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**THE IMPACTS OF LEADERSHIP AND CULTURE ON WORK
PERFORMANCE IN SERVICE COMPANY AND INNOVATIVE WORK
BEHAVIOR AS MEDIATING EFFECTS**

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Abstract

In today's highly competitive service world, many companies face rapid and dynamic changes, especially in the 4.0 industrial revolution. Therefore companies must focus on innovative work behavior (IWB) to gain competitive advantage. This study examines the effect of transformational leadership and company climate on work performance through innovative work behavior as mediation by taking a service company in Indonesia. Data collection method is simple random sampling via electronic to the population of service employees in Indonesia. The returned and valid questionnaire results were 1199 samples. Data processing using SEM method with SmartPLS 3.0 software. Data collection techniques using a questionnaire with a Likert scale. The result of data analysis is that transformational leadership and corporate culture have positive and significant effects on work performance, both directly and indirectly through mediating innovative work behavior. Innovative work behavior has a very positive and significant effect on work performance. This new research proposes a model for building work performance among employees of transformational leadership companies and corporate culture with corporate learning as mediation.

Keywords: Innovative Work Behavior, Leadership, Organizational Climate, Performance.

1. Introduction

Every company actually needs a track that is in line with its business DNA, so that it can be measured in every rate of growth and development. This is where the cultural urgency or company climate is defined, built and cared for. In the middle of Indonesian culture that has strong patronization, it cannot be denied that the influence of patron, role model, regulator or leader will be a very prominent predictor of company success. Many leadership theories have been put forward to catalyze the process and canalize human resources. At least, transformational leadership theory is one of many leadership theories that are believed to be able to bring a fresh breath of company change. Even more so in the era Industrial Revolution 4.0, every company needs a leader who has sufficient capability to transform towards digitizing company structure and system.

Company culture or climate is one of the opportunities to develop human resources through aspects of changing attitudes and behaviors, which are expected to be able to adjust current and future challenges (Manik & Megawati, 2019). Company climate is an invisible social force that can move people in an company to carry out work activities. A strong company climate supports the goals of companies or government agencies. Company climate has an important role in managing an company because it is same and complete perception of the essential meaning of life together in companys.

Director General of Science and Technology Resources and Higher Education Kemenristekdikti, Ali Ghufroon Mukti said that to survive in the Industrial Revolution 4.0 era, every company needs to apply Formula 4C, namely critical thinking, creativity, communication and collaboration (Directorate General of Science and Technology Resources Dikti, 2018). In this digital era levels of innovation and creativity are needed from every member of the company. Innovation theory often emphasizes that innovation is broader than creativity and includes implementation of created ideas. Therefore, De Jong and Den Hartog developed innovative work behavior (IWB), not only explain the problem of how to generate ideas but also to build behavior needed for implementation of these ideas. The end of the IWB development process is improving individual and company performance (Jong & Hartog, 2008).

2. Literature Review

Relevant Research

Based on a literature review conducted up to 31 October 2019, not many national researchers have discussed the effect of transformational leadership and company culture on work performance through mediation of innovative work behavior as an integrated research model. In Indonesia there are only three studies, namely those conducted by Aditya & Ardana (2016) and Parashakti, Rizki, & Saragih (2016). Their finding is that transformational leadership variables and company culture significantly influence employee innovative behavior. The third study was conducted by Wardhani & Gulo (2017) with conflicting results, namely that company climate and transformational leadership have no influence on innovative work behavior. Beyond that, several national researchers have discussed and concluded that transformational leadership has a significant effect on innovative work behavior (Pestalozi, Erwandi & Putra, 2019; Sunardi, Sunaryo & Laihad, 2019; Khasanah & Himam, 2018; Wijayanti & Suparta, 2019).

Framework Thinking and Hypotheses

The variables in this study consisted two independent variable, namely transformational leadership and company climate, one intervening variable, namely innovative work behavior and dependent variable is work performance. Based on literature review and previous studies, a research model is developed below that illustrates the relationship between these variables.

