

The Influence of Perceived Organizational Culture and Transformational Leadership on Innovative Work Behavior PT.Sumber Cipta Multiniaga (DSO Jombang)

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Abstract

This study explores the influence of perceived organizational culture and transformational leadership on innovative work behavior, with additional multiple linear regression analysis. Involving 150 employees, the study adopted a quantitative descriptive approach with questionnaires as the main survey instrument. Although quantitative methods provide a measurable analytical framework, it is important to be mindful of some potential weaknesses, including bias in the measurement of complex constructs and the limitations of statistical analysis. The addition of multiple linear regression analysis allowed the researcher to evaluate the extent of the influence of perceived organizational culture and transformational leadership on innovative work behavior of PT. sumber cipta multiniaga (dso jombang) jointly, while controlling for other factors that might influence the results. However, interpretation of multiple linear regression requires caution, due to assumptions about linearity and independence between variables. The statistical analysis tool SPSS version 25 is also worth noting, especially in the context of this complex study. Multiple linear regression analysis may provide a deeper understanding of the dynamics of the relationships between variables, but a qualitative or mixed methods approach may be needed to capture deeper context and nuance. The results of this study highlight the importance of an innovation-supportive organizational culture, employee perceptions of the work environment, and the role of transformational leadership in driving innovative work behaviours. The practical implications include the potential development of more effective management strategies, but keep in mind that further research is needed to deepen the understanding of these complex dynamics. By combining holistic quantitative and qualitative approaches, future studies may make more substantial contributions to sustainable and innovative management practices.

Keywords: Organizational culture, transformational leadership, innovative work behavior.

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1. Introduction

A new challenge currently affecting education is the dramatic changes coming from industrial revolution 4.0. This industrial revolution requires the quality of human resources to be more capable, agile, adaptive and responsive to rapid changes. The world of education faces rapid economic, social, political and technological changes. The current era of globalization definitely requires superior human resources (HR) in order to develop the company's business. In this case the role of leadership in the digital era, we must recognize that leadership transformation is not merely a trend or choice, but an urgent need. The era of Industrial Revolution 4.0 requires organizations to adapt quickly to technological changes and increasingly complex market dynamics. To encourage innovation and creativity among all employees in the Industry 4.0 era, companies need to implement the 4C Formula, which focuses on critical thinking, creativity, communication, and cooperation. In this context, transformational leadership theory emerges as one of the many theories that are considered



capable of bringing positive changes to organizations. However, criticisms of this theory cannot be ignored. Some argue that focusing on the leader as the sole agent of change may overlook the critical role of the entire organization in implementing the necessary changes. In addition, there are doubts about the sustainability and consistency of the impact generated by transformational leadership. While a leader capable of leading the transformation towards digitalization is indispensable, it should not obscure the importance of collaboration, participation, and commitment from all members of the organization in the change process. To evaluate the role of leadership in meeting the challenges of the digital era, we need to critically consider both the potential and limitations of existing leadership theories, as well as how they are implemented in the broader context of specific organizational cultures and structures.

Organizational culture displays the values, habits, and beliefs of an organization reflected in its culture, which also creates a climate conducive to innovation. As such, a culture that stifles innovation can jeopardize creativity and transformation. An entity's organizational culture serves as a foundation, providing authority and identity. It allows the entity to encourage creativity, adaptability and experimentation, which lowers the likelihood of innovation failure. However, a culture that is inflexible or often based on hierarchy and norms can be a major barrier to innovation. Through cooperation, risk reduction, and providing an open environment for experimentation, organizations should actively create and preserve a culture that encourages innovation. Companies need their culture to encourage creativity among workers. Employees may be motivated to actively participate in organizational innovation if they have a positive view of an innovative culture that supports new ideas and stimulates creativity, but a negative view of culture and leadership that restricts employees may hinder progress. The work environment and the organization's role in encouraging innovation are perceived differently by employees, depending on the culture of the organization. Although unfavorable impressions or misalignment between corporate culture and individual anxieties can hinder motivation and commitment to innovation, creative thinking and the discovery of new solutions are traits that are more valued in employees. Therefore, to support creative work, managers and leaders should actively learn how staff members perceive corporate culture and leadership.

