

Antecedents Of Innovative Work Behavior Preparing New City Airport Development

Sri Handari^{1*}, Alni Rahmawati², Maulidyah Amalia Rizqi³, Habib Zhafran Makarim⁴

^{1,2,3,4}Departement of Management, Faculty Economic and Business, Universitas Muhammadiyah Yogyakarta, Indonesia

*Corresponding Author:

Email: handari@umy.ac.id

Abstract.

This article examines the antecedents of Innovative Work Behavior (IWB) by placing transformational leadership and organizational culture as predictors, and employee engagement as a mediating variable. Research was conducted on Government Leader on Yogyakarta Indonesia who have prepare Internasional City Airport Developmet. The selection of the sample was motivated by the urgency of organizational change and work attitudes that must be possessed by office holders related to the development of the Airport City in Indonesia. Researchers distributed questionnaires to Government Leader in Airport City Kulonprogo Indonesia. With the 103 respondent of the research, the results of the study show that the innovative behavior of employees is influenced by the built organizational culture and employee engagement. In other words, organizational culture is a predictor of employee engagement and innovative work behavior. However, unlike previous research, this research does not prove that transformational leadership can influence innovative work behavior. The results of this study illustrate the importance of strengthening positive attitudes and innovative behavior of employees through the development of an organizational culture that encourages the creation of ideas and the implementation of ideas for organizational performance that is facing demands for change.

Keywords: Transformational Leadership; Organizational Culture; Employee Engagement; Innovative Behavior and Airport City.

I. INTRODUCTION

Organizational challenges to improve sustainable performance through agility management are increasing, including the government sector. Agility describes the ability that every organization has to have speed, intelligence, and precise actions in responding to the challenges it faces. Doz & Kosonen (2008) emphasized the importance of strategic agility, which is described the ability to review one's own strategy in response to rapid changes in dealing with the external environment. To realize this, support from all aspects is needed, including human resources as the key to success, through innovative work behavior (IWB). Some previous literature revealed that creativity and innovation are two different concepts. Creativity is reflected in the development of new ideas, while innovation includes the development and implementation of new ideas that have been created (Amabile, 1996; Pieterse et al., 2010). Thus innovative behavior is a multi-stage process, which can be interpreted as an action in seeking, developing, and implementing new ideas and solutions in the current situation (Scott and Bruce, 1994). Using this understanding approach, researchers describe that innovative behavior is an important condition created by organizations through various organizational treatments or what is often known as managing organizational processes, such as the role of leadership and a supportive culture (Miron et al., 2004).

Whereas previous research on innovative behavior was primarily related to individual characteristics, such as personality and motivation (Park et al., 2013). This research focuses on aspects of organizational processes that need to be created, namely transformational leadership and organizational culture that can influence positive behavior and increase innovative behavior. To develop innovative behavior, organizational treatment is needed as a lever for positive attitudes and behavior of employees, including Transformational Leadership and Organizational Culture. For this reason, this study aims to examine the antecedents of innovative employee behavior by testing several predictors, namely leadership, organizational culture and employee engagement as mediating variables. Some previous literature proves that transformational leadership can increase employee innovative behavior (Feng et al., 2016; Choi et al., 2016; Koo et al., 2018 ;

Wipulanusat, 2018; Afsar et al., 2019; Afsar and Umrani, 2019; Eldor, 2017; Zheng et al., (2018); Mutonyi et al, 2022. While other findings about the importance of organizational culture in building innovative behavior are evidenced by research findings conducted by Park et al., 2014; Thurlings and Evers, 2014; Zheng et al. 2018; Naqshbandi et al, 2019; and Mutonyi et al, 2022.

