

The Effect of Transformational Leadership on Innovative Work Behavior Mediated by the Organizational Culture

Ariana Fibriandhini¹, Surati¹, Hermanto¹, Lady Faerrosa^{2*}

¹ Master of Management Study Program, University of Mataram, Mataram, Indonesia

² Department of Management, Bumigora University, Indonesia.

Corresponding Author Email: ladyjosman@universitasbumigora.ac.id

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Abstract: Innovative work behavior, transformational leadership style and organizational culture are critical variables that must be the focus of attention of every organization in order to succeed in this era of rapid technological change. This study aims to determine the effect of transformational leadership on innovative work behavior that is mediated by the organizational culture of Madrasah Aliyah Negeri (MAN) teachers throughout the city of Mataram. The population of this research is active teachers in MAN in Mataram City, amounting to 124 teachers. The rate of return of questionnaires in this study was 83% or a total of 124 respondents. Hypothesis testing in this study uses path analysis with the SmartPLS3.2.8 program. The results showed that transformational leadership has a positive and significant effect on innovative work behavior, transformational leadership has a positive and significant effect on organizational culture, organizational culture has a positive and significant effect on innovative work behavior, transformational leadership has a positive and significant effect on innovative work behavior mediated by culture organizations where organizational culture acts as a partial mediating variable. These findings indicate that to improve innovative work behavior it is necessary to apply transformational leadership styles and strengthen organizational culture.

Keywords: Innovative work behavior; Transformational leadership style; Organizational culture

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Introduction

Innovative work behavior is defined as individual actions that lead to the emergence, introduction, and application of something new and beneficial at all levels of the organization (Kleysen & Street, 2001). Parashakti, Rizki, Saragih. (2016) argued that innovation is not only about creativity, but also the implementation of ideas that are made. Innovation can start from one's own ideas, ideas from colleagues, and also ideas from the leader who are then in the process of conveying them to others if approved, then the next process is preparation for the implementation of these ideas. The idea in this case can be in the form of developing or inventing teaching methods by teachers, as well as other findings that support the solving of problems in the world of education. De Jong and Hartog (2008) define innovative

work behavior as individual behavior that aims to reach an introductory stage or an attempt to introduce (in their work, group or organization) new and useful ideas, processes, products or procedures.

According to De Jong and Kemp (2003), innovative work behavior can be defined as all individual actions directed at the interests of the organization in which the introduction and application of new beneficial ideas is carried out. Innovative work behavior that is carried out in a structured and systematic manner requires commitment, involvement, and management leadership in developing technical and non-technical supporting factors that can encourage innovative behavior in every job role (Priyono, 2011). The factors that influence innovative work behavior can be seen from internal and external factors. Internal factors include: 1) Interaction with superiors (leadership); and 2) Interaction with a

group of coworkers. Meanwhile, external factors include: 1) Competitive pressures; and 2) Social-Political pressures (Nijenhuis, 2015). Based on the results of the journal review conducted, there are several variables that can influence innovative work behavior including transformational leadership, knowledge sharing, spiritual work, works engagement, organizational commitment, psychological empowerment, inclusive leadership. Perceived compliance systems, psychological safety, job-crafting behaviors, interactional learning, performance expectations, employee involvement, organizational culture, and others.

Leadership is related to a deliberate process of a person to emphasize his strong influence on others to guide, structure, facilitate group activities and relationships in an organization (Yukl, 2005); Athar, 2020). Leadership has a very important role in an organization which is related to the future of the organization (Athar, 2020).

Transformational leadership styles are considered ideal for application in school organizations to bring better development and the potential to bring about change in schools (Octaviana, Silalahi, 2016). One of the indicators of transformational leadership is Intellectual Stimulation. This intellectual stimulation is the behavior of a leader who is able to increase the intelligence of subordinates to increase their creativity and innovation, increase rationality, and solve problems carefully. Munandar (2001) states that transformational leadership is leadership that seeks to change employee behavior so that they have high ability and motivation, and strive to achieve high and quality work performance to achieve common goals. Transformational leadership is leadership that increases employee motivation, satisfies employee needs, and treats them as whole human beings (Northouse, 2010). Transformational leaders can have a tremendous impact on followers, by focusing on the concerns and needs of individual followers, changing awareness of problems by helping to look at old problems in new, uplifting, and inspiring ways to achieve group goals. (Rogelberg, Justice, Braddy, Paustian-Underdahl, Heggstad, Shanock & Fleenor, 2013).

