

## The Influence of Transformational Leadership, Organizational Culture, and Organizational Commitment on Innovative Work Behavior in Employees of PT. Herba Emas Wahidatama, Purbalingga Regency

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### ABSTRACT

This research aims to determine the influence of Transformational Leadership, Organizational Culture, and Organizational Commitment on Innovative Work behavior at PT Herba Emas Wahidatama. The population in this study was 108 employees of PT Herba Emas Wahidatama employees, with a research sample of the entire population. This type of research is a quantitative method. Questionnaires were distributed in December-January. The primary data is used using the saturated sampling method. Instrument test: reliability test, classic assumption test: normality test, multicollinearity test, and heteroscedasticity test. The next tests are the model suitability test, multiple regression analysis, partial t- test, and the determinant coefficient R<sup>2</sup> using the SPSS data analysis tool 26. The results of the study that have been obtained show that transformational leadership affects innovative work behavior, organizational culture does not affect innovative work behavior, and organizational commitment has no effect on innovative work behavior.

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## INTRODUCTION

Every country needs innovation to support economic growth and prepare a future for a better nation, especially in today's business world, where there is much competition within companies. Therefore, companies must focus on innovation. In this digital era, it is increasingly felt that a higher level of innovation and creativity is needed for every organization member (Asbari et al., 2019).

In today's business world, achieving competitive advantage is very important for organizations to face increasingly fierce competition between organizations. Competitive advantage can be achieved by increasing the innovative work behavior of human resources in an organization because the existence of innovative work behavior from an employee will greatly influence and positively impact the company's performance (Taradita, 2019). Human resources (HR) are a very important organizational element. Human resources are the most important force in realizing the organization's vision and mission (Risa & Endratno, 2023). Every organization generally needs to make managerial efforts to achieve common organizational goals. Every company needs a track that suits its business DNA so that it can be measured at every rate of growth and development (Purwanto et al., 2020). Several elements can influence a company's success, but the one that most influences success is the human resource factor employed by the company (Gusmayanti, 2023).

PT Herba Emas Wahidatama is an international company that produces the best quality traditional medicines and halal processed food. This company was founded in 2012 with PMDN status and is located on Jalan Guerilla RT. 01, RW. 05, Kalikabong, District. Kalimantan, Purbalingga Regency, Central Java. This company is in the growing pharmaceutical sector with a scientific, natural, and divine theme. Products that are very popular with the public are siwak and mint herbal toothpaste and synergy herbal oil. Products from PT Herba Emas Wahidatama are also halal and BPOM certified, so PT Herba Emas Wahidatama needs to increase innovative work behavior. Increasing this innovative work behavior can increase the production of existing products within the company. <https://herbaemas.co.id/> PT Herba Emas Wahidatama wants its employees to have innovative work behavior to uphold the company. The success of a company must be supported by good innovative work behavior so that company goals can be achieved. Through innovative work behavior, companies can assess how smart potential employees work. *Innovative work behavior* is an individual action that produces, introduces, and applies 'new' things and implements creative ideas for improving group performance (Rosyiana, 2019 ). Innovative work behavior has always been important for organizations to innovate and increase their competitiveness (Tang et al., 2019 ). Innovative work behavior is a factor that is seen to improve worker performance (Ferdinand, 2022).

It is based on interviews by asking Mr. Toni directly as HRD of PT Herba Emas Wahidatama. Because some employees need to carry out tasks

according to their leaders' orders, they should have innovative work behavior to attract consumers. According to the literature, several factors can influence innovative work behavior. This research only discusses 3 factors, transformational leadership, organizational culture, and organizational commitment, by the issues in the research object (Rosyana., 2019).

The first factor that influences innovative work behavior is a leader's leadership style in leading the company. Transformational leaders can motivate employees to perform above expectations and go beyond their interests for the organization's benefit (Robbins & Judge, 2015 ). Based on a direct interview with Mr. Toni, the transformational leadership at PT Herba Emas Wahidatama is quite good. The leader can motivate employees well to provide new ideas and innovate. However, leaders give their subordinates more tasks without definite instructions or approval for the new work system. Even though subordinates are not just one employee, this results in differences in perception and miscommunication between employees and the leader. Apart from that, there are also differences in work processes between employee 1 and other employees.