Transformational leadership is a leadership approach that encourages innovation in the workplace by emphasizing vision, inspiration, and leadership. It encourages bold goals, collaboration, and inventiveness. On the other hand, transformational leadership is often criticized for its potential to be adopted in opposition to certain corporate cultures, as well as its lack of consistency and adaptability. Transformational leadership is a leadership style in which a leader inspires members to find intrinsic interest and motivation in themselves. This leader also encourages members to reach a level of maturity and ideal state in terms of achievement, self-development, and contribution to their own existence, the organization, as well as society as a whole. This involves building strong relationships between leaders and team members, and providing encouragement for personal growth and achievement of common goals (Cho & Danserau, 2019).

Transformational leadership is a leadership style that focuses on inspiring, motivating, and transforming employees and the entire organization to achieve greater goals. In contrast, corporate culture includes the norms, values, and conventions that influence the way people work and interact within the company. On the other hand, innovation is the process of developing and implementing new ideas that bring added value and provide a competitive advantage. Thus, transformational leadership can play a role in encouraging a culture of innovation in the company by inspiring employees to create and implement new ideas that can increase the value and competitiveness of the company (Suarna et al., 2022). In addition, transformational leaders also have a role as agents of change, who are visionary and with a high level of trust in their institutions, able to become the main driver to change paradigms and patterns of behavior. These leaders have the ability to communicate core values that will guide and influence the behavior of individuals in the organization (Saputro, 2021).

Furthermore, in organizational factors there is also an organizational culture that influences employee innovative behavior in addition to transformational leadership (West &

Farr, 2018). Innovation is not only an individual action but also an important resource for an organization. In a rapidly changing business environment, the ability to innovate becomes critical to an organization's success and sustainability. Innovation enables organizations to adapt to market dynamics, identify new opportunities, and respond quickly and effectively. By encouraging innovation, positive leadership, and inspiring leadership, organizations can develop valuable innovation capabilities. Innovation benefits organizations in competitive markets and creates opportunities for growth, differentiation, and competitiveness in the marketplace (Janssen, Van de Vliert, & West, 2019). Understanding and implementing innovation is critical for organizations that want to achieve success and growth in a rapidly changing business environment.

Within companies, innovation is seen as an economical tactic that aids success in ever-changing conditions. Innovation plays a very important role in achieving superior organizational performance, because successful innovation reflects the implementation of creative ideas into new products, services, or processes that bring tangible benefits in terms of efficiency, effectiveness, or quality of results. This means that innovation not only creates new solutions, but also improves organizational performance by providing concrete and impactful improvements for the company (Muluk, 2008 in Wijaya and Riauwati, 2022). Individual creativity is influenced by various factors, including risk tolerance, ingenuity, and new experiences. One of these aspects is uniqueness. Companies can help employees become more innovative by recognizing, valuing, and nurturing this individuality in the workforce (Jansen, 2017). Organizations need to acquire new skills to remain relevant and competitive in an ever-evolving market, including an appreciation of the value of originality in promoting innovation. In today's increasingly fierce competition, organizations are required to act proactively to maintain their competitive advantage. Innovation is the key to maintaining this position (Cole, 2019). Without innovative efforts, the risk of business failure is very high. Therefore, organizations must strive to continuously develop new ideas and innovative strategies to meet the challenges that arise in this dynamic market. With the transformation of the organization in terms of structure, management, and work patterns, innovative work behavior from employees is also required. An employee who demonstrates innovative behavior will have a critical attitude and constantly look for ways to generate new ideas that are beneficial in the surrounding environment, with the aim of providing added value. Individuals who have innovative behavior will seek to find solutions that are more effective and efficient in dealing with the challenges faced, with efforts to design new and creative solutions (Hadi, et al., 2020). Therefore, innovation is a crucial strategy for organizations to maintain their position and compete in today's competitive global market. Innovation is considered a determining factor for organizational success, which can be realized through the active contribution of all its team members (Abstein & Spieth, 2017).

This is in line with the opinion (Tsai and Tseng, 2020) that change and innovation in organizations depend on the innovative behavior of employees. As the main motor in the organization, employees play a key role in driving innovation. Innovative behavior includes the ability to think creatively, create new solutions, and adopt untested ideas. Without the active contribution of employees, innovation efforts in the organization will be hampered. Therefore, organizations need to create an environment that supports employees in expressing their innovative ideas and encourages active participation in the change process. Thus, employees' innovative behavior becomes a vital basis for organizational success in facing challenges and opportunities in this changing era. According to the survey, employees generate 80% of innovative ideas, with only 20% coming from organizational initiatives. Companies that engage in innovative work are more likely to succeed in the market because they can adapt quickly and increase productivity (Getz and Robinsson, 2013).

