



Leadership style in improving innovative work behavior, organizational culture, and organizational citizenship behavior as mediation

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Abstract

The success of a school is assessed as the success of the principal. The primary key of the principal as an effective leader is to influence and move teachers to participate in every school activity to realize the school's vision and mission. Non-PNS SMK teachers can fulfill all their duties and responsibilities is the answer to the success of a future-oriented leader, having a clear vision and mission, maintaining communication, giving attention, and good relations between leaders and teachers. This study examines and analyzes leadership styles in improving innovative work behavior. The tool used in testing this research uses Smart-PLS.

Keywords: Transformational leadership; visionary leadership; innovative work behavior

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Introduction

Vocational teachers in Seruyan Regency with Non-PNS status consisting of Foundation Permanent Teachers (GTY), Provincial Non-Permanent Teachers (GTT) are teachers appointed by the Province with a contract, and Non-Permanent Teachers (GTT) Committee are teachers appointed by local schools. All of these teachers have an essential role in education in Seruyan District. In terms of performance, teachers with non-civil servant status are equivalent to teachers with civil servant status even though the income of non-civil servant teachers is lower than civil servant teachers. The difference between the two is the innovative work behavior inherent in each teacher and the role of leaders who can make good decisions on every activity in the school.

This condition requires every teacher to be able to work optimally so that the output or school graduates, especially in vocational schools in Seruyan Regency, can have knowledge that follows educational goals. In addition, for schools, values such as performance are an essential element in measuring the implementation of daily tasks that leaders must consider, both public and private schools must consider. Therefore, to achieve maximum organizational performance, every public school and private school must pay attention to the achievement of teacher performance because the achievement of teacher performance will impact overall school performance.

The success achieved with high SMK graduation results in Seruyan Regency does not escape the role of leaders. The part of leaders is crucial in forming teachers with innovative work behavior to perform well. This agrees with (Nur, 2020). The success of a school is assessed as the success of the principal. The primary key for the principal as an effective leader is influencing and moving teachers to participate in every school activity to realize the school's vision and mission. Non-PNS Vocational High School teachers can fulfill all their duties and responsibilities are the answer to the success of a future-oriented leader, have a clear vision and mission, maintain communication, provide attention and good relations between leaders and teachers with Non-PNS status, which is only found in the transformational leadership style and visionary leadership style.

Based on the above background, the researchers are interested and essential to explore more about leadership styles in improving innovative work behavior, organizational culture, and organizational citizenship behavior as mediation. According to research (Khan et al., 2020), transformational leadership positively and significantly affects organizational culture. Same with research (Hapsari et al., 2021) explained that the influence transformational Leadership has a more positive and significant influence on Organizational Citizenship Behavior (OCB). Always thinking and being optimistic about having the best will have a significant effect compared to having high loyalty to

the institution. Organizational culture still has less impact on the company but strengthens the impact on the workers. Cultural development usually takes years, with standard competency models influencing management systems with strategic priorities. If the organization has the right culture and people, both will encourage how they work according to the created organizational culture, thus having a positive and robust reaction to OCB.

H1: It is suspected that transformational leadership style positively and significantly influences organizational culture.

Based on research conducted by (Yasir, 2020), visionary leadership has a positive and significant effect on innovative work behavior. In line with research (Nuraini & Tanu, 2020). In an organizational environment that continues to change, the role of the leader is not only trying to adapt the organization to outside innovation movements but a successful leader if he can bring the organization as a reference for other institutions that create a compelling and competitive organization, so that leadership strength produces various policies in public service. No less important is to prepare teachers to be able to optimize learning better, namely the ability of teachers to develop innovations to improve learning outcomes.

H2: It is suspected that the visionary leadership style positively and significantly influences organizational culture.

Research conducted by (Khan et al., 2020) explains that culture significantly affects innovative work behavior. Logically, this can be understood because the principal has a significant role in empowering teachers and is obliged to continue to foster and direct teachers to carry out their duties and functions according to standards and culture. If the principal's leadership is good, the teacher's performance will also be good.

H3: It is suspected that organizational culture positively and significantly influences innovative work behavior.

Based on research conducted by (Irshad & Hashmi, 2014) explained that transformational leadership has a positive and significant effect on organizational citizenship behavior. Organizational citizenship behaviors include giving suggestions for improvement in an organization, extending their time to do work and complete their tasks, being willing to take part in additional work, avoiding behaviors such as degenerative time, quarreling with co-workers, complaining, and being lazy to work. Ideal influence gives when a transformational leader exhibits behaviors and attitudes as role models that have an impact on the performance of his followers. Leaders who lead them will be considered role models for the success of an organization.