This study includes employee engagement as a mediation between transformational leadership and organizational culture on innovative behavior. Logically, the emergence of individual innovative behavior will start with positive employee attitudes such as enthusiasm, totality, and dedication that will give positive results to innovative behavior. In several previous studies, employee engagement was positioned as a mediation, including the study by Jiatong et al, 2022 which placed employee engagement as a mediation between leadership and organizational commitment. Agarwal et al., 2022 places employee engagement as a mediating variable between organizational justice and organizational commitment. Kumar et al., 2023 places employee engagement as a mediating variable between transformational leadership and POS on organizational commitment. Previous studies emphasized the importance of employee engagement in encouraging innovative behavior such as Slaten and Mehmetoglu (2011); Agarwal, 2014; Wu and Wu. (2019). However, research conducted by Kim and Ko (2017) found that employee engagement was not able to increase innovative behavior

II. LITERATURE REVIEW

This study views leadership roles and culture as important predictors of positive employee attitudes and behavior. Employees' positive attitude is seen from the feelings of vigor, dedication, and absorption possessed by employees which are reflected in the dimensions of employee engagement. When individuals have high employee engagement, individuals will be encouraged to show positive behavior at work so as to make maximum contributions to the organization. Innovative behavior basically includes the stages of identifying problems, finding new ideas or solutions, sharing new ideas, collaborating on ideas and producing productive and applicable models (Scott and Bruce, 1994), in Agarwal, 2016. Meanwhile according to the dimensions in innovative work behavior (Jong and Hartog, 2010)

a. Idea generation

Describes individual abilities in building innovative ideas that begin with personal awareness in recognizing new opportunities from problems that occur.

b. Promotional ideas

This stage describes the process carried out by individuals to seek support for ideas they have and gain support for existing innovative ideas. When individuals have generated an idea, they will try to engage in social activities that can provide support for their idea.

c. Idea realization

Is the final stage, where individuals will perfect their ideas by making a product from previous ideas or innovative ideas and then applying them in a job, group, and also the organization as a whole.

Meanwhile employee engagement is an antecedent of innovative behavior which is characterized by conditions in which employees have high enthusiasm, dedication and absorption in the tasks performed (Schaufeli, 2002). In realizing this condition, the right leader is needed. The transformational leadership approach is appropriate for organizations facing changing environments and workforce diversity Bass and Avolio (1990). A transformational leader has the ability to encourage the desire of followers to achieve goals and self-development, and is able to improve group performance and development. Transformational leaders are also able to raise awareness of followers on group and organizational goals as well as increase trust, achievement-oriented and growth Bass and Avolio (1990). Organizations need to create a culture that encourages employee motivation, commitment, inspiration and passion so as to support increased employee engagement through several programs, including (Cheese P. and Cantrell S., 2005) giving recognition and rewards for superior performance, creating a learning environment, creating a culture of knowledge sharing, managing a culture of change, and creating opportunities for development.

1. The role of employee engagement on innovative work behavior.

Research in Norway (Slaten and Mehmetoglu , 2011) concluded that employee engagement has a positive effect on the innovative behavior of hospitality employees. Agarwal, 2014 concluded the same findings with a study in India which concluded that employee engagement directly increases IWB. So did Wu and Wu. (2019) ; Li et al., 2019 in a study context in China concluded that work engagement can encourage employee innovative behavior. Likewise the study of Koroglu & Ozmen (2022). Based on this explanation, the hypothesis formulated is:

H1: Employee Engagement is able to directly increase employee innovative work behavior.

2. The role of transformational leadership in increasing employee engagement

Leadership describes the ability of a leader to mobilize and influence members in achieving goals and ensuring organizational change. Leaders who are considered successful in their efforts will have a positive impact on the attitudes of members so that their engagement is formed. Li et al. (2018) conducted a study using 556 employees in China. The results conclude that transformational and transactional leadership have direct and indirect effects on work engagement. Another study, Balwant et al. (2019) conducted research using 2018 shopping mall employees in Trinidad. The results of the study concluded that transformational leadership increases employee engagement by mediating psychological capital. The results of the same research concluded Thanh et al. (2022); Kan Jia et al. (2022) . Based on this description, the hypothesis formulated is:

H2: Transformational leadership has a positive effect on employee engagement

3. The role of transformational leadership in enhancing employee innovative work behavior

Leaders who are able to use the right leadership approach will motivate subordinates so as to increase employee engagement and other positive behaviors such as innovative behavior. Several studies have found the role of transformational leadership in encouraging employee innovative behavior (Feng et al., 2016; Choi et al., 2016; Wipulanusat , 2018; Afsar et al., 2019; Afsar and Umrani, 2019; Eldor, 2017; Zheng et al. ., 2018). The results of Afsar and Umrani's research (2019) concluded that transformational leadership can increase innovative work behavior mediated by learning motivation, task complexity, and innovation climate as mediating variables. Similar results were concluded by Choi et al., 2016 which showed that leadership encourages innovative behavior of corporate employees in Korea. While studies in China concluded Feng et al., 2016, which revealed the role of transformational leadership and organizational change on group innovation behavior. Eldor, 2017; Zheng et al., 2018 conducted a study that examined the role of leadership, organizational culture, and innovative behavior of employees using a value-alignment approach and employee behavior. Zheng et al., 2018 concluded that transformational leadership and a learning culture can encourage innovative behavior of employees in China. Koo et al., 2018. Up to 425 employees of several five-star hotels in Korea. The results show that humorous leadership can increase employee innovative behavior. The same results are proven by Afsar et al (2019); Kan Jia et al. (2022). Based on this description, the hypothesis formulated is:

H3: Transformational leadership increases employee innovative work behavior

4. The influence of Organizational Culture on employee engagement

Ababneh (2020) examined 153 hotel managers in Qatar and found that a culture of adhocracy and a culture of hierarchy had a positive effect on employee engagement. Another study conducted by Mohanty et al. (2020) in their study used 822 executives in India and concluded that organizational culture has indirect consequences for employee engagement. The study in Indonesia was conducted by Mulyani et al. (2022) who concluded that culture can encourage employee engagement.

H4: Organizational Culture increases employee engagement

5. Organizational Culture enhances employee's innovative work behavior

Park et al., 2014 in a study on several industries in Korea concluded that a learning culture can increase work engagement. Park and Jo (2017) examined the influence of organizational climate and LMX on innovative behavior through proactivity and concluded the role of climate as a manifestation of organizational culture on innovative work behavior. Zheng et al. 2018, conducted a study in China and

concluded that organizational culture plays a positive role in employee innovative behavior. Based on this description it is hypothesized:

H5: Organizational Culture increases employee innovative behavior

6. The Role of Employee Engagement Mediation in Explaining the Influence of Leadership and Organizational Culture on Employee Innovative Work Behavior

Employee engagement in previous research has been shown to mediate organizational learning and employee innovative behavior (Park et al., 2013), leader member exchange and innovative behavior (Agarwal A. Upasna, 2014), LMX and employee innovative behavior (Kim and Ko, 2017; Garg and Dhar, 2017), transformational leadership on performance and OCB-O (Buil et al., 2018), Leader member exchange and employee innovative behavior (Saeed et al., 2019), the effect of work happiness on employee service innovative behavior (Hawari et al., 2019). In Agarwal's study (2016) employee engagement is proven to mediate the influence of organizational politics on employee innovative behavior. Another employee engagement mediation role was proven by Afsar et al. (2020) who concluded that testing work engagement mediates the influence of cultural intelligence on employee innovative work behavior.

H 6a: Employee Engagement mediates the effect of transformational leadership on employee innovative work behavior.

H 6b: Employee Engagement mediates the influence of organizational culture on employee innovative work behavior.

Based on the formulated hypothesis, the model is compiled as follows:

