

## THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP AND JOB CHARACTERISTICS ON INNOVATIVE WORK BEHAVIOR AND EMPLOYEE PERFORMANCE IN THE SETDA ENVIRONMENT OF KETAPANG REGENCY

Hornop Pulungan<sup>1</sup>, Heriyadi<sup>2</sup>, Hurip Pratomo<sup>3</sup>

Program Pascasarjana Universitas Terbuka

\*Email: [onopz91@gmail.com](mailto:onopz91@gmail.com)

ARTICLE INFO	ABSTRACT
<b>Keywords:</b> Transformational Leadership Job Characteristics Innovative Work Behavior, and Employee Performance.	<i>The purpose of this study is to explain the effect of transformational leadership on: 1. Characteristics of work, 2. Innovative work behavior, and explain the influence of: 3. Transformational leadership 4. Characteristics of work, 5. Innovative work behavior, on employee performance in the Regional Secretariat of Ketapang. The study was carried at the Regional Secretariat of Ketapang, to use quantitative research and Path analysis with program SPSS 21. Data collection is the Questionnaire method. The number of respondents in this study is 35 respondents. The results of this study indicate that each variable has a positive and significant effect, transformational leadership and work characteristics is a positive and significant effect on innovative work behavior, and transformational leadership, work characteristics and innovative work behavior is a positive and significant effect on employee performance.</i>

### INTRODUCTION

The success in achieving the goals of an organization, group or government is of course very determined by human resources. Such as the relationship of leadership, job characteristics to performance and innovative work behavior (De Jong & Hartog, 2003). The success of local government organizations can be improved by optimizing the aspects that contribute to this. Leaders can influence the morale of job satisfaction, security, quality of work life, and especially the level of achievement of an organization. In addition, leaders also play a critical role in helping groups, organizations, or communities to achieve goals. However, leadership ability and skills in providing direction are important factors.

According to (Elbadiansyah, 2019), the characteristics of work are descriptions that provide information from work related to the duties and responsibilities of the implementation of the duties and obligations of a job that is charged by employees. According to (Mardiyanti et al., 2019) work performance assessment is considered very important because with the work performance assessment, the superior can find out what actions can be taken to improve the skills of the employee.

Based on data obtained from the Regional Secretariat of Ketapang Regency, performance achievements can be seen from the following table:

Table 1.1 Performance achievements of the Ketapang Regency Secretariat

Year	Value	Predicate
2018	72,31	Good
2019	88,90	Good
2020	92,2	Good
2021	99	Good

Source: annual report book on the performance of the Ketapang Regency Secretariat

Referring to the table above, it is known that in 2018 the achievement of employee performance with a score of 72.31 and a good predicate, in 2019 the achievement of employee performance was with a score of 88.9 and a good predicate, and in 2020 it increased with a score of 92.2 and a good predicate, then in 2021 it increased again with a score of 99 and a good predicate. This shows that there has been an increase in the performance of employees of the Ketapang Regency Regional Secretariat. This increase in value can be caused by various factors. Factors that can affect are such as leadership, job characteristics, and innovative work behavior of employees.

One of the important problems for leaders in an organization is how to motivate employees to do their jobs well. In this case, the leader is faced with a problem: how to create a situation so that subordinates can get satisfaction individually well and how to motivate them to want to work based on their desire and motivation to achieve high performance (Kasmi, 2018).

## METHOD

The analysis used in this study is path analysis. According to (Gunawan, 2017), the path analysis model is used to analyze the pattern of relationships between variables with the aim of determining the direct or indirect influence of a set of independent (exogenous) and bound variables (endogenous). The following is the equation mediation model in this study:

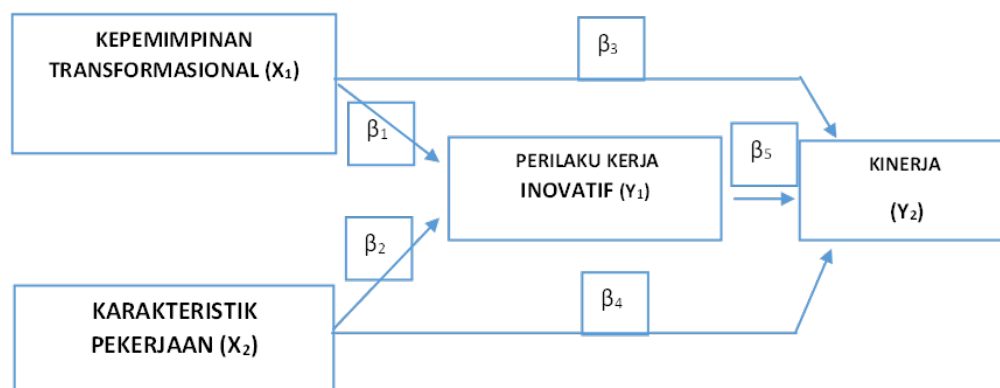


Figure 3.1 Path analysis diagram

Structure:

### Equation model I

$$Y_1 = \beta_1 X_1 + \beta_2 X_2$$

### Equation Model II

$$Y_2 = \beta_3 X_1 + \beta_4 X_2 + \beta_5 Y_1$$

The data analysis technique used in this study to process data is inferential statistical analysis:

1. Classic Assumption Test
    - a. Uji Hipotesis
    - b. Linearity Test
    - c. Multicollinearity Test
    - d. Heterokedasticity
  2. Uji Hipotesis
    - a. Simultaneous Test (F-Test)
- Partial test (t-test)

## RESULTS AND DISCUSSION

1. The Influence of Transformational Leadership on Innovative Work Behavior. Based on the regression results, it shows that the regression coefficient value is 0.345 with a significance value of 0.024 which means a significance value of  $< 0.05$ , so the Transformational Leadership variable has a positive and significant effect on Innovative Work Behavior at the Ketapang Regency Regional Secretariat Office. To support transformational leadership, support from innovative work behaviors from employees is also needed. The

criteria for innovative work behavior are: first, employees are able to see opportunities as well as employees want to fulfill all their obligations and employees are able to have a broad view for the future of their work and the future of their lives. Second, employees are able to give their ideas such as employees are able to do every new and unique thing related to the work they are doing, and employees are able to communicate effectively to others about every idea they have for the progress of the agency.

2. The Influence of Job Characteristics on Innovative Work Behavior. Based on the regression results, it shows that the regression coefficient is 0.501 with a significance value of 0.002 which means a significance value of  $< 0.05$ , so the Occupational Characteristics variable has a positive and significant effect on Innovative Work Behavior at the Ketapang Regency Regional Secretariat Office. He explained that every job characteristic must also be followed by innovative work behavior. The characteristics of innovative work behavior are striving, what is meant in this case is that employees are able and ready to adapt to new things and accept every new idea, the next is employees who are able to work to fight for every new idea they have as best as possible, the last is that employees are able and ready to invite each of their colleagues to carry out every activity so that it can run well and in accordance with the plan. has been determined.
3. The Influence of Transformational Leadership on Employee Performance. Based on the regression results, it shows that the regression coefficient is 0.338 with a significance value of 0.004, which means a significance value of  $< 0.05$ , so the Transformational Leadership variable has a positive and significant effect on Employee Performance at the Ketapang Regency Regional Secretariat Office. Good transformational leadership will also improve performance, both employee performance and agency performance. The characteristic of good performance is that the work has good and high quality, meaning that the achievement of the volume of work done by employees can be achieved in accordance with the expectation that this volume will also increase the quantity of employee work according to the abilities possessed by each employee. The achievement of work quality can also increase the quantity of work of each employee in accordance with the set work standards and the employee is able to complete the work in accordance with the division of work that has been previously determined, besides that employees are also willing if they are given more work than before and are done outside the working hours determined by the agency.
4. The Influence of Job Characteristics on Employee Performance. Based on the regression results, it shows that the regression coefficient is 0.351 with a significance value of 0.006 which means a significance value of  $< 0.05$ , so the Occupational Characteristics variable has a positive and significant effect on Employee Performance at the Ketapang Regency Regional Secretariat Office. To achieve the characteristics of the job, several supporting factors are needed, namely the first is autonomy, in completing the work employees can have the right to freedom in determining what the procedure for completing the work is like, besides that employees and employees who are given the responsibility to complete the work have gone through careful consideration because this job is also related to the employee's career. The second is work feedback, which means that employees have information about the working conditions they are facing, this is related to the smooth completion of their work and employees are able to find out how good and large the assessment they get about the work they have completed.
5. Innovative Work Behavior on Employee Performance. Based on the regression results, it shows that the regression coefficient is 0.330 with a significance value of 0.011 which means a significance value of  $< 0.05$ , so the Innovative Work Behavior variable has a positive and significant effect on Employee Performance at the Ketapang Regency Regional Secretariat Office. Achieving innovative work behaviors will require application in its implementation. The intended application is like employees need to do new ways in their work process, then in the work they do, each employee is able to carry out a work process whose results are of high quality so that the employee can have an innovative predicate at work. Innovative behavior must also be able to ensure that every work done by the employee makes the leader or other party feel satisfied with the results of his work.

