

Job Insecurity Mediates the Influence of Organizational Culture on Innovative Work Behavior among Manufacturing Employees in Achieving Sustainable Development Goals



Mutiara Insani Anisykurli¹, Suryanto², Dyan Evita Santi³

^{1,3}Universitas 17 Agustus 1945 Surabaya, Indonesia

²Universitas Airlangga, Indonesia

ABSTRACT: Today's professional world is moving towards increasing productivity by involving technological developments in the workplace. With technology, employees are required to do things that current technology cannot do, such as providing innovation. Innovative work behavior is behavior that employees are expected to be able to carry out in order to survive in the world of work. This research aims to examine the relationship between organizational culture and innovative work behavior and the role of job insecurity in this relationship. This research uses quantitative correlational methods. A total of 144 manufacturing employees in Surabaya were involved as respondents in this research. The analytical technique used for analysis is mediation analysis and Spearman's rho correlation. The research results show that job insecurity is able to mediate the relationship between organizational culture and innovative work behavior. There is a positive relationship between organizational culture, job insecurity, and innovative work behavior.

KEYWORDS: organizational culture, innovative work behavior, job insecurity, karyawan, sustainable development goals

INTRODUCTION

Sustainable Development Goals (SDGs) are global objectives established by the United Nations in 2015, aiming to be achieved by 2030 through collaborative efforts by nations worldwide. These goals serve as a universal call to action to end poverty, protect the planet, and ensure peace and prosperity for all. Among the 17 SDGs, Goal 9 emphasizes the development of resilient infrastructure, fostering innovation, and promoting inclusive and sustainable industrialization. This goal is particularly significant as investment in industrial, innovation, and infrastructure sectors acts as a crucial catalyst for economic growth and development. Sustainable practices in these areas not only drive progress but also address challenges such as resource scarcity and environmental degradation.

Goal 9 aims to construct infrastructure that withstands various challenges and enhances industrial capabilities while promoting innovation, especially in developing countries. Indonesia, as a rapidly growing nation, is experiencing significant developments in innovation and infrastructure. These advancements are not meant to displace employees but rather to inspire sustainable industrial practices, including retrofitting existing systems and integrating cleaner, more efficient technologies. By adopting environmentally friendly approaches tailored to each country's unique capabilities, industries can align with sustainable objectives. However, to keep pace with technological progress, employees must continuously improve their skills, creativity, and adaptability, ensuring they remain valuable in the evolving workplace landscape.

Infrastructure serves as a cornerstone for economic growth, creating the foundation for efficient production and distribution systems. Robust infrastructure enhances the mobility of goods, services, and people, driving productivity across sectors. The availability of essential utilities such as electricity, water, and telecommunications directly influences production efficiency. As Purnomo et al. (2020) highlight, improved infrastructure access increases production capacity, boosts economic growth, and positively impacts income distribution. Additionally, well-established industries can maximize resource utilization, enhancing both the quality and quantity of outputs, while contributing significantly to national development goals.

In the era of Industry 5.0, the global focus has shifted towards integrating human-centric values into technological advancements. This era emphasizes meeting human needs, ensuring employee well-being, and fostering collaborative efforts between humans and intelligent systems. Since 2017, industries have been transitioning from Industry 4.0, characterized by automation and digitization, to Industry 5.0, which focuses on empowering employees to leverage technology for optimizing their potential. In Indonesia, this

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transition is evident as society gradually adapts to modern technological advancements, reflecting a blend of human expertise and machine intelligence aimed at achieving sustainable development objectives.

Technological advancements in the Industry 5.0 era present both opportunities and challenges for employees. According to Fahrurrobi et al. (2020), smart systems and artificial intelligence (AI) have become increasingly integrated into industrial processes, enabling greater efficiency and innovation. These advancements necessitate employees to adapt continuously, improving their technical skills and creative problem-solving abilities. The prevalence of AI and automation underscores the importance of aligning workforce capabilities with technological innovations to achieve sustainable development goals. However, this rapid technological evolution also raises concerns about job insecurity, compelling organizations to address employees' psychological well-being to foster a resilient and innovative workforce.

