

THE ROLE OF INNOVATIVE WORK BEHAVIOR INFLUENCED BY TRANSFORMATIONAL LEADERSHIP AND JOB AUTONOMY AT PT SUMBER ALFARIA TRIJAYA TBK MADIUN

Choerotun Chisan ¹⁾, Robby Sandhi Dessyarti ²⁾

¹Management, Faculty of Economics and Business, PGRI Madiun University
email: chisan.choerotun04@gmail.com

²Management, Faculty of Economics and Business, PGRI Madiun University
email: robbeyvan@gmail.com

Abstrak

Penelitian ini bertujuan untuk menguji pengaruh transformational leadership dan job autonomy terhadap innovative work behaviour karyawan di PT Sumber Alfaria Trijaya Tbk Madiun. Metode penelitian yang digunakan adalah pendekatan kuantitatif dengan teknik pengumpulan data menggunakan kuesioner yang disebarakan kepada 267 responden. Data yang diperoleh dianalisis menggunakan SPSS 27 dengan regresi linier berganda. Hasil penelitian menunjukkan bahwa transformational leadership memiliki pengaruh signifikan terhadap innovative work behaviour, yang berarti pemimpin yang mampu menginspirasi dan memotivasi karyawan dapat meningkatkan perilaku inovatif mereka. Selain itu, job autonomy juga berpengaruh positif terhadap innovative work behaviour, di mana kebebasan dalam melaksanakan tugas memberikan kesempatan bagi karyawan untuk berinovasi. Penelitian ini menyarankan agar perusahaan lebih memperkuat gaya kepemimpinan transformasional dan meningkatkan otonomi kerja karyawan untuk mendorong inovasi di tempat kerja.

Kata Kunci: *Transformational leadership, job autonomy, innovative work behaviour.*

Abstract

This study aims to examine the influence of transformational leadership and job autonomy on innovative work behaviour among employees at PT Sumber Alfaria Trijaya Tbk Madiun. The research uses a quantitative approach, with data collected through questionnaires distributed to 267 respondents. The collected data were analyzed using SPSS 27 with multiple linear regression. The results show that transformational leadership has a significant impact on innovative work behaviour, meaning that leaders who can inspire and motivate employees can enhance their innovative behaviour. Additionally, job autonomy also positively influences innovative work behaviour, as the freedom to carry out tasks provides opportunities for employees to innovate. This study suggests that the company should strengthen transformational leadership and increase job autonomy to foster innovation in the workplace.

Keywords: *Transformational leadership, job autonomy, innovative work behaviour.*

A. INTRODUCTION

Amidst increasingly intense business competition, organizations worldwide are required to innovate in order to survive and grow. Innovative Work Behaviour (IWB) of employees becomes one of the key factors in creating creative solutions that can improve organizational performance (Srirahayu et al., 2023). IWB refers to individual actions in creating and adopting new ideas that are applied in work execution, thus solving problems and improving work processes (Nardo et al., 2020). Therefore, developing IWB among employees can significantly contribute to an organization in maintaining its competitive edge in the market.

Several factors that can influence employees' innovative behaviour include transformational leadership and job autonomy. Transformational leadership is a leadership style that inspires and motivates followers to achieve higher results through a clear vision, creative drive, and individual attention (Suriagiri, 2020). On the other hand, job autonomy, which refers to the freedom given to employees to manage and execute their tasks, also plays an essential role in supporting innovative behaviour, as it provides space for employees to create and share new ideas (Irawan, 2022).

However, while many studies have examined the impact of these two factors on IWB, in-depth research in the retail sector is still limited. Therefore, this study focuses on PT Sumber Alfaria Trijaya Tbk Madiun as the research object to determine the extent to which transformational leadership and job autonomy affect employees' innovative work behaviour.