The second factor that can influence innovative work behavior is organizational culture. Organizational culture is a system of various meanings carried out by members that differentiate an organization from others (Robbins & Judge, 2015). PT Herba Emas Wahidatama implements an Islamic work culture. This company instills a religious character in all its employees. Before employees start work, employees are required to perform ablution first as if they were going to pray. Apart from that, all employees pray fardhu (obligatory) prayers in the congregation and encourage Duha prayers. The Islamic studies are held every Wednesday and Friday. Then, mutual Al-Qur'an sounds played through speakers in each room during working hours. This company's work culture is something other than what employees will get if they work elsewhere (<https://herbaemas.co.id>). However, during a direct interview with Mr. Toni, it was indicated that several employees still needed to implement the organizational culture. Therefore, researchers will examine the influence of organizational culture on innovative work behavior.

The third factor that can influence innovative work behavior is organizational commitment. *Organizational commitment* is generally defined as a psychological relationship between an employee and his organization that reduces the possibility of the employee leaving the organization voluntarily (Allen & Meyer, 1996 ). Based on a direct interview with Mr. Toni in the human resources department, most PT Herba Emas Wahidatama employees have graduates who are not very high (high school), so their chances of getting a job outside the company could be better. So, the employee only tries to remain within the existing conditions. Employees will feel committed when they can channel their ideas for the company.

This research is a development of previous research conducted by Nurdin et al. (2020), which found that transformational leadership and organizational culture significantly affect innovative work behavior. Researchers added the

organizational commitment variable from research conducted by Gusmayanti et al. (2023), indicating that organizational commitment positively affected innovative work behavior, considering that there were still problems related to employee organizational commitment to the research object. This research can answer the issues faced by PT Herba Emas Wahidatama Purbalingga Regency in increasing innovative work behavior. This research, which includes variable models of transformational leadership, organizational culture, and organizational commitment to creative work behavior variables, has yet to be published in previous research. The difference with previous research lies in the subject of the previous research, namely teachers at private high schools in Pamijahan District, Bogor. In contrast, the subject of the author's research was PT Herba Emas Wahidatama, Purbalingga Regency.

## **LITERATURE REVIEW**

### ***Social Cognitive Theory***

Albert Bandura's social learning theory is now known as social cognitive theory. The 1970s and 1980s saw the implementation of this new label, which went by the name social cognitive theory. The concept that the majority of human learning takes place in a social setting is highlighted by the social cognitive theory. Humans learn information, norms, techniques, methods, beliefs, and attitudes from observing other individuals (Yanuardianto, 2019).

### ***Innovative Work Behavior***

Individual acts that generate, present, and implement fresh concepts to improve team performance are considered innovative work behavior (Rosyiana, 2019). This behaviour is essential for organizational innovation and competitiveness (Tang et al., 2019) and is a critical factor in improving worker performance (Barnardus et al., 2022). Indicators of innovative work behaviour include creating, sharing, and realizing ideas (Rosyiana, 2019).

### ***Transformational leadership***

Transformational leadership can motivate employees to exceed expectations and prioritize the organization's interests (Robbins & Judge, 2015). According to Wang et al. (2005), essential traits of transformational leaders include articulating a compelling vision, modeling behavior that is compatible with that vision, encouraging group goals, offering personalized assistance, stimulating the mind, and establishing high standards for success. According to Wang et al. (2005), charm, inspirational motivation, intellectual stimulation, and individualized attention are all signs of transformative leadership.

### ***Organizational Culture***

According to Robbins and Judge (2015), organizational culture is a set of common meanings that set one organization apart from others. Innovation and risk-taking, meticulousness, outcomes orientation, people orientation, team orientation, aggression, and stability are only a few of the

markers of organizational culture that Sashkin & Rosenbach (1996) highlighted.

### ***Organizational Commitment***

*Organizational commitment* is a psychological relationship between an employee and the organization that reduces the likelihood of voluntary turnover (Meyer & Allen, 1996). Affective, normative, and continuation commitment were the markers of organizational commitment found by Mowday et al. (1979).

