

## EFFECT OF TRANSFORMATIONAL LEADERSHIP AND EMPLOYMENT ENGAGEMENT ON INNOVATIVE BEHAVIOR IN PT. SEMESTA INDOVEST SECURITY

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### Abstract

This study aims to determine the effect of Transformational Leadership (X1) and Work Engagement (X2) on Innovative Work Behavior (Y) at PT Semesta Indovest Sekuritas. The research method used is a quantitative research method with a descriptive approach. The population in this study amounted to 125 employees. Based on the Slovin formula, the number of samples in this study is 95 respondents. The sampling technique used is purposive sampling technique. The data processing technique used in this study uses SPSS version 25. In this study, the data analysis techniques carried out included five stages, namely: (1) requirements analysis test; (2) classical assumption test; (3) multiple regression analysis test; (4) hypothesis testing; and (5) the coefficient of determination analysis test. The result shows that transformational leadership and work engagement affect the innovative work behavior of employees.

### Abstrak

Penelitian ini bertujuan untuk mengetahui pengaruh Kepemimpinan Transformasional (X1) dan Keterikatan Kerja (X2) terhadap Perilaku Inovatif (Y) pada PT Semesta Indovest Sekuritas. Metode penelitian yang digunakan adalah metode penelitian kuantitatif dengan pendekatan deskriptif. Populasi terjangkau pada penelitian ini berjumlah 125 karyawan. Berdasarkan rumus Slovin, maka jumlah sampel pada penelitian ini sebanyak 95 responden. Teknik pengambilan sampel menggunakan teknik purposive sampling. Teknik pengolahan data yang digunakan dalam penelitian ini menggunakan program SPSS versi 25. Dalam penelitian ini, teknik analisis data yang dilakukan meliputi lima tahap, yaitu: (1) uji persyaratan analisis; (2) uji asumsi klasik; (3) uji analisis regresi berganda; (4) uji hipotesis; dan (5) uji analisis koefisien determinasi. Hasil menunjukkan bahwa kepemimpinan transformasional dan keterikatan kerja berpengaruh terhadap perilaku inovatif karyawan.

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## INTRODUCTION

Over time, organizations or companies continue to grow. The increasingly fierce competition makes the business world and organizations currently faced with a situation that increasingly demands changes. Therefore, every company and organization is required to create innovations in order to be able to compete with other companies and organizations. Innovation is needed to maintain the continuity of a business or organization. However, the development of innovation in Indonesia can be said to be low when compared to other countries. One of the reasons why innovation growth in Indonesia is low is competitiveness (Dwiastuti & Etikariena, 2020). According to the International Institute for Management Development (IMD) World Competitiveness Ranking 2020, Indonesia's competitiveness ranking is at position 40 out of 63 countries. This ranking is far lower than the previous year (in 2019) where Indonesia was in position 32. This is what ultimately demands that all components of the nation, especially government bureaucrats and business players, should innovate and foster innovative behavior. Especially in today's business world, companies are required to continue to innovate in order to remain competitive and be able to survive in the long term

According to De Jong and Den Hartog (2007), one of the factors considered to have an influence on innovative behavior is leadership. Leadership is one of the factors that determine the success or failure of a company. The leader expected by every employee is certainly a leader who is able to motivate them so that they are motivated to work optimally. Therefore, it is important for a leader to apply the right leadership style. The style applied will determine whether or not they are able to direct their subordinates to be able to work together and achieve company goals. Furthermore, Jong and Hartog said that transformational leadership can encourage innovative behavior. A transformational leader is a very charismatic leader who is able to create a sense of admiration and respect for his subordinates so as to motivate them to do more than expected. Transformational leaders communicate high expectations and demand contributions from subordinates to the organization to develop and offer more ideas for the success of the company's organization.

