



LEADERSHIP STYLE, ORGANIZATIONAL CULTURE AND INNOVATIVE BEHAVIOR ON PUBLIC HEALTH CENTER PERFORMANCE DURING PANDEMIC COVID-19

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ABSTRACT

In the competitive business world today during Pandemic Covid-19, many industries face the flux of rapid change, especially in the Public Health Center. Therefore companies should focus on innovative work behavior (IWB) in order to gain a competitive advantage. This research tested the effect of transformational leadership and organizational climate on work performance through innovative work behavior as mediating by taking the automotive industry in Indonesia. Data collection was carried out by simple random sampling via electronic to a population of Public Health Center employees in Indonesia during Pandemic Covid-19. The returned and valid questionnaire results were 1199 samples. Data processing using SEM method with SmartPLS 3.0 software. Data collection technique is using questionnaire with likert scale. The result was transformational leadership and organizational climate gave a positive effect and significant on work performance, both directly and through mediating innovative work behavior. Innovative work behavior has a positive effect and significant on work performance. This novel research is proposing a model to build work performance among employees of automotive industry through transformational leadership and organizational climate with organizational learning as mediation.

Key Word: Leadership, Innovative Work Behavior, Leadership, Organizational Culture, Performance, Pandemic Covid-19

I. INTRODUCTION

Every organization actually needs a track that is in line with its business DNA, so that it can be measured in every rate of growth and development. This is where the cultural urgency or organizational climate is defined, built and cared for. In the middle of Indonesian culture that has strong patronization, it cannot be denied that the influence of patron, role model, regulator or leader will be a very prominent predictor of organizational success. Many leadership theories have been put forward to catalyze the process and canalize human resources. At least, transformational leadership theory is one of many leadership theories that are believed to be able to bring a fresh breath of organizational change. Even more so in the era Industrial Revolution 4.0, every organization needs a



leader who has sufficient capability to transform towards digitizing organizational structure and system.

Organizational culture or climate is one of the opportunities to develop human resources through aspects of changing attitudes and behaviors, which are expected to be able to adjust current and future challenges (Manik & Megawawi, 2019). Organizational climate is an invisible social force that can move people in an organization to carry out work activities. A strong organizational climate supports the goals of companies or government agencies. Organizational climate has an important role in managing an organization because it is same and complete perception of the essential meaning of life together in organizations. Director General of Science and Technology Resources and Higher Education Kemenristekdikti, said that to survive in the Industrial Revolution 4.0 era, every organization needs to apply Formula 4C, namely critical thinking, creativity, communication and collaboration (Directorate General of Science and Technology Resources Dikti, 2018). In this digital era levels of innovation and creativity are needed from every member of the organization. Innovation theory often emphasizes that innovation is broader than creativity and includes implementation of created ideas. Therefore, De Jong and Den Hartog developed innovative work behavior (IWB), not only explain the problem of how to generate ideas but also to build behavior needed for implementation of these ideas. The end of the IWB development process is improving individual and organizational performance (Jong & Hartog, 2008).

Based on a literature review conducted up to 31 October 2019, not many national researchers have discussed the effect of transformational leadership and organizational climate on work performance through mediation of innovative work behavior as an integrated research model. In Indonesia there are only three studies, namely those conducted by Aditya & Ardana (2016) and Parashakti, Rizki, & Saragih (2016). Their finding is that transformational leadership variables and organizational culture significantly influence employee innovative behavior. The third study was conducted by Wardhani & Gulo (2017) with conflicting results, namely that organizational climate and transformational leadership have no influence on innovative work behavior. Beyond that, several national researchers have discussed and concluded that transformational leadership has a significant effect on innovative work behavior (Pestalozi, Erwandi & Putra, 2019; Sunardi, Sunaryo & Laihad, 2019; Khasanah & Himam, 2018; Wijayanti & Suparta, 2019).

The variables in this study consisted two independent variable, namely transformational leadership and organizational climate, one intervening variable, namely innovative work behavior and dependent variable is work performance. Based on literature review and previous studies, a research model is developed below that illustrates the relationship between these variables.