### ***Transformational Leadership on Innovative Work Behavior***

Transformational leadership within a company can enhance innovative work behaviour by encouraging employees to follow their superiors' directives. Many research studies (Nurdin et al., 2020; Esha & Dwipayani, 2021; Asbari et al., 2019; Widasti & Mursid, 2022; Pertiwi & Prasetyo, 2021; Zaini et al., 2022; Gusmayanti et al., 2023; Muslikun, 2021; Pebrian R, Mutiara Rina, 2023) have reported a significant positive influence of transformational leadership on innovative work behavior.

**H1: Innovative Work Behavior is positively impacted by transformational leadership.**

### ***Organizational Culture towards Innovative Work Behavior***

A well-implemented organizational culture can enhance innovative work behaviour by encouraging employees to adhere to company norms and rules. Studies by Nurdin et al. (2020), Barnardus et al. (2022), Asbari et al. (2019), Sururi et al. (2021), Firdaus & Handoyo (2021), Wibawa (2019), Rizki et al. (2019), Zachroni et al. (2021), Pebrian R, Mutiara Rina (2023), Satria Efandi et al. (2023), Esha & Dwipayani (2021), Sena (2020) have all confirmed the substantial positive influence of organizational culture on innovative work behavior.

**H2: Innovative Work Behavior is positively impacted by organizational culture.**

### ***Organizational Commitment to Innovative Work Behavior***

Increased organizational commitment can positively influence innovative work behaviour. Research by Sena (2020), Wahyuni et al. (2021), Tang et al. (2019), Battistelli et al. (2019), Gusmayanti et al. (2023), Ilmawan & Fajrianthi (2021), and Sena (2020) has shown a strong favorable influence of organizational commitment on innovative work behavior.

**H3: Innovative Work Behavior is positively impacted by organizational commitment.**

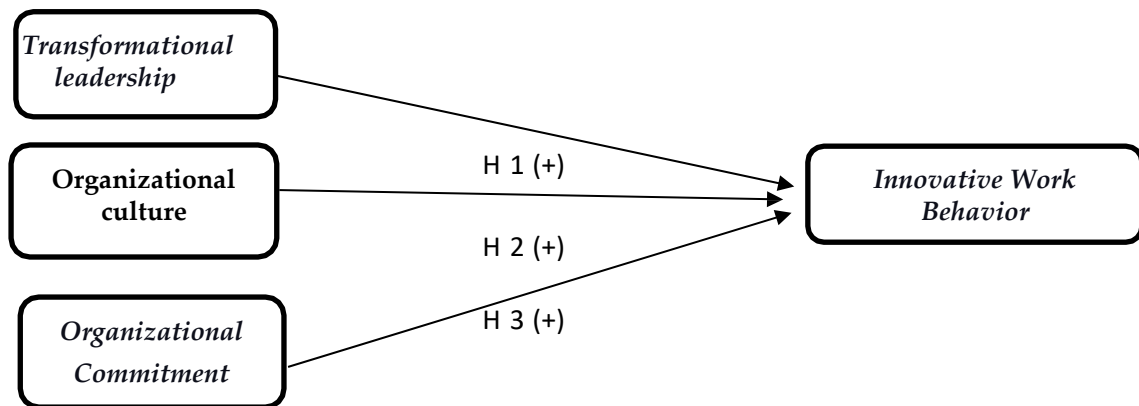


Figure 1. Framework of Thought

## METHODOLOGY

The study's population consists of 108 workers who are employed by PT Herba Emas Wahidatama and are engaged in the production industry. The research focuses on employees who have worked for at least one year, utilizing a saturated sampling method to include the entire population that meets this criterion.

This research uses a quantitative approach. Data collection is conducted through questionnaires distributed to the selected employees. Techniques for data analysis: The SPSS 26 program will be used to examine the study data. The ensuing assessments will be carried out to guarantee the dependability and accuracy of the findings: The tests include the Classic Assumption Test, Normality Test, Heteroscedasticity Test, Multicollinearity Test, Multiple Linear Regression Test, F Statistical Test, and Partial T-test. Through the use of these assessments, the research seeks to objectively assess the impact of organizational commitment, organizational culture, and transformational leadership on creative work practices among PT Herba Emas Wahidatama staff members.