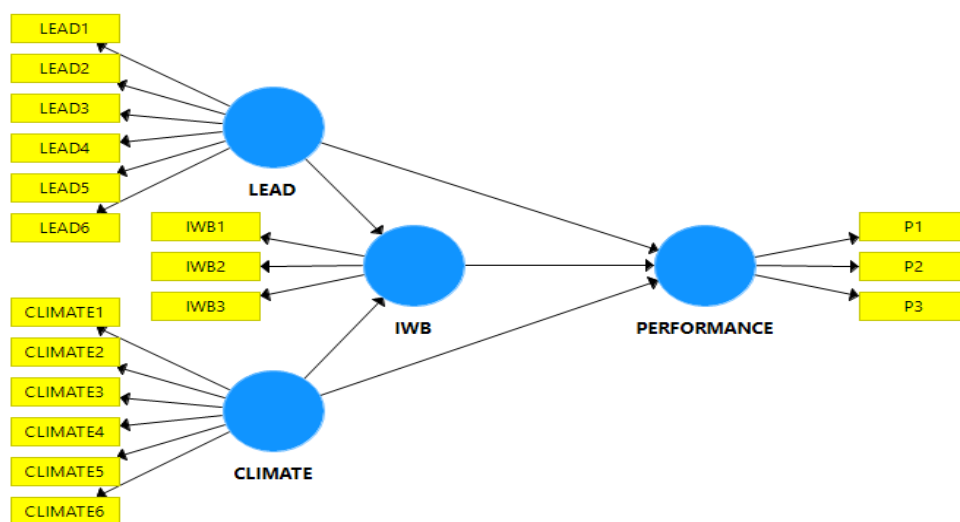


Figure 2.1 Research Model

Source: Output of SmartPLS 3.0 Program Processing (authors, 2019).

Based on the conceptual framework model that has been designed, the formulation of hypothesis proposed in this study is:

- H1: Transformational leadership (LEAD) direct effect on work performance (PERFORMANCE)

- H2: Company climate (CLIMATE) direct effect on work performance (PERFORMANCE)
- H3: Transformational leadership (LEAD) direct effect on innovative work behavior (IWB)
- H4: Company climate (CLIMATE) direct effect on innovative work behavior (IWB)
- H5: Innovative work behavior (IWB) direct effect on work performance (PERFORMANCE)
- H6: Transformational leadership (LEAD) indirect effect on work performance (PERFORMANCE) through mediation of innovative work behavior (IWB)
- H7: Company climate (CLIMATE) indirect effect on work performance (PERFORMANCE) through mediation of innovative work behavior (IWB)

Research Purposes

The purpose of this study was to determine the effect of transformational leadership and company climate on work performance through innovative work behavior as mediation in automotive industry. Based on the formulation of problem and research hypothesis, the research objectives in detail are formulated as follows:

1. Knowing the effect of transformational leadership and company climate on work performance.
2. Knowing the effect of innovative work behavior on work performance.
3. Knowing the effect of transformational leadership and company climate on work performance through innovative work behavior as intervening/ mediating.

3. Methods

The method used in this study is a survey method with a correlational research approach. Data collection is done by simple random sampling via electronic questionnaire to the population of service company employees in Indonesia. The returned and valid questionnaire results were 1199 samples. Processing and processing data using SEM method with SmartPLS 3.0 software. Data collection techniques using a questionnaire with a Likert scale. The instrument used to measure transformational leadership is the adaptation of Podsakof et al (1990). The instrument for measuring company climate was adapted from the Corporate Climate Measure (OCM) developed by Patterson et al (2005). Meanwhile, to measure innovative work behavior that was adapted from (Jong & Hartog, 2008) and work performance was adapted from Kazan & Gumus (2013). The questionnaire was designed closed except for questions or statements about the identity of respondents in the form of semi-open questionnaires. Each closed-question question or statement is given five choices of answers, namely: a score of strongly agree 5, a score of agree 4, a score of disagree 3, a score of disagree 2, and a score of strongly disagree 1.

