

Innovative Work Behavior In The Public Sector: Impact Of Transformational Leadership (Cased Study At The Regional Revenue Agency Of West Java Province)

By

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Abstract

This study aims to verify the positive effect of transformational leadership on innovative work behavior in the West Java Provincial Regional Revenue Agency. This research uses quantitative methods. The population in this study is the entire workforce of 854 people. The research sample was determined using the Slovin Formula, so that a minimum sample of 273 people was obtained. The questionnaire was distributed to 300 respondents as a sample using stratified random sampling techniques and was collected 292. Transformational leadership has a positive effect on innovative work behavior in the West Java Provincial Revenue Agency. The estimated coefficient value of 0.175 means that high transformational leadership will increase innovative work behavior and conversely decrease transformational leadership will reduce innovative work behavior. The p-value of t statistics of $0.000 < 0.05$ states that H_0 is rejected so that the positive effect of transformational leadership on innovative work behavior is confirmed significantly. The description of each variable is supported by the perception value of each dimension is above the value of 4, and needs to be maintained by the West Java Provincial Revenue Agency. However, there are transformational leadership indicators that need to be improved, especially the hope that leaders increase the level of enthusiasm in talking about what needs to be set. As for innovative work behavior, employees must be able to be more maintainive in implementing new ideas, when work is not going well.

Keywords : innovative work behavior, transformational leadership

Introduction

Organizational innovation is still a topic that attracts the attention of researchers and

practitioners. Organizational innovation will be an important factor, along with the rapid development of information and communication technology. Similarly, for public organizations, innovation becomes very important (Suseno et.al., 2019). Sustainable organizational success can occur due to the innovation capabilities of an organization, and is considered an important means for competitive advantage (Le and Hui Lei, 2019).

Innovation must be carried out by all regional device organizations in West Java Province. This refers to the Vision of the West Java Provincial Government listed in the West Java Provincial Medium-Term Development Plan for 2018-2023, namely: "The Realization of West Java Champions Born Inner With Innovation and Collaboration". The vision of West Java Province further confirms that innovation is one of the important factors in achieving the success of public organizations in West Java Province.

The innovation made by Bapenda West Java Province is in order to improve services to increase the Local Native Income of the West Java Provincial Government. One of the services carried out by Bapenda West Java Province is the motorized tax service.

Initially, the motor vehicle tax service was carried out at the centre office, namely the Regional Tax Management Headquarters of the West Java Provincial Revenue Agency spread across five working areas. To increase the local income, especially from the receipt of motorized income tax. The Regional Revenue Agency of West Java Province encourages the birth of service innovation at every Regional Tax Management Headquarters. This is done in line with the increasing number of motor vehicle ownership in West Java. Innovation in motor vehicle tax services in the West Java Provincial Revenue Agency Area has given birth to additional service units.

Additional services as a result of innovation in motorized tax services in Bapenda West Java Province to date, including Samsat Keliling, Samsat Keliling Ladies, Samsat Gendong, Samsat Outlet, Samsat Outlet Ladies, Samsat Nite, Samsat Drive Thru, E-Samsat, T-Samsat, Samsat On Call, Samsat Car Free Day, Samsat Corner, Sipolin and Sadesa application systems. (Center for Information Management and Revenue Application of West Java Provincial Revenue Agency, 2019). Not all of these service innovations can be carried out at the Bapenda Motor Tax Office of West Java Province, because it is adjusted to the condition of the territory of each motorized tax office, so that employees in the Bapenda neighborhood of West Java Province are required to carry out innovative work behavior.

One of the successes of the organization in obtaining and maintaining its competitive advantage is innovation driven by innovative work behavior (Knezovic and Amina Drkic, 2020). This can happen, both in business and public organizations. The European Commission (2013) explained that one of the criteria for innovation in public organizations is the process of generating new ideas to create added value for society (Sandor, 2018). Innovation has become an essential necessity in public organizations due to the many challenges and changes, as well as the need for innovative work behavior to promote services for the community as customers to maintain organizational status (Khorakian et. al., 2019).