Several indicators for each variable are used, including indicators of innovative work behavior (Rosyiana, 2019), namely creating, sharing, and realizing ideas. According to Wang et al. (2005), charisma, inspirational motivation, intellectual stimulation, and individualized attention are indicators of transformative leadership. (Sashkin & Rosenbach, 1,996) list the following as markers of an organization's culture: aggressiveness, attention to detail, results orientation, people orientation, team orientation, innovation and risk-taking, and stability. Affective, normative, and sustainable commitment are the three indicators of organizational commitment identified by Mowday et al. (1979).

**RESEARCH RESULT**

*Statistics Descriptive*

This descriptive statistical analysis is used to determine the minimum value, mark maximum, mark average (mean) And mark standard deviation from a sata that has been made, (Ghozali, 2021).

Table 1 Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Behavior Work Innovative	108	2.500000000	5.000000000	3.856481481	,6308355127
Leadership Transformational	108	2.333333333	5.000000000	4.012345679	,5740601166
Culture Organization	108	2.766666667	5.000000000	3.645679012	,4588258208
Commitment Organization	108	2.733333333	4.800000000	3.466049383	,4744342749
Valid N (listwise)	108				

Source : Data processed with IBM SPSS 26

Innovative work behavior (Y) Based on statistical testing, it can be seen that the average standard deviation behavior work innovativeness, transformational leadership, organizational culture, and organizational commitment show that there is good data distribution because the average value is greater than the standard deviation.

*Reliability Test*

Table 2 Reliability Statistics

Cronbach's Alpha	N of Items
,957	57

Source: IBM SPSS 26

The reliability test indicates that the variables – transformational leadership (X1), organizational culture (X2), organizational commitment (X3), and innovative work behaviour (Y) – are reliable, with Cronbach's Alpha values above 0.60.

## Classic Assumption Test

### Normality Test

Table 3 One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residuals
N		108
Normal Parameters <sup>a, b</sup>	Mean	,0000000
	Std. Deviation	,50692231
Most Extreme Differences	Absolute	,080
	Positive	,052
	Negative	-,080
Statistical Tests		,080
Asymp. Sig. (2-tailed)		,088 <sup>c</sup>

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Source : IBM SPSS 26

If the data are normally distributed, it is determined by the normality test. In accordance with Ghozali (2021), if the Asymp. Data are usually dispersed; the Sig (2-tailed) value is more significant than 0.05. Asymp – Sig (2-tailed) value of 0.088 in the results indicates a normal distribution.

### Multicollinearity Test

Table 4 Multicollinearity Test Results

No	Variable	Tolerance	VIF
1	Transformational leadership	0.520	1,925
2	Organizational culture	0.226	4,423
3	Organizational Commitment	0.317	3,152

Source: Data processed with IBM SPSS 26

The multicollinearity test in a linear regression model assesses Tolerance and VIF values. Tolerance values greater than 0.1 and VIF values less than 10 indicate no multicollinearity (Ghozali, 2021). The results are as follows:

- Transformational Leadership: Tolerance = 0.520, VIF = 1.925
- Organizational Culture: Tolerance = 0.226, VIF = 4.423
- Organizational Commitment: Tolerance = 0.317, VIF = 3.152. These



values suggest no multicollinearity symptoms.

**Heteroscedasticity Test**

Table 5 Heteroscedasticity Test Results

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	Q	
(constant)	2,312	0.118		19,675	0,000
Transformational leadership	0.010	0.006	0.200	1,786	0.077
Organizational culture	0.004	0.002	0.297	1,745	0.084
Organizational Commitment	0.003	0.003	0.135	0.938	0.350

Source: Data processed with IBM SPSS 26

The heteroscedasticity test checks if the data show symptoms of heteroscedasticity. According to Ghozali (2021), if the significance value exceeds 0.05, the data are free from heteroscedasticity symptoms. The results are as follows:

- Transformational Leadership: Significance = 0.077 > 0.05
  - Organizational Culture: Significance = 0.084 > 0.05
  - Organizational Commitment: Significance = 0.350 > 0.05
- These results indicate no heteroscedasticity symptoms in the data.