Here is the job autonomy data obtained by the researcher from PT Sumber Alfaria Trijaya Tbk Madiun:

Table 1. Job Autonomy At PT Sumber Alfaria Trijaya Tbk Madiun

No.	Job Autonomy Aspect	Work Unit	Implementation Details	Status Implementasi	Evaluation Notes
1.	Work Methods	All Stores	Employees are given the freedom to choose the method for arranging goods, conducting promotions, and customer service approaches, as long as they follow SOPs.	Implemented in 100% of units	Needs increased creativity in store staff
		<i>Frontliner, Cashier, Merchandiser</i>	Employees use independent working methods to arrange displays and promotional communication.	Fully implemented	Requires additional training for efficiency
2.	Work Scheduling	Admin and Warehouse	Employees organize daily work tasks according to operational conditions.	Implemented in 85% of units	Some units are still awaiting approval from the store manager.
		<i>Shift Staff</i>	Minor scheduling adjustments are given, especially during high work load.	Limited to 60%	Requires a digital system for automation.
3.	Work Criteria	Store Heads and Supervisors	Determines team performance indicators, selects work tools, and conducts self-evaluation using system data.	Implemented in 100% of units	Positively impacts team responsibilities.
		<i>Sales Supervisors</i>	Target achievement evaluations are conducted independently every week.	Implemented	Data reports directly linked to management dashboard.

This condition has led to the low level of innovation among employees at PT Sumber Alfaria Trijaya Tbk Branch Madiun. Innovative work behaviour (IWB), which includes the creation and implementation of new ideas (Nardo et al., 2020), is still suboptimal. The aspects of opportunity exploration, idea contribution, and information investigation are weak, while the implementation of creative ideas and the development of innovative ideas are also not optimal due to the lack of support and experimental space from the company.

Based on the data collected, the level of employee innovation in the company is still low, with only 40% showing initiative in exploring innovative opportunities. The majority of employees perform their tasks according to standard operating procedures without exploring

potential improvements. Only 33% actively provide feedback or ideas for positive changes, while many are passive due to fear of their ideas not being accepted. In the aspect of information investigation, only 28% of employees evaluate or test new approaches, indicating a need to improve critical thinking skills. The lowest aspect, innovative idea development, is only at 20%, showing limited space and opportunities for employees to develop new ideas.

Theoretical Study

1. Human Resource Management (HRM)

Human Resource Management (HRM) is the process of managing the workforce within an organization to achieve effective and efficient goals. This process includes planning, selection, training, development, performance evaluation, as well as compensation and employee welfare (Sutrisno, 2017). HRM plays a crucial role in building a strong organizational foundation by ensuring that the right individuals are in the right positions to support the organization's objectives.

2. Transformational Leadership

Transformational leadership is a leadership style that inspires, motivates, and changes the behavior of followers to achieve higher performance. Transformational leaders encourage creativity, address individual needs, and provide a clear and inspiring vision, which boosts employee morale and commitment to the organization's goals (Insan, 2017). This leadership style is known to be effective in creating positive change within organizations.

3. Job Autonomy

Job autonomy refers to the extent to which employees are given the freedom to manage how they perform their tasks, including decision-making and scheduling. High job autonomy can enhance employees' intrinsic motivation, encouraging them to develop creativity and generate innovative solutions (Irawan, 2022). This plays a significant role in creating a flexible work environment and improving job satisfaction and performance.

4. Innovative Work Behaviour (IWB)

Innovative work behaviour (IWB) refers to individual actions in creating, developing, and implementing new ideas that are beneficial to the organization. IWB includes opportunity exploration, idea contribution, as well as the implementation and development of innovative ideas to improve work processes and solve problems (Nardo et al., 2020). Factors such as transformational leadership and job autonomy can influence the level of IWB among employees in the workplace.

Hypotheses :

- **H1:** Transformational leadership has a positive impact on innovative work behaviour.
- **H2:** Job autonomy has a positive impact on innovative work behaviour.

B. METHOD

This study aims to examine the influence of transformational leadership and job autonomy on innovative work behaviour among employees at PT Sumber Alfaria Trijaya Tbk Madiun. Data were collected through an online questionnaire distributed to 267 respondents. The questionnaire measured transformational leadership, job autonomy, and innovative work behaviour using a Likert scale. Prior to analysis, validity and reliability tests were conducted using corrected item total correlation and Cronbach's Alpha to ensure the quality of the research instruments.