4. Results and Discussion

Sample Description

Table 4.1 Sample Descriptive Information

| | Criteria | Amount | Percentage |
|-----------|-------------------|--------|------------|
| Age | < 30 years old | 267 | 27.22% |
| | 30 – 40 years old | 140 | 14.27% |
| | > 40 years old | 574 | 58.51% |
| Tenur | < 5 years old | 981 | |
| | 5-10 years old | 126 | 12.84% |
| | > 10 years old | 234 | 23.85% |
| Education | S2 | 621 | 63.30% |
| | S1 | 981 | |
| | < S1 | 47 | 4.79% |

Source: Researcher Data, 2019.

Based on the analysis results in the picture above, it can be seen that several indicators have a loading factor below 0.5 so that it is declared invalid and must be dropped from the model, estimation results of the model after an invalid indicator is dropped from the model are as follows:

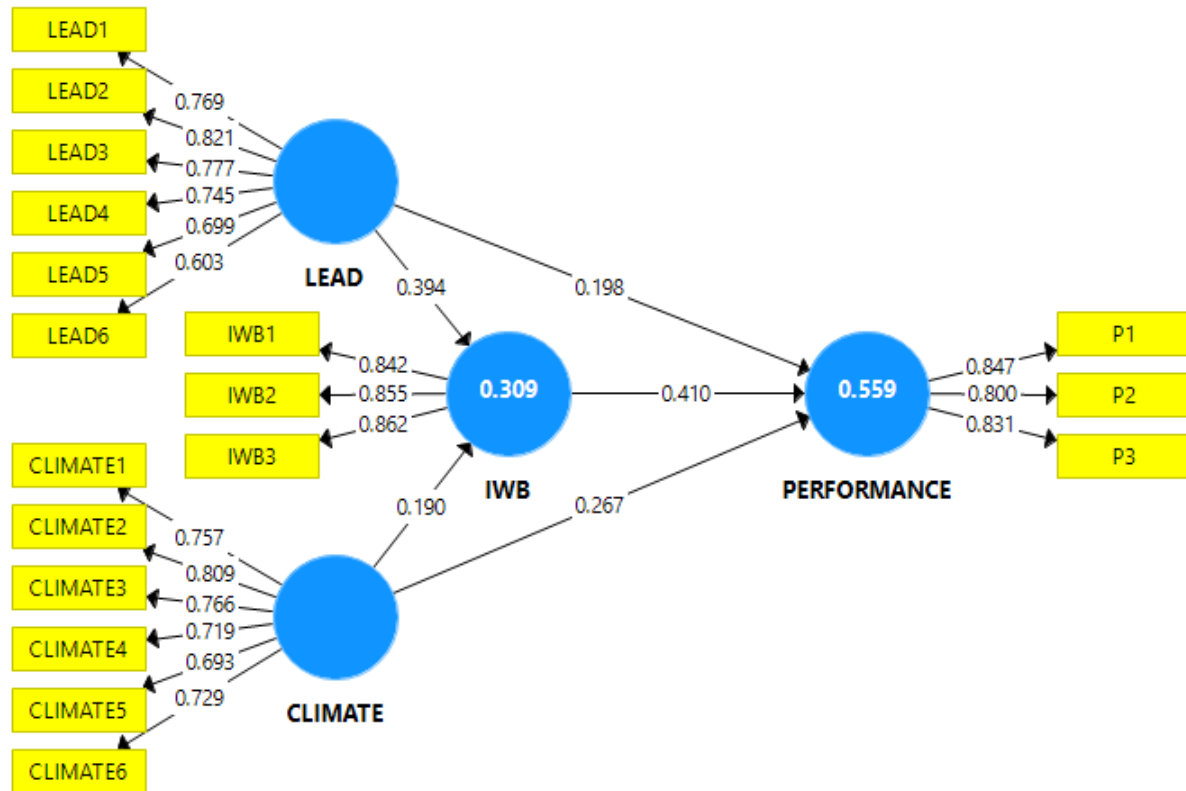


Figure 4.1 Valid Model Estimation

Source: Output of SmartPLS 3.0 Program Processing (authors, 2019).