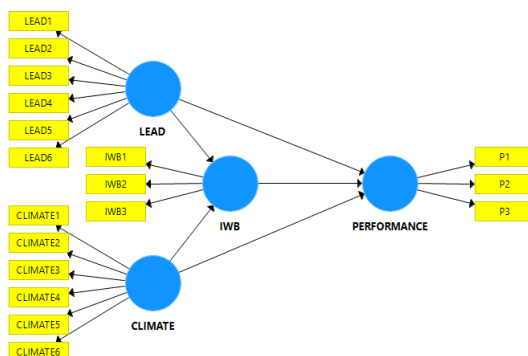




Figure 1. Research Model

Note: Figure comes from the output of SmartPLS 3.0 program processing (authors, 2019)

Based on the research model that has been designed, the formulation of hypothesis proposed in this study is:

- H1: Transformational leadership (LEAD) direct effect on work performance (PERFORMANCE)
- H2: Organizational climate (CLIMATE) direct effect on work performance (PERFORMANCE)
- H3: Transformational leadership (LEAD) direct effect on innovative work behavior (IWB)
- H4: Organizational climate (CLIMATE) direct effect on innovative work behavior (IWB)
- H5: Innovative work behavior (IWB) direct effect on work performance (PERFORMANCE)
- H6: Transformational leadership (LEAD) indirect effect on work performance (PERFORMANCE) through mediation of innovative work behavior (IWB)
- H7: Organizational climate (CLIMATE) indirect effect on work performance (PERFORMANCE) through mediation of innovative work behavior (IWB)

The purpose of this study was to determine the effect of transformational leadership and organizational climate on work performance through innovative work behavior as mediation in automotive industry. Based on the formulation of problem and research hypothesis, the research objectives in detail are formulated as follows:

1. Knowing the effect of transformational leadership and organizational climate on work performance.
2. Knowing the effect of innovative work behavior on work performance.
3. Knowing the effect of transformational leadership and organizational climate on work performance through innovative work behavior as intervening/ mediating.

II.METHOD

The method used in this study is a survey method with a correlational research approach. Data collection was carried out by simple random sampling via electronic to a population of the automotive industry employees in Indonesia. The returned and valid questionnaire results were 1199 samples. Data processing using SEM method with SmartPLS 3.0 software. Data collection technique is using questionnaire with likert scale. The instrument used to measure transformational leadership is an adaptation of Podsakof et al (1990). The instrument for measuring organizational climate adapted from the Organizational Climate Measure (OCM) developed by Patterson et al (2005). Meanwhile, to measure the innovative work behavior adapted from (Jong & Hartog, 2008) and work performance adapted from Kazan & Gumus (2013). The questionnaire was designed closed except for questions / statements about the identity of respondents in the form of a semi-open questionnaire. Each closed question / statement item is given five answer options, namely: strongly agree score 5, agree score 4, disagree score 3, disagree score 2, and strongly disagree score 1.

Result and Discussion

Table 1. Sample descriptive information

	Criteria	Amount	Percentage
Age	< 30 years old	267	22.27%
	30 – 40 years old	140	11.68%
	> 40 years old	792	66.06%



Tenur	< 5 years old	126	10.51%
	5-10 years old	234	19.52%
	> 10 years old	839	69.97%
Education	S2	47	3.92%
	S1	171	14.26%
	< S1	981	81.82%

III. RESULT AND DISCUSSION

Testing the *Outer Model*

The testing phase of the measurement model includes testing for Convergent Validity, Discriminant Validity and Composite Reliability. The results of the PLS analysis can be used to test research hypothesis if all indicators in the PLS model have met requirements of convergent validity, discriminant validity and composite reliability.

Convergent Validity Testing

Convergent validity test is done by looking at the loading factor value of each indicator to the construct. For most references, a factor weight of 0.5 or more is considered to have validation that is strong enough to explain latent constructs (Chin, 1998; Hair et al, 2010; Ghozali, 2008). In this study the minimum limit on the size of loading factor received was 0.5, with requirement that the AVE value of each construct > 0.5 (Ghozali, 2014).

