

# The Influence of Transformational Leadership Style on Innovative Work Behavior with Job Satisfaction as Intervening Variable

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## ABSTRACT

The study aims to analyze the impact of transformational leadership on innovative work behavior through job satisfaction. The number of respondents involved in this study amounted to 115 respondents. The type of data used in this study was primary data, and the data collection technique employed questionnaires. Then, the data analysis used in this study was path analysis utilizing SPSS Base 22. The analysis of this study revealed that transformational leadership style and innovative work behavior affected job satisfaction. This research is one of several studies examining transformational leadership on innovative work behavior and job satisfaction in non-profit oriented organizations. Therefore, this study enriches the existing scientific literature to test and further explore the relationship between these variables. Practically, the results of this study provide insight into how attitudes and behavior of employees can be influenced by their leaders, especially transformational leadership. In addition, this study also recommends that non-profit oriented private organizations focus more on developing transformational leadership in organizations in order to increase innovative work behavior and Job Satisfaction

**Keywords:** Transformational Leadership Style, Innovative Work Behavior, Job Satisfaction

## 1. INTRODUCTION

An organization can achieve its goals because of the support of human resources owned by the organization. Every employee's behavior, individually or in groups, can greatly influence an organization. On the other hand, the development of technology in the world of work is currently getting better and more advanced. Consequently, every organization is encouraged and required to continue to innovate with new creative ideas (Udin, 2022) to compete and survive in an increasingly fierce world of competition as it is today.

In addition, the leadership style the leaders use has a crucial role in an organization. An organization's leaders must create a leadership style appropriate and acceptable in the world of work for its employees (Suhana, Suharnomo, Mas'ud, & Udin, 2019; Udin, 2021). The leadership used by leaders in organizations is also vital because leaders can influence a group to go and achieve the goals set (Robbins & Judge, 2015). Presently, one of the popular leadership styles is the transformational leadership style, i.e., leadership that can influence its employees. Transformational leadership can also change the consciousness of employees by looking at old problems with a new perspective, inspiring employees to work hard and bring up innovations to achieve common goals in the organization (Udin & Shaikh, 2022).

The leadership applied in an organization will also influence the job satisfaction of its employees. By applying leadership in accordance with the world of work, employees will feel satisfied with what they receive. According to (Hasibuan, 2013), job satisfaction is an emotional attitude that is pleasant and loves his job. When employees are satisfied with what they receive, they will give their best for the

organization. With a feeling of pleasure in doing their work, employees will always produce innovations to solve working problems within the organization. According to (Seppala, 2016), to foster innovative behavior, a leader must do the following three things: inspiring, spreading kindness, and paying attention to rights related to employees' personal lives, such as health, happiness, and welfare. Further, every company wants its employees to innovate in doing and carrying out their work so that every employee can learn from what has been done and carried out. It is because performance does not only explain the work's results but also how the work process takes place or runs. Thus, innovative behavior in a company will result in effectiveness and efficiency in doing work.

Once again, the leader's leadership style is important and has an important role in every company. The existence of reliable leadership can bring significant changes to the company. In this case, the leadership style appropriate to describe transformational leadership is applied at PT. Kereta Api Indonesia Operational Area 6 Yogyakarta. It is because the leader has used steps with the characteristic of the transformational leadership style, such as the vision created is an applicable vision, not a vision that is only a dream, and the leader empowers all employees to act and behave according to the predetermined vision. Every month, the employees conduct maintenance with a target of 25 trains. In this regard, employees are given targets to be motivated and can foster creativity or innovation at work. To do their work, employees will collaborate with teams within a division. For example, when there is damage to the train, the employees in the maintenance division will discuss with the team what to do and choose how to repair the damaged train, whether it can be

repaired in the usual way or using other innovative ways to repair it.