Based on estimation results of the PLS model in the picture above, all indicators already have a loading factor value above 0.5 so that the model meets convergent validity requirements. In addition to looking at the loading factor value of each indicator, convergent validity is also assessed from the AVE value of each construct, the PLS model is declared to have met convergent validity if the AVE value of each construct is > 0.5 (Ghozali, 2014). The AVE value for each construct can be seen in table 2 below:

Table 4.2 Items Loadings, Cronbach’s Alpha, Composite Reliability, and Average Variance Extracted (AVE)

| Variables | Items | Loadings | Cronbach’s Alpha | Composite Reliability | AVE |
|---|-----------|----------|------------------|-----------------------|-------|
| <i>Transformational Leadership (LEAD)</i> | LEAD1 | 0.769 | 0.831 | 0.877 | 0.546 |
| | LEAD2 | 0.821 | | | |
| | LEAD3 | 0.777 | | | |
| | LEAD4 | 0.745 | | | |
| | LEAD5 | 0.699 | | | |
| | LEAD6 | 0.603 | | | |
| <i>Company Climate (CLIMATE)</i> | CLIMATE1 | 0.757 | 0.840 | 0.883 | 0.557 |
| | CLIMATE 2 | 0.809 | | | |
| | CLIMATE 3 | 0.766 | | | |
| | CLIMATE 4 | 0.719 | | | |
| | CLIMATE 5 | 0.793 | | | |
| | CLIMATE 6 | 0.729 | | | |
| <i>Innovative Work Behavior (IWB)</i> | IWB1 | 0.842 | 0.812 | 0.889 | 0.683 |
| | IWB 2 | 0.855 | | | |

| | | | | | |
|-----------------------------------|------|-------|-------|-------|-------|
| | IWB3 | 0.862 | | | |
| Work Performance (PERFORMANCE) | P1 | 0.847 | 0.768 | 0.866 | 0.683 |
| | P2 | 0.800 | | | |
| | P3 | 0.831 | | | |

Source: Output of SmartPLS 3.0 Program Processing (authors, 2019).

Testing Discriminant Validity

Discriminant validity is carried out to ensure that each concept of each latent variable is different from the other variables. The model has good discriminant validity if the AVE squared value of each exogenous construct (the value on the diagonal) > 0.7 or the value exceeds the correlation between construct and the other construct (values below the diagonal) (Ghozali, 2014). The discriminant validity test results are obtained as follows:

Table 4.3 Discriminant Validity

| Variables | EK | IC | OL | TK |
|--------------------|--------------|--------------|--------------|--------------|
| CLIMATE | 0.746 | | | |
| IWB | 0.498 | 0.853 | | |
| LEAD | 0.780 | 0.543 | 0.739 | |
| PERFORMANCE | 0.625 | 0.651 | 0.629 | 0.826 |

Source: Output of SmartPLS 3.0 Program Processing (authors, 2019).

The results of discriminant validity test in the table above show that all constructs have the AVE square root value above 0.7 so that it can be concluded that the model has fulfilled discriminant validity.

Inner Model Testing

Inner model testing includes the test significance of direct and indirect effects and measurement magnitude of the influence exogenous variables on endogenous variables. With bootstrapping technique, R Square values and significance test values are obtained as the table below:

Table 4.4 R Square Value

| | R Square | R Square Adjusted |
|--------------------|----------|-------------------|
| IWB | 0.309 | 0.307 |
| PERFORMANCE | 0.559 | 0.557 |

Source: Output of SmartPLS 3.0 Program Processing (authors, 2019).

Based on table 5 above, the R Square IWB value of 0.309 means that innovative work behavior can be explained by transformational leadership and company climate variable by 30.9%, while remaining 69.1% is explained by other variables not discussed in this study. Meanwhile, R Square PERFORMANCE value of 0.559 which means that work performance can be explained by transformational leadership, company climate and innovative work behavior variable by 55.9%, while remaining 44.1% is explained by other variables not discussed in this research.