H4: It is suspected that transformational leadership style positively and significantly influences Organizational Citizenship Behavior.

Research conducted by (Sriwardiningsih & Chaerunissa, 2019), Leaders in organizations must demonstrate visionary leadership behaviors, such as articulating a compelling vision and communicating visions to enhance OCB behavior among their employees.

H5: It is suspected that the Visionary Leadership Style positively and significantly influences Organizational Citizenship Behavior.

Research conducted by (Alhasani et al., 2021), Teachers who have competence will have the drive to work more than their obligation, and also have the desire to develop themselves and help and cooperate with their co-workers. By this theory, employees who feel that higher employee competencies make employees feel they can help other employees in completing their work.

H6: It is suspected that Organizational Citizenship Behavior positively and significantly influences Innovative Work Behavior.

Research conducted by (Wati et al., 2020) explained that organizational culture would empower teamwork and increase morale in the workplace to achieve good performance results. Culture depends on leadership and how leaders build and maintain a culture in an organization.

H7: It is suspected that the transformational leadership style positively and significantly influences innovative work behavior through organizational culture.

Based on research conducted by (Mustiningsih et al., 2019) explains that the leader of an organization has the authority to determine how the organization will be run and has a role in influencing the culture in the organization. Leaders today face a rapidly changing environment at an unprecedented pace. Doing learning means setting a strategy of innovation, continuous improvement, and commitment to the tasks and goals of the organization. A learning organization is a conducive environment for visionary leadership activities because it can create a climate of synergy between sub-systems within the organization so that organizational members have commitment, integrity, and collective responsibility for the organization's overall performance.

H8: It is suspected that the visionary leadership style positively and significantly influences innovative work behavior through organizational culture.

Based on research conducted by (Alhasani et al., 2021) explained that OCB is a behavior that is not related to the organization's formal reward system, individual choices, and initiatives but, in the aggregate increases organizational effectiveness, helping to change the formal organizational atmosphere to a slightly relaxed and cooperative atmosphere. It is hoped that such an atmosphere will achieve effectiveness with organizational efficiency.

H9: It is suspected that the transformational leadership style positively and significantly influences innovative work behavior through organizational citizenship behavior.

Research conducted by (Sriwardiningsih & Chaerunissa, 2019) explained that OCB had become a must-have today, organizations and leaders must involve visionary behavior to describe a shared vision that can be achieved and communicate this to the organization.

H10: It is suspected that the visionary leadership style positively and significantly influences innovative work behavior through organizational citizenship behavior.

Method

This type of research uses research methods with quantitative analysis. The quantitative method is a method that contains disclosures on solving problems that exist at present based on actual data, namely by presenting data and interpreting it. This research was conducted in SMK throughout Seruyan Regency. Based on data obtained from the Basic Education Data (DAPODIK), non-PNS SMK teachers in Seruyan Regency this educational institution will make improvements in terms of Leadership Style, Transformational Leadership (X1), Visionary Leadership (X2), in this case, course, Vocational Schools throughout Seruyan Regency must work hard by making improvements to achieve Innovative Work Behavior (Y) through Organizational Culture (Z1) and Organizational Citizenship Behavior (Z2) to achieve what is expected.

All SMK teachers in Seruyan Regency whose status is not PNS or Non-PNS will be the population of this study, such as GTY, Provincial GTT, and Committee GTT. The population of this study amounted to 88 SMK teachers with non-civil servant status throughout Seruyan Regency. This research uses Proportionate Stratified Random Sampling. So, the sample was taken from 88 non-civil servants SMK teachers in Seruyan Regency using Proportionate Sampling (Sekaran & Bougie, 2016). The sampling technique used is Proportionate Stratified Random Sampling by deciding to include 82% of the members from each stratum in the sample. That is, the members represented in the sample from each stratum will be proportional to the total number of elements in each stratum. So the sample in this study was 72 non-PNS SMK teachers in Seruyan Regency.

Empirical Result

The Goodness of Fit

Hypothesis testing uses a measurement model approach by testing convergent validity with outer loadings, Composite Reliability (CR), and Average Variance Extracted (AVE).

Table 1 Cronbach's alpha value and composite reliability of research variables with reflective indicators. This value is > 0.60. By the rule of thumb, all latent variables with reflective indicators have good composite reliability in exploratory research (Hair et al., 2014). Convergent validity testing can also be done by looking at the AVE value of the research variable. The AVE value of all variables with reflective indicators shows a value > 0.50, which means that it is validly convergent.