Job insecurity, a psychological state where employees feel uncertain about their job stability due to external or organizational changes, has become increasingly prevalent in dynamic environments. This phenomenon is influenced by various factors, including rapid technological advancements and organizational restructuring (Kekesi & Agyemang, 2014). Research findings support the Social Exchange Theory, which suggests that employees who feel secure, valued, and fairly treated are more likely to exhibit reciprocal positive behaviors. These behaviors, such as increased commitment and collaboration, contribute significantly to innovative work behavior. Therefore, addressing job insecurity is critical for organizations aiming to sustain employee motivation and drive innovation.

Organizational culture plays a vital role in shaping employees' perceptions and responses to job insecurity. A positive organizational culture fosters strong interpersonal relationships, loyalty, and trust among employees, creating an environment conducive to collaboration and innovation. According to Kreitner et al. (1989), organizational culture comprises shared values, norms, and principles ingrained in employees during their socialization process. When employees feel aligned with the organizational culture, they are more likely to respond positively, exhibit confidence, and remain motivated. Such a supportive environment enhances their ability to innovate, adapt to changes, and contribute to achieving organizational goals effectively.

Innovative work behavior, which involves generating, promoting, and implementing creative ideas, is critical for improving organizational processes and outcomes. Employees who demonstrate innovative behavior are more likely to adopt new work techniques, optimize available resources, and develop solutions to complex challenges. Research by Elny (2021), Ferdinan & Lindawati (2021), and Javed et al. (2016) underscores that innovative work behavior is not only beneficial for individual growth but also essential for organizational competitiveness. As Bani-Melhem et al. (2022) and Kamae et al. (2020) emphasize, fostering innovation among employees requires a culture that values creativity, continuous learning, and proactive problem-solving. By cultivating such an environment, organizations can unlock their workforce's full potential, ensuring sustained growth and relevance in an ever-evolving global landscape.

Job insecurity mediates the relationship between organizational culture and innovative work behavior. Research by Sofyan et al. (2022), titled *"Innovative Work Behavior and Its Impact on Teacher Performance: The Role of Organizational Culture and Self-Efficacy as Predictors,"* revealed that organizational culture plays a pivotal role in fostering innovative work behavior. Their findings highlight a strong, positive, and significant correlation between the two, underlining that culture is a cornerstone for driving innovation in any organization. Building a robust organizational culture is one of the most effective strategies for adapting to the rapidly changing economic landscape and enhancing organizational capabilities to face challenges in the era of Sustainable Development Goals (SDGs). Similarly, studies by Pakpahan et al. (2019) and others emphasize that a fair and transparent culture not only ensures effective collaboration but also boosts employees' confidence to innovate. This suggests that job insecurity could potentially mediate this relationship by shaping how employees perceive and respond to cultural cues.

There is a relationship between organizational culture and innovative work behavior. The connection between organizational culture and innovative work behavior becomes evident when organizations cultivate an environment that encourages creativity and experimentation. A corporate culture that prioritizes reflection, knowledge sharing, and an openness to learn from failure provides employees with the psychological safety to propose novel ideas and try new approaches. Such a culture enhances individual and collective performance, equipping employees to adapt to external challenges while aligning with organizational goals. By embedding values that foster trust, fairness, and innovation, organizations can effectively strengthen their workforce's innovative behaviors, ultimately achieving sustainable growth. This dynamic relationship underscores the importance of establishing a cultural foundation that empowers employees to perform at their creative best.

