



## INDIVIDUAL BEHAVIOR AND TRANSFORMATIONAL LEADERSHIP ON INNOVATIVE WORK BEHAVIOR AND EMPLOYEE PERFORMANCE

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ARTICLE INFO	ABSTRACT
<p><b>Published:</b> May 25<sup>th</sup>, 2023</p>	<p><i>This research aims to analyze the influence of individual behavior and transformational leadership on innovative work behavior and employee performance at PT Astra International Tbk - HSO Kaltim2. This study uses a quantitative approach and utilized a sample of 128 informants, representing 100% of the total permanent employee population at PT Astra International Tbk - HSO Kaltim 2. The author used SmartPLS version 3.2.9 as the analysis tool and conducted data analysis using PLS in two stages: first, by evaluating the outer model or measurement model, and second, by assessing the inner model or structural model. The results of the research showed that individual behavior had a positive and significant impact on innovative work behavior, transformational leadership had a a positive and significant impact on innovative work behavior, individual behavior had a positive and significant impact on employee performance, transformational leadership had a positive and significant impact on employee performance, and innovative work behavior had a positive and significant effect on employee performance.</i></p>
<p><b>Keywords:</b> individual behavior, transformational leadership, innovative work behavior, employee performance</p>	
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### INTRODUCTION

The development of the era of globalization and technology has entered the era of "disruption" which requires companies to continue to grow in order to be able to compete with similar competitors. The unpredictable conditions of technological change (VUCA) demand the contribution of quality Human Resources (HR) (Hamid, 2019; Sharma & Singh, 2020). Employee performance is very important in achieving company goals, and companies need to understand employee performance capabilities based on their knowledge and understanding in completing tasks (Anshari & Hamdan, 2022; Sinambela et al., 2020). Preliminary studies show that employee performance at PT Astra International Tbk - HSO Kaltim 2 still has not reached 100%. The author made observations, research, and observations on the performance of employees of PT Astra International Tbk - HSO Kaltim 2 during January to June 2021. Most retail performance has reached  $\geq 100\%$ , but there are still some that are less than 100%. This evaluation is important to improve performance in the next period. Until 2022, there are still several retail performance that has not reached the target or is less than 100%.

PT Astra International Tbk - HSO Kaltim 2 experienced an increase in retail performance in the mid-year report in 2022, but there are still several aspects that require evaluation and improvement to maintain the company's existence in the VUCA era. The individual behavior of

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employees and leadership roles greatly affects the performance of the company. The implementation of digitization applications and features has not been fully utilized by all employees, such as assist H1 which is still below the national average, thus affecting employee performance in achieving the set KPIs. Transformational leadership style is a suitable choice to apply today. Transformational leadership focuses on empowering individual followers to improve their abilities and effectiveness (Alessa, 2021; Tekleab et al., 2008). This leadership style sparks positive energy in employees and encourages them to perform at their best. PT Astra International Tbk-HSO Kaltim 2 implements coaching and counseling programs to improve employee capabilities and achieve company KPIs. The phenomenon of organizational development today encourages organizations or companies to have human resources who are committed, flexible, innovative, and easy to find out the factors that motivate innovative performance (Jumady & Lilla, 2021; Riyanto et al., 2021). Innovation in work can be carried out through new ideas obtained from representatives, colleagues, and administrators (Baer, 2012; Eva et al., 2019).

Innovation theory emphasizes that innovative behavior at work involves not only creating ideas, but also developing, implementing, promoting, realizing, and modifying ideas to improve performance (De Jong & Den Hartog, 2007; Kör et al., 2021). Employees can contribute better by using their innovative abilities to develop work techniques, products, and administration (Novitasari et al., 2020; Daft, 2021). To encourage innovative behavior, a leader must build a workplace that supports and influences his subordinates (De Jong & Den Hartog, 2007; Kusdinar & Haholongan, 2019). PT Astra International Tbk - HSO Kaltim 2 has adopted programs such as Astra Motor Grow Together and Astra Motor Quality Convention to improve innovative behavior and employee performance. Previous studies have shown that transformational leadership critically influences innovative behavior at work and there is a positive correlation between employee performance and transformational leadership style. However, research at PT Astra International Tbk - HSO Kaltim 2 on the influence of individual behavior and transformational leadership on innovative work behavior and employee performance still needs to be done. The formulation of the problem in this study is: 1) Does individual behavior have a positive and significant effect on innovative work behavior?, 2) Does individual behavior have a positive and significant effect on employee performance?, 3) Does transformational leadership have a positive and significant effect on innovative work behavior?, 4) Does transformational leadership have a positive and significant effect on employee performance?, 5) Does innovative work behavior have a positive and significant effect on employee performance?