**Multiple Linear Regression Test**

Table 6 Multiple Linear Regression Results

Model	Unstandardized Coefficients B	Std. Error	t	Sig.
(Constant)	,709	,420	1,689	,094
Transformational Leadership (X1)	,259	,120	2,155	,033
Organizational Culture (X2)	,365	,228	1,600	,113
Organizational Commitment (X3)	,225	,186	1,209	,230

Source: Data processed with IBM SPSS 26

Table 6 . reveals that  $\varepsilon = 4.255 + 0.259 X1 + 0.365 X2 + 0.225 X3 + e$  is the regression equation that links creative work behavior (Y) with transformational leadership (X1), organizational culture (X2), and organizational commitment (X3). This equation explains that creative work behavior (Y) will grow by 5.104 if transformational leadership (X1), organizational culture (X2), and organizational commitment (X3) all improve by one unit. Innovative work

behavior (Y) will rise together with transformational leadership (X1), organizational culture (X2), and organizational commitment (X3). This demonstrates that PT Herba Emas Wahidatama Purbalingga Regency employees' innovative work behavior can be predicted using the equation  $\hat{y} = 4.255 + 0.259 X1 + 0.365 X2 + 0.225 X3 + e$ . Organizational commitment, organizational culture, and transformative leadership are the means by which purbalingga is accomplished.

**Test of the Coefficient of Determination R<sup>2</sup>**

Table 7 Determinant Coefficient R<sup>2</sup>

R square	0.354
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The capacity of the regression model to explain the dependent variable is measured by the coefficient of determination test. The value of R Square falls between 0 and 1 (Ghozali, 2021). With a R Square value of 0.354, the independent factors (transformational leadership, organizational culture, and organizational commitment) account for 35.4% of the variation in the dependent variable (innovative work behavior). This means that variables other than those included in the regression model can account for 64.6% of the variation.

**F Statistical Test**

Table 8 F Statistical Test Results ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15,085	3	5,028	19,019	,000
	Residual	27,496	104	,264		
	Total	42,581	107			

a. Dependent Variable: Innovative Work Behavior

b. Predictors: (Constant), Organizational Commitment , Transformational

**Leadership , Organizational Culture**

The regression model's overall significance is assessed using the F statistical test (Ghozali, 2021). With a probability of 0.000, the F value is 19.019, which is less than the significance level of 0.05. This indicates that the independent variables (transformational leadership, organizational culture, and organizational commitment) significantly affect innovative work behaviour.

**Partial t Test**

Each independent variable's effect on the dependent variable is assessed using the partial T-test (Ghozali, 2021). The computed t-value and the t-table value are compared, and the significance is tested at the 10% (0.1) and 5% (0.05) levels, as part of the decision-making criteria.

Table 9 Partial Test Coefficient

Model	Unstandardized B	Q	Sig.	Conclusion
(Constant)	,709	1,689	,094	
Transformational leadership	,259	2,155	,033	H1 Accepted
Organizational culture	,365	1,600	,113	H2 Rejected
Organizational Commitment	,225	1,209	,230	H3 Rejected
Dependent Variable: Innovative Work Behavior				
Level of Significance ** 10% (0.1) * 5% (0.05)				

Source: Data processed with IBM SPSS 26

- a. **Transformational leadership:** Transformational leadership has a positive and substantial effect on innovative work behavior, as evidenced by the t-value of 2.155, which is more than the t-table value of 1.659, and the p-value of 0.033, which is less than 0.05. Thus, **H1 is accepted.**
- b. **Organizational culture:** With a t-value of 1.600, which is less than the t-table value of 1.659, and a p-value of 0.113, which is greater than 0.10, organizational culture does not significantly affect innovative work behaviour. Thus, **H2 is rejected.**
- c. **Organizational commitment:** With a t-value of 1.209, which is less than the t-table value of 1.659, and a p-value of 0.230, which is greater than 0.10. Organizational commitment does not significantly affect innovative work behaviour. Thus, **H3 is rejected.**

Regression research shows that while organizational culture and dedication have no discernible effects on innovative work behavior, transformational leadership has a large and favorable influence. The coefficient of determination shows that although variables outside the model also have a major impact, the model explains a considerable percentage of the variance in innovative work behavior.