Several studies have been conducted regarding transformational leadership on innovative work behavior. Among them are research conducted by Ariyani and Hidayati (2018), Yi, Md, Das, Mahmoo, Sohel. (2019), Afsar and Masood (2017), Kresnandito A.P. and Fajrianthi (2012), Parashakti, et al. (2016), stated that transformational leadership has a positive and significant influence on innovative work behavior. However, in contrast to the results of research conducted by Rizki, Parashakti, Saragih (2019), in their research, they found results that show that transformational

leadership does not affect innovative work behavior. Furthermore, Dhuha and Seger (2018) suggest that further research can also examine other factors that can increase innovative work behavior.

Wood, Wallace, Zeffane, Schermerhorn, Hunt, Osborn in Mujiasih and Ratnaningsih (2016) define organizational culture as a system that is believed and values developed by the organization where it guides the behavior of the organization's members themselves. Employee behavior is related to how the work culture in an organization. This culture will later influence employee behavior, both positive and negative. Organizational culture reflects individual interpretations of events and situations in the organization (Peterson and Smith, 2000).

A positive organizational culture will encourage employee achievement motivation and company effectiveness. Meanwhile, a negative culture is counterproductive to efforts to achieve organizational goals so that it can hinder work activities and employee motivation (Rivai, 2000). In the sense that if the culture in an organization does not support the creation of a creativity, then the creativity within the organization's members will not be able to develop. In this case, organizational culture is one of the most important determinants of innovative work behavior and enables companies to gain a competitive advantage (Gumusluoglu, & Ilsev, 2009)..

Transformational leadership is also closely related to increased productivity, performance, employee loyalty, organizational commitment, job satisfaction, decreased turnover rates, and the formation of organizational culture (Robbins, 2003). Parashakti, et al. (2016) stated that transformational leadership has a significant effect on organizational culture. Prayudhayanti (2014) states that organizational culture has a positive and significant influence on innovative work behavior. Suryo B.D, (2010) states that there is a significant influence between transformational leadership and organizational culture and organizational culture has a significant relationship with innovative work behavior.

Based on the results of tracing previous research, it is very rare for innovative work behavior to be studied in the world of education. It is for this reason that this research will be conducted at Maderasah Aliyah Negeri throughout the city of Mataram. Because Madrasah Aliyah is a formal level of education equivalent to Senior High School which is the final stage of the 12 year compulsory education. It is at this stage that teachers should make educational-related innovations so that the learning process seems more interesting. This research also involves the mediating effect of organizational culture, so it is hoped that this research can contribute to other studies in the future.

Method

This research is a causality research with a quantitative approach. This study was used to determine the effect of transformational leadership on innovative work behavior mediated by organizational culture. A total of 149 MAN teachers throughout Mataram were targeted as respondents with a questionnaire return rate of 83% (124 people). The measure of transformational leadership is based on an instrument developed by Utomo (2001) which consists of 30 statement items based on 4 indicators, namely Idealized Influence, Inspitational Motivation, Intellectual Stimulation, and Individualized Consideration. The size of organizational culture is based on the existing culture in MAN which consists of 12 statement items based on 4 indicators, namely hard work, thorough work, smart work, and quality work. Meanwhile, the measure of innovative work behavior is based on an instrument developed by Jaskyte (2004) which consists of 12 statement items based on 4 indicators, namely Oppurtunity exploration, Idea generation, Championing, Application. Each research instrument was measured using a Likert scale of 1-5 from strongly disagree to strongly agree. Data analysis was carried out using the help of the SmartPLS application, starting from analyzing the outer model, inner model, and testing hypotheses using the bootstrapping method.