## **METHOD**

The population in this study is all employees at PT Astra International Tbk – HSO Kaltim 2 where there are 7 (seven) branches according to the table below:

**Table 1.** Tabulation of PT Astra International Tbk Employees – HSO Kaltim 2

<b>No</b>	<b>Sales Office</b>	<b>Number (of people)</b>	<b>Presented</b>
1	Samarinda 1	34	26,56 %

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2	Samarinda 2	14	10,94 %
3	Samarinda 3	25	19,53 %
4	Tenggarong	14	10,94 %
5	Sangatta	19	14,84 %
6	Bontang	12	9,38 %
7	Muara Wahau	10	7,81 %
<b>Sum</b>		<b>128</b>	<b>100 %</b>

*Source: PT Astra International Tbk – HSO Kaltim 2 (Data processed, 2023)*

The author took 100 percent of the total permanent employee population at PT Astra International Tbk – HSO Kaltim 2, which was 128 informants. Efforts to obtain data carefully, in detail and comprehensively, the author uses research instruments in the form of questionnaires or questionnaires by distributing questionnaires directly to all selected respondents in the branch area of PT Astra International Tbk – HSO Kaltim 2. The scale used for each instrument item is the Likert scale.

This research model will be studied through the Structural Equation Model (SEM) technique using the help of SmartPLS version 3.2.9. This study uses reflexive indicators that illustrate that indicators have concretization of construct variables, as well as the direction of the indicator from construct to indicator and also variance in measuring the score of latent variables, namely the function of true score and added errors, so that to be able to measure indicators in this study researchers use 2 sub-models, namely the outer model which consists of testing validity and reliability. Where validity testing is carried out through convergent and discriminant, and reliability using composite reliability and Cronbach alpha to test data reliability (Indicator blocks). Furthermore, the inner model to carry out correlation testing between independent variables and dependent variables and testing the role of moderation in research.

## **RESULT AND DISCUSSION**

### **Outer Loading**

**Table 2. Outer Loading**

	<b>X1</b>	<b>X2</b>	<b>Y1</b>	<b>Y2</b>
X1.1	0,754			
X1.2	0,803			
X1.3	0,822			
X1.4	0,784			
X2.1		0,884		
X2.2		0,936		
X2.3		0,928		
X2.4		0,920		
Y1.1			0,938	

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Y1.2	0,927
Y1.3	0,930
Y2.1	0,871
Y2.2	0,908
Y2.3	0,853
Y2.4	0,721

*Source: SmartPLS Output, 2023*

The output results of SEM-PLS data shown in table 2 show that all indicators are valid because they have a loading factor value exceeding 0.7.

### **Average Variance Extracted (AVE)**

In addition to looking at the loading factor value, construct validity can be assessed by the AVE (Average Variance Extracted) value, which indicates the ability of the latent variable to represent the original data score.

**Table 3.** Average Variance Extracted (AVE)

<b>Average Variance Extracted (AVE)</b>	
X1	0,626
X2	0,841
Y1	0,868
Y2	0,708

*Source: SmartPLS Output, 2023*

Based on the analysis of table 3, it can be concluded that all variables have good convergence validity because the AVE value of individual behavior is 0.626, transformational leadership is 0.841, innovative work behavior is 0.868, and employee performance is 0.708.

### **Cross Loading Value**

Furthermore, to ensure that the construct has sufficient discriminants can be seen at the cross loading value, the default is that the value of each construct must be greater than 0.7. The value of cross loading in this study can be seen in the following table.

**Table 4.** Cross Loading

	<b>X1</b>	<b>X2</b>	<b>Y1</b>	<b>Y2</b>
X1.1	0,754	0,195	0,407	0,394
X1.2	0,803	0,383	0,291	0,516
X1.3	0,822	0,307	0,420	0,518
X1.4	0,784	0,287	0,453	0,559
X2.1	0,348	0,884	0,336	0,411

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X2.2	0,370	0,936	0,395	0,458
X2.3	0,325	0,928	0,351	0,473
X2.4	0,320	0,920	0,359	0,465
Y1.1	0,448	0,354	0,938	0,569
Y1.2	0,540	0,409	0,927	0,655
Y1.3	0,402	0,330	0,930	0,629
Y2.1	0,500	0,407	0,605	0,871
Y2.2	0,514	0,373	0,611	0,908
Y2.3	0,554	0,412	0,546	0,853
Y2.4	0,561	0,466	0,468	0,721

*Source: SmartPLS Output, 2023*

Based on table 4, it can be concluded that the value of cross loading in each construct exceeds 0.7 which shows that the interpretation variables in this study are adequate in interpreting latent variables and revealing the validity of all items.