Table 1 Value of Validity and Reliability

Variable	Indicator	Loading	AVE	CR
Organizational culture			0.597	
Transformational Leadership Style			0.609	
Visionary Leadership Style			0.668	
Innovative Work Behavior			0.725	
Organizational Citizenship Behavior			0.683	

Source: Main Data 2021

Structural Model (Inner Model)

Table 2 shows that all predictor variables have a positive effect on Innovative Work Behavior. Thus, the hypotheses H1, H2, H3, H4, H5, H6, H7, H8, H9, and H10 can be proven.

Table 2 Results of Hypothesis Testing of Direct and Indirect Effects

Hypothesis	Variable	Path coefficient	t statistic	P Value*)
H1	Transformational Leadership Style → Organizational culture	0.066	0.592	0.554
H2	Visionary Leadership Style → Organizational culture	0.607	8.112	0.000
H3	Organizational culture → Innovative Work Behavior	0.414	3,710	0.000
H4	Transformational Leadership Style → Organizational Citizenship Behavior	0.114	1.029	0.304
H5	Visionary Leadership Style → Organizational Citizenship Behavior	0.557	6,683	0.000

H6	Organizational Citizenship Behavior	Innovative Work Behavior		0.364	3,693	0.000
H7	Transformational Leadership Style	→ Organizational culture	→ Innovative Work Behavior	0.027	0.591	0.555
H8	Visionary Leadership Style	→ Organizational culture	→ Innovative Work Behavior	0.251	2,904	0.004
H9	Transformational Leadership Style	→ Organizational Citizenship Behavior	→ Innovative Work Behavior	0.041	0.967	0.334
H10	Visionary Leadership Style	→ Organizational Citizenship Behavior	→ Innovative Work Behavior	0.203	2,653	0.008

The results of the H1 test show that the path coefficient value of the relationship between the transformational leadership style variable and organizational culture is 0.066 with a t-statistic value of 0.592 (<1.96) and a P-value of 0.554, which is greater than = 0.05 which means it is not significant. The value in H1 The path coefficient is positive, and it can be interpreted that this relationship is unidirectional. From these results, it can be concluded that the better the level of transformational leadership style, the lower the organizational culture significantly.

The test results show that there is sufficient empirical evidence to accept H2. The path coefficient value of the relationship between the visionary leadership style variable and organizational culture is 0.607 with a t-statistic value of 8.112 (> 1.96) and a P-value of 0.000, which is smaller than = 0.05, which means significant. The positive path coefficient means that this relationship is unidirectional. From these results, it can be concluded that the better the visionary leadership style, the more significant the organizational culture will be.

The test results show that there is sufficient empirical evidence to accept H3. The path coefficient value of the relationship between organizational culture variables on innovative work behavior is 0.414 with a t-statistic value of 3.710 (> 1.96) and a P-value of 0.000, which is smaller than = 0.05 significant. The positive path coefficient means that this relationship is not unidirectional. From these results, it can be concluded that the better the level of organizational culture, the more innovative work behavior will be significant.

The results of H4 testing the influence of transformational leadership style on organizational culture can be proven by looking at the estimated path coefficient value of 0.114 with a critical point value (t-statistic) of 1.029 (> 1.96) and a P-value of 0.304 greater than $= 0.05$ which means significant. The test results show sufficient empirical evidence to reject the hypothesis that a better transformational leadership style will increase organizational citizenship behavior. These results indicate that an increased visionary leadership style cannot improve organizational citizenship behavior.

The results of H5 testing the influence of visionary leadership style on organizational citizenship behavior can be proven by looking at the estimated path coefficient value of 0.557 with a critical point value (t-statistic) of 6.683 (> 1.96) and a P-value of 0.000 which is smaller than $= 0.05$ which means significant. The test results show sufficient empirical evidence to accept the hypothesis that a better visionary leadership style will increase organizational citizenship behavior. These results indicate that an increased visionary leadership style can improve organizational citizenship behavior.

The results of H6 testing the influence of organizational citizenship behavior on innovative work behavior can be proven by looking at the estimated path coefficient value of 0.364 with a critical point value (t-statistic) of 3.693 (> 1.96) and a P-value of 0.000 which is smaller than $= 0.05$ which means significant. The test results show sufficient empirical evidence to accept the hypothesis that better organizational citizenship behavior will increase innovative work behavior. These results indicate that increased organizational citizenship behavior can increase innovative work behavior.