Result and Discussion

Statistical Analysis Results

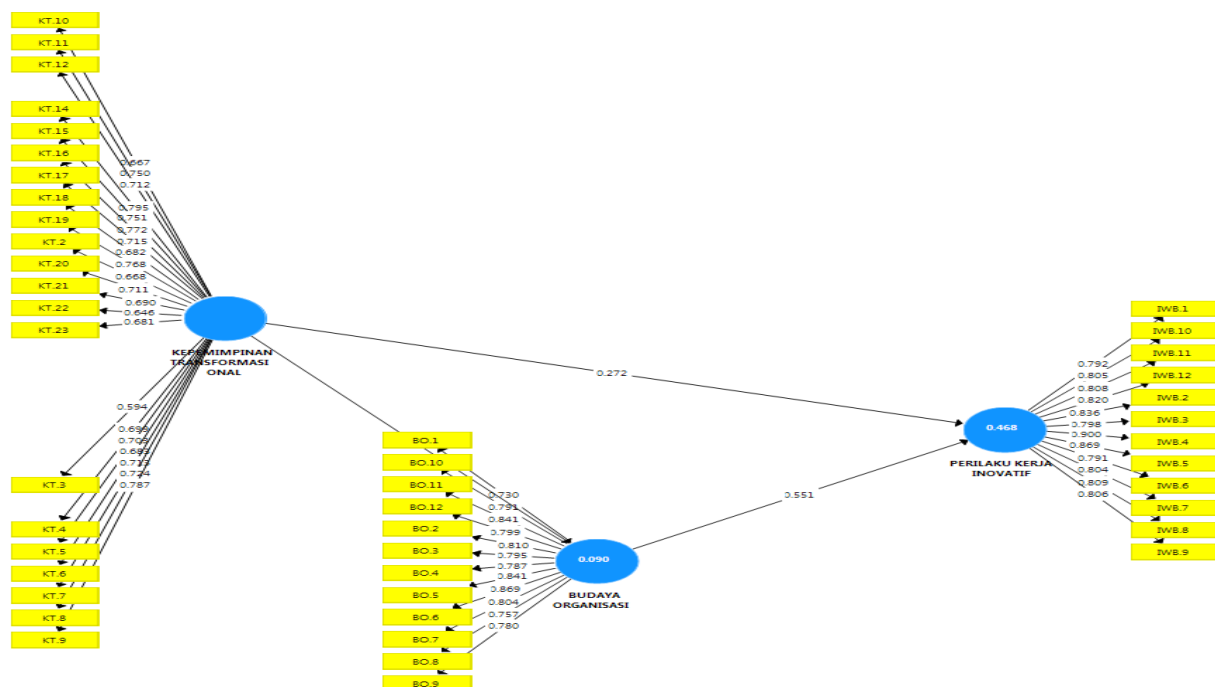


Figure 1. The Research Model After the Improvement Process

1. Convergent validity

An individual reflective measure is said to be high if it correlates more than 0.70 with the construct to be measured. However, for research in the early stages of developing a measurement scale the loading value of 0.50 to 0.60 is considered sufficient (Chin, in Ghozali & Latan, 2015). At the initial stage of the analysis, there were 2 items with a loading factor value of less than 0.5, namely the code KT.1 (0.488) and KT.26 (0.475). In this condition, the two items with a loading factor value of less than 0.5 must be eliminated from the model and then the analysis process is carried out again as before. After the second stage analysis is carried out, all items in the proposed model already have a loading factor value above 0.5. The next step is to evaluate the AVE (Average Variance Extracted) value for each latent variable. According to Ghozali and Latan (2015) the recommended value is higher than or equal to 0.5. The result of AVE value evaluation shows that there are variables with a value of less than 0.5, namely the transformational leadership variable (0.453). Therefore, the process of eliminating one item with the lowest loading factor must be carried out again until an AVE value that meets the criteria is obtained.

2. Composite Reliability

According to Ghozali and Latan (2015), latent variables must have a composite reliability value greater than 0.7 in order to meet the reliability standard. Each of the variables in this study has a value of transformational leadership (9.55), organizational culture (9.56), and innovative work behavior (0.961) so that the reliability standard has been met.