There is a relationship between job insecurity and innovative work behavior. Job insecurity significantly impacts employees' willingness and ability to engage in innovative work behavior. When employees perceive their job stability as secure, they are more inclined to focus on enhancing their performance, developing new skills, and introducing creative solutions to maintain their competitive edge within the organization. Research by Saputri, Hidayati, and Lestari (2020), along with Ady (2018) and Arzaneh and Boyer (2019), emphasizes that psychological factors such as stress and comfort play a critical role in either enabling or inhibiting innovation. Conversely, high levels of job insecurity may stifle creativity and discourage employees from taking risks, as the fear

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of failure becomes overwhelming. This dynamic suggests that organizations should aim to minimize job insecurity to unlock employees' full innovative potential.

There is a relationship between organizational culture and job insecurity. The relationship between organizational culture and job insecurity highlights the importance of fostering a positive and inclusive workplace environment. A well-established organizational culture that promotes trust, loyalty, and mutual respect reduces employees' feelings of insecurity, creating a more stable and productive workforce. When employees perceive fairness, equity, and genuine commitment from their organization, they develop a sense of belonging and are motivated to contribute positively to the organization's success. As Giaouque (2014) argues, employees who feel valued and supported are less likely to experience job insecurity, which, in turn, reinforces their willingness to engage in innovative behaviors. This reciprocal relationship demonstrates that a healthy culture is key to sustaining employee satisfaction and organizational growth.

Building upon the relationships discussed, further exploration is needed to better understand how organizational culture influences innovative work behavior through the mediating role of job insecurity. Previous findings indicate that fostering a transparent, fair, and supportive culture not only enhances innovative behavior but also mitigates the negative effects of job insecurity. Hence, this study is designed to examine these interconnected dynamics under the title: "*Job Insecurity Mediates the Influence of Organizational Culture on Innovative Work Behavior among Manufacturing Employees in Achieving Sustainable Development Goals.*" By focusing on this critical area, the research aims to provide valuable insights into how organizations can align their cultural practices to drive innovation and support broader sustainability objectives.

METHOD

This research is a quantitative correlational study, aimed at examining the relationship between two or more variables. The respondents for this study consisted of 114 employees working in manufacturing companies in the city of Surabaya. The sampling technique used in this research was accidental sampling, where respondents were selected based on their availability and convenience at the time of the study. Data collection was conducted by distributing a Google Form link. The first section of the form included an informed consent form to ensure that the respondents understood the purpose of the research and voluntarily agreed to participate without any external pressure.

There are three main variables in this study: Organizational Culture (OC) as the independent variable (X), Innovative Work Behavior (IWB) as the dependent variable (Y), and Job Insecurity (JI) as the mediator variable (M). The instrument used to measure Innovative Work Behavior was the Innovative Work Behavior Scale (IWBS) by Messmann & Mulder (2020), adapted into Indonesian using a back-translation process. The IWBS consists of four dimensions: idea generation, idea promotion, idea realization, and opportunity exploration, distributed across eight items. The responses were rated on a Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Examples of items in the IWBS include: "Actively encouraging coworkers to support the realization of an idea" and "Discussing ideas for change with close colleagues." This instrument underwent validity and reliability tests, with correlation coefficients ranging from 0.658 to 0.825 and a Cronbach's alpha of 0.921.

To measure Organizational Culture, the instrument was developed based on the concept by Ghosh & Srivastava (2014) and adapted into Indonesian using the back-translation technique. It initially comprised 23 items covering seven dimensions: trust (T), openness (O), participation (P), respect for the individual (RI), attitude to risk (ATR), action orientation (AO), and power distance (PD). However, after the validity test, three items were removed, leaving 20 items. Responses were rated on a Likert scale from 1 (Strongly Disagree) to 5 (Strongly Agree). Examples of items in the Organizational Culture scale include: "Most people in my company can be relied upon to keep their promises" and "I trust that my colleagues have good intentions." The validity and reliability tests yielded correlation coefficients ranging from 0.338 to 0.824, with a Cronbach's alpha of 0.937.