Moreover, employees always show a positive attitude at work and do their best with creativity or innovation that continues to be raised by employees as they feel happy doing their jobs. However, some division employees are still unwilling to innovate in doing their work. Meanwhile, every employee must work not only on quantity but also on quality; thus, employees can continue to innovate and be enthusiastic about facing change since the leader wants the employees to behave and act according to the vision set. The company also demands that its employees continue to learn and develop capabilities and build synergistic cooperation

Based on the above phenomenon, it is challenging for companies to determine how employees can innovate or bring up creativity at work. It is because every employee is required to continue to innovate to face changes at this time with increasingly advanced technological developments. Here, leadership style is considered one factor determining innovative behavior and job satisfaction. When employees are satisfied, their behavior in doing their work will be better, and they will make innovations that follow company goals.

Aside from influencing job satisfaction, transformational leadership can also affect innovative work behavior. The research results and discussion (Ariyani & Hidayati, 2018) revealed that transformational leadership influenced innovative work behavior. The same research results (Groselj, Cerne, Penger, & Grah, 2020) stated a positive relationship between transformational leadership and innovative work behavior. Meanwhile, according to another study (Nardo, Evanita, & Syahrizal, 2018), there was no significant influence of transformational leadership on innovative work behavior

Based on the different phenomena and research results above, research on transformational leadership, innovative work behavior, and job satisfaction in organizations or companies are still interesting to study. For this reason, this study aims to analyze the effect of transformational leadership style on innovative work behavior with job satisfaction as an intervening variable. The benefit of the research results for the organization is that it can be considered to increase employee job satisfaction so that employees in carrying out their work are more innovative. Besides, the analysis results can provide input for organizational leaders to evaluate the leadership style applied in the organization.

## 2. LITERATURE REVIEW

### 2.1. Transformational leadership

According to (Bass & Avolio, 1994), transformational leadership is when a leader can influence his followers to feel trust, admiration, loyalty, and respect for the leader and be motivated to do more work than initially expected. Meanwhile, according to (Robbins & Judge, 2015), transformational leadership is when a leader can inspire his followers to go beyond their self-interest and have a profound and extraordinary influence on followers. Measuring

transformational leadership style (Bass & Avolio, 1994) comprises idealized influence, inspirational motivation, intellectual stimulation, and individualized influence.

Idealized Influence shows the behavior of a leader who can make his followers admire, respect and trust him. Inspirational Motivation shows the behavior of a leader who is able to articulate clear expectations for the achievements of his subordinates, demonstrates his commitment to all goals, and is able to encourage team spirit within the organization through growing enthusiasm and optimism (Intellectual Stimulation) shows the behavior of a leader must have the ability to generate new ideas, provide creative solutions to problems faced by his subordinates, and be able to motivate his subordinates to seek new approaches in carrying out tasks in the organization. Individualized Consideration shows the behavior of a leader to be someone who wants to listen attentively to input from his subordinates and specifically wants to pay attention to the needs of subordinates for career development.

### 2.2. Job Satisfaction

According to (Robbins & Judge, 2015), job satisfaction describes a positive feeling about work, which results from an evaluation of various aspects of the job and its characteristics. In addition, according to (Luthan, 2011), job satisfaction is an employee's feeling about how good or important the job is. According to MSQ (the Minnesota Satisfaction Questionnaire), to measure job satisfaction, the measurement includes ability utilization, achievement, activity, advancement, authority, company policies, compensation, co-workers, creativity, independence, security, social service, social status, moral values, recognition, responsibility, supervision – human relations, supervision – technical, variety, and working condition.

Ability utilization is to provide an opportunity for employees to use all the capabilities they have at work. Achievement is the feeling of success that employees get at their jobs. Activity is being able to actively work all day. Advancement is an opportunity to master a job. Authority is the opportunity to rule over others. Company policies and practices are how company policies are applied in everyday life. Compensation is the salary and the amount of work done. Co-workers is how to interact with each other with colleagues. Creativity is giving the opportunity to try their own/personal way/method of working. Independence is an opportunity to work independently. Moral values are being able to do something that is not against conscience. Recognition is praise that is earned when completing tasks well. Responsibility is the freedom to give/use personal judgment.