In addition to the leadership role, employee engagement is also important in achieving company goals. Work engagement is characterized by enthusiasm, dedication and initiative from employees. Work engagement can also be seen from the commitment of employees when they work, a sense of belonging to their work, a sense of pride in what they do and the efforts they give as their contribution to the company. Employees who feel bound in their work environment have high energy levels so they feel very enthusiastic about their work (Wirjadi, 2014). Ariyani and Hidayati (2018) state that employees with high work engagement will contribute more, especially in generating ideas for better company development and generating initiatives that have an impact on innovation. Reuvers et al. (2008) stated that innovative behavior will increase when employees have work engagement. This opinion is in line with research conducted by Slåtten & Mehmetoglu (2011) which shows that one's work engagement will increase their innovative behavior. Provide bridges and connecting sentences between relevant theories and research

The low level of innovative behavior will certainly hinder the growth of a business. Technological developments that continue to occur require every company to create innovations. If innovative behavior is low, it will be difficult for the company to adapt to changing times. Therefore, it is important to have and implement innovative behavior so that companies are able to compete and remain relevant in the face of a constantly changing environment. Based on this background exposure, the researcher is interested in conducting a study with the title "The Influence of Transformational Leadership and Work Engagement on Innovative Behavior at PT. Semesta Indovest Sekuritas".

## **THEORETICAL BASIS**

### **1. Innovative Behavior**

J. De Jong & Den Hartog (2010) argue that innovative behavior is a series of employee behaviors related to generalizing ideas, then implementing their ideas, as well as the support provided in implementing these ideas so as to generate profits and benefit the company. With innovative behavior, a person has a solution to problem solving that is more effective, more efficient and different from others (Virgianty & Khasanah, 2020). According to Taime and Zona (2020), innovative behavior is behavior that leads to the initiation and application of new (both in work roles, groups and organizations) and utilizes an idea, product, series of processes, and or procedures.

Innovative behavior is also defined by Shanker et al. (2017) as the formation of useful concepts, then combined to improve or create a new product or service. Further, Fauziah et al. (2017) revealed that innovative behavior is a person's action that is directed to produce a finding, introduce the finding and then apply it. The findings in question can be in the form of ideas or solutions (in terms of technology) that provide benefits for business activities marked by the development of ideas or ideas, seeking opportunities, fighting for these ideas or ideas, seeking support until the idea can be implemented. This opinion is reinforced by Kamae et al. (2020), in which they state that innovative behavior is characterized by individuals, groups and organizations will champion and promote the ideas that have been generated for the purpose of seeking support and building coalitions. In the end, the application process makes the idea that has been supported before actually become a reality. All of that includes the process of developing, testing, modifying, to the commercialization of ideas.

### **2. Transformational Leadership**

Transformational leadership is defined by Yukl (2010) as leadership that influences employees so that they feel trust, admiration, loyalty and respect for their leaders, and are motivated to do more than what is expected by the leader. Transformational leadership involves presenting a clear vision of the organization. This leadership provides motivation that inspires employees and contributes to good results for the organization (Aydin & Erkiliç, 2020). According to Gunawan (2016), transformational leadership includes the process of directing, guiding and influencing the thoughts, feelings, actions and behavior of employees towards certain goals. Transformational leadership also empowers employees personally to develop and enhance their abilities. Not only ability, but also ultimately able to increase the self-efficacy of employees and produce a change (Mikola & Prasetyo, 2020)

Slåtten and Mehmetoglu (2015) stated that transformational leadership builds bonds between employees and tries to understand their needs and help employees reach their potential. Agreeing with them, Robbins and Judge (2015) also say that transformational leadership are leaders who have the ability to influence their followers deeply and tremendously by inspiring them to go beyond their self-interest. If transformational leadership is implemented properly, this will provide motivation for employees which will make them feel satisfied at work, which in the end will also have a positive impact on employee performance in taking responsibility for the benefit of the company (Putra & Subudi, 2015) .

### **3. Work Engagement**

Work engagement is a positive motivational state and self-fulfillment in work towards working conditions characterized by vigor or enthusiasm, dedication or devotion, and absorption or initiative (Schaufeli & Bakker, 2004). Furthermore, Schaufeli also revealed that work engagement is a positive emotional feeling that is felt by a person because of the fulfillment of personal well-being and feelings of pleasure towards the work done accompanied by a high attachment to activities at work (Schaufeli et al., 2006). Macey and Schneider (2008) also define work engagement as a desirable condition that has organizational goals, and connotes involvement, commitment, passion, enthusiasm, focused effort, and energy.