**Discriminant Validity**

An alternative way to evaluate discriminant validity is to compare the square root value of the AVE ratio ( $\sqrt{AVE}$ ) on each construct with the correlation value between different constructs. Discriminant validity is considered adequate if the square root value of AVE on each construct is greater than the correlation value between the constructs, as seen in the following table.

**Table 5.** Value Discriminat Validity

	<b>X1</b>	<b>X2</b>	<b>Y1</b>	<b>Y2</b>
X1	0,791			
X2	0,371	0,917		
Y1	0,501	0,393	0,932	
Y2	0,633	0,493	0,665	0,841

*Source: SmartPLS Output, 2023*

Table 5 shows that all  $\sqrt{AVE}$  values of each construct exceed the correlation of other constructs. So it can be concluded that all constructs in this research model are sufficient classification or discriminant validity test requirements.

**Composite Reliability dan Cronbach Alpha**

In the outer model evaluation, the last action taken is to run a composite reliability test. Composite reliability is known to be a method superior to the Cronbach alpha value for testing reliability on SEM models. Composite reliability makes it possible to assess a construct through two measures, namely internal consistency and Cronbach's alpha (Ghozali, 2014). Cronbach's alpha value is more often a lower bound estimate in assessing reliability, while composite

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reliability does not include reliability assumptions and is more accurate as an approximation of parameter estimates (Ghozali, 2014). The interpretation of composite reliability is equivalent to Cronbach's alpha, where a value greater than 0.7 is acceptable. Here are the achievements of composite reliability and Cronbach's alpha of data processing that has been carried out.

**Table 6.** Composite Reliability dan Cronbach Alpha

	<b>Cronbach's Alpha</b>	<b>rho_A</b>	<b>Composite Reliability</b>
X1	0,801	0,807	0,870
X2	0,937	0,940	0,955
Y1	0,924	0,930	0,952
Y2	0,859	0,861	0,906

*Source: SmartPLS Output, 2023*

Table 6 shows that Cronbach's alpha and composite reliability values of all variables have values above 0.7 so it can be concluded that the research model is considered reliable, and all variables have reliable reliability.

### **Variant Analysis (R<sup>2</sup>) or Determination Test**

Structural Model Evaluation (Inner Model) in principle is to predict the relationship between latent variables where the inner model benchmark can be seen through the value of R-Square (R<sup>2</sup>). The results of inner model testing can be seen in the table below:

**Table 7.** R-Square value

	<b>R-Square</b>
Y1	0,301
Y2	0,595

*Source: SmartPLS Output, 2023*

Based on table 7, innovative behavior at work can be understood by the way individuals behave and transformational leadership styles by 0.301 or 30.1%, while the remaining 69.9 percent can be understood by various factors outside the test model. Table 7 also shows that employee performance achievement can be explained by 0.595 or 59.5% by the way individuals behave and transformational leaders, while 40.5% is understood by various factors outside the test model.

### **Analyzes Q Square (Q<sup>2</sup>)**

Not only does it use the R-square value, but the Q-square value is also used to evaluate the quality of a model. The higher the Q-Square value, the better the model matches the data. In this study, the Q-square value has been tested and the results are listed in the following table 8.

**Table 8.** Q-Square Test Results

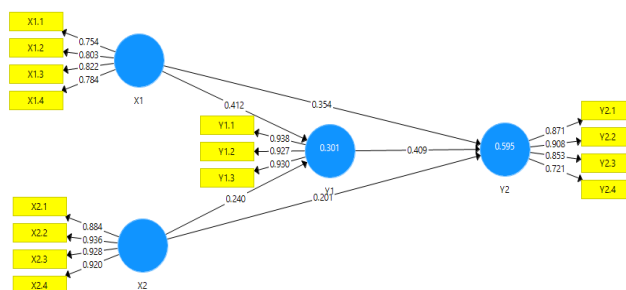
	SSO	SSE	Q <sup>2</sup> (=-1-SSE/SSO)
X1	512.000	512.000	
X2	512.000	512.000	
Y1	384.000	288.304	0.249
Y2	512.000	304.912	0.404

*Source: SmartPLS Output, 2023*

Based on the table above, the innovative work behavior variable has a Q-square value of  $0.249 > 0$ , this shows that the model has predictive relevance, meaning that any change in the Y1 variable can be predicted by X1 and X2. While the Q-square value of employee performance variables is  $0.404 > 0$ , this shows that the model has predictive relevance, meaning that every change in the Y2 variable can be predicted by X1, X2 and Y1.