The instrument used to measure Job Insecurity was based on the scale developed by Greenhalgh & Rosenblatt (1984) as cited in Utami & Bonussyeani (2009). Initially consisting of seven items, only three items remained after the validity test. Responses were rated on a Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). An example item from this scale is: "The level of errors and losses I typically make might result in me being dismissed from my company." The validity and reliability tests showed correlation coefficients ranging from 0.734 to 0.769, with a Cronbach's alpha of 0.850.

In the normality and linearity tests of the variables, the data was found to be non-normal and non-linear. Consequently, a non-parametric analysis technique was used. To test the hypotheses, Spearman's rho analysis was conducted using SPSS version 25. For mediation analysis, the researchers employed mediation analysis using the JASP software version 0.16.1.0. Additionally, demographic variable analyses were performed using the Mann-Whitney U Test and the Kruskal-Wallis Test with SPSS version 25.

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RESULTS

Table I. Respondent Demographic Data

Variable	N = 114
Gender	
Male	60 (52,63%)
Female	54 (47,37%)
Age (M=24,59)	
20-25 years old	81 (71,05%)
26-30 years old	31 (27,19%)
31-35 years old	2 (1,75%)
Education	
High school/equivalent	22 (19,30%)
D1/D2/D3	15 (13,16%)
S1/D4	71 (62,28%)
S2	6 (5,26%)
Job Level	
Staff	105 (92,11%)
Supervisor	9 (7,89%)

Based on Table 1, it is shown that the total number of respondents involved in this study was 144. Among them, 60 respondents (52.63%) were male, and 54 respondents (47.37%) were female. In terms of age, the respondents were between 20 and 35 years old, with an average age of 24.59. Specifically, 81 respondents (71.05%) were aged 20 to 25 years, 31 respondents (27.19%) were aged 26 to 30 years, and 2 respondents (1.75%) were aged 31 to 35 years. Regarding educational background, 22 respondents (19.30%) had completed high school or equivalent, 15 respondents (13.16%) had completed diploma programs (D1/D2/D3), 71 respondents (62.28%) held a bachelor's degree or equivalent (S1/D4), and 6 respondents (5.26%) had completed a master's degree (S2). Based on their job levels, 105 respondents (92.11%) were staff members, while 9 respondents (7.89%) held the position of supervisor.

Table II. Demographic Data Test

Var	Gender	Age	Education	Level
IWB	-2.688**	-.086	1.686	-0.297
OC	-2.087*	-.113	3.536	-1.053
JI	-2.491*	-.182	4.948	-0.326
AO	-2.342*	-.113	3.934	-0.556
ATR	-2.005*	-.173	2.433	-0.199
O	-2.062*	-.131	1.435	-0.696

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P	-2.685**	-.237*	4.552	-0.036
PD	-2.373*	-.235*	3.470	-0.173
RI	-3.017**	.006	3.924	-1.549
T	-0.090	-.036	7.806*	-0.401

Based on the analysis presented in Table 2, notable differences were identified between male and female respondents in several key aspects of organizational culture and workplace perceptions. Male respondents were found to perceive organizational culture more positively than female respondents, reflecting a higher alignment with the values and norms established within their organizations. This difference was statistically significant. Similarly, innovative work behavior was reported to be higher among male respondents compared to their female counterparts, suggesting that men may feel more encouraged or supported to engage in creative and proactive behaviors at work. Additionally, male respondents reported higher levels of job insecurity than female respondents, indicating that men might experience greater concerns about job stability within the organizational environment.

In terms of specific cultural dimensions, male respondents demonstrated a stronger perception of action orientation within their organizations compared to female respondents. This suggests that men are more likely to see their workplaces as emphasizing decisive action and goal achievement. Additionally, there were differences in attitudes toward risk, with male respondents perceiving their organizational culture as being more inclined to maintain the status quo. This could indicate a greater focus on risk mitigation and consistency within male-dominated workplace perceptions. Openness, defined as the extent to which employees feel comfortable sharing ideas and engaging in dialogue, was also rated higher by male respondents, who perceived greater openness among colleagues than female respondents did.