Direct influence and indirect influence

No	Relationship Between Variables	Regression Coefficient	Direct Influence	Indirect Influence
----	--------------------------------	------------------------	------------------	--------------------

1	X1 → Y1	0,345	11,90%	-
2	X2 → Y1	0,501	25,10%	-
3	X1 → Y2	0,338	11,42%	-
4	X2 → Y2	0,351	12,32%	-
5	Y1 → Y2	0,330	10,89%	-
6	X1 → Y1 → Y2	-	-	11,66%
7	X2 → Y1 → Y2	-	-	17,58%

Source : Processed Data 2019

From the table above, it can be seen that the direct and indirect influences are as follows:

- The direct influence of the transformational leadership variable X1 on Y2's performance was 11.42%, while the indirect influence of X1's transformational leadership on the performance of Y2 employees through Y1's innovative work behavior was 11.66%. This proves that the indirect influence is greater than the direct influence, meaning that the variable of innovative work behavior Y1 is influential as a variable that mediates the influence of X1's transformational leadership on Y2's performance.
- The direct influence of X2's job characteristics on Y2's performance was 12.32%, while the indirect influence of X2's job characteristics on Y2's performance through Y1's innovative work behavior was 17.58%. This proves that the indirect influence is greater than the direct influence, meaning that the variable of innovative work behavior Y1 is influential as a variable that mediates the influence of X2's work characteristics on Y2's performance

## CONCLUSION

Based on the results obtained from the research hypothesis test, it can be concluded that transformational leadership significantly affects the innovative work behavior of employees within the Regional Secretariat of Ketapang Regency. Transformational leadership, applied strategically and in non-standard matters, influences employees to work innovatively towards achieving the Secretariat's goals (Robbins & Coulter, 2009). Additionally, job characteristics, including clear job descriptions and information about duties and responsibilities, also significantly impact employees' innovative work behavior, as it enables them to perform tasks effectively and on time and transformational leadership further positively influences employee performance, with leaders who effectively guide and motivate their employees resulting in consistently good performance outcomes (Mangkunegara & Prabu, 2017). Similarly, the clarity of job characteristics contributes to improved employee performance by helping them meet work targets. Finally, innovative work behavior has a notable effect on employee performance, with employees demonstrating the ability to achieve high performance levels through their innovative approach to job tasks.

## REFERENCES

- Azizah, S. N., dan Ma'rifah, D. 2017. Motivasi Usaha Sebagai Mediator Hubungan antara Perilaku Inovatif dan Kreativitas Terhadap Keberhasilan Pengusaha Batik Tulis di Kabupaten Kebumen. *Sustainable Competitive Advantage*, 7: 603–615.
- De Jong, J., & Hartog, D. D. (2003). Leadership as a determinant of innovative behaviour. *A Conceptual Framework*, 23, 24–44.
- Elbadiansyah, E. (2019). *Manajemen Sumber Daya Manusia*. STMIK Widya Cipta Dharma.
- Gunawan, I. (2017). *Pengantar statistika inferensial*.
- Kasmir, M. S. D. M. (2018). Teori dan Praktik. *Depok: PT Rajagrafindo Persada*.
- Mangkunegara, A. P., & Prabu, A. (2017). *Manajemen Sumber Daya Manusia Perusahaan (Cetakan 14). PT. Remaja Rosdakarya*.
- Mardiyanti, D., Mulyatini, N., & Herlina, E. (2019). Pengaruh Penilaian Prestasi Kerja Terhadap Motivasi Kerja Pegawai (Studi Pada PT Teekomunikasi Indonesia, Tbk Area Banjar). *Business Management and Entrepreneurship Journal*, 1(3), 1–18.
- Robbins, S. P., & Coulter, M. K. (2009). *Management*. Pearson Education India.