**Results of Hypothesis Test**

Determining the degree of significance of influence between variables is done by bootstrapping procedures. This procedure uses all the original samples and resamples, in the bootstrap resampling method, the significance value used is 1.96 (significance level 5 percent) using a two-tailed t-value. The results of hypothesis testing can be seen in the figure and table below.



**Figure 1.** Path Coefficient Output  
*Source: SmartPLS Output, 2023*

**Table 9.** Path Coefficient Output

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
X1 -> Y1	0,412	0,418	0,080	5,145	0,000
X1 -> Y2	0,354	0,355	0,076	4,684	0,000
X2 -> Y1	0,240	0,245	0,087	2,772	0,006
X2 -> Y2	0,201	0,202	0,078	2,588	0,010
Y1 -> Y2	0,409	0,411	0,073	5,634	0,000

*Source: SmartPLS Output, 2023*

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Table 9 shows the results of interpretation of the influence of variables X1 (individual behavior) and X2 (transformational leadership) on variables Y1 (innovative work behavior) and variable Y2 (employee performance). All effects were expressed significantly with T-Statistics > 1.96 and p-values < 0.05 and positive values, indicating a positive and relevant influence between variables X1, X2, and Y1 on Y2.

### **The Effect of Individual Behavior (X 1) on Innovative Work Behavior (Y1)**

Based on table 7, it can be seen that the P-Values of the way individuals behave (X1) to innovative behavior at work (Y1) are 0.000, which shows that the way individuals behave has a significant impact on innovative behavior at work. In addition, the original value of the sample showed a positive relationship between individual behavior (X1) and innovative work behavior (Y1). Therefore, the first hypothesis (H1) that says that individual behavior has an effect on innovative work behavior is accepted. Thus, companies can promote positive individual behaviors such as self-confidence, motivation, an open attitude towards change, adaptability, and communication skills to enhance innovative work behavior and achieve organizational goals. The findings of this study are similar to a study conducted by Siregar et al. (2019) and Thanh Quang (2022)

### **The Effect of Transformational Leadership (X2) on Innovative Work Behavior (Y1)**

Based on the results of the research listed in table 5. 14. The P.Values of transformational leadership (X2) on innovative work behavior (Y1) is 0.005, it shows a significance level of  $\leq 0.05$ , and it can be concluded that transformational leadership has a significant influence on innovative work behavior. Meanwhile, to be able to see the positive and negative relationship can be seen in the original value of the sample, where the table shows the original value of the sample is 0.240 which indicates the relationship of transformational leadership (X2) to innovative work behavior (Y1) is positive. With regard to the second hypothesis (H2) that has been formulated earlier, the second hypothesis (H2) is accepted. Studies have shown that transformational leadership can influence innovative work behavior by facilitating a work environment conducive to innovation. Transformational leadership can help to create an organizational culture that encourages innovation by supporting, motivating and guiding subordinates to pursue creativity and innovation. International Tbk – HSO Kaltim 2 is able to become a role model or role model for its employees.

The results of this study are in line with research conducted by Afsar and Masood (2018) which shows transformational leadership positively affects innovative work behavior in each supervisor in 35 companies (service and manufacturing sector) in Pakistan. In addition, the results of this study are also in line with research conducted by Awori (2018) which proves that transformational leadership has a positive effect on innovative work behavior of TV3 Network Limited employees, and in line with research conducted by Sundiman (2021) which shows transformational leadership has a positive and significant effect on innovative work behavior. This is also in line with research conducted by Febita and Desiana (2021) which provides evidence that transformational leadership styles can convince employees to think positively and create new ideas



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that are visionary. Another study conducted by Zhang et al. (2021) provides evidence that transformational leadership style has a significant effect on innovative work behavior.