Table 4.5 Hypotheses Testing

| Hypotheses | Relationship | Beta | SE | T Statistics | V-Values | Decision |
|------------|----------------------------------|-------|-------|--------------|----------|----------|
| H1 | LEAD -> PERFORMANCE | 0.198 | 0.033 | 5.972 | 0.000 | Good |
| H2 | CLIMATE -> PERFORMANCE | 0.267 | 0.031 | 8.492 | 0.000 | Good |
| H3 | LEAD -> IWB | 0.394 | 0.045 | 8.839 | 0.000 | Good |
| H4 | CLIMATE -> IWB | 0.190 | 0.045 | 4.257 | 0.000 | Good |
| H5 | IWB -> PERFORMANCE | 0.410 | 0.027 | 15.045 | 0.000 | Good |

| | | | | | | |
|-----------|--|-------|-------|-------|-------|------|
| H6 | LEAD -> IWB -> PERFORMANCE | 0.162 | 0.020 | 4.000 | 0.000 | Good |
| H7 | CLIMATE -> IWB -> PERFORMANCE | 0.078 | 0.020 | 8.213 | 0.000 | Good |

Source: Output of SmartPLS 3.0 Program Processing (authors, 2019).

From table 5 above, it can be concluded that transformational leadership and company climate have positive and significant effect on work performance, directly and through mediation of innovative work behavior (H1, H2, H6 and H7 accepted) and also on innovative work behavior (H3 and H4 accepted) with a p-value <0.05. As well, the T value Statistics for all lines is above 1.96 and all path coefficients are positive. Innovative work behavior has positive and significant effect on work performance (H5 accepted).

Therefore, it can be concluded that assumption main effect of the independent variable on the dependent variable must be fulfilled significantly, so that mediation effect test can be carried out (Baron and Kenny, 1986). Furthermore, to find out whether this mediation is full mediation (fully mediating) or pseudo (quasi-mediating). From the Table 5 above, the effect of transformational leadership and company climate on work performance is still significant with a p-value of 0,000 (<0.05). Therefore, it can be concluded that the effect of mediation is only quasi-mediating. Full mediation occurs if total effects of transformational leadership and company climate are found to be not significant on work performance (Asbari et al, 2019a; 2019b).

5. Conclusion

Based on the results of the study, it can be concluded that transformational leadership and company climate have a positive and significant influence on work performance. Both, directly and through innovative work behavior as mediating. It means that more positive the boss's leadership practices and company culture are, more conducive innovative work behavior and work performance of the company will be. This finding is in line with previous research namely Asbari et al (2019c), Karmawan et al (2015), Sakti et al (2018), Naguib & Naiem (2018), Zuraik & Kelly (2019). Innovative work behavior has a positive and significant influence on work performance. It means that more positive the employee's innovation practices are, better employee's performance will be. This finding is in line with previous research namely Afsar & Masood (2017), Afsar & Umrani (2019), Farahnak et al (2019), Bednall et al (2018), Suifan, Abdallah & Al Janini (2018), Tse et al (2017)), Setbihe (2018), Sethibe & Steyn (2018). In contrast to the results of research Ma & Jiang (2018) which concluded that transformational leadership has no significant effect on innovation and creativity. Company climate has a positive and significant influence on innovative work behavior. It means that more positive company climate, better innovative work behavior of employees. As the previous findings of Waheed et al (2019). Contrary to his findings Naqshbandi & Tabche (2018), Purwanto et al (2019a; 2019b), Purwanto et al (2020), Santoso (2019).

If you look at the path coefficient effect of transformational leadership on innovative work behavior of employees is valued at 0.394 and is higher than the magnitude of influence company climate on innovative work behavior (0.190). The possibility can be explained by composition of automotive industry employees aged > 40 as many as 66.06% and the number of employees who have > 10 years of service as many as 69.97%. It means that employees are easier to be moved by motivation of superiors who have been with them for enough time and employees need a new atmosphere that is conducive to increasing the spirit of innovation.

Further research is needed in a wider scope of population and sample to encourage readiness of the Indonesian people to meet the era Industrial Revolution 4.0 which requires sufficient reason for creativity and innovation.

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