

The Role of Transformational Leadership on Innovative Work Behavior through Intrinsic Motivation and Job Crafting of Permanent Lecturers of PTS in Lamongan Regency

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ABSTRACT

Introduction: This study explores the relationship between transformational leadership and innovative work behavior, both directly and through mediating variables, namely job crafting and intrinsic motivation.

Objectives: The primary objective is to analyze the direct and indirect effects of transformational leadership on innovative work behavior by examining the roles of job crafting and intrinsic motivation as mediators.

Methods: A quantitative descriptive approach was employed using Partial Least Square (PLS) equation modeling. Data collection methods included questionnaires and literature studies. The study population consisted of teachers from a vocational high school in Lamongan Regency, with a sample of 100 respondents selected using a probability sampling technique and simple random sampling method. Analysis was conducted using SmartPLS, which involved determining convergent validity, discriminant validity, composite reliability, and inner model evaluation.

Results: The findings indicate that transformational leadership does not have a significant direct effect on innovative work behavior. However, transformational leadership significantly influences innovative work behavior indirectly through the mediating variables of job crafting and intrinsic motivation.

Conclusions: The study concludes that while transformational leadership alone is insufficient to directly enhance innovative work behavior, it can positively impact such behavior through job crafting and intrinsic motivation. Future studies are encouraged to explore additional mediators and contexts to deepen understanding of this relationship.

Keywords: Transformational leadership, innovative work behavior, job crafting, intrinsic motivation

INTRODUCTION

Post-pandemic caused by the Covid-19 Virus, which has infected the world and even Indonesia, has resulted in changes in conditions in all fields. Limited organizational activities and policies of restrictions on the Covid-19 pandemic are serious factors in carrying out the duties and functions of an organization. The creation of a new culture from the response to changes in results creates a challenge in the new normal era, where people carry out their activities by implementing health protocols¹. Therefore, organizational management must take steps and strategies to get out of the slump that almost drowned the organization. Leadership is one component of various organizational theories that can influence the development of an organization.

¹. Ma'rifah, "Implementation of Work From Home: A Study of Positive Impacts, Negative Impacts, and Employee Productivity," Civ. Serv. J., vol. 14, pp. 53–64., 2020

Employees are the driving force of organizational operations, so if employee performance improves, then organizational performance will also improve. Employees are directed to improve their performance in order to have attitudes and behaviors that reflect responsibility, loyalty, and discipline. To achieve the best performance, the organization is interested in assessing the implementation of work tasks produced by employees in accordance with the series of systems that apply in the organization.² states that leaders play a very important role in effective management of Transformational Leadership is defined as influencing followers by expanding and enhancing follower goals beyond expectations. The existence of Intrinsic Motivation, and Job Crafting carried out on Innovative work behavior, then applied to achieve existing goals. Innovative work behavior is very important to be driven with the aim of maintaining by realizing Intrinsic Motivation, and Job Crafting.

The role of leadership in motivating employees is very important. This means that in motivating employees/leaders must understand a series of employee needs. The search process and research on the definition of leadership in general has been carried out by experts for decades. However, the results obtained from the search which began in 1993, have not been satisfactory to state a generally accepted definition of leadership.³ Many experts define leadership as an asymmetrical relationship that provides influence, guidance, and directs a person's behavior towards a certain goal over a certain period of time. Leadership is also considered as something unique, where leadership can influence the attitude of the organization and the attitudes of the members of the organization.⁴ Leadership can also have a significant influence on employee performance results in the company. which means that leading activities to obtain satisfactory performance require a good understanding between leaders and subordinates.

In contrast to previous researchers, that, "Leadership is an object of study that is easy to define in practice, but difficult to define precisely. This is more because considering the complex nature of leadership, a specific and generally accepted definition of leadership may not be easy to find or even will not be found" in the near future. Muslims believe that every human being is sent on earth to be a leader (Qs. 2: 30).⁵ In particular, men are the ideal reflection of leadership and women are the ones being led (although this can still be studied further)⁶ (Qs. 4: 34), which is reflected in the selection of Ibrahim as the imam of the Muslim community because he was able to carry out the commands, prohibitions, and tests given to him (Qs. 2: 124-129). And the appointment of David as the caliph who was ordered by Allah to decide all problems faced with full justice (Qs. 38: 26). Based on the theories that have been put forward by experts, transformational leadership is a leadership style carried out by leaders by motivating and empowering people who are their responsibility to work together to realize the vision of an educational institution.