### 2.3. Innovative work behavior

Innovative work behavior is individual behavior that aims to achieve intentional initiation and recognition (in work,

group, or organizational roles) of useful ideas related to processes, products, or procedures (De Jong & Den Hartog, 2008). According to (Aditya & Ardana, 2016), innovation behavior is the behavior of individuals or organizational members who introduce the latest ideas to a group or organization where they work. Measuring innovative work behavior (De Jong & Den Hartog, 2008) uses seeing opportunities, issuing ideas, fighting for ideas, and idea applications.

Opportunity exploration is something that can determine the innovation process. Individuals can explore every opportunity that exists so that services and work processes can be continuously improved and always try to think of new alternatives regarding work processes, products or services. Idea Generation is the re-management of existing information and concepts to improve performance. Individuals who are aware of opportunities or needs will find it easier to find a solution to a problem with a different perspective and mindset. Idea Generation Idea generation is the re-management of existing information and concepts for performance improvement. Individuals who are aware of opportunities or needs will find it easier to find a solution to a problem with a different perspective and mindset. Idea Championing is an individual's innovative behavior related to seeking support, such as being able to influence other members and having an agreement on a solution. Idea Application is an individual effort made to be able to develop selected and applied ideas, this behavior includes such as improving work processes as well as testing and evaluating.

### 3. HYPOTHESIS DEVELOPMENT

#### 3.1. The Influence of Transformational Leadership Style on Job Satisfaction

Transformational leaders can have a tremendous impact on their followers (Astuty & Udin, 2020). A transformational leader who can empower followers individually to develop and improve their abilities will impact employee job satisfaction. Job satisfaction is crucial because it will impact other things, such as motivation and performance. Conversely, dissatisfied employees will reduce their motivation and morale, which in the end, their performance will also decrease. Likewise, having high job satisfaction means that the leadership task is successful in conducting its mission.

Empirical studies that have been conducted (Long, Yusof, Kowang, & Heng, 2014), (Atmojo, 2015), (Singhry, 2018), (Anggraeni & Santosa, 2013), (Hassi, 2019), and (Al-edenat, 2018) revealed a positive and significant influence of transformational leadership style on job satisfaction.

Based on the logic of thinking and previous empirical studies, the hypothesis was derived:

**Hypothesis 1:** *Transformational leadership style positively and significantly affects job satisfaction.*

#### 3.2 The Influence of Transformational Leadership Style on Innovative Work Behavior

Transformational leaders who can pay attention to their followers' needs, change their followers' self-awareness by looking at old problems in new ways (Sulistiyani, Udin, & Rahardja, 2018), and inspire subordinates will impact innovative work behavior. The higher a leader's attention to employees to do work in new ways, supported by high enthusiasm from employees to achieve organizational goals, the higher the innovative work behavior of employees.

Studies (Ariyani & Hidayati, 2018), (Amankwaa, Gyensare, & Susomrith, 2019), (Groselj, Cerne, Penger, & Grah, 2020), (Aditya & Ardana, 2016), (Afsar & Umrani, 2019), (Al-edenat, 2018), (Suhana, Udin, Suharnomo, & Mas'ud, 2019), and (Afsar, Al-Ghazali, Cheema, & Javed, 2020) stated that transformational leadership style had a positive and significant effect on innovative behavior.

Based on the logic of thinking and previous empirical studies, the hypothesis was proposed:

**Hypothesis 2:** *Transformational leadership style positively and significantly affects innovative work behavior.*

#### 3.4. The Influence of Job Satisfaction on Innovative Work Behavior

Job satisfaction that employees feel will affect the increase in innovative work behavior within a person. If job satisfaction increases, innovative work behavior will automatically increase due to encouragement from within a person. It happens because when an employee is satisfied with what he gets in his work, it will create a desire from within him to make innovations at work and carry out work optimally to achieve the company's goals.

Previous research (Dahri & Aqil, 2018), (Attiq, Wahid, Javaid, Kanwal, & Shah, 2017), (Choi, Cundiff, Kim, & Akhatib, 2018), (Danish, et al., 2019), and (Al-edenat, 2018) uncovered a positive and significant effect of job satisfaction on innovative behavior.