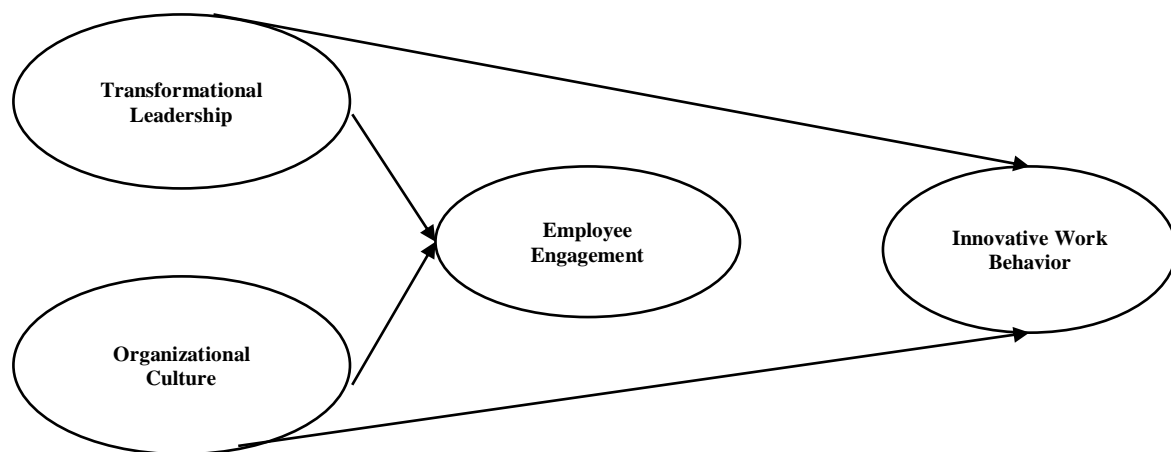


Fig 1. Research Model

III. METHODS

This study uses a quantitative approach to examine the effect of exogenous and endogenous variables. The data used is primary data in the form of respondents' answers to questions that have been prepared about their perceptions of statements about perceived/accepted leadership, perceived organizational culture, employee engagement and innovative behavior. Questionnaires were distributed at Government Leaders, with the consideration that structural officials play the role of inspiration and generalizer of change related to the challenges of realizing an Airport City which is encouraged by the Regional Head. Based on the Googleform results, 103 respondents obtained complete answers. This study uses several variables which are divided into Exogenous and Endogenous Variables. Exogenous variables are innovative work behavior and employee engagement, while the endogenous variables used are transformational leadership and innovation culture (see Table 1).

Table 1. Measurement

Innovative Work Behavior	Measured using 5 item questions adopted from Zeng et al. (2018) which was previously used by Scott and Bruce (1994), Feng et al. (2009) and Liu (2011).
Employee Engagement	Measured using 9 item questions adopted from Schaufeli and Baker (2008)
Transformational leadership	Measured using 5 item questions adopted from Zeng et al. (2018) previously used by Waldman et al. (2001) and Yang et al. (2015).
Organizational culture	Measured using 9 item questions adopted from Zeng et al. (2018)

IV. RESULT AND DISCUSSION

The results of instrument testing with validity and reliability tests show that the instrument is suitable for use (see Table 2)

Table 2. Validity and Reliability Test Results

Variable	validity		Reliability		
	product moment correlation	sign	Information	Cronbach's Alpha Value	Information
Transformational leadership	0.748 - 0.857	$0.00 \leq 1\%$	Valid	0.884	Reliable
Organizational culture	0.651 – 0.808	$0.00 \leq 1\%$	Valid	0.901	Reliable
Employee Engagement	0.658-0.845	$0.00 \leq 1\%$	Valid	0.904	Reliable
Innovative Behavior	0.797-0.864	$0.00 \leq 1\%$	Valid	0.883	Reliable

Hypothesis Testing Results

This study uses Path Analysis as a technique to test hypotheses and answer the problems that have been formulated. The stages in path analysis include several stages as follows.

Stage 1: Multiple Regression, was used to test the role of leadership and organizational culture in forming positive employee attitudes, which in this study used employee engagement. The regression equation is as follows (see Table 3).

$$Y = a + b_1X_1 + b_2X_2$$

Information:

Y = Employee Engagement

X1 = Leadership

X2 = Organizational Culture

Table 3. Stage 1 regression results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error	Betas		
1	(Constant)	7,838	3,331		2,353	.021
	LEADERSHIP	-.160	.200	-.086	-.802	.425
	OC	.810	.121	.720	6,722	.000
	R					.662 ^a
	R Square					.438
	Adjusted R Square					.426
	std. Error of the Estimate					3.88123
	F					38,908
	sign					.000 ^b

Based on the calculation results in Table 3, it can be revealed that the b1 coefficient for transformational leadership on employee engagement is negative with a value of -0.086. while the sign value is 0.425 > 0.05. The t value shows the number -0.802 so it is concluded that the first hypothesis is not supported. While the results of the regression calculation for organizational culture variables show a b2 value of 0.810, with a sign value of 0.000 < 0.05 with a t value of 6.722. Thus the second hypothesis is supported.