Male respondents further perceived their organizations as more encouraging of employee participation, such as voicing opinions and actively engaging in workplace discussions, compared to female respondents. This finding highlights a potential gender disparity in how opportunities for collaboration and input are experienced within organizations. Similarly, male respondents were more likely to perceive a hierarchical structure in their workplaces, indicating that they might view their organizational settings as more formalized and stratified. Respect for individuals, including the perception of equality and fairness among colleagues, was also rated higher by male respondents, suggesting that men might feel a stronger sense of collegial parity within their work environment. However, no significant differences were found between male and female respondents regarding trust, as both genders demonstrated similar levels of confidence in their coworkers and organizations.

Regarding the relationship between age and workplace dynamics, the study found no significant correlations between age and factors such as job insecurity, organizational culture, action orientation, attitude to risk, openness, respect for the individual, and trust. However, there was a notable negative correlation between age and both participation and power distance. This indicates that older employees are less likely to actively participate in organizational activities and perceive their workplaces as less hierarchical compared to their younger counterparts. These findings suggest that as employees grow older, their engagement in collaborative workplace activities and their recognition of formal workplace structures may decline.

Educational attainment did not appear to significantly influence perceptions of job insecurity, organizational culture, action orientation, attitude to risk, openness, participation, power distance, or respect for the individual. However, employees with higher educational levels were found to exhibit greater trust in their coworkers and organizations. This suggests that a higher level of education might enhance individuals' confidence in the collaborative and ethical practices of their workplace.

Similarly, job level did not significantly affect perceptions of job insecurity, organizational culture, action orientation, attitude to risk, openness, participation, power distance, respect for the individual, or trust. This indicates that employees across different hierarchical levels within the organization, whether staff or supervisor, generally share similar perceptions regarding these workplace dynamics.

Table III. Mediation Test

Variable	p	95% CI	
		Lo	Up
Direct Effects			
OC→IWB	<0,001	0,257	0,358

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Indirect Effects			
OC→JI→IWB	0,016	0,008	0,080
Total Effects			
OC→IWB	<0,001	0,315	0,389

Sumber: JASP

Referring to Table 3, it is evident that Organizational Culture has a significant direct effect on Job Insecurity ($p < 0.001$). Additionally, the indirect effect mediated by Job Insecurity also shows a significant relationship ($p = 0.016$). Furthermore, the total effect, which combines both direct and indirect effects, indicates a significant relationship ($p < 0.001$). Based on these findings, it is concluded that Job Insecurity partially mediates the relationship between Organizational Culture and Innovative Work Behavior, supporting the acceptance of Hypothesis 1 (H1). In other words, the organizational culture implemented by a company can directly influence employees' innovative behavior as well as indirectly through the presence of job insecurity.

Table IV. Correlation Test

	IWB	OC	JI
IWB	-		
OC	.765**	-	
JI	.673**	.669**	-

** $p < 0.01$, * $p < 0.05$
 Sumber: SPSS

Based on the analysis presented in Table 4, the findings from the Spearman's rho correlation test indicate a significant positive relationship between Organizational Culture and Job Insecurity, with a correlation coefficient of $r = 0.765$ ($p = 0.000$). This result suggests that as organizational culture becomes more prominent or influential within a company, employees' feelings of job insecurity also increase. This could reflect that while a strong organizational culture establishes clear norms and expectations, it may also inadvertently create pressures that heighten employees' concerns about job stability. Consequently, Hypothesis 2 (H2), which posits a relationship between organizational culture and job insecurity, is accepted.

Furthermore, the analysis also reveals a significant positive relationship between Job Insecurity and Innovative Work Behavior, with a correlation coefficient of $r = 0.673$ ($p = 0.000$). This finding indicates that when employees experience higher levels of job insecurity, they tend to exhibit more innovative work behavior. This could be attributed to employees' attempts to adapt, compete, or demonstrate their value in response to job instability. It highlights the dual nature of job insecurity, where it can act as both a challenge and a motivator for innovation. These results support the acceptance of Hypothesis 3 (H3), which asserts that job insecurity is positively correlated with innovative work behavior.