The contribution of employees through their innovative ability to support the organization is innovative work behavior, so that it succeeds in creating new ideas that are implemented and useful to improve the procedures, products and services developed by the organization (Afsar and Waheed A. U., 2019). Innovative work behavior can support the West Java Provincial Revenue Agency in developing innovations to overcome the problem of vehicles not re-registering and existing challenges to meet community expectations as service users. Thus an important factor in the organization to determine its competitive advantage is the innovative work behavior of its employees (Afsar and Waheed A. U., 2019).

Research by Knezovic and Amina Drkic (2020) has stated that transformational leadership directly affects innovative work behavior. Transformational leadership is described as the process by which leaders play ideal role models, stimulate and encourage innovative work behavior, provide inspirational motivation and engage in supporting and guiding followers to achieve the organization's shared vision and goals. (Afsar and Waheed A. U., 2019).

This study aims to verify the positive influence of transformational leadership on innovative work behavior in the West Java Provincial Regional Revenue Agency. This research was conducted to support previous research conducted by Knezovic and Amina Drkic (2020) which has verified the direct and positive influence of transformational leadership on innovative work behavior and developed it in the public sector. Thus the proposed model is to develop research objects into public sector organizations that are felt to be still lacking compared to the private sector (Igrams, 2018).

Literature Review And Research Framework

Literature Review

Transformational Leadership

Transformational leadership theory has attracted the attention of experts and emerged as one of the most powerful leadership theories. Subordinate creativity is encouraged because transformational leaders have higher creativity. Therefore, transformational leaders are more effective because of their higher creativity (Robbins and Timothy A. J., 2015). Transformational leadership is considered one of the most effective leadership styles that influence the primary outcome of an organization. (Le and Hui Lei, 2019).

Burns (1978) has proposed transformational leadership theory which is a reference for researchers in carrying out further studies. According to Burns (1978) transformational leadership is a process of exchange in which leaders and followers help each other to advance to a higher level of morals and motivation (Seligman, 1980). Referring to Burns' opinion, Bass (1999) states that transformational leadership is a process by which leaders inspire their followers to perform at a higher level than expected and potentially exceed self-interest to achieve a common vision.

In Bass's view, transformational leadership focuses on how leaders enable subordinates to achieve higher levels of performance and realize organizational goals and benefit the interests of subordinates. To ensure that the subordinate concentration focuses on the goals of the organization, transformational leaders strive to meet what is the needs of the subordinates, so that the subordinates seek to pursue their ambitions and support the achievement of organizational goals, subordinates are encouraged to exceed self-ability and achieve higher levels of performance (Afsar, Mariam M., and Waheed A. U., 2019).

Bass's statement (1999) underlies the transformational leadership sense put forward by Lindebaum and Cartwright (2010) that transformational leadership encourages employees to put extra hours outside what is expected and achieve organizational goals through self-actualization. In line with this understanding, Han et.al. (2016) expresses transformational leadership as a process by which leaders inspire their followers to perform higher than expected and potentially exceed the followers' own self-interest in achieving a common vision.

Transformational leadership is leadership that transforms followers to be more accepting of organizational change by changing the basic values, beliefs, and attitudes of followers (Sonntag, 2010). Transformational leadership is a leadership behavior that changes

habits and values, where leaders encourage employees to achieve above their expectations, so that transformational leaders strive to meet the needs of higher followers. (Yadav et.al., 2019). This understanding is in line with the understanding expressed by namely that both understandings emphasize transformational leadership as leadership that is able to make changes to subordinates to have basic habits and values that encourage the achievement of personal interests in order to achieve organizational goals.

Masood and Afsar (2016) and Knezovic and Amina Drkic (2020) developed transformational leadership by linking innovative problem solving. According to Masood and Afsar (2016) and Knezovic and Amina Drkic (2020), transformational leadership is a type of leadership that seeks transformation or change, and encourages employees to think and solve problems innovatively. (Masood and Afsar, 2016); Knezovic and Amina Drkic, 2020).

Transformational Leadership Dimensions

Referring to Bass opinion (1985, 1990); Afsar, Mariam M., and Waheed A. U., (2019); Le and Hui Lei (2019), have given four characteristics as transformational leadership dimensions, namely idealized influence, intellectual stimulation, inspirational motivation, and individualized consideration.