The results of H7 testing the influence of transformational leadership style on innovative work behavior through organizational culture can be proven by looking at the estimated path coefficient value of 0.027 with a critical point value (t-statistic) of 0.591 (< 1.96) and a P-value of 0.555 greater than $= 0.05$ which means it is not significant. So that it can be proven that there is no mediation effect. In addition, it can also be seen that the path coefficient value of the transformational leadership style on organizational culture is not significant with a positive value. Likewise, the coefficient value of the organizational culture path to innovative work behavior is significant with a positive value. The path coefficient value of the transformational leadership style variable to innovative work behavior is not significant with a positive value. These results indicate that the organizational culture variable in this research model cannot mediate the relationship of transformational leadership to innovative work behavior. This can be interpreted that the relationship between transformational leadership styles directly or indirectly has no significant effect on innovative work behavior through organizational culture. Thus there is sufficient empirical evidence to reject this hypothesis which states

that the better the transformational leadership style will be able to increase innovative work behavior mediated by organizational culture.

The results of the H8 test of the effect of visionary leadership style on innovative work behavior through organizational culture can be proven by looking at the estimated path coefficient value of 0.251 with a critical point value (t-statistic) of 2.904 (<1.96) and a P-value of 0.004 greater than $= 0,05$ which means significant so that it can be proven that there is a mediating effect. In addition, it can also be seen that the path coefficient value of the visionary leadership style on organizational culture is significant with a positive value. Likewise, the coefficient value of the organizational culture path to innovative work behavior is significant with a positive value. The path coefficient value of the visionary leadership style variable to innovative work behavior is significant with a positive value. These results indicate that the organizational culture variable in this research model can mediate the relationship of visionary leadership to innovative work behavior. This can be interpreted that the relationship between visionary leadership styles directly or indirectly significantly affecting innovative work behavior through organizational culture. Thus there is sufficient empirical evidence to accept this hypothesis which states that the better the visionary leadership style will be able to increase innovative work behavior mediated by organizational culture.

The results of H9 testing the influence of transformational leadership style on innovative work behavior through organizational citizenship behavior can be proven by looking at the estimated path coefficient value of 0.041 with a critical point value (t-statistic) of 0.967 (<1.96) and a P-value of 0.334 greater than $= 0.05$ which means that it is not significant, so it can be proven that there is no mediation effect. In addition, it can also be seen that the path coefficient value of the transformational leadership style on organizational culture is not significant with a positive value. Likewise, the coefficient value of the organizational culture path to innovative work behavior is significant with a positive value. The path coefficient value of the transformational leadership style variable to innovative work behavior is significant with a positive value. This can be interpreted that the relationship between transformational leadership style, directly and indirectly, has no significant effect on innovative work behavior through organizational citizenship behavior. Thus there is sufficient empirical evidence to reject this hypothesis which states that the better the transformational leadership style will be able to increase innovative work behavior mediated by organizational citizenship behavior.

The results of H10 testing the influence of visionary leadership style on innovative work behavior through organizational citizenship behavior can be proven by looking at the estimated path coefficient value of 0.203 with a critical point value (t-statistic) of 2653 (> 1.96) and a P-value of 0.008 greater than $= 0.05$,

which is significant, besides that it can also be seen that the path coefficient value of the visionary leadership style on innovative work behavior can be seen. The path coefficient value of the visionary leadership style variable on organizational citizenship behavior is significant with a positive value. Likewise, the path coefficient value of organizational citizenship behavior to innovative work behavior is significant with a positive value. The path coefficient value of the visionary leadership style variable to innovative work behavior is significant with a positive value. These results indicate that this research model's organizational citizenship behavior variable is a total mediating variable. This can be interpreted that the relationship between visionary leadership style, directly or indirectly, has a significant effect on innovative work behavior through organizational citizenship behavior. Thus there is sufficient empirical evidence to accept this hypothesis which states that the better the visionary leadership style will be able to increase innovative work behavior mediated by organizational citizenship behavior. This can be interpreted that the relationship between visionary leadership style, directly or indirectly, has a significant effect on innovative work behavior through organizational citizenship behavior. Thus there is sufficient empirical evidence to accept this hypothesis which states that the better the visionary leadership style will be able to increase innovative work behavior mediated by organizational citizenship behavior. This can be interpreted that the relationship between the visionary leadership style directly or indirectly has a significant effect on innovative work behavior through organizational citizenship behavior. Thus there is sufficient empirical evidence to accept this hypothesis which states that the better the visionary leadership style will be able to increase innovative work behavior mediated by organizational citizenship behavior.

Conclusions

Visionary leadership style directly affects organizational culture and organizational citizenship behavior and indirectly affects innovative work behavior through organizational culture and organizational citizenship behavior. Leadership that is relevant to the demands of "School-Based Management" and coveted for educational productivity is leadership that has a vision (visionary leadership), namely leadership whose primary work is focused on engineering a challenging future, becoming an agent of change that excels, and becomes organizational direction makers who know priorities, become professional trainers and can guide other personnel towards the expected work professionalism.

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