## **DISCUSSION**

### ***The Influence of Transformational Leadership on Innovative Work Behavior***

From the visible test results, it can be concluded that the hypothesis is accepted: Transformational leadership influences innovative work behavior at PT Herba Emas Wahidatama. In a company or organization, transformational leadership is used by leaders to encourage innovation, open-mindedness, and self-confidence in achieving company goals. If implemented well, employees will feel more comfortable under transformational leadership because they will feel appreciated and supported in all their endeavors.

Naturally, this will encourage employees to engage in emotional reciprocity by fostering a sense of trust between them and their superiors. Employees will be motivated to innovate with the support and encouragement of leaders, which will reduce their fear of failure and give them the confidence to take chances. The results of this research are supported by research conducted by (Nurdin et al., 2020), (Asbari et al., 2019), (Pebrian R, Mutiara Rina, 2023), (Muslikun, 2021), (Esha & Dwipayani, 2021), and (Zaini et al., 2022) which proves that transformational leadership influences innovative work behavior.

### ***The Influence of Organizational Culture on Innovative Work Behavior***

Based on the research results, it is known that organizational culture variables do not influence innovative work behavior. So, organizational culture does not influence the innovative work behavior of PT Herba Emas Wahidatama employees. Based on social cognitive theory, this variable tends to have less influence on employees because they can still enjoy work as assigned without thinking about the work environment's conditions or the company's organizational culture. This means that the organizational culture implemented by PT Herba Emas Wahidatama Purbalingga Regency has yet to influence innovativework behavior that employees can accept.

The organizational culture implemented is good and positively impacts employees, but not the employees of PT Herba Emas Wahidatama Purbalingga Regency still ignores this culture of employees of PT Herba Emas Wahidatama Purbalingga Regency only follows but does not involve the innovative work behavior they experience. This is supported by research (Rizki et al., 2019), which proves that organizational culture does not affect innovative work behavior.

### ***The Influence of Organizational Commitment on Innovative Work Behavior***

Based on the research results, it is known that the organizational commitment variable does not influence innovative work behavior. So, this organizational commitment does not influence employees' innovative work behavior. Based on social cognitive theory, organizational commitment variables tend to influence PT Herba Emas Wahidatama employees less in carrying out work or make them unable to be innovative. Organizational commitment is a form of desire to remain a member of the organization.

This means that the organizational commitment implemented by PT Herba Emas Wahidatama Purbalingga Regency has yet to influence innovative work behavior that employees can accept.

The organizational commitment implemented is good and positively impacts employees, but the employees of PT Herba Emas Wahidatama Purbalingga Regency still needs to pay attention to this commitment—PT Herba Emas Wahidatama employees. Purbalingga Regency only follows but does not involve the innovative work behavior they experience. This is supported by research conducted by (Muslikun, 2021), which proves that organizational commitment does not affect innovative work behavior.

## **CONCLUSIONS AND RECOMMENDATIONS**

The findings of the study on the impact of transformational leadership on innovative work behavior in employees demonstrate that this influence is positive and significant; the more innovative work behavior that an employee receives, the more transformational leadership that they have gotten. The findings of the study indicate that neither corporate culture nor commitment characteristics have a favorable impact on creative work practices. One might say that PT Herba Emas Wahidatama district has integrated the organizational culture and dedication. Purbalingga hasn't been able to have an impact on workers' creative work practices.

## **ADVANCED RESEARCH**

Limitations of the research What the author does is only research one area. Apart from that, some company data cannot be included. Future research should take other variables, such as emotional intelligence *and self-efficacy*. Apart from that, researchers can also expand the sampling used in research.

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