The benefits of innovation are not only felt by companies, but also by individuals. Having the capacity to innovate and generate fresh ideas adds value to the company while providing leverage and opportunities for personal growth. People are able to succeed, overcome obstacles and make good changes through innovation. They gain knowledge and are able to develop both professionally and personally as a result of this process, which also

helps the business. Successful innovation, productive disputes, and productive work outcomes can result from workplace innovation (Vliert, and West, 2022). Better work outcomes, a link between work efficiency and job satisfaction, employee happiness, better interpersonal relationships, and self-development are also included. Using innovation can be beneficial and critical to business success, the benefits of innovation are not only for companies but also for individuals. Having the capacity to innovate and generate fresh ideas will add value to the company while providing leverage and opportunities for people to develop personally. People are able to succeed, overcome obstacles and make good changes through innovation. They gain knowledge and are able to develop both professionally and personally as a result of this process, which also helps the business.

This research focuses on the leadership function because this function has a great influence in workplace innovation, especially in terms of management. This is because employee work behavior depends on how employees interact (Afsar, Badir, & Saeed, 2014; Khan, 2012; Masood & Afsar, 2016). Based on the background that has been described, this research will discuss “The Effect of Perceptions of Organizational Culture and Transformational Leadership Transformational Leadership on Innovative Work Behavior at PT. Sumber Cipta Multiniaga (DSO Jombang)”

1. Method

This research is included in quantitative type research and uses multiple linear regression analysis. According to the objective, this research is correlational because this research aims to see the effect of transformational leadership style and work culture on innovative employee behavior. The population in this study were all employees of PT Sumber Cipta Multiniaga (DSO Jombang). The sample in this study were 150 employees. According to Umar (2013: 22): “The descriptive method aims to develop the nature of something that is going on at the time the research is carried out and examine the causes of a symptom.” The descriptive method aims to describe the object during the research and examine the causes of the phenomenon. Sampling was done with a random sampling system. The instrument used in this research is a questionnaire with a Likert scale measuring instrument. This research uses SPSS version 25 software in data processing. Descriptive analysis techniques used in collecting data analysis. Figure 1 explains the framework of thinking in the study, as follows:

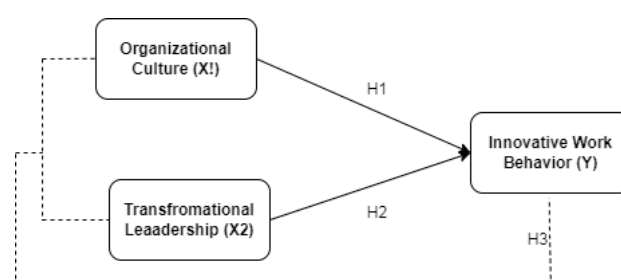


Figure 1. Thinking Framework
Source: Data Processing

2. Results and Discussion

Validity Test

Validity is an indicator that shows the extent to which a measuring device can obtain data in accordance with what is actually being measured. The higher the validity, the more precise the measuring instrument is in measuring the intended data. The importance of testing this validity is so that the questions asked do not produce data that deviates from the concept of the variable to be studied.

Table 1. Validity Test Results

Variables	Item	Rcount	R _{table}	Description
Organizational culture	OC.1	0.869	0.160	Valid
	OC.2	0.828	0.160	Valid
	OC.3	0.839	0.160	Valid
	OC.4	0.853	0.160	Valid
	OC.5	0.824	0.160	Valid
Transformational Leadership	TL.1	0.860	0.160	Valid
	TL.2	0.795	0.160	Valid
	TL.3	0.878	0.160	Valid
	TL.4	0.823	0.160	Valid
	TL.5	0.913	0.160	Valid
Innovative Work Behavior	IWB.1	0.884	0.160	Valid
	IWB.2	0.946	0.160	Valid
	IWB.3	0.917	0.160	Valid
	IWB.4	0.801	0.160	Valid
	IWB.5	0.913	0.160	Valid

Source: SPSS Data Processing, 2024

Validity can reveal a valid instrument if its r-count value is greater than the relevant r-table value. The largest value for r-count can be found in Table 1 with a value of 0.946 > 0.160. Referring to Table 1, it can be interpreted that oragizational culture (OC) and transformational leadership (TL) towards innovative work behavior (IB) are valid because they get rcount> rtable worth 0.160. Table 1 explains that the instrument in a study can be declared valid.