Based on the logic of thinking and previous empirical studies, the hypothesis was put forward:

**Hypothesis 3:** *Job satisfaction positively and significantly affects innovative work behavior.*

#### 3.5. The Influence of Transformational Leadership Style on Innovative Work Behavior through Job Satisfaction

Transformational leaders who can make employees satisfied will have an impact on innovative work behavior. Previous research (Afzan & Aziz, 2020) and (Al-edenat, 2018) found results where job satisfaction could mediate the effect of transformational leadership style on innovative work behavior.

Based on the logic of thinking and previous empirical studies, the hypothesis was formulated:

**Hypothesis 4:** *Transformational leadership style positively and significantly affects innovative work behavior mediated by job satisfaction.*

## 4. RESEARCH METHOD

#### 4.1. Population and sampling technique

The population in this study was all employees who worked at PT. Kereta Api Indonesia Operational Area 6 Yogyakarta Station at the train depot with 115 employees. In this study, the technique used by the researchers was the census method. This sampling technique with census sampling can be interpreted as a sampling technique where all population members are used as a reference for the samples in the study (Sugiyono, 2018).

#### 4.2. Data type

The data used in this study was primary. Primary data was obtained directly from the origin of the source, attained by interacting with respondents, observing events or events, and distributing questionnaires (Sekaran & Bougie, 2017). In this study, the technique or method employed for data collection was a survey method by distributing questionnaires. Then, the scale utilized in this questionnaire was a Likert scale of 1-5.

#### 5.3. Instrument quality test

To test the research instrument using validity and reliability tests (Sekaran & Bougie, 2017), validity tests how well an instrument developed measures a certain concept wanted to measure. For the significance level of 5%, if the probability is  $< 0.05$ , the statement is said to be valid. On the other hand, if the probability value is  $> 0.05$ , the statement is said to be invalid (Ghozali, 2011). Meanwhile, the reliability test used Cronbach Alpha. If the value obtained is closer to number 1, the value of a reliability consistency will be higher, while if the Cronbach Alpha value is  $> 0.6$ , the reliability will be accepted (Sekaran & Bougie, 2017). Then, technical data analysis techniques employed path analysis.

#### 5.4. Measurement

Transformational leadership style's (Bass & Avolio, 1994) measurement consisted of idealized influence, inspirational motivation, intellectual stimulation, and individualized influence, developed into 15 question items. Then, job satisfaction was measured by the dimensions proposed by MSQ (the Minnesota Satisfaction Questionnaire), including ability utilization, achievement, activity, advancement, authority, company policies, compensation, co-workers, creativity, independence, security, social service, social status, moral values, recognition, responsibility, supervision – human relations, supervision – technical, variety, and working conditions, developed into 20 question items. In addition, innovative work behavior was assessed by the dimensions proposed (De Jong & Den Hartog, 2008): seeing opportunities, issuing ideas, fighting for ideas, and idea applications, developed into ten question items. Moreover, the measurement scale employed was a 5-point Likert scale (1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree). The analysis tool of this research utilized the Structural Model equation based on Partial Least Square (PLS). Smart PLS 3.0 software was used to help analyze the relationship between

variables. PLS was also employed for hypothesis testing, which was done partially (t-test). Meanwhile, descriptive analysis was used to interpret the respondent's data.

## 5. RESULTS

### 5.1. Validity and reliability tests

The results of the instrument quality test showed that all the questions for the transformational leadership variable were 15 items, job satisfaction was 20 items, and innovative work behavior consisted of 10 items, and the results were all valid. The results of the validity test are shown in Tables 1, 2 and 3. For the reliability test, all questions were reliable with Cronbach's alpha value: transformational leadership style of 0.925, job satisfaction of 0.915, and innovative work behavior of 0.881. The results of the reliability test are shown in Tables 4.

Table 1. The results of the validity test of transformational leadership variables

Question Items	Sig	Result
TL 1	0.000	Valid
TL 2	0.000	Valid
TL 3	0.000	Valid
TL 4	0.000	Valid
TL 5	0.000	Valid
TL 6	0.000	Valid
TL 7	0.000	Valid
TL 8	0.000	Valid
TL 9	0.000	Valid
TL 10	0.000	Valid
TL 11	0.000	Valid
TL 12	0.000	Valid
TL 13	0.000	Valid
TL 14	0.000	Valid
TL 15	0.000	Valid

Table 2. The results of the validity test of the Innovative Work Behavior variable.

