.502
		OC2: I am committed to achieving the organizational goals and values at work	0.695		
	Continuance Commitment	OC3: I feel loss if I leave the organization	0.701		
		OC4: I feel I need a job at this firm	0.739		
	Normative Commitment	OC5: I feel that I have obligations to this organization	0.701		
		OC6: I feel that I will not leave this organization	0.719		
Innovative Work Behavior	Opportunity Exploration	IWB1: I always pay attention to issues that are not part of daily work	0.809	0.928	0.592
		IWB2: I wonder how things can be improved in marketing method?	0.831		
	Idea Generation	IWB3: Search out new working methods, techniques or instruments	0.754		
		IWB4: I always Generate original solutions for problems	0.788		
	Idea Champion	IWB5: Make important organizational members enthusiastic for innovative ideas	0.775		
		IWB6: Attempt to convince people to support an innovative idea	0.642		
	Idea Implementation	IWB7: Systematically introduce innovative ideas to another employee	0.755		
		IWB8: Contribute to the implementation of new ideas	0.788		
		IWB9: Put the effort in the development of new things	0.766		

Table 4. The Measurement Model

range 0.94-0.98. The extracted variance results also show exceeded the recommended value of 0.5. The extracted variance results in the range 0.81-0.95.

The result of the loading factor of all statement items used in this study has a value > 0.50. The high value of the loading factor is 0.831 while the lowest loading factor is 0.559. So that the factor loading value is on the recommended value. The Composite Reliability (CR) value shows value > 0.70, and all Variance Extracted (VE) value show value > 0.5. It means the data in this study are valid and reliable.

4.3. The Goodness of Fit Test of the Model

In Structural Equation Modelling, we need to analyze the goodness of the model. Some model-fit criteria are used to test the data whether the data fit to the model or not i.e probability value ≥ 0.05, Adjusted GFI (AGFI) exceeds 0.90, the value of Goodness of Fit Index (GFI) exceeds 0.90, the value of CFI exceeds 0.90, TLI value over 0.90, RMSEA is not exceeded 0.08, and RMR value does not exceed 0.05 (Hair, Hult, Ringle, & Sarstedt, 2017), (Schumacker & Lomax, 2010). The goodness of fit test result as shown in Table 1 indicates that the model in this research is acceptable. The Probability value has a value of 0.362 and this value greater or equal to 0.05. Adjusted Goodness of Fit (AGFI) has a value of 0.901 and this value greater or equal to 0.90. The value of the Goodness of Fit Index (GFI) has a value of 0.923 and this value greater or equal to 0.90. Comparative Fit Index (CFI) has a value of 0.998 and this value greater or equal to 0.90. Tucker-Lewis Index (TLI) has a value of 0.997 and this value greater or equal to 0.90. RMSEA value of 0.013 < 0.08. It means that, the model in this study in good fi criteria.

The Goodness of Fit Index	Cut off Value	Result	Decision
Cmin/DF	≤ 2.00	1.033	Good Fit
P-value	≥ 0.05	0.362	Good Fit
Adjusted Goodness of Fit (AGFI)	≥ 0.90	0.901	Good Fit
The goodness of Fit Index (GFI)	≥ 0.90	0.923	Good Fit
Comparative Fit Index (CFI)	≥ 0.90	0.997	Good Fit
Tucker Lewis Index (TLI)	≥ 0.90	0.997	Good Fit
Root Mean Square Error of Approximation (RMSEA)	≤ 0.08	0.013	Good Fit

Table 5. The Goodness of Fit Index Statistics

4.4. Hypotheses Testing

The test statistic to test hypotheses is the critical ratio (C.R.) and probability value (Byrne, 2010). The critical ratio needs to be > ±1.96 and a probability level of .05 (Byrne, 2010).

There are three hypotheses in this research: 1) job autonomy positively influence on innovative work behavior of marketing employees in automotive industry in Indonesia, 2) organizational commitment of employee positively influence on innovative work behavior of employee, and 3) job autonomy has a positive influence on organizational commitment of marketing employees in automotive industry in Indonesia.