Reliability Test

Reliability is an evaluation that shows how reliable or consistent a measurement tool is (Ghozali, 2020). It describes the extent to which measurement results remain stable when the same symptoms are measured many times using the same tool. If the measuring instrument can produce similar results every time it is remeasured, it is said to have high reliability. The conatruk can be said to be reliable if it has a Cronbach alpha value> 0.6. Table 2 displays the results of the reliability test that has been processed in SPSS version 25.

Table 2. Reliability Test Results

Variables	Cronbach's Alpha Value	Description
Organizational culture	0.934	Reliable
Transformational Leadership	0.897	
Innovative Work Behavior	0.907	

Source: SPSS Data Processing, 2024

It can be interpreted that the Cronbach's alpha displayed in table 2 can be seen that it has a value> 0.6. This can be proven by the Cronbach's alpha value of the independent variable organizational culture of 0.934 and transformational leadership 0.897. Judging from the dependent variable innovative work behavior has a value of 0.907. The value of the independent variable and the dependent variable can be declared reliable.

Normality Test

The normality test was used in this study to evaluate the effectiveness of the developed game by calculating the scores of the pre-test and post-test results conducted by the students. The purpose of this test is to determine whether the distribution of the data obtained has a normal pattern or not. The results of this

normality test will be the basis for determining the next step in data analysis. The criteria for normality test is if the significance value is greater than 0.05, then the null hypothesis can be accepted, while if the significance value is less than 0.05, then the alternative hypothesis can be accepted. This test uses the Kolmogorov test which can be seen as normal and abnormal values with the Asym. Sig > 0.5. The following shows Figure 2 and Table 3 which have been tested for normality using SPSS version 25.

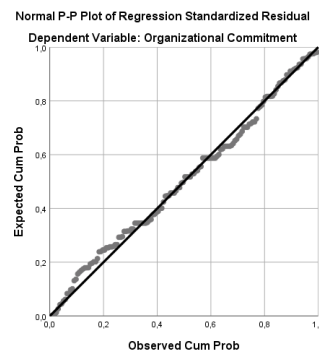


Figure 2. Normal P-plot Test
Source: Data Processing

Table 3. Normality Test Results

	Unstandardized Residual
N	150
Kolmogorov-Smirnov	0,057
Asymp. Sig (2-tailed)	200

Source: SPSS Data Processing, 2024

Data obtained using instruments can be tested with Kolmogorov-Smirnov. In this case testing with Kolmogorov-Smirnov, the data can be declared valid. If the value of Asym. Sig (2-tailed) > 0.05. Table 3 shows the kolmogorov-smirnov test results of Asym. Sig (2-tailed) 0.200 > 0.05. Based on the test results, it can be seen that the data is normally distributed.

Multicollinearity Test

Multicollinearity occurs when the regression model involves several independent variables that are correlated, not only with the dependent variable but also with each other (Yooung, 2019). In determining multicollinearity, it can be seen from the VIF and tolerance values. Variance Inflation Factor is useful in determining the magnitude of the variance of the estimated regression coefficient with the variables correlated. If the tolerance value is lower, it can illustrate the occurrence of multicollinearity between variables (Shrestha, 2021). The test results can state that there is no muticollinearity in the regression model known from the VIF value < 10 and tolerance > 0.1. The multicollinearity test results can be shown in Table 4 below:

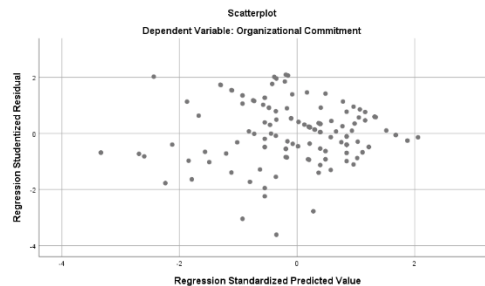
Result 4. Multicollinearity Test Results

Variabel	Tolerance	VIF
Organizational culture	0,904	1,106
Transformational Leadership	0,904	1,106

Source: SPSS Data Processing, 2024

Heteroscedasticity

The purpose of testing heteroscedasticity is to determine whether there is inequality in the residual variance of all data in a regression model in the study (Nibayah, 2020). Heteroscedasticity in the regression model can be observed through a scatterplot. Variables should be spread evenly and not form a certain pattern so that the regression model is acceptable. The following figure 3 can display the results of the SPSS version 25 test from the scatterplot.



Heteroscedasticity Test Results
 Source: Data Processing

The regression model is acceptable if there is no heteroscedasticity. The results of the heteroscedasticity test that have been processed using SPSS version 25 are explained in Figure 3. From the figure, it can be seen that the plot on each variable does not show a distinctive pattern. This indicates that no heteroscedasticity occurs in the regression model in the study.

