

THE RELATIONSHIP BETWEEN INCLUSIVE LEADERSHIP, INTRINSIC MOTIVATION AND INNOVATIVE WORK BEHAVIOR OF INDONESIAN PRIVATE EDUCATION WORKERS

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Abstract

Using Social Exchange Theory as the underlying theory, a research was conducted on how inclusive leadership can be one of the causes for the creation of innovative work behavior in education staff, especially in private universities. This study involved 204 education staff spread across several Indonesian private universities. The analysis process in this study uses Structural Equation Modeling (SEM) and finds the results that the positive influence of inclusive leadership and intrinsic motivation can affect the realization of innovative work behavior and the dual role of intrinsic motivation in this study can be proven to mediate between inclusive leadership and innovative work behavior.

Keywords: education staff, inclusive leadership, intrinsic motivation, innovative work behavior

1. Introduction

The era of revolution 4.0 encourages all work sectors including service companies to innovate and collaborate by utilizing technology and information (Sugiarto, 2018). Private Universities are one of the service provider sectors that must also innovate in their activities as a form of effort to survive in the midst of the COVID-19 pandemic, shifting activities from offline to all online (Kartini et al., 2021). The onslaught of changes ranging from the industrial revolution 4.0 to the COVID-19 pandemic which was not matched by the adaptability and innovation level of human resources in private universities (PTS), including education staff, was one of the reasons why some private universities were unable to survive and went out of business (Ansori, 2022). The complexity of the problems that occur makes it important to research on innovative work behavior because innovation is an important factor that will help organizations continue to grow (Asbari & Novitasari, 2020). Innovative work behavior is often associated with the ability of someone who is able to create innovative ideas to help make work easier (de Jong & den Hartog, 2010), both in producing a product, service, or work procedure. The realization of innovative work behavior in this study was driven by several factors, the first of which was inclusive leadership. Inclusive leadership is defined as a leadership style that can support the realization of innovative work behavior because it emphasizes fairness and equal empowerment for subordinates to be participative (Rawat et al., 2021). Leaders who apply inclusive leadership will tend to be open in listening to the ideas of their subordinates and willing to discuss these ideas (Carmeli et al., 2010). Another factor that can encourage the realization of innovative work behavior is intrinsic motivation. Intrinsic motivation is an encouragement that comes from a person who is usually due to success factors, awards, the work itself or a form of responsibility (Luthans, 2016). Someone who already feels intrinsic motivation in himself will tend to

show a positive influence by having a high curiosity (Grant & Berry, 2011). In addition to being able to provide a direct influence, intrinsic motivation here also acts as a mediation between inclusive leadership and innovative work behavior (Syal & Peng, 2018).

The current research is conducted in the education sector, slightly different from previous research conducted in technology companies (Siyal et al., 2021). This is because the education sector is currently also required to make various innovations in order to be able to provide the best service. One new thing is also presented in this study, namely involving education personnel, where the use of this sample of education personnel is very rarely studied (Hafni et al., 2020).

2. Materials and methods

Development of theories and hypotheses

Inclusive leadership is leadership that is willing to accept group members as they are and their uniqueness (Qurrahtulain et al., 2022). This leadership style is also considered suitable for employees who want to create new things because this leader will be willing to listen to the requests of his subordinates and be willing to accompany employees if there are problems at work. The existence of inclusive leadership that is very open and helps employees develop themselves will make it easier for employees to generate and develop creative and innovative ideas so that it will accelerate the realization of innovative work behavior. Leaders like this will really help employees if employees face problems (Javed et al., 2021). So the hypothesis formulated is

H1: inclusive leadership has a positive and significant effect on innovative work behavior.

Intrinsic motivation is a motivation that can encourage someone to produce an achievement that comes from within himself because, already feel comfortable and love his job (Siyal et al., 2021). Intrinsic motivation can also be said as an encouragement to achieve more because they feel comfortable and enjoy the work so they want to give maximum results. An inclusive leadership attitude that is open to discussion, always there for the