The idealized influence dimension includes indicators of the ability to provide vision and perception of the mission, instill pride, gain respect and trust; the dimension of intellectual stimulation includes indicators of the ability to promote intelligence, rationality and attentive problem solving; Inspirational motivation includes being interested in communicating high expectations, using symbols to focus efforts, expressing important goals in a simple way, and the individualized consideration dimension is an individual consideration that includes an interest in personal attention, treating each employee individually, training and advising each employee. (Afsar, Mariam M., and Waheed A.U., 2019; Le and Hui Lei, 2019). But according to Fulop et.al. (1999), there are at least three main characteristics of good transformative leadership, namely formulating a vision for the future of the organization; communicating a new vision; and implement a new vision. (Rita et.al., 2018)

Innovative Work Behavior

Innovations made by individuals, realized by some organizations as a favorable fact (Knezovic and Amina Drkic, 2020). Innovation is the successful implementation of creative ideas (Afsar, Mariam M., and Waheed A. U., 2019). Creative ideas, mostly generated by innovative work behavior (Knezovic and Amina Drkic, 2020).

Innovative work behavior begins when an employee identifies a problem and tries to propose a solution in a new way (Stephan, Martin L. U., 2017). Innovative work behavior is behavior that demonstrates an individual's ability to generate original and potential ideas that are useful to generate, including the process of applying those new ideas into practice. (irdi et. al., 2016) Innovative work behavior is a behavior that is a multi-stage process in which employees face problems and then come up with ideas that lead to solving those problems with innovation (Afsar et al., 2017).

Stephen, Martin L.U. (2017) explains Innovative work behavior as employee behavior to generate, adopt and implement new ideas. This is confirmed by Akram et.al. (2018) which states that innovative work behavior is the finding, suggestion and implementation of employee ideas on work-related tasks that benefit organizational performance.

Yuan and Woodman's opinion (2010) references Knezovic and Amina Drkic (2020) states that innovative work behavior is a behavior that combines reasoning with finding alternatives, progress, new ways to achieve tasks, new technologies, implementing different work strategies and methods, and ensuring resources, so that new ideas can become reality. While referring to the opinion of Scott and Bruce (1994), the understanding of innovative work behavior according to Reuvers et. Al. (2008) is the behavior of the extra role of employees through a multi-stage process that includes components of creativity and implementation carried out to provide new results that are beneficial to the organization, in the form of ideas, processes, products and procedures. While the opinion of Stoffers et.al., (2015) became the basis of Khan et. al., (2020), that innovative work behavior is the behavior of individual employees who are supported by the ability to produce solutions with their knowledge, experience and skills. From these understandings can be stated innovative work behavior is the behavior of individuals who show the ability to find, suggest and implement new ideas, processes, products or procedures that are very useful in improving organizational performance.

Dimensi Innovative Work Behavior

Innovative work behavior includes the overall progress of the organization, so it does not only include product progress within the scope of research and development (Khan et.al, 2020). Dimensions of innovative work behavior according to Khan et. al. (2020) includes the idea of generation, coalition building and execution. Karakertitik innovative work behavior is described Khorakian et. al. (2019) and Reuvers et.al. (2008) with reference to jansen opinion (2000) which covers three (3) dimensions, namely idea generation, idea promotion, and idea realization. Based on the opinions of Scott and Bruce (1994) and Jansen (2000), Akram's research et.al. (2018) explains the dimension of innovative work behavior includes a comprehensive set of behavioral dimensions of generation ideas, support ideas and allows for the occurrence of idea implementation. In this case the idea of implementation is equivalent to the idea of realization as stated by Reuvers et. al. (2008).

Stephan, M.L.U (2017) explains the dimension of innovative work behavior as a dimension with innovative behavior inventory that includes idea generation, idea search, idea communication, implementation starting activities, involving others and overcoming obstacles. In Stephen's view (2017), the idea generation dimension is an aspect of employee creativity behavior that encourages innovative work behavior employees; the dimension of idea search is an aspect of behavior as an innovative activity of employees to find new ideas in the work environment based on the search for existing sources of knowledge; the dimension of idea communication is an aspect of employee behavior by communicating as an effort to fight ideas to colleagues and leaders to receive feedback; implementation starting activities dimension is an activity to start an idea implementation plan by paying attention to the time and funds for the successful implementation of the idea; the dimension of involving others is an aspect of behavior that involves others in the implementation of ideas; and the dimension of overcoming obstacles as behaviors to overcome obstacles in the implementation of ideas that are the main challenges.