Stage 2: Multiple Regression, was used to test the role of leadership and organizational culture in forming positive employee attitudes, which in this study used employee engagement. The regression equation and the result (see Tabel 4) can be seen as follows.

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3$$

Information:

X1 = Leadership

X2 = Organizational Culture

X3 = Employee Engagement

Y = Employee Innovative Behavior

Table 4. Stage 4 Regression Test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error	Betas		
1	(Constant)	3,431	2020		1698	.093
	LEADERSHIP	-.032	.119	-.026	-.267	.790
	OC	-.030	.086	-.041	-.346	.730

EE	.492	059	.765	8,333	.000
R					.728 ^a
R Square					.531
Adjusted R Square					.516
std. Error of the Estimate					2.29136
F					37,313
sign					.000 ^b

Based on the results of the regression calculation, the leadership variable b1 value is -0.026 with a sign value of 0.790 (far above 0.05) and a t value of -0.267. Thus, the third hypothesis is not supported. Meanwhile, the b2 value for the organizational culture variable also shows a negative value of -0.041 with a sign value of 0.730 and a t value of -0.346. These results also show that organizational culture does not directly influence IWB. However, the fifth hypothesis is supported as indicated by the b3 value of 0.762 and sign 0.000 < 0.05 with a t value of 8.333. To test whether *employee engagement* mediates the effect of transformational leadership on IWB and the influence of organizational culture on IWB, the sobel test is used. The results of the first sobel calculation get a sobel test score of 0.798 with a sign value of 0.424 so it is concluded that Employee Engagement does not mediate the effect of transformational leadership on IWB. Whereas in the second stage the Sobel test showed a Sobel value of 5.408 with a sign of 0.00006. Thus the results prove that employee engagement mediates the influence of organizational culture on IWB.

The following presents the conclusions of Hypothesis Testing can be seen at Table 5

Table 5. Conclusion of Hypothesis Testing

Hypothesis	Hypothesis Statement	Conclusion
H1	Transformational leadership has a positive effect on employee engagement	Not supported
H2	Organizational Culture increases employee engagement	Supported
H3	Transformational leadership increases employee innovative behavior	Not supported
H4	Organizational Culture enhances employee's innovative behavior	Not supported
H5	Employee Engagement is able to directly increase employee innovative behavior.	Supported
H5a	Employee Engagement mediates the influence of organizational culture on employee innovative behavior	Not supported
H5b	Employee Engagement mediates the influence of organizational culture on employee innovative behavior.	Supported

This research focuses on studying the importance of employee innovative behavior and employee engagement as positive behavior through organizational processes, namely transformational leadership and organizational culture. Employees are an invaluable asset, so prioritizing strategies and programs that can encourage positive attitudes and behaviors will be in line with the strategy to maintain business competitiveness. This study concludes the importance of organizational culture in encouraging employees. however, this study was unable to prove the role of leadership in encouraging employee engagement and innovative behavior. A positive attitude as reflected in vigor, absorption, and dedication can directly influence IWB. Besides that, the results of this study conclude that employee engagement is able to mediate the effect of transformational leadership on IWB. The results of this study are not in line with the research of Afsar et al (2019); Kan Jia et al. (2022) who explained that transformational leadership drives IWB. Also not in line with the research conducted by Thanh et al. (2022); Kan Jia et al. (2022) which proves the effect of transformational leadership on employee engagement.

V. CONCLUSION

This research has limitations. First, the data was taken by cross section, so it was unable to describe changes in attitudes and behavior. In addition, the low response rate causes a small number of respondents to be used. In the future, it is hoped that researchers will be more careful and consider the selection of samples, especially samples that come from leaders in the organization. Busyness is one of the factors for the low response rate of employees.

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