Finally, the fourth major hypothesis tested in this study also confirms a positive relationship between Organizational Culture and Innovative Work Behavior, with a correlation coefficient of $r = 0.669$ ($p = 0.000$). This finding suggests that a robust organizational culture—characterized by shared values, norms, and practices—can significantly enhance employees' innovative tendencies. A strong culture can create an environment that encourages experimentation, collaboration, and creativity, leading to increased innovative behaviors among employees. The results reinforce the importance of cultivating a supportive and dynamic organizational culture to foster innovation and adaptability in the workplace. These findings collectively emphasize the interconnectedness of organizational culture, job insecurity, and innovative work behavior, highlighting the nuanced role that workplace dynamics play in shaping employee attitudes and actions.

DISCUSSION

This study sought to evaluate whether Job Insecurity mediates the influence of Organizational Culture on Innovative Work Behavior among manufacturing employees in achieving the Sustainable Development Goals (SDGs). The findings confirmed the hypothesis that Organizational Culture has a significant direct effect on Job Insecurity. Additionally, the indirect effect of Organizational Culture on Innovative Work Behavior, mediated by Job Insecurity, was also significant. The total effect, combining both direct and indirect influences, demonstrated a meaningful relationship between these variables, underscoring the interconnected

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nature of organizational culture, job insecurity, and innovation. The results of the Spearman's rho correlation test further revealed a positive relationship between Organizational Culture and Job Insecurity, indicating that a higher organizational culture is associated with heightened perceptions of job insecurity among employees.

This somewhat counterintuitive finding suggests that while a strong organizational culture is intended to inspire and unite employees, it may inadvertently introduce or heighten feelings of insecurity. Employees in such environments may feel pressure to meet high expectations, adhere to stringent norms, or perform exceptionally to align with cultural values. If the organizational culture is not inclusive or does not actively foster psychological safety, employees may feel stifled in their creative pursuits, fearing reprisal or failure. This could hinder their ability to innovate, even if they leave the organization and seek creative growth elsewhere. These findings echo the conclusions of Asbari et al. (2019), Nurdin et al. (2020), and Esha & Dwipayani (2020), who emphasized that a strong, transparent, and supportive culture is essential for positively influencing innovative work behavior.

The analysis also uncovered a positive relationship between Job Insecurity and Innovative Work Behavior. Paradoxically, while job insecurity may create psychological stress by threatening employees' job stability, it can also act as a motivator for innovation under certain circumstances. Employees facing moderate levels of insecurity may channel their energy into improving performance and generating innovative ideas to secure their positions. This aligns with the findings of Probst et al. (2020), Hootegem et al. (2017), Choi et al. (2018), Ady (2018), and Ludy (2019), which highlighted that psychological unease could prompt employees to adapt and innovate as a coping mechanism. However, excessive job insecurity may lead to the opposite effect, as employees divert their focus toward emotional regulation and survival rather than enhancing performance. This delicate balance underscores the importance of maintaining manageable levels of job insecurity while fostering an environment that encourages innovation.

The study further confirmed a positive relationship between Organizational Culture and Job Insecurity, indicating that a stronger organizational culture correlates with higher levels of job insecurity. This suggests that while organizational culture plays a pivotal role in driving the collective strength of an organization, it may also generate anxiety and worry among employees if it is perceived as overly demanding or rigid. A negative or unsupportive culture can detrimentally impact employees' psychological well-being, diminishing their ability to contribute effectively. Studies by Andhini (2017), Putra and Sriathi (2018), and Nofriansyah (2016) support this view, highlighting that a conducive work environment is crucial for maintaining employees' productivity and morale. Drawing on Maslow's hierarchy of needs, this study underscores the importance of meeting employees' fundamental psychological safety needs to unlock higher levels of creativity, innovation, and performance.