Hypothesis Test

Ghozali and Latan (2015) say the hypothesis is accepted if the t-statistics value is above the t-table or the Table 1. Path Coefficient on Structural Testing

Relationship Between Variables	Coefficient Value	T Statistics	P Values	Information
Transformational Leadership -> Innovative Work Behavior	0.272	3.887	0.000	Positive and Significant
Transformational Leadership -> Organizational Culture	0.301	3.660	0.000	Positive and Significant
Organizational Culture -> Innovative Work Behavior	0.551	6.734	0.000	Positive and Significant
Transformational Leadership -> organizational Culture -> Innovative Work Behavior	0.166	3.428	0.001	Positive and Significant

p-value is below the level of significance which in this study is 5% or 0.05. The t-table value with the number of respondents 124 obtained is 1.98. The following table provides an overview of the test results:

The Influence of Transformational Leadership on Innovative Work Behavior

The results of data analysis indicate that hypothesis-1 is accepted, which means that Transformational Leadership has a positive and significant effect on the Innovative Work Behavior of Teachers in MAN in Mataram City. These results explain that when a leader / head of MAN applies transformational leadership style effectively, is able to give ideal influence, becomes inspirational motivation, is able to stimulate bright ideas, is sensitive to the diversity and differences that can be found in each individual / subordinate, then this will making the innovative work behavior of teachers at MAN higher. The proof of the results of this hypothesis supports the results of previous research by Ariyani (2018), Octavia and Ratnaningsih (2017), Parashakti, et al (2016) which suggest that transformational leadership has a positive and significant effect on innovative work behavior. This means that the innovation made by employees is related to effective leadership.

The leader is one of the main keys in developing an organization. Within the school / madrasah organization, the leader is a school / madrasah principal. Transformational leadership styles are considered ideal for application in school organizations to bring better development and the potential to bring about change in schools (Octaviana, Silalahi, 2016). Based on the results of observations and interviews, it can be concluded that the Heads of MAN in Mataram are using transformational leadership styles. This is also supported by the results of filling out the questionnaire which states that the application of the transformational leadership style in MAN is included in the Effective category.

Munandar (2001) states that transformational leadership is leadership that seeks to change employee behavior so that they have high ability and motivation, and strive to achieve high and quality work performance to achieve common goals. Transformational leadership

in this study is measured through 4 indicators, namely Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration. The results of these four aspects are employees who are well aware of the company's goals, feel needed by the leader, focus on company goals and are finally able to innovate (Bush, 2013). Lievens, Geit and Coetsier (1997) and Berson, Shamir, Avolio and Popper (2001) explain that transformational leadership is very helpful for innovation applied by organizations in the era of competition. A transformational leadership style is able to encourage innovation and creativity in the workplace (Octavia and Ratnaningsih, 2017). This is in line with the results of data analysis which explains that transformational leadership has a positive and significant effect on innovative work behavior. The more effective the application of the principal's transformational leadership, the higher the innovative work behavior of MAN teachers in Mataram City.

The Influence of Transformational Leadership on Organizational Culture

The results of data analysis indicate that hypothesis-2 is accepted, which means that Transformational Leadership has a positive and significant effect on Organizational Culture in MAN in Mataram City. These results explain that when a leader / head of MAN applies a transformational leadership style effectively, this will strengthen the organizational culture that exists at the Madrasah. This is in line with the results of research conducted by Parashakti, et al. (2016), which explains that transformational leadership has a positive and significant effect on organizational culture.

Leadership is related to a deliberate process of a person to emphasize his strong influence on others to guide, structure, facilitate group activities and relationships in an organization (Yukl, 2005). In addition, transformational leadership is also closely related to increased productivity, performance,

employee loyalty, organizational commitment, job satisfaction, decreased turnover rates, and the formation of organizational culture (Robbins, 2003). In this study, indicators of organizational culture use work principles, namely hard work, thorough work, smart work and quality work. One of the determinants of the implementation of an organizational culture in a Madrasah is the Leaders factor, in this case the Head of MAN. So it can be concluded that the more effective the application of transformational leadership style will make the organizational culture stronger.