Past Research Analysis

Sustainable organizational success can occur due to the innovation capabilities of an organization, which is considered an important means for competitive advantage (Le and Hui Lei, 2019; Reuvers et.al., 2008). One of the successes of organizations in obtaining and maintaining their competitive advantage is through innovation driven by innovative work behavior (Knezovic and Amina Drkic, 2020).

Knezovic and Amina Drkic's research (2020) has proven that transformational leadership directly affects innovative work behavior. Transformational leadership is described as the process by which leaders play ideal role models, stimulate and encourage innovative work behavior, provide inspirational motivation and engage in supporting and guiding followers to achieve the organization's shared vision and goals. (Afsar and Umrani, 2019). These studies have stated that transformational leadership has a positive effect on innovative work behavior.

Research Framework

The framework underlying this research can be described as follows:



Gambar 1. Research Framework

Hypothesis

Based on the research framework above, the hypotheses in this study are:

H1 Transformational leadership has a positive effect on innovative work behavior.

Research Method

The research object in this study is transformational leadership and innovative work behavior at the West Java Provincial Revenue Agency. This research uses quantitative methods. The population in this study is the entire workforce of 854 people. The research sample was determined using the Slovin Formula, so that a minimum sample of 273 people was obtained. The questionnaire was distributed to 300 respondents as a sample using stratified random sampling techniques and was collected 292.

Variable operation

Han, et.al, 2016; Afsar, Mariam M., and Waheed A. Umrani, 2019; Le and Hui Lei, 2019, explained the transformational leadership dimension based on the opinions of Bass and Avolio (1997) and Podsakoff (1990), namely the transformational leadership dimension includes idealized influence, intellectual stimulation, inspirational motivation, and individualized consideration. The idealized influence dimension includes indicators of the ability to provide vision and perception of the mission, instill pride, gain respect and trust. The dimensions of intellectual stimulation include indicators of the ability to promote intelligence, rationality and attentive problem solving. Inspirational motivation includes being interested in communicating high expectations, using symbols to focus effort, expressing important goals in a simple way. The dimensions of individualized consideration include indicators of interest in individual attention, treating each employee individually, training and advising. Transformational leadership is measured using 20 statement items adapted from podsakoff et.al. (1990)

The dimension of innovative work behavior according to Stephan, Martin L.U. (2017) includes the dimension of idea generation which is an aspect of employee creativity behavior that encourages innovative work behavior of employees; the dimension of idea search which is an aspect of behavior as an innovative activity of employees to find new ideas in the work environment is based on the search for existing sources of knowledge; dimension of idea communication which is an aspect of employee behavior by communicating as an effort to

fight for ideas to colleagues and leaders to receive feedback; dimension of implementation starting activities which is the behavior of activities to start an idea implementation plan by paying attention to the time and funds for the successful implementation of the idea; the dimension of involving others which is an aspect of behavior by involving others in the implementation of ideas; and the dimension of overcoming obstacles as behaviors to overcome obstacles in the implementation of ideas that are the main challenges. Innovation work behavior was measured using 19 statement items adapted from Stephan, Martin L. U. (2017).

Data analysis technique

The data analysis technique used in this study is descriptive statistics to measure the average research results of each variable. As for analyzing the influence between variables using Structural Equational Modeling (SEM) which is a multivariate analysis model. As for sem analysis, it is processed using the Partial Least Square program "SmartPLS 3 from Ringle. C.M., Wende, S., and Becker, J.M., (2015).

Result And Discussion

Respondent Profile

All data used in the data analysis was obtained from the results of the distribution of questionnaires to employees of the West Java Provincial Revenue Agency as many as 292 people. The respondent profile can be presented in the following table:

Table 1. Respondent profile

Profile	Characteristic	Frequency	Percentage (%)
Gender	Man	245	83.9
	Woman	47	16.1
Age	< 20 year	0	0
	20 - < 30 year	3	1.0
	30 - < 40 year	42	14.4
	40 - < 50 year	138	47.3
	≥ 50 year	109	37.3
Last Education	High School	60	20.5
	Diploma I/II/II	22	7.5
	Bachelor /Diploma IV	120	41.1
	Master	90	30.8
	Doctor	0	0
Working period at the Regional Revenue Agency	< 5 year	88	30.1
	5- < 10 year	55	18.8
	10 - < 15 year	78	26.7
	15 - < 20 year	29	9.9
	≥ 20 year	42	14.4
Position	Echelon III	15	5.1
	Echelon IV	71	24.3
	Staff	206	70.5
Group	II	60	20.5
	III a/b	71	24.3
	III c/d	107	36.6
	IV a/b	52	17.8
	IV c/d	2	0.7