Based on the analysis results in the picture above, it can be seen that several indicators have a loading factor below 0.5 so that it is declared invalid and must be dropped from the model, estimation results of the model after an invalid indicator is dropped from the model are as follows:

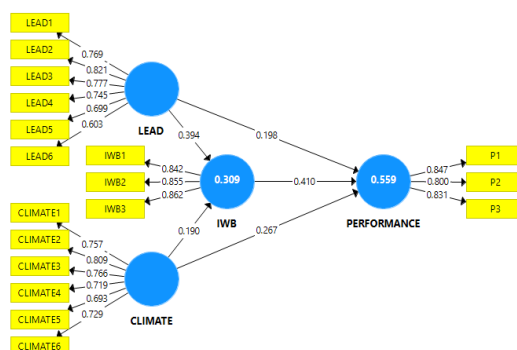


Figure 2 . Valid model estimation

Note: Figure comes from the output of SmartPLS program processing (authors, 2019)



Based on estimation results of the PLS model in the picture above, all indicators already have a loading factor value above 0.5 so that the model meets convergent validity requirements. In addition to looking at the loading factor value of each indicator, convergent validity is also assessed from the AVE value of each construct, the PLS model is declared to have met convergent validity if the AVE value of each construct is > 0.5 (Ghozali, 2014). The AVE value for each construct can be seen in table 2 below:

Table 2. Items Loadings, Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE)

Variables	Items	Loadings	Cronbach's Alpha	Composite Reliability	AVE
<i>Transformational Leadership</i> (LEAD)	LEAD1	0.769	0.831	0.877	0.546
	LEAD2	0.821			
	LEAD3	0.777			
	LEAD4	0.745			
	LEAD5	0.699			
	LEAD6	0.603			
<i>Organizational Climate</i> (CLIMATE)	CLIMATE1	0.757	0.840	0.883	0.557
	CLIMATE 2	0.809			
	CLIMATE 3	0.766			
	CLIMATE 4	0.719			
	CLIMATE 5	0.793			
	CLIMATE 6	0.729			
<i>Innovative Work Behavior</i> (IWB)	IWB1	0.842	0.812	0.889	0.683
	IWB 2	0.855			
	IWB3	0.862			
<i>Work Performance</i> (PERFORMANCE)	P1	0.847	0.768	0.866	0.683
	P2	0.800			
	P3	0.831			

Note: The output of SmartPLS 3.0 program processing (authors, 2019)

Testing discriminant validity

Discriminant validity is carried out to ensure that each concept of each latent variable is different from the other variables. The model has good discriminant validity if the AVE squared value of each exogenous construct (the value on the diagonal) > 0.7 or the value exceeds the correlation between construct and the other construct (values below the diagonal) (Ghozali, 2014). The discriminant validity test results are obtained as follows:

Table 3. Discriminant Validity



Variables	EK	IC	OL	TK
CLIMATE	0.746			
IWB	0.498	0.853		

The results of discriminant validity test in the table above show that all constructs have the AVE square root value above 0.7 so that it can be concluded that the model has fulfilled discriminant validity.

Composite reliability testing

Construct reliability can be assessed from the value of Cronbach's alpha and composite reliability of each construct. The recommended composite reliability and Cronbach's alpha values are more than 0.7. (Ghozali, 2014). The reliability test results in the table 2 above show that all constructs have composite reliability and Cronbach's alpha > 0.7. In conclusion, all constructs have met required reliability.

Inner model testing

Inner model testing includes the test significance of direct and indirect effects and measurement magnitude of the influence exogenous variables on endogenous variables. With bootstrapping technique, R Square values and significance test values are obtained as the table below:

Table 4. R Square Value

	R Square	R Square Adjusted
IWB	0.309	0.307
PERFORMANCE	0.559	0.557

Note: The output of SmartPLS 3.0 program processing (authors, 2019)

Based on table 5 above, the R Square IWB value of 0.309 means that innovative work behavior can be explained by transformational leadership and organizational climate variable by 30.9%, while remaining 69.1% is explained by other variables not discussed in this study. Meanwhile, R Square PERFORMANCE value of 0.559 which means that work performance can be explained by transformational leadership, organizational climate and innovative work behavior variable by 55.9%, while remaining 44.1% is explained by other variables not discussed in this research.