The data processing result of the study shows that all the hypothesis proposed in this study can be accepted. The results show that all forms of relationships between exogenous variables (job autonomy and commitment) on an endogenous variable (innovative work behavior) have a critical ratio larger than 1.967 and a probability not exceed the value of 0.05. Thus, it can be explained that job autonomy in this study has a positive and significant effect on innovative work behavior in footwear industry in Indonesia, organizational commitment also influences

Relations			Estimate	CR	P	Decision
Innovative Work Behavior	<-	Job Autonomy	0.394	3.34	.000	Supported
Innovative Work Behavior	<-	Organizational Commitment	0.585	4.44	.000	Supported
Organizational Commitment	<-	Job Autonomy	0.830	8.06	.000	Supported

Table 6. Hypothesis Testing Result

innovative work behavior positively and significantly, and the last, job autonomy also influence the organizational commitment of employee significantly.

4.5. Discussion

In this paper, we focus to discuss the influence of job autonomy and organizational commitment on innovative work behavior marketing employees in the Automotive Industry in Indonesia. The first hypothesis proposed in this study is job autonomy positively and significantly influences employee innovative work behavior of marketing employees in the automotive industry in Indonesia. Based on the result of hypothesis testing, job autonomy positively and significantly influences employee innovative work behavior of marketing employees in the automotive industry in Indonesia. The critical ratio value between job autonomy on the innovative work behavior of an employee is 3.347 with a probability value of 0.000. Both of these values provide information that the effect of job autonomy on innovative work behavior is acceptable because it meets the requirements critical ratio above 1.967 and probability value smaller than 0.05. The research results also show that the coefficient of job autonomy on innovative work behavior is 0.394.

The regression coefficient shows a positive value. It means that job autonomy can improve employee innovative work behavior. The more employees have job autonomy in working, the higher employee innovative work behavior at work. Conversely, if employees have low autonomy at work, this will lead to low innovation at work. Employees will feel stressed. Therefore the firms must provide support to employees by giving employees autonomy while working to achieve the goals of the organization. This study consistent with research conducted in the paper (Orth & Volmer, 2017) found that employees with more innovatively on workdays characterized by greater specific well-being of employee and employee has a stronger perceptions of job resources (i.e., situational autonomy). Another research also found that three of the work autonomy dimensions, namely, work method, work schedule, and work criteria autonomy have a direct positive effect on employee creativity at the workplace (Sia & Appu, 2015). This means that the greater autonomy provided by the organization will make an employee more creative and innovative at the workplace.

The second hypothesis that we want to prove in this study there is positive and significant influence between organizational commitment on employee innovative work behavior of marketing employees in the automotive industry in Indonesia. Based on the results of the hypothesis testing, the critical ratio value between the variable of organizational commitment to innovative work behavior was 4.448 with a probability of 0.000. Both of the values (critical value and probability value) provide information that the influence of the organizational commitment on innovative work behavior was acceptable, because it meets the requirements above 1.967 for the critical ratio (1.967 > 4.448) and less than 0.05 for probability value (0.000 < 0.05), so this result informed to us that if employee has high commitment at workplace, it will influence innovative work behavior of employee at work. The coefficient between organizational commitment to innovative work behavior is 0.585. It means that organizational commitment has a positive coefficient, so it can be explained that the higher employee commitment to an organization, the employee will be more innovative in working. The results of our study consistent with the previous research that examined the link of organizational commitment to employee innovative work behavior(Yesil et al., 2016). They found that affective organizational commitment was positively related to individual innovation behavior in woking and can enhance organizational innovation performance. They also argued that the result reinforces the importance of affective organizational commitment for individuals and organizations. A high level of affective organizational commitment leads to an increase the employee innovation behavior level in the organizations. In the paper (Abdullah, Shamsuddin, Wahab, Aziaiti, & Hamid, 2011) also found that employees with high organizational commitment positively and significantly affect employee innovation at the workplace.