Raymond Noe (2011) states that work engagement is the extent to which employees are involved in their work so that it strengthens their commitment to their work and the company they work for. Work engagement results in the achievement of organizational goals and objectives where when employees perceive their work as a necessity, these employees will be more focused at work and want to be the best so as to improve their performance (Setiani, 2011). According to Jason and Geetha (2019), work engagement is characterized by high energy, with intrinsic motivation to pursue higher performance goals as well. Job engagement motivates individuals to accept challenging situations without losing focus and dedication (Afsar et al., 2020)

## **METHOD**

The research method used is a survey method with multiple linear regression analysis with two predictors. The research approach used is a quantitative approach where quantitative research is used to provide an overview of an object through certain analytical techniques. The study used primary data for the variables of Transformational Leadership (X1), Job Engagement (X2) and Innovative Behavior (Y). The population used in this study were employees of PT. Semesta Indovest Sekuritas with 125 employees. Based on this population, sampling uses a purposive sampling technique, where sampling is based on certain considerations (Sugiyono, 2015). As for this study, the researchers set the criteria for respondents to be permanent employees and have worked at least one year in the company. Based on the Slovin formula, the number of samples obtained was 95 people.

Innovative behavior is a series of actions taken by individuals, groups or organizations, starting from the creation of ideas to implementing these ideas, so as to

generate profits for the organization. Innovative behavior can be measured by four dimensions, namely idea exploration, idea generation, idea championing and idea implementation. The instrument used is a replica of De Jong and Den Hartog (2010), where these instruments have also been used in several studies such as the research conducted by Badir et al. (2014), Masood and Afsar (2017), Kustanto et al. (2020), Afsar et al. (2020) and other related research.

Transformational leadership is the ability of leaders to encourage their employees to work optimally through the motivation given so that they are able to work together and put aside their personal interests in order to achieve company goals. Transformational leadership can be measured by four dimensions, namely idealized influence, inspirational motivation, intellectual stimulation and individualized consideration. The instrument used is a replica of Avolio and Bass (2004) where these instruments have also been used in several studies such as research conducted by Aryee et al. (2012), Masood and Afsar (2017), Li et al. (2019), Haq et al. (2020) and other related research.

Job engagement is a positive condition in which a person is actively involved in his work which is characterized by enthusiasm, pleasure and pride in the work they have so that they are committed and devoted themselves to improving performance which is important for their self-esteem. Work engagement can be measured by three dimensions, namely vigor, dedication and absorption. The instrument that the researcher uses is a replica of W. Schaufeli et al. (2002), where these instruments have also been used in several studies such as in the study of Aryee et al. (2012), Orth and Volmer (2017), Li et al. (2019), Jason and Geetha (2019), Afsar et al. (2020), and other related research. To fill in each statement, a Likert scale was used with five alternative answers. Each answer is worth one to five, according to the level of the answer, namely Strongly Disagree, Disagree, Doubtful, Agree and Strongly Agree.

## RESULTS AND DISCUSSIONS

### 1. Normality Test Results

The following is the output of the Kolmogorov-Smirnov normality test with the help of SPSS version 25.0 Program:

**Table 1. Kolmogorof Smirnov . Normality Test Results**

		Unstandardized	
		Residual	
N		95	
Normal Parameters <sup>a,b</sup>	Mean	.0000000	
	Std. Deviation	4.65272537	
Most Extreme Differences	Absolute	.057	
	Positive	.043	
	Negative	-.057	
Test Statistic		.057	
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>	

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Source: Data processed by Researchers (2021)

Based on the calculation of the Kolmogorov-Smirnov normality test above, it is known that the significance value of transformational leadership, work engagement and innovative behavior is 0.200. Value  $0.200 > 0.05$  so it can be stated that the data for the three variables are normally distributed.