Multiple Linear Regression Analysis

Multiple linear regression can be used in predicting the state of the dependent variable if two or more independent variables are predictor factors. Multiple linear regression analysis can be used if the independent variable is more than one. The use of multiple linear regression in this study has two independent variables and one dependent variable (Sugiyono, 2019). Table 5 can show the results of the multiple linear method test.

Table 5. Multiple Linear Method Test Results

Coefficients^a				
Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	2,531	1,454	
	Organizational culture	,304	,079	,236
	Transformational Leadership	,638	,066	,595

a. Dependent Variable: Organizational Commitment

Source: SPSS Data Processing, 2024

$$Y = 2,531 + 0,304 X_1 + 0,638 X_2 + e$$

The innovative work behavior variable that is not influenced by the independent variables of organizational culture (X1) and transformational leadership (X2) is 2.531. It can be seen that the variable X1 = 0.304 indicates that the dependent variable is innovative work behavior (Y). If there is one increase, it will affect organizational culture (X1) to innovative work behavior (Y) by 0.638.

Coefficient of Determination

The coefficient of determination (R²) is used to assess how well the independent variables explain the variation in the dependent variable. The range of R² values is from 0.0 to 1.0. An R² value of 0.0 indicates that the independent variable cannot predict the dependent variable at all. Conversely, an R² value of 1.0 indicates that all data points lie exactly on the regression line without any variation. Thus, if we know the value of the independent variable, we can predict the dependent variable accurately (Sugiyono, 2019). Table 6 below displays the coefficient of determination that has been calculated using SPSS version 25.

Table 6. Coefficient of Determination

Model Summary^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,704 ^a	,496	,489	3,43394	1,378
a. Predictors: (Constant), Organizational Culture, Organizational Based Self Esteem					
b. Dependent Variable: Organizational Commitment					

Source: SPSS Data Processing, 2024

Table 6 explains that there is an effect given by the independent variables in the form of organizational culture (X₁) and transformational leadership (X₂) on the dependent variable in the form of innovative work behavior (Y). The influence given by the independent variables on the dependent variable is 49.6%. There are factors outside the study worth 50.4%.

Hypothesis Test

1. T-test

The t test is used in testing the effect of the independent variable on the dependent variable partially. Independent variables can be tested with an error degree of 1% ($\alpha = 0.01$). If the value of $t_{count} > t_{table}$, then the independent variable can partially affect the dependent variable. In addition, this test can be used to determine the magnitude of the influence of organizational culture and transformational leadership on innovative work behavior. The T statistical test is used to evaluate how much influence the independent variable has on the dependent variable partially, as mentioned by (Arafah & Tanjung, 2019). The success of the t test can be determined by comparing the T_{hitung} value with the $-T_{table}$ and T_{table} values. If T_{hitung} is greater than $-T_{table}$ or smaller than T_{table} , then the t test is considered successful. When H_a (alternative hypothesis) is accepted, $T_{hitung} < -T_{table}$ or greater than T_{table} , in accordance with the explanation by Supranto (2001). The conclusion of the hypothesis depends on the significance value (sig) and the value of the regression coefficient (β_x). H_a will be accepted if the significance value (sig) is less than 0.05 and the regression coefficient value (β_x) is positive (showing a positive influence) or less than or equal to 0 (showing a negative influence). The t statistical test is used to determine whether or not the influence of the independent variables partially or individually on the dependent variable is significant. If $t_{count} > t_{table}$ or the significance value of the t test < 0.05 , it is concluded that individually the independent variable has a significant effect on the dependent variable (Ghozali, 2018).

Table 7. T-test

Coefficients^a			
Model	t	Sig.	

1	(Constant)	1,741	,084
	Organizational culture	3,825	,000
	Transformational Leadership	9,656	,000

a. Dependent Variable: Organizational Commitment

Source: SPSS Data Processing, 2024

2. F test

The f test is used to determine the significance of the influence of the independent variables on the dependent variable simultaneously using the F statistical test. The effect together can be noted from the test results which show that the calculated F value is greater than the F table value, and has a significance level of less than 0.05. The F test or simultaneous test, is used to show whether all independent variables included in the model have a joint (simultaneous) influence on the dependent variable (Syafina & Harahap, 2019). Table 6 presents the following F test results that have been processed using SPSS version 25