The third hypothesis in this study tries to investigate the influence of job autonomy on organizational commitment of an employee in the footwear industry Indonesia. From the data output, show that the critical value of the influence between job autonomy variables on organizational commitment is 8.068, and the probability value is 0.000. These two values provide information to us that the influence of job autonomy on organizational commitment can be accepted because it meets the requirements above 1.967 for the critical ratio value and less than 0.05 for the probability value (0.000 < 0.05). Thus, hypothesis three in this study was accepted. In other words, job autonomy provided by the firms will make an employee more committed to the organization at the workplace and the employee will try to do more effort in achieving the goal of his/her organization. The result, consistent with previous research in Malaysia also found that job autonomy correlates significantly to organizational commitment. They also said that if organization giving more autonomy to university librarians workers in Malaysia, it might increase their level of organizational commitment of employee (Harun & Karim, 2010).

Based on the results of direct effect and indirect effect, we can see that organizational commitment's direct has a larger effect on innovative work behavior of marketing employees with a value of 0.585. While the direct effect of job autonomy on innovative work behavior is 0.394. Job autonomy's indirect effect through organizational commitment to innovative work behavior is 0.485. It means that the indirect effect between job autonomy through an organizational commitment to innovative work behavior has a larger influence (0.485) than the direct effect (0.394) between job autonomy on innovative work behavior.

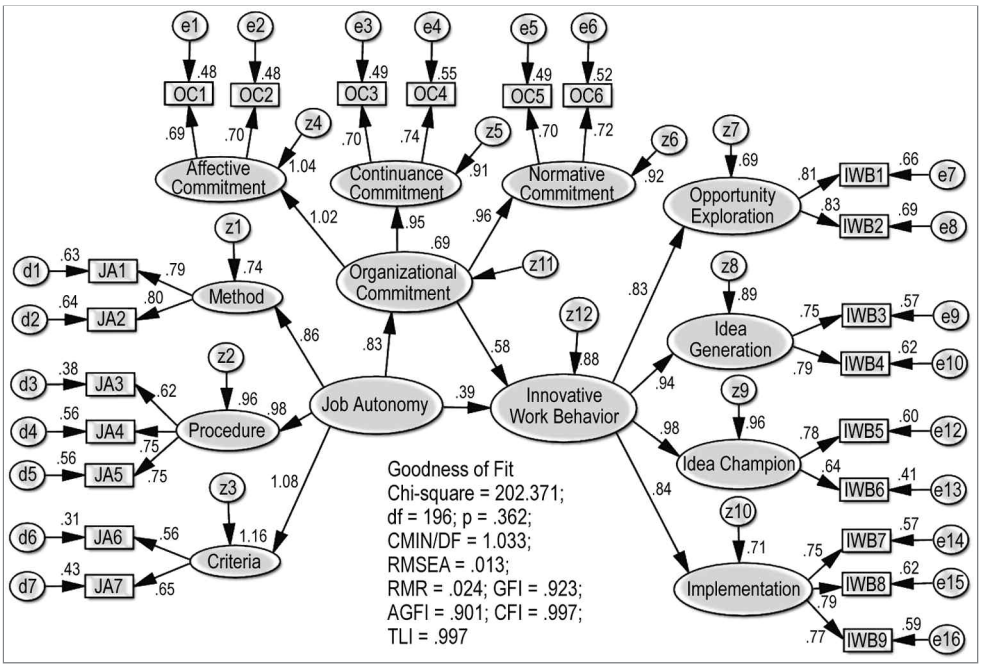

Figure 2. The Full Model of Structural Equation Modeling

5. Conclusion

Based on the result research discussion, we conclude that that the variable of job autonomy and employee organizational commitment positively and significantly influence on innovative work behavior of marketing employees in automotive industry in Indonesia. Then the variable of job autonomy also has a positive and significant influence on employee organizational commitment. Organizational commitment has the greater direct effect than job autonomy on innovative work behavior. The indirect effect of job autonomy is larger than direct effect of job autonomy on innovative work behavior.It means that organizational commitment in this study has a role as intervening variable which can mediate the effect of job autonomy on innovative work behavior.

6. Implication

Organizational commitment has the larger effect on marketing employee's innovative work behavior in automotive industry in Indonesia. It means that the automotive firms in Indonesia must be able to increase the organizational commitment of marketing employees, for example providing organizational support such as a good reward system, creating good organizational culture, and also give proper compensation.

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