Source : SEMPLS Data Processing, 2022

Research Result & Analysis

Statistik Deskriptif

Descriptive statistical processing results for each research variable can be seen in the following explanation:

Transformational Leadership

Descriptive statistical processing results for transformational leadership variables can be seen in table 2. Overall respondents gave a good response to the transformational leadership variable as shown with an average value of 4.2173. The standard deviation value of 0.518 indicates that the majority of respondents' answer choices are in the range of answers between those that show the average respondent agrees with statements related to transformational leadership.

Table 2 Descriptive Statistics of Transformational Leadership Variables

Dimension	Mean	Std Deviation
Idealized Influence	4.1027	0.567
Inspirational Motivation	4.3644	0.583
Intellectual Stimulation	4.2932	0.566
Individual Consideration	4.1089	0.616
Transformational Leadership	4.2173	0.518

Source : SEMPLS Data Processing, 2022

Respondents' perception of the forming dimensions of transformational leadership variables according to the table above can be stated that inspiration motivation is the dimension that contributes the most in the formation of transformational leadership variables such as shown with an average value of 4.3622 with a standard deviation of 0.583 which shows the largest number of respondents' answers are in the choice of answers between 4 and 5. The perception of the indicators that make up the inspiration motivation dimension shows that all (5) indicators produce a good response as indicated by the average value of respondents' answers of more than 4 for all indicators used where the highest indicator is a leader indicator in the West Java Provincial Revenue Agency speaks optimistically about the future with an average value of 4.45 and the lowest response is the leader indicator in the region. The environment of the West Java Provincial Revenue Agency spoke enthusiastically about what needs to be set with an average value of 4.32. While idealized influence is the dimension that contributes the smallest in the formation of transformational leadership with an average value of 4.1027. Based on indicators forming idealized influence dimensions, the leader indicator in the Bapenda environment of West Java Province determines the importance of a strong sense of purpose in contributing the most with an average value of 4.61. While the lowest indicator of its contribution in the formation of the idealized influence dimension is the indicator of leaders in the Bapenda neighborhood of West Java Province instilling pride in employees when associated with others with an average value of 3.74.

Innovative Work Behavior

Descriptive statistical processing results of innovative work behavior variables are shown in table 3. Overall, respondents gave a positive response to the knowledge sharing variable as indicated by the average value of respondents' answers of 4.1704. The standard deviation value of

0.53447 indicates that the variation in the answers of the majority of respondents to innovative work behaviour variables is in the range of answer choices between 4 to 5.

Table. 3 Statistical Statstic Variable Innovative Work Behavior

Pernyataan	Mean	Std Deviation
Idea Generation	4.2934	0.55640
Idea Search	4.2717	0.59140
Idea Communication	4.1975	0.68210
Implementation Starting Activities	4.0537	0.63180
Involving Others	4.1918	0.65200
Overcoming Obstacles	4.0146	0.66355
Innovative Work Behavior	4.1704	0.53447

Source : SEMPLS Data Processing, 2022

Respondents' perception of the forming dimensions of transformational leadership variables according to the table above can be stated that the idea generation dimension is the first dimension that contributes the most to the formation of innovative work behavior variables with an average value of 4.2934. Based on the idea generation dimension forming indicator consisting of 3 indicators, the largest contribution in the formation of this dimension is the indicator When something does not work well in the workplace, employees try to find new solutions with an average value of 4,469. While the indicator that contributes the least is the indicator of employees prefer jobs that require original thinking with a percentage of 4,110. Sedangkan dimensi overcoming obstacles merupakan dimensi yang memberikan kontribusi paling sedikit terhadap pembentukan variabel innovative work behavior dengan nilai rata-rata sebesar 4.0146. Based on the indicator forming the dimension of overcoming obstacles consisting of 4 indicators, the largest contribution in the formation of this dimension is that the employee indicator usually does not stop completing until reaching his goal with an average value of 4.20. While the indicator that contributes the least is an indicator during the implementation of a new idea, employees can survive even when the work is not going well with a percentage of 3.76.