Table 8. F test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1704,022	2	852,011	72,254	,000 ^b
	Residual	1733,418	147	11,792		
	Total	3437,440	149			

a. Dependent Variable: Organizational Commitment

b. Predictors: (Constant), Organizational Culture, Organizational Based Self Esteem

Source: SPSS Data Processing, 2024

Table 6 shows that the significance value is 0.000 with an Fcount of 72.254. Ftable with a total of 150 respondents is PT Sumber Cipta Multiniaga (DSO Jombang). These results indicate that organizational culture and transformational leadership variables simultaneously have a positive and significant effect on innovative work behavior. This can be proven by the significance value of 0.000 <0.05 and F count PT. Sumber Cipta Multiniaga (DSO Jombang) > Ftable 72.254.

H1 : The influence of organizational culture has a positive and significant effect partially on innovative work behavior.

The results of research showing that organizational culture has a positive and significant influence on innovative work behavior highlight the importance of building a work environment that supports and encourages creativity and innovation (Yanuar Mufti et al., 2019). An organizational culture that places value on experimentation, collaboration, and new ideas creates a solid foundation for employees to dare to try new things and take initiative in facing challenges. In other words, a culture that facilitates acceptance of new ideas and treats failure as an opportunity to learn will motivate employees to come up with innovative solutions and develop new ideas. More than just influencing the level of innovation, a pro-innovation organizational culture can also strengthen employee loyalty, improve retention and create a reputation for attracting new talent. Therefore, investing in building an organizational culture that supports innovation not only enriches the work environment, but can also bring far-

reaching positive impacts to the overall sustainability and performance of the organization.

H2 : The effect of transformational leadership has a positive and significant effect partially on innovative work behavior.

Previous research highlights the positive relationship between transformational leadership style and innovative work behavior, while leadership style However, it should be noted that the main focus of research tends to be on conventional leadership styles, especially transformational leadership style, while other leadership styles may not have received enough attention. This raises questions regarding the overall complexity and diversity of leadership styles that may have an effect on employees' innovative work behavior. In developing further understanding of the factors that influence innovation in the workplace, it is important to look beyond the commonly recognized leadership styles and consider the diversity of leadership styles that may play an important role in creating an environment that supports innovation. Based on research conducted by (Afsar et al, 2019) it is known that transformational leadership has a great influence on employee innovative work behavior. The effect of transformational leadership style on innovative work behavior is seen positively and significantly. This shows that having a qualified and supportive leader in all employee activities always guarantees an increase in employee performance in creating innovations or new ideas needed by PT. Sumber Cipta Multiniaga (DSO Jombang).

H3 : The influence of organizational culture and transformational leadership simultaneously has a positive and significant effect on innovative work behavior.

The results of this study confirm that when organizations foster strong collaboration and synergy between management and employees, and direct their efforts to be aligned with the organization's mission and vision, and promote open and two-way communication, this will increase employees' innovative work behavior within the organization. The results of this study also reinforce the findings of Nugroho & Ranihusna (2020) who emphasized the importance of participation of all parties, including leaders and employees, in encouraging innovative work behavior. In the context of implementing innovative behaviours, active involvement from all levels of the organization is required, both in planning and implementing innovative strategies. Thus, this study confirms that efforts to encourage innovation require collaboration between various parties in the organization, not just the responsibility of one party alone.

4. Conclusions

This research discusses the influence of perceived organizational culture and transformational leadership on innovative work behaviors that support collaboration, and that transformational leadership styles have a significant impact on stimulating the level of innovation in organizations. However, it is important to consider that the influence of these variables may vary depending on the specific organizational context. In addition, other factors such as organizational structure and incentive systems also play a role in shaping innovative behavior. Organizations should increase activities that accelerate idea generation, creativity, and innovation, both through knowledge sharing forums and training for employees at various levels of management. It is also necessary to increase the use of benchmarking, both from within and outside the organization, and incorporate best practices into the organizational

culture. Regular evaluation of innovation plans and efforts is required, including the use of modern work methods, efficient work processes, and improving the quality of services, products and services so that the organization can maintain a competitive advantage in the long term. Thus, developing strategies to promote innovation requires a holistic approach that considers not only organizational culture, perceptions, and leadership, but also other factors and dynamics unique to each organization. Criticality in interpreting these findings is important to ensure their practical implications are not oversimplified or overstated, while further research is needed to deepen the understanding of the complex relationships between these variables in various organizational contexts. Only with a careful and comprehensive approach can organizations develop management strategies that are effective in stimulating and supporting innovation, which is key to long-term growth and success.

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