### 2. Linearity Test Results

The following are the results of linearity test calculations using SPSS 25.0:

**Table 2. Linearity Test Results X1, Y**  
**ANOVA Table**

			Sum of		Mean		
			Squares	df	Square	F	Sig.
Perilaku Inovatif * Kepemimpinan Transformasional	Between	(Combined)	1803.067	43	41.932	1.613	.051
	Groups	Linearity	984.877	1	984.877	37.888	.000
		Deviation from Linearity	818.189	42	19.481	.749	.831
	Within Groups			1325.733	51	25.995	
Total			3128.800	94			

Source: Data processed by Researchers (2021)

Based on the table above, it is known that the Linearity value is  $0.000 < 0.05$  and the Deviation From Linearity value is  $0.831 > 0.05$ . Thus it can be concluded that the variables of transformational leadership and innovative behavior have a linear relationship.

**Table 3. Linearity Test Results X2, Y**  
**ANOVA Table**

			Sum of Squares	df	Mean Square	F	Sig.
Perilaku Inovatif * Keterikatan Kerja	Between	(Combined)	1629.883	36	45.275	1.752	.028
	Groups	Linearity	849.309	1	849.309	32.864	.000
		Deviation from Linearity	780.574	35	22.302	.863	.676
	Within Groups		1498.917	58	25.843		
Total		3128.800	94				

Source: Data processed by Researchers (2021)

Based on the table above, it is known that the Linearity value is  $0.000 < 0.05$  and the Deviation From Linearity value is  $0.676 > 0.05$ . Thus, it can be concluded that the variables of work engagement and innovative behavior also have a linear relationship.

### 3. Multicollinearity Test Results

The following are the results of the multicollinearity test calculation using SPSS 25.0:

**Table 4. Multicollinearity Test Results**  
**Coefficients<sup>a</sup>**

Model		Collinearity Statistics	
		Tolerance	VIF
1	Kepemimpinan	.528	1.893
	Transformasional		
	Keterikatan Kerja	.528	1.893

a. Dependent Variable: Innovative Behavior

Source: Data processed by Researchers (2021)

Based on the table above, it can be seen that the Tolerance value for transformational leadership and work engagement variables is  $0.528 > 0.1$  and the VIF value is  $1.893 < 10$ . So it can be concluded that the regression model in this study does not have multicollinearity problems.

#### 4. Heteroscedasticity Test Results

The following is the output of the Spearman's Rho heteroscedasticity test with the help of SPSS version 25.0 Program:

**Table 5. Heteroscedasticity Test Results**  
**Correlations**

		Unstandardized Residual	Kepemimpinan Transformasional	Keterikatan Kerja
Spearman's rho	Unstandardized Residual	1.000	-.001	.003
	Correlation Coefficient			
	Sig. (2-tailed)	.	.990	.973
	N	95	95	95
Kepemimpinan Transformasional	Correlation Coefficient	-.001	1.000	.642**
	Sig. (2-tailed)	.990	.	.000
	N	95	95	95
	Correlation Coefficient	.003	.642**	1.000
Keterikatan Kerja	Correlation Coefficient	.003	.642**	1.000
	Sig. (2-tailed)	.973	.000	.
	N	95	95	95
	Correlation Coefficient			

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Sumber: Data diolah oleh Peneliti (2021)

Based on the data in the table above, it can be seen that the significance value of transformational leadership is  $0.990 > 0.05$  and the significance of work engagement is  $0.973 > 0.05$ . So it can be concluded that the regression model in this study does not have heteroscedasticity problems.

#### 5. Multiple Linear Regression Test Results

The following is the output generated from the multiple regression test calculation using SPSS 25.0:

**Table 6. Multiple Linear Regression Test Results**  
**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	12.682	2.454			5.168	.000
Kepemimpinan Transformasional	.177	.053	.385		3.325	.001
Keterikatan Kerja	.148	.066	.257		2.220	.029

a. Dependent Variable: Perilaku Inovatif

Sumber: Data diolah oleh Peneliti (2021)

Based on the table above, it can be obtained multiple regression equations as follows:

$$Y = 12,682 + 0.177 * \text{Transformational Leadership} + 0.148 * \text{Work Engagement}$$