Measurement Model Evaluation

The SEM-PLS model used in the study is shown with figure 2. Evaluation of the fit model is carried out using 2 tests, namely:

Multicollinearity testing

The results of multicollienarity testing for the variables used in the study are indicated by table 2. The information from the table shows that independent varibel, transformational leadership has a VIF value of < 10 which means that there is no multilcollinearity in the transformational leadership independent variable.

Table 4.Multicollinearity testing

Independent Variables	VIF	Conclusion
Transformational Leadership	2,083	There is no multicollinearity.

Source : SEMPLS Data Processing, 2022

Coefficient Determination (R-Square) Testing

The results of processing the fit model to show the Coefficient Determination (R-Square) value can be seen in table 3 below:

Table 5 Coefficient of Determination

Constructs	R-square (R ²)	Adjusted R-square (R ²)
Innovative Work Behavior	0.694	0.691

Source : SEMPLS Data Processing, 2022

Information from the table above shows that for the innovative work behavior model obtained an adjusted value of R² of 0.691 which means that the variation of the independent variable, transformational leadership, is able to explain the variation of the dependent variable, innovative work behavior of 69.1% and 30.9% is a variation of other independent variables that affect innovative work behavior but are not included in the model.

Pengujian Hipotesis

The results of processing the fit model to show the Coefficient Determination (R-Square) value can be seen in table 3 below:

Table 4 Research Hypothesis Testing

Hypothesis	Coefficient	p-Value	Decision
H1 Transformational leadership has a positive effect on innovative work behavior.	0,175	0,003	Hypothesis is supported

Source : SEMPLS Data Processing, 2022

This study aims to look at the influence of transformational leadership on innovative work behavior. The hypothesis was established with the aim of testing transformational leadership positively affecting innovative work behavior. The results of data processing obtained an estimated coefficient value of 0.175 which means that high transformational leadership will increase innovative work behavior and conversely decrease transformational leadership will decrease innovative work behavior. With the p-value of t statistics of $0.000 < 0.05$, Ho was rejected and it can be concluded that the positive influence of transformational leadership on innovative work behavior proved significant. These findings are in line with empirical studies conducted by Masood and Afsar (2016), Le and Hui Lei (2019), Knezovic, Emil and Amina Drkic (2020) and Khan et.al., (2020) which have verified the direct influence of transformational leadership on innovative work behavior.

The results showed transformational leadership has a positive effect on innovative work behavior. The results of this study are in line with the research (Knezovic, Emil and Amina Drkic, 2020); Le and Hui Lei (2019); and Masood and Afsar (2016). Transformational leadership is considered one of the most effective leadership styles (Le and Hui Lei, 2019). For that reason, researching the relationship between transformational leadership and specific

forms of innovation has a valuable contribution in the field of leadership and innovation management, so le and Hui Lei's research (2019) has verified the influence of transformational leadership with employee innovation capabilities.

Transformational leadership is a type of leadership that seeks transformation or change and encourages employees to think and solve problems innovatively (Masood and Afsar (2016). One of the factors influencing innovative work behavior is important transformational leadership where employees are given the necessary authority to think creatively and innovatively (Knezovic, Emil and Amina Drkic, 2020).

Conclusion

Transformational leadership has a positive effect on innovative work behavior in the West Java Provincial Revenue Agency. The estimated coefficient value of 0.175 means that high transformational leadership will increase innovative work behavior and conversely decrease transformational leadership will reduce innovative work behavior. The p-value of t statistics of $0.000 < 0.05$ states that H_0 is rejected so that the positive influence of transformational leadership on innovative work behavior is confirmed significantly.

Recommendation

The results of this study have stated that transportation leadership has a positive and significant influence on innovative work behavior. The description of each variable is supported by the perception value of each dimension is above the value of 4, and needs to be maintained by the West Java Provincial Revenue Agency. However, there are transformational leadership indicators that need to be improved, especially the hope that leaders increase the level of enthusiasm in talking about what needs to be set. As for innovative work behavior, employees must be able to be more maintainive in implementing new ideas, when work is not going well.

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