The Influence of Organizational Culture on Innovative Work Behavior

The results of the data analysis show that hypothesis-3 is accepted, which means that organizational culture has a positive and significant effect on the Innovative Work Behavior of Teachers in MAN in Mataram City. This positive and significant result can be seen in the acceptance of this hypothesis with a t-statistic value that is higher than the t-table value, namely $6.734 > 1.98$. These results are supported by respondents' statements for each item on both variables resulting in a strong average for organizational culture and a high for innovative work behavior. These results explain that when the application of organizational culture at a Madrasah is carried out strongly, this will affect the innovative work behavior of teachers at the Madrasah to be higher. The proof of this third hypothesis is in line with the results of research conducted by Suryo B.D. (2010), Parashakti, et al (2016) which state that Organizational Culture has a positive and significant influence on innovative work behavior.

Organizational culture in this study is a work principle that must be applied in order to realize the motto of "great and dignified Madrasah", namely hard work, thorough work, smart work, quality work and sincere work. If this work principle is applied, then the intention of the Ministry of Religion to apply the motto "Madrasah Great and Dignified", namely as a motivation to realize quality and competitive madrasahs from other educational institutions will be achieved.

Organizational culture is a system of behaviors, values, beliefs, and habits that direct individual behavior in an organization (Dincer, 1992). The behavior of a person in an organization is very likely to follow the existing culture in the organization, including innovative work behavior. When culture in an organization can stimulate someone to think creatively, the tendency for someone to create innovations related to their field of work is getting higher. Eskiler E, et al (2016) explained that the sub-dimensions of organizational culture have characteristics that can

support and develop individual innovative work behavior.

Organizational culture is one of the most important determinants of innovative work behavior and enables companies to gain a competitive advantage (Gumusluoglu, & Ilsev, 2009). This research, measuring organizational culture with four things, namely hard work, thorough work, smart work and quality work. These four components of MAN organizational culture require teachers to work professionally, even more than the task of being a teacher. With the hope, of course, the teachers are encouraged to be able to produce creative ideas which are then developed into innovations that can make it easier for teachers to carry out their duties and of course with more optimal benefits for the advancement of MAN in particular and Madrasahs in general.

The Influence of Transformational Leadership on Innovative Work Behavior mediated by Organizational Culture

The results of the data analysis show that hypothesis-4 is accepted, which means that Transformational Leadership has a positive and significant effect on Innovative Work Behavior mediated by the Organizational Culture of Teachers in MAN in Mataram City. This positive and significant result can be seen in the t-statistic value that is higher than the t-table value. The results of data analysis have shown that there is an indirect relationship between transformational leadership and innovative work behavior through organizational culture. The results listed in the table above indicate that there is an indirect influence between transformational leadership variables and innovative work behavior through organizational culture with a path coefficient value of 0.166. While the correlation coefficient value between transformational leadership variables and innovative work behavior is 0.272.

The mediation model has a hypothesis that the independent variable affects the mediator variable, which in turn affects the dependent variable. If the effect of the independent variable to the dependent variable decreases but is not equal to zero by including a mediator, then partial mediation occurs (Baron & Kenny, 1986). If you look back, the value of the two correlation coefficients has decreased but is not equal to zero. Thus, it can be concluded that organizational culture partially mediates the partial mediation between transformational leadership and innovative work behavior. With the meaning that the transformational leadership variable affects the innovative work behavior variable even though it is not mediated by organizational culture.

Conclusion

Based on the path coefficient analysis, it shows (1) Transformational Leadership has a positive and significant effect on Innovative Work Behavior. (2) Transformational Leadership has a positive and significant effect on Organizational Culture. (3) Organizational Culture has a positive and significant effect on Innovative Work Behavior. (4) Transformational Leadership has a positive and significant effect on Innovative Work Behavior mediated by Organizational Culture. We suggest that organizations should pay attention that innovative work behavior can drive performance and develop organizational competencies in an effort to achieve the right goals. These good benefits should be utilized by Madrasahs to be able to create an atmosphere that can stimulate the creation of innovative work behavior. Transformational leadership and organizational culture in this study have been empirically proven to increase innovative work behavior. So that policy makers, especially the Head of MAN, can improve the application of both through various appropriate policies.

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