Providing the right motivation according to employee needs will provide opportunities for the organization to support the achievement of organizational goals. According to⁷ The motivation that a person has will be more effective if the drive to do the work grows from within the individual. Extrinsic and intrinsic motivation, both have a very important role in supporting increased performance. Being directed by a supportive environment like that can make employees focus on involving themselves in the creative process and achieving innovative results. This can trigger intrinsic motivation in each individual. Another thing that exists is that various employee reactions will arise when organizational changes occur, especially after the Covid-19 pandemic. The most common reaction is how to adapt to organizational change. This reaction can trigger employees to redesign their jobs. The term used for this in the organizational world is known as job crafting.

Job crafting is a behavior that can support increasing competitive advantage. Job crafting is defined as initiative behavior to carry out one's work actively.⁸ The creation of a comfortable environment and resources cannot be

² F. Liu, IH-S. Chow, J.-C. Zhang, and M. Huang, "Organizational innovation climate and individual innovative behavior: exploring the moderating effects of psychological ownership and psychological empowerment," *Rev. Manag. Sci.*, vol. 13, no. 4, pp. 771–789, 2017.

³ Husaini Usman, *Management Theory, Practice, and Educational Research* (Jakarta: Bumi Aksara, 2014).

⁴ Gönül Kaya Özbağ, "The Role of Personality in Leadership: Five Factor Personality Traits and Ethical Leadership," *Procedia - Social and Behavioral Sciences* 235 (November 2016): 235–42, <https://doi.org/10.1016/j.sbspro.2016.11.019>.

⁵ Usamah Abdul Kari m ar-Rifa'i, *At-Tafsīrul Wajīz Li Kitābillāhīl "Azīz* (Jakarta: Gema Insani, 2008).

⁶ According to Aksin Wijaya (Qs. 4: 34) from the research he conducted, it was found that the meaning of the verse is more about the nature/abilities possessed by humans, namely masculine and feminine, not about the male and female genders (Aksin Wijaya. *Questioning the Authenticity of God's Revelation, Critique of Gender Interpretation Reason*. Yogyakarta: Magnum Pustaka, 2011).

⁷ I. Fitrianto, "The Influence of Motivation, Discipline, and Job Satisfaction on Employee Performance at PT. Bumi Rama Nusantara," *YUME J. Manag.*, vol. 3, no. 1, pp. 113–134, 2020.

⁸ Afsar, M. Masood, and WA Umrani, "The role of job crafting and knowledge sharing on the effect of transformational leadership

separated from the influence of Job crafting which can maintain a balance between employee desires and expectations. Creative self-efficacy is one of the variables suspected of being a psychological mechanism that explains the influence of transformational leadership on individual creativity.⁹ Research involving students as respondents is considered to reveal the influence of leadership style and learning orientation on individual creativity. Efforts to improve employee performance are not simple, because employee performance is not a stand-alone concept, but rather depends on a number of variables or factors that influence it.¹⁰ Employee performance issues can be achieved according to target if these factors can be managed and maintained properly. Unlike previous studies, this study discusses the Role of Transformational Leadership of Permanent Lecturers of PTS in Lamongan Regency towards innovative work behavior with, Job Crafting, and Intrinsic Motivation. Furthermore, an analysis of these factors will be carried out with statistical tests and a model will be created using the PLS method assisted by Smart PLS Software. This study underlies the change in leadership roles after the Covid-19 Pandemic.

OBJECTIVES

The objectives of this study were to analyze the effect of transformational leadership on innovative work behavior on permanent lecturers of private universities (PTS) in Lamongan Regency. Investigating the role of intrinsic motivation as a mediator between transformational leadership and innovative work behavior on permanent lecturers of PTS Lamongan. Identifying the effect of job crafting on the relationship between transformational leadership and innovative work behavior on permanent lecturers of PTS in Lamongan. Measuring the contribution of transformational leadership to the level of intrinsic motivation and the application of job crafting on permanent lecturers of private universities in Lamongan. Exploring the relationship between job crafting and work innovation in the context of permanent lecturers at PTS in Lamongan, and how these factors interact with each other to improve lecturer performance.

METHODS

This study uses a quantitative descriptive method, using Partial Least Square (PLS) equation modeling. The data collection method uses questionnaires and literature studies. Relevant data or information related to the research object being carried out, researchers use data collection techniques using questionnaires.

The population in this study were teachers of one of the vocational high schools in Lamongan Regency. The sampling technique in this study was probability sampling. The sampling method used was simple random sampling. The number of samples in this study was 100 respondents. The steps taken in this study were to conduct analysis and simulation with SmartPLS, determine convergent validity, determine discriminant validity, determine composite reliability, mdetermine the inner model.