Data analysis was performed using multiple linear regression with SPSS 27 to examine the influence of the two independent variables on the dependent variable. Classical assumption tests, such as normality, multicollinearity, and heteroskedasticity, were conducted to ensure data suitability for regression analysis. Hypothesis testing was performed using the t-test and coefficient of determination (R^2) to determine the extent of the influence of transformational leadership and job autonomy on innovative work behaviour.

C. RESULTS AND DISCUSSIONS

Profile of Respondents

The study was conducted at PT Sumber Alfaria Trijaya Tbk Branch Madiun, which is one of the branches of the large retail company Alfamart in Indonesia. The research involved 267 employees working in various positions, including staff, supervisors, department heads, and managers. The employees involved in this study had been working at the company for more than 6 months. Data was collected through an online questionnaire distributed to all employees who met the sample criteria.

The respondents in this study consisted of 267 employees of PT Sumber Alfaria Trijaya Tbk Madiun, categorized by gender, education level, age, and years of service. The majority of respondents were male (54.31%) and had a high school/vocational education (44.94%), followed by those with a Diploma 3 (33.71%) and Bachelor's degree (18.73%). Most respondents were aged 18-25 years (41.20%) and had 1-3 years of service (37.45%). This diversity in gender, education, age, and work experience influences organizational dynamics as well as employee performance and innovation potential (Hasibuan, 2016).

Respondent Answer Description

In Transformational Leadership at PT Sumber Alfaria Trijaya Tbk Madiun, leadership was rated positively, especially in the Idealized Influence and Inspirational Motivation indicators, with average scores ranging from 3.33 to 3.53, indicating strong role modeling and the ability to motivate employees. In Intellectual Stimulation, leadership encourages creativity with average scores of 3.40 and 3.31, but in Individualized Consideration, personal attention to employees still needs improvement (mean 3.22 and 3.17). Job Autonomy was also rated positively, with employees feeling efficient in Work Methods (mean 3.15) and flexible in Scheduling (mean 3.21), while understanding clear Work Criteria (mean 3.27). Finally, in

Innovative Work Behaviour, employees felt given the opportunity to innovate, with the highest score in Practice of Ideas (mean 3.48), although Innovative Idea Development received the lowest score (mean 3.04), indicating the need for increased support for new ideas.

Data Analysis Results

Descriptive statistics illustrate the characteristics of the research object without generalizing the sample to the population. Based on data from 267 respondents, Transformational Leadership has an average of 26.41 and a standard deviation of 3.112, indicating a relatively high employee perception. Job Autonomy has an average of 19.06 with a standard deviation of 2.117, reflecting a relatively high level of work autonomy. Meanwhile, Innovative Work Behaviour has an average of 32.84 and a standard deviation of 3.998, showing a high level of innovative behaviour, although with greater variability. Overall, this data reflects positive employee perceptions of leadership, job autonomy, and innovative behaviour within the organization.

1. Multiple Linear Regression Analysis

Table 2. Results of Multiple Linear Regression Analysis

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	21.376	2.805		7.621	.000
<i>Transformational Leadership</i>	.211	.077	.164	2.741	.007
<i>Job Autonomy</i>	.309	.110	.168	2.811	.005

a. Dependent Variable: *Innovative Work Behaviour*

Based on the table above, the multiple linear regression analysis shows that Transformational Leadership and Job Autonomy have a positive impact on Innovative Work Behaviour. The regression equation obtained is Innovative Work Behaviour = 21.376 + 0.211X1 + 0.309X2. The regression coefficient for Transformational Leadership is 0.211, meaning that each unit change in this variable will increase IWB by

21.1%. The coefficient for Job Autonomy is 0.309, meaning that each unit change in job autonomy will increase IWB by 30.9%. Both variables show a significant positive relationship with IWB, with Sig. values of 0.007 and 0.005, respectively.

2. t-Test (Partial Test)

Hypothesis testing is used to measure the strength of the relationship between two or more variables and the direction of the relationship between the independent and dependent variables, with the accuracy of the test being measured through the coefficient of determination and t-statistics. This test also helps researchers determine whether the observed relationship is significant or merely coincidental (Ghozali, 2021).