Table 5. Hypotheses Testing

Hypotheses	Relationship	Beta	SE	T Statistics	V-Values	Decision
H1	LEAD -> PERFORMANCE	0.198	0.033	5.972	0.000	Supported
H2	CLIMATE -> PERFORMANCE	0.267	0.031	8.492	0.000	Supported
H3	LEAD -> IWB	0.394	0.045	8.839	0.000	Supported
H4	CLIMATE -> IWB	0.190	0.045	4.257	0.000	Supported
H5	IWB ->	0.410	0.027	15.045	0.000	Supported



	PERFORMANCE					
H6	LEAD -> IWB -> PERFORMANCE	0.162	0.020	4.000	0.000	Supported
H7	CLIMATE -> IWB -> PERFORMANCE	0.078	0.020	8.213	0.000	Supported

Note: The output of SmartPLS 3.0 program processing (authors, 2019)

From table 5 above, it can be concluded that transformational leadership and organizational climate have positive and significant effect on work performance, directly and through mediation of innovative work behavior (H1, H2, H6 and H7 accepted) and also on innovative work behavior (H3 and H4 accepted) with a p-value <0.05. As well, the T value Statistics for all lines is above 1.96 and all path coefficients are positive. Innovative work behavior has positive and significant effect on work performance (H5 accepted).

Therefore, it can be concluded that assumption main effect of the independent variable on the dependent variable must be fulfilled significantly, so that mediation effect test can be carried out (Baron and Kenny, 1986). Furthermore, to find out whether this mediation is full mediation (fully mediating) or pseudo (quasi-mediating). From the Table 5 above, the effect of transformational leadership and organizational climate on work performance is still significant with a p-value of 0,000 (<0.05). Therefore, it can be concluded that the effect of mediation is only quasi-mediating. Full mediation occurs if total effects of transformational leadership and organizational climate are found to be not significant on work performance (Asbari et al, 2019a; 2019b). Both, directly and through innovative work behavior as mediating. It means that more positive the boss's leadership practices and organizational climate are, more conducive innovative work behavior and work performance of the company will be. This finding is in line with previous research namely Asbari et al (2019c), Karmawan et al (2015), Sakti et al (2018), Naguib & Naiem (2018), Zuraik & Kelly (2019). Innovative work behavior has a positive and significant influence on work performance. It means that more positive the employee's innovation practices are, better employee's performance will be. This finding is in line with previous research namely Afsar & Masood (2017), Afsar & Umrani (2019), Farahnak et al (2019), Bednall et al (2018), Suifan, Abdallah & Al Janini (2018), Tse et al (2017) , Setbihe (2018), Sethibe & Steyn (2018). In contrast to the results of research Ma & Jiang (2018) which concluded that transformational leadership has no significant effect on innovation and creativity. Organizational climate has a positive and significant influence on innovative work behavior. It means that more positive organizational climate, better innovative work behavior of employees. As the previous findings of Waheed et al (2019). Contrary to his findings Naqshbandi & Tabche (2018), Purwanto et al (2019a; 2019b), Purwanto et al (2020), Santoso (2019).

If you look at the path coefficient effect of transformational leadership on innovative work behavior of employees is valued at 0.394 and is higher than the magnitude of influence organizational climate on innovative work behavior (0.190). The possibility can be explained by composition of automotive industry employees aged > 40 as many as 66.06% and the number of employees who have > 10 years of service as many as 69.97%. It means that employees are easier to be moved by motivation of superiors who have been with them for enough time and employees need a new atmosphere that is conducive to increasing the spirit of innovation.



IV. CONCLUSION

Based on the results of the study, during Pandemic Covid-19 it can be concluded that transformational leadership and organizational climate have a positive and significant influence on work performance.

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