### **Effect of Individual Behavior (X1) on Employee Performance (Y2)**

Based on the results of the research listed in table 5.14 P-Values of individual behavior (X1) on employee performance (Y2) is 0.000, it shows a significance level of  $\leq 0.05$ , and it can be concluded that individual behavior has a significant influence on employee performance. Meanwhile, to be able to see the positive and negative relationship can be seen in the original value of the sample, where the table shows the original value of the sample is 0.354 which indicates the relationship of transformational leadership (X2) to employee performance (Y2) is positive. With regard to the third hypothesis (H3) that has been formulated earlier, the third hypothesis (H3) is accepted. The results showed a positive and significant influence between individual behavior and employee performance. Individual behavior is the actions and attitudes of individuals that affect their behavior at work. Studies have shown that positive individual behaviors such as motivation, commitment, professional attitude, and work ethic can positively affect employee performance. Individuals who have high motivation and a strong commitment to their work tend to be more productive and have higher levels of performance. A professional attitude and good work ethic can also affect employee performance by increasing their productivity and work quality. The results of this study are in line with research conducted by Ratnasari and Tarimin (2021)

### **The Effect of Transformational Leadership (X2) on Employee Performance (Y2)**

Based on the results of the research listed in table 5.14 P-Values of transformational leadership (X2) on employee performance (Y2) is 0.018 it shows a significance level of  $\leq 0.05$ , and it can be concluded that transformational leadership (X2) has a significant influence on employee performance (Y2). Meanwhile, to be able to see the positive and negative relationship can be seen in the original value of the sample, where the table shows the original value of the sample is 0.201 which indicates the relationship of transformational leadership (X2) to employee performance (Y2) is positive. With regard to the fourth hypothesis (H4) that has been formulated earlier, the fourth hypothesis (H4) is accepted. Studies have shown that transformational leadership can influence employee performance by facilitating a work environment conducive to innovation and productivity. Transformational leadership can help to create an organizational culture that encourages employee performance by supporting, motivating, and guiding subordinates to pursue creativity and innovation. The results of this study are in line with research conducted by Rizky (2022) which shows transformational leadership has a positive effect on the performance of PT Karsa Utama Lestari employees, and in line with Erina's research (2021) which shows that there is a positive and significant influence of transformational leadership on employee performance at CV Artha Mega Mandiri Medan. However, the results of this study are inversely proportional to the results of research conducted by Rafia et al. (2020) which explains that transformational

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leadership does not have a direct significant effect on employee performance, but has a direct significant effect on job satisfaction and employee engagement.

### **The Effect of Innovative Work Behavior (Y<sub>1</sub>) on Employee Performance (Y<sub>2</sub>)**

Based on the results of the research listed in table 5.14 P-Values of innovative work behavior (Y<sub>1</sub>) on employee performance (Y<sub>2</sub>) is 0.000 it shows a significance level of  $\leq 0.05$ , and it can be concluded that innovative work behavior (Y<sub>1</sub>) has a significant influence on employee performance (Y<sub>2</sub>). Meanwhile, to be able to see the positive and negative relationship can be seen in the original value of the sample, where the table shows the original value of the sample is 0.409 which indicates the relationship between innovative work behavior (Y<sub>1</sub>) to employee performance (Y<sub>2</sub>) is positive. With regard to the fifth hypothesis (H5) that has been formulated earlier, the fifth hypothesis (H5) is accepted. The results showed that there was a positive and significant influence between innovative work behavior and employee performance. Innovative work behavior is defined as an individual's attitude and actions in finding new and different solutions to overcome problems in their work environment. Studies have shown that innovative work behaviors can affect employee performance in a variety of ways. First, innovative work behaviors help individuals to find new and different solutions to solve problems, which can increase efficiency and productivity. Second, innovative work behavior facilitates the development of individual skills and expertise, which can strengthen employee performance. Third, innovative work behavior helps individuals to solve problems in different ways, which can enhance creativity and innovation. Fourth, innovative work behavior facilitates effective communication and cooperation between individuals in the organization, which can improve employee performance. Therefore, the results show that innovative work behavior has a positive and significant influence on employee performance. The results of this study are in line with research conducted by Athiah (2022) which shows that work behavior, achievement motivation, and work competence of an employee have a positive and significant effect on work performance.

## **CONCLUSION**

This study examines the relationship between individual behavior, transformational leadership, innovative work behavior, and employee performance at PT Astra International Tbk - HSO Kaltim 2. The results showed that individual behavior and transformational leadership had a positive and significant effect on innovative work behavior and employee performance and innovative work behavior had a positive and significant effect on employee performance. A study concluded that PT Astra International Tbk - HSO Kaltim 2 needs to prioritize innovation culture and transformational leadership style to improve company performance and create competitive advantage. A culture of innovation can be built by providing support for employees, encouraging collaboration between departments, and providing sufficient space and resources. Leaders need to build a clear vision, motivate employees with rewards and support, and develop employees through training and career development. The research shows that 59.5 percent of employee performance is influenced by individual behavior, transformational leadership, and innovative work behavior.

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There are also recommendations for developing more extensive research models and indicators in the future.

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