In addition to these primary findings, the study explored the relationships between several organizational dimensions and Innovative Work Behavior. Action Orientation was positively associated with innovation, suggesting that companies emphasizing field activities expose employees to practical challenges, inspiring them to devise creative solutions. Similarly, Attitude to Risk correlated positively with innovation, indicating that employees willing to take calculated risks are more likely to develop innovative strategies to address organizational challenges. This finding aligns with behavioral decision theory (Steinberg, 1999), which highlights the role of risk-taking in fostering creative problem-solving.

The Openness dimension was also positively linked to innovation, emphasizing the role of mentoring in creative development. When senior employees openly mentor juniors, it facilitates learning and collaboration, supporting behavioristic learning theory. Likewise, Participation was found to enhance innovation by fostering a sense of ownership and motivation among employees, consistent with expectancy theory (Vroom & Coultier, 2010). Interestingly, Power Distance demonstrated a positive relationship with innovation, suggesting that hierarchical cultures, while potentially restrictive, can also push employees to innovate under managerial expectations and pressure.

Other findings highlighted the importance of Respect for the Individual and Trust in fostering innovation. A culture that values equality and mutual trust enables employees to voice their ideas and collaborate effectively, resonating with Equal Employment Theory and the Trust Imperative Theory, respectively. These dimensions collectively underscore that while certain organizational structures and pressures may present challenges, they can also act as catalysts for innovation when managed effectively.

In conclusion, this study provides valuable insights into how organizational culture, job insecurity, and various workplace dimensions interact to influence innovative work behavior. While a strong organizational culture is vital for driving innovation, it must be balanced with psychological safety and inclusivity to avoid unintended negative consequences such as heightened job insecurity. By fostering a supportive culture that values openness, participation, and respect, organizations can empower employees to innovate while simultaneously achieving their broader goals, including those aligned with the Sustainable Development Goals.

CONCLUSIONS

Based on the results of the data analysis, it can be concluded that organizational culture has a significant influence on job insecurity. This finding underscores the complex dynamics between the cultural environment within an organization and the psychological perceptions of employees regarding their job stability. Furthermore, the study revealed that job insecurity partially mediates the relationship between organizational culture and innovative work behavior. This highlights the pivotal role of job

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insecurity as a bridge that connects the influence of cultural practices within an organization to the innovative actions and behaviors of its employees.

To gain a more comprehensive understanding of how organizational culture impacts job insecurity, future research is strongly encouraged to expand the scope of this study by involving a larger and more diverse population. This could include employees from various industries, organizational sizes, and cultural backgrounds to better capture the nuances of this relationship. Additionally, future studies could incorporate a wider range of variables, such as leadership style, employee engagement, organizational justice, and psychological safety, to explore their interplay with job insecurity and innovative work behavior. By broadening the scope of research, scholars can uncover deeper insights into the mechanisms that drive these dynamics and offer more tailored solutions for organizations.

For organizations, these findings carry important practical implications. Companies are strongly advised to evaluate, implement, and continuously enhance their organizational culture to create a more supportive, inclusive, and growth-oriented environment. An organizational culture that fosters openness, trust, and mutual respect can significantly reduce job insecurity and empower employees to engage in innovative work behavior. This, in turn, will contribute to improved performance, greater employee satisfaction, and overall organizational success.

By investing in robust cultural practices, organizations can also ensure that their employees feel valued, motivated, and secure in their roles, which will ultimately strengthen their ability to achieve long-term objectives. Aligning organizational culture with strategic goals not only fosters innovation but also drives sustainable organizational growth, enabling companies to thrive in an ever-evolving business landscape. Thus, adopting a dynamic approach to cultural management is essential for companies seeking to remain competitive and achieve their objectives effectively and optimally.

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