Table 3. t-Test Results

		Coefficients ^a				
		Unstandardized		Standardized		
		Coefficients		Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	21.376	2.805		7.621	.000
	<i>Transformational Leadership</i>	.211	.077	.164	2.741	.007
	<i>Job Autonomy</i>	.309	.110	.168	2.811	.005

a. Dependent Variable: *Innovative Work Behaviour*

Based on the results of the t-test in Table 4.15, transformational leadership has a significance value of 0.007 and a t-value of 2.741, indicating a significant impact on innovative work behaviour, with the highest average value in the Idealized Influence indicator (mean 3.53), highlighting the importance of leadership integrity in driving innovation. Similarly, job autonomy has a significance value of 0.005 and a t-value of 2.811, also showing a significant impact on innovative work behaviour, with the highest mean value in the Work Criteria indicator (mean 3.27), suggesting that clear performance standards enable employees to behave more innovatively.

3. Coefficient of Determination (R²)

The coefficient of determination (R²) is used to measure how well the independent variables explain the variation in the dependent variable. A small R² value indicates a limited impact, while a value close to one means the independent variables almost entirely explain the variation in the dependent variable. The results of the R² test can be seen in the table below.

Table 4. Coefficient of Determination (R²) Results

Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.245 ^a	.060	.053	.626

a. Predictors: (Constant), *Job Autonomy*, *Transformational Leadership*

b. Dependent Variable: *Innovative Work Behaviour*

Based on Table 4.16, the Adjusted R² value of 0.053 (5.3%) indicates that transformational leadership and job autonomy explain 5.3% of the variation in innovative work behaviour, while the remaining 94.7% is influenced by other variables outside the research model.

Discussion

1. The Impact of Transformational Leadership on Innovative Work Behaviour

The regression test results show that transformational leadership has a positive effect on innovative work behaviour by 21.1%, with a significance value of 0.007 (<0.050) and a t-value of 2.741 (>1.655), indicating that the hypothesis is accepted. Transformational leadership encourages creativity, innovation, and new ideas among employees, which has been proven to enhance IWB at PT Sumber Alfaria Trijaya Tbk Madiun. This study supports previous findings that transformational leadership style positively contributes to employees' innovative behaviour (Sutardi et al., 2019; Rizki and Saragih, 2016).

2. The Impact of Job Autonomy on Innovative Work Behaviour

Job autonomy also has a positive effect on innovative work behaviour by 30.9%, with a significance value of 0.005 (<0.050) and a t-value of 2.811 (>1.655). Granting employees the freedom to manage their work processes and decision-making enhances creativity and innovation in the workplace, as supported by the questionnaire results. This study is consistent with other findings showing that job autonomy significantly affects IWB (Mutadayyinah & Mulyana, 2022; Idrus & Herachwati, 2022).

D. CONCLUSIONS

Based on the research results, it can be concluded that transformational leadership has a positive and significant impact on innovative work behaviour among employees at PT Sumber Alfaria Trijaya Tbk Madiun, with the Idealized Influence indicator showing the greatest impact. Inspirational, motivating, and directive leadership through a transformational approach encourages employees to be more creative and proactive. Additionally, job autonomy also positively and significantly influences IWB, with the Work Criteria indicator showing the highest impact. The higher the job autonomy granted, the greater the tendency for employees to innovate and generate new ideas. Overall, the findings confirm that both factors—transformational leadership and job autonomy—are crucial elements in enhancing employees' innovative behaviour. Therefore, the company needs to continue developing inspirational leadership and provide more space for employees to create, fostering a more innovative and adaptive work environment.

E. SUGGESTIONS

This study contributes to the development of human resource management and organizational behaviour, specifically regarding the role of transformational leadership and job autonomy in influencing innovative work behaviour among employees. The findings support the

Social Cognitive Theory (Bandura, 1986), which emphasizes the importance of the interaction between environmental factors (leadership and work structure) and personal factors in driving innovative behaviour. Practically, the results of this study can serve as a basis for the management of PT Sumber Alfaria Trijaya Tbk Madiun to improve the effectiveness of transformational leadership by strengthening aspects of intellectual stimulation and individualized consideration, as well as expanding the application of job autonomy in scheduling and operational decision-making. These steps are expected to encourage employees to be more innovative and foster a more competitive and adaptive work culture.

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