It can be seen from the regression equation that the constant value of 12.682 means that if the transformational leadership and work engagement of employees is 0, then the value of employee innovative behavior is 12.697. The value of the regression coefficient (X1) is 0.177, meaning that each addition of one value to the transformational leadership variable will give an increase in the score of 0.177 for innovative behavior. The coefficient of transformational leadership is positive, meaning that there is a positive relationship between transformational leadership and innovative behavior. The value of the regression coefficient (X2) is 0.147, meaning that each addition of one value to the work engagement variable will give an increase in the score of 0.148 for innovative behavior. The work engagement coefficient is positive, meaning that there is a positive relationship between work engagement and innovative behavior.

## 6. F Test Results

The following is the output generated from the F test calculation using SPSS 25.0:

**Table 7. F . Test Results**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1093.902	2	546.951	24.728	.000 <sup>b</sup>
	Residual	2034.898	92	22.118		
	Total	3128.800	94			

a. Dependent Variable: Perilaku Inovatif

b. Predictors: (Constant), Keterikatan Kerja, Kepemimpinan Transformasional

Sumber: Data diolah oleh Peneliti (2021)

Based on the F test table above, it can be seen that the significant value is 0.000 < 0.05 and the calculated F is 24.728. The F table value is 3.23. So it can be concluded that transformational leadership and work engagement have a simultaneous effect on innovative behavior because F count is 24.728 > F table value is 3.23.

## 7. T Test Results

The following is the output generated from the calculation of the T test using SPSS 25.0:

**Table 8. T . Test Results**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	12.682	2.454		5.168	.000
	Kepemimpinan Transformasional	.177	.053	.385	3.325	.001
	Keterikatan Kerja	.148	.066	.257	2.220	.029

a. Dependent Variable: Perilaku Inovatif

Sumber: Data diolah oleh Peneliti (2021)

Based on the T-test table above, it can be seen that the significant value of transformational leadership is  $0.001 < 0.05$  and the calculated T value is 3.325. T table = 1,989. So it can be concluded that transformational leadership partially has a significant effect on innovative behavior because T count is  $3.325 > T$  table value is 1.989. It is also seen in the table that the significant value of work engagement is  $0.029 < 0.05$  and the calculated T value is  $2.220 > T$  table 1.989. So it can be concluded that partial work engagement has a significant effect on innovative behavior.

### 8. Coefficient of Determination Test Results

The following is the output of the calculation of the coefficient of determination using SPSS 25.0:

**Table 9. Coefficient of Determination Test Results X1, X2, Y**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.840 <sup>a</sup>	.705	.695	2.46209

a. Predictors: (Constant), Kepemimpinan Transformasional, Keterikatan Kerja

b. Dependent Variable: Perilaku Inovatif

Sumber: Data diolah oleh Peneliti (2021)

Based on the output table above, it can be seen that the value of R Square (R<sup>2</sup>) or the influence between transformational leadership and work engagement with innovative behavior is 0.705. The percentage contribution of transformational leadership variables and work engagement to explain innovative behavior variables simultaneously or together is 70.5% while the remaining 29.5% is influenced by other variables that are not examined.

## CONCLUSIONS AND SUGGESTIONS

Based on the research that has been done, empirical conclusions can be drawn through description, statistical data processing, interpretation and analysis of the data that have been described, it can be concluded that transformational leadership has a positive and significant effect on innovative behavior. The better the transformational leadership applied by the leadership of PT Semesta Indovert Sekuritas, the higher the innovative behavior of its employees. It is also concluded that work engagement has a positive and significant effect on innovative behavior. The higher the work engagement of PT Semesta Indovert Sekuritas employees, the higher their innovative behavior. Finally, it can be concluded that transformational leadership and work engagement have a positive and significant effect on innovative behavior. If transformational leadership is implemented properly by the leadership of PT Semesta Indovert Sekuritas and employee engagement is high, then the innovative behavior of PT Semesta Indovert Sekuritas employees will increase.

Therefore, leaders must be able to apply transformational leadership to the maximum and increase employee engagement which will have implications for increasing innovative behavior in the company.

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