RESULTS

This research model will be analyzed using the Partial Least Square (PLS) method and assisted by SmartPLS 3.0 software. PLS is an alternative method of Structural Equation Modeling (SEM) that can be used to overcome problems in the relationship between very complex variables but the data sample size is small (30-100 samples) and has non-parametric assumptions, meaning that the data does not refer to a particular distribution.¹¹¹²

The steps taken are as follows.

1. Determining Convergent Validity

on innovative work behavior," Pers. Rev., 2019.

⁹ Y. Hassan, M. Bashir, M. Abrar, SA Baig, and A. Zubair, "The Impact Of Transformational Leadership On Employee's Creative Self-Efficacy: The Moderating Role Of Cognitive Diversity," Int. J. Information, Bus. Manag., 2015.

¹⁰ Saputra, RAK, & Rosyida, IA (2020). Analysis of the Influence of Leadership Style and Work Motivation on Employee Performance and Its Impact on Work Discipline at Mts. N 1 Lamongan. Journal of Management and Business Studies, 7(2), 93-102.

¹¹ Saputra, RAK, & Rosyida, IA (2022). Analysis of the Influence of Leadership Style on Employee Performance and Its Impact for Work Discipline.

¹² Saputra, RAK, & Wahidah, SN (2022). The Influence of Motivation, Discipline, and Work Environment on Employee Performance at KSPPS BTM Mulia. ADILLA: Scientific Journal of Islamic Economics, 5(2), 69-79.

Convergent Validity done by looking at the item reliability (validity indicator) indicated by the loading factor value. Loading factor is a number that shows the correlation between the score of a question item and the score of the construct indicator that measures the construct. A loading factor value greater than 0.7 is said to be valid.

2. Determining Discriminant Validity

Discriminant Validity is done by looking at the cross loading value of construct measurement. The cross loading value shows the magnitude of the correlation between each construct with its indicators and indicators from other block constructs. A measurement model has good discriminant validity if the correlation between the construct and its indicators is higher than the correlation with indicators from other block constructs.

3. Determining Composite Reliability

The outer model is measured not only by assessing convergent validity and discriminant validity but also by looking at the reliability of the construct or latent variable measured by the composite reliability value. The construct is declared reliable if the composite reliability has a value > 0.7 , then the construct is declared reliable.

The calculation results can be seen in the following table.

Table 1. Data Calculation Results

| Variables | Cronbach's Alpha | rho_A | Composite Reliability | Average Variance Extracted (AVE) |
|------------------------------------|------------------|-------|-----------------------|----------------------------------|
| Job Crafting | 0.832 | 0.845 | 0.899 | 0.748 |
| Transformational Leadership | 0.719 | 0.943 | 0.807 | 0.587 |
| Intrinsic Motivation | 0.865 | 0.869 | 0.908 | 0.712 |
| Innovative Work Behavior | 0.841 | 0.849 | 0.905 | 0.761 |

Source: SmartPLS Output (2024)

Based on Table 1, it shows that the AVE square root value for each construct is greater than its correlation value so that the constructs in this research model can still be said to have good discriminant validity.

4. Determining Variance Analysis and Determination Test

Variance Analysis or Determination Test is to determine the extent of the influence of the independent variable on the dependent variable, the value of the determination coefficient can be shown in Table 2 below.

Table 2. R square value

| Variables | R Square | R Square Adjusted |
|--------------------------------|----------|-------------------|
| Job Crafting | 0.096 | 0.087 |
| Intrinsic Motivation | 0.121 | 0.112 |
| Innovative Work Behavior (IWB) | 0.845 | 0.84 |

Source: SmartPLS Output (2024)

Based on the r-square value in Table 2. shows that transformational leadership is able to explain the variability of the intrinsic motivation construct by 11.2%. Furthermore, transformational leadership is able to explain the variability of the job crafting construct by 8.7%. While intrinsic motivation and job crafting are able to explain the variability of the innovative work behavior construct by 84%, and the rest is explained by other constructs outside those studied in this study.

Based on the results of the Inner Model test (structural model) which includes r-square output, parameter coefficients and t-statistics. To see whether a hypothesis can be accepted or rejected, among others, by considering the significance value between constructs, t-statistics, and p-values. The hypothesis testing of this study was carried out with the help of SmartPLS (Partial Least Square) 3.0 software. These values can be seen from the bootstrapping results. The rules of thumb used in this study are t-statistics > 1.96 with a significance level of p-value 0.05 (5%) and a positive beta coefficient. The value of the hypothesis testing of this study can be shown in Table 3 and the results of this research model can be described as shown in Figure 1.