Question Items	Sig	Result
IWB 1	0.000	Valid
IWB 2	0.000	Valid
IWB 3	0.000	Valid
IWB 4	0.000	Valid
IWB 5	0.000	Valid
IWB 6	0.000	Valid
IWB 7	0.000	Valid
IWB 8	0.000	Valid
IWB 9	0.000	Valid
IWB 10	0.000	Valid

Table 3. The results of the validity test of the job satisfaction variable

Question Items	Sig	Result
JS 1	0.000	Valid

Question Items	Sig	Result
JS 2	0.000	Valid
JS 3	0.000	Valid
JS 4	0.000	Valid
JS 5	0.000	Valid
JS 6	0.000	Valid
JS 7	0.000	Valid
JS 8	0.000	Valid
JS 9	0.000	Valid
JS 10	0.000	Valid
JS 11	0.000	Valid
JS 12	0.000	Valid
JS 13	0.000	Valid
JS 14	0.000	Valid
JS 15	0.000	Valid
JS 16	0.000	Valid
JS 17	0.000	Valid
JS 18	0.000	Valid
JS 18	0.000	Valid
JS 20	0.000	Valid

Table 4. Reliability Test

Variable	Cronbach's alpha	Result
Transformational Leadership Style	0.925	Reliable
Job Satisfaction	0.915	Reliable
Innovative Work Behavior	0.881	Reliable

## 5.2. Descriptive analysis

Based on the descriptive analysis, the transformational leadership style applied in the organization was good, the perceived job satisfaction of employees was high, and innovative work behavior was already high. The descriptive analysis results can be seen in Table 5.

Table 5. Descriptive Statistic

No.	Variable	Mean	Results
1	Transformational Leadership Style	4.04	Good
2	Job Satisfaction	3.95	High
3	Innovative Work Behavior	3.86	High

## 5.3. Hypothesis testing

To test hypothesis 1: the effect of transformational leadership style on job satisfaction, a simple regression analysis was used. The results are presented in Table 6.

Table 6. Simple Linear Regression Analysis

Model	Standardized Beta	t	Sig

Transformational Leadership Style ==> Job Satisfaction	0.661	9.353	0.000
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From Table 6, the sig. value of transformational leadership style on job satisfaction was 0.000 < 0.05, and the value was 0.661. It can be concluded that the transformational leadership style had a positive and significant effect on job satisfaction. Thus, H1, stating, "transformational leadership style has a positive and significant effect on job satisfaction," was accepted. It indicates that the respondent's statement concerning transformational leadership positively and significantly influenced employee job satisfaction.

Then, multiple regression analysis was employed to test hypotheses 2 and 3. The results are displayed in Table 7.

Model	Standardized Beta	t	Sig
Transformational Leadership Style	0.212	2.365	0.020
Job Satisfaction	0.542	6.044	0.000

From Table 7, the sig. value of transformational leadership style on innovative work behavior was 0.000 < 0.05, and the value was 0.212. It can be concluded that the transformational leadership style had a positive and significant effect on innovative work behavior. Thus, H2, proposing that "transformational leadership style has a positive and significant effect on innovative work behavior," was accepted. In other words, the respondent's statement on transformational leadership style positively and significantly influenced employees' innovative work behavior.

From Table 7, the sig. value of job satisfaction on innovative work behavior was 0.000 < 0.05, and the value was 0.542. It can be concluded that job satisfaction positively and significantly affects innovative work behavior. Thus, H3, "job satisfaction has a positive and significant effect on innovative work behavior," was accepted. It denotes that the respondent's statement on job satisfaction uncovered a positive and significant influence on employees' innovative work behavior.

To test hypothesis 4, the effect of transformational leadership style on innovative work behavior with job satisfaction as an intervening variable, the Sobel test was utilized. The calculations showed that the resulting Sobel test value was 6.0538, greater than 1.96, with a significance of 5%. It signifies that job satisfaction could mediate the relationship between transformational leadership style and innovative work behavior. Thus, H4, suggesting that "transformational leadership style has a positive and significant effect on innovative work behavior through job satisfaction," was accepted.