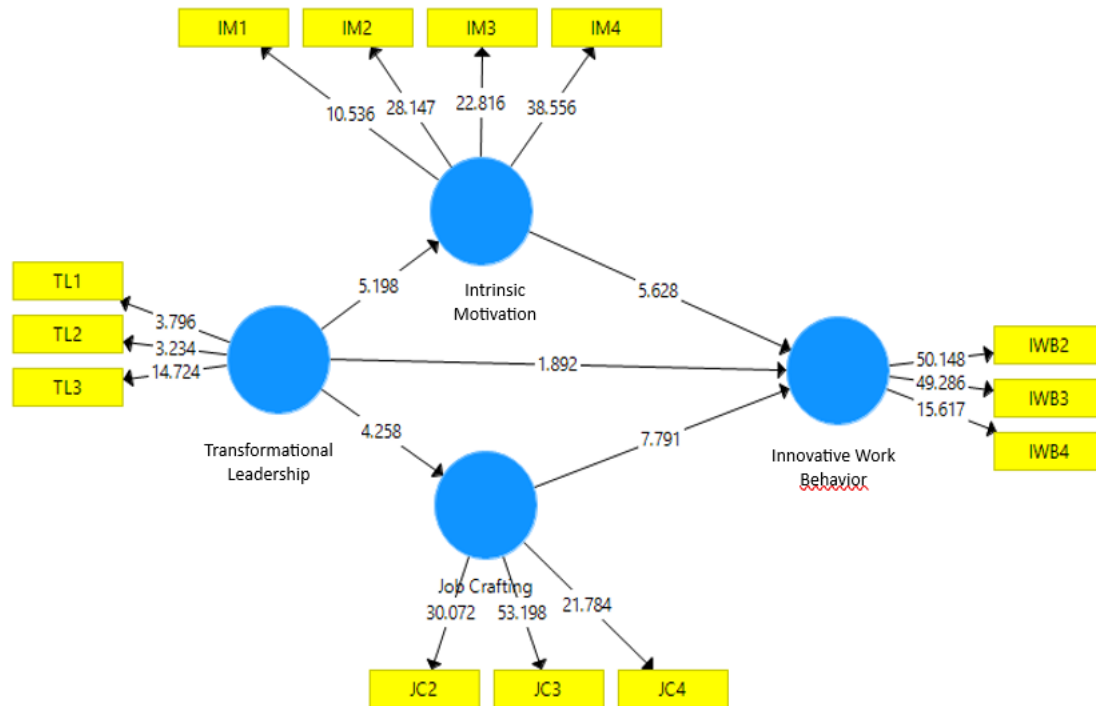


Figure 1.Path Model with SmartPLS

Table 3. Path Coefficient Results

| Variables | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values | Information |
|---|---------------------|-----------------|----------------------------|--------------------------|----------|-------------|
| Job Crafting -> Innovative Work Behavior | 0.541 | 0.538 | 0.069 | 7,791 | 0 | accepted |
| Transformational Leadership -> Job Crafting | 0.311 | 0.33 | 0.073 | 4.258 | 0 | accepted |
| Transformational Leadership -> Intrinsic Motivation | 0.348 | 0.37 | 0.067 | 5.198 | 0 | accepted |
| Transformational Leadership -> Innovative Work Behavior | -0.085 | -0.086 | 0.045 | 1,892 | 0.059 | Rejected |
| Intrinsic Motivation -> Innovative Work Behavior | 0.443 | 0.448 | 0.079 | 5,628 | 0 | accepted |

Source: SmartPLS Output (2024)

This section will explain the results of the research analysis. The purpose of this study is to determine the most influential factors in the study. Considering previous literature, this study uses transformational leadership

to determine the relationship between job crafting, intrinsic motivation and finally, its influence on innovative work behavior has been examined. A total of five hypotheses were developed and tested using the Structural Equation Modeling (SEM) method and assisted by SmartPLS 3.0 software.¹³, the results of this study show the following:

The demographic characteristics of the respondents were summarized using descriptive statistics. The majority of respondents in this study were employees at one of the vocational high schools in Lamongan. This study obtained findings that showed that transformational leadership influenced innovative work behavior through all mediation variables. Based on hypothesis testing of all existing mediation variables, the variable that most influenced innovative work behavior was job crafting. This is because increasing innovative work behavior does require job crafting. While transformational leadership does not directly influence innovative work behavior. Transformational leadership influences innovative work behavior through all mediation variables.

DISCUSSION

Based on the results of the research conducted, it can be concluded that transformational leadership does not provide a significant influence on innovative work behavior. However, transformational leadership provides a significant influence on innovative work behavior through all mediating variables, namely Job crafting and Intrinsic Motivation.

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