## 6. DISCUSSION

The analysis results indicated that the transformational leadership style was applied and used in PT Kereta Api



Indonesia, which has been going well because the leader has always paid attention and involved employees in making decisions regarding work. It would make employees feel cared for and involved in making policy at the company, so employee job satisfaction was high. This study is in line with the results of previous research (Long, Yusof, Kowang, & Heng, 2014), (Atmojo, 2015), (Singhry, 2018), (Anggraeni & Santosa, 2013), (Hassi, 2019), (Wulandari, Hertati, Antasari, & Nazarudin, 2021), and (Al-edenat, 2018), which stated a positive and significant relationship between transformational leadership style and job satisfaction.

The analysis also showed that the transformational leadership style positively and significantly affected innovative work behavior. It denotes the transformational leadership style applied and used in PT. Kereta Api Indonesia has been running well, making employees feel influenced and supported in the company. Thus, employees desired to foster innovative work behavior by bringing up creative ideas owned by employees and making innovations in doing work following the company goals. This study aligns with the results of previous research (Ariyani & Hidayati, 2018), (Amankwaa, Gyensare, & Susomrith, 2019), (Groselj, Cerne, Penger, & Grah, 2020), (Aditya & Ardana, 2016), (Afsar & Umrani, Transformational leadership and innovative work behavior: The role of motivation to learn, task complexity and innovation climate, 2019), (Al-edenat, 2018) and (Afsar, Al-Ghazali, Cheema, & Javed, 2020), stating that transformational leadership style had a positive and significant effect on innovative work behavior.

Moreover, the analysis results revealed that job satisfaction positively and significantly affected innovative work behavior. It indicates that the employees of PT. KAI Yogyakarta Station had job satisfaction in accordance with what employees expected, and what employees wanted in their work had been fulfilled. Hence, employees improved innovative work behavior by doing work as much as possible under the goals to be achieved at the company. This study is consistent with the previous research results (Dahri & Aqill, 2018), (Attiq, Wahid, Javaid, Kanwal, & Shah, 2017), (Choi, Cundiff, Kim, & Akhatib, 2018), (Danish, et al., 2019) and (Al-edenat, 2018), which found a positive and significant effect of job satisfaction on innovative work behavior.

Furthermore, the analysis results uncovered that job satisfaction could mediate the relationship between transformational leadership style and innovative work behavior. It signifies that the employees of PT. KAI Station Yogyakarta felt that the transformational leadership style has been able to provide job satisfaction to employees and impact increasing employees' innovative work behavior. Therefore, employees had an inner desire driven and motivated to conduct or complete their work as much as possible because they felt they had gotten what they deserved and wanted in their job. This study corroborates with the previous research results (Afzan & Aziz, 2020) and (Al-edenat, 2018), which stated that job satisfaction could mediate the effect of transformational leadership style on innovative work behavior.

## 7. CONCLUSION

This research is one of several studies that examine transformational leadership on innovative work behavior and job satisfaction in state-owned companies. Therefore, this study enriches the existing scientific literature to test and explore further the relationship between these variables.

Practically, the results of this study provide insight into how attitudes and behavior of employees can be influenced by their leaders, especially transformational leadership. In addition, this study also recommends that non-profit oriented private organizations focus more on developing transformational leadership in organizations in order to increase innovative work behavior and job satisfaction.

There are several limitations that need to be explained in this study. First, this study used a sample of state-owned non-profit organizations in Yogyakarta to investigate the research hypotheses, which might limit the generalizability of the findings. Although the results of this study are consistent with many previous empirical studies, the results still need to be replicated using a larger sample size. Second, this study relied on data collected by distributing questionnaires to respondents, which could lead to bias. Therefore, further research needs to consider data collection using different methods. Third, this study examines the relationship between research variables without controlling for the demographics of the respondents. Therefore, future research should replicate this research in other contexts and by controlling for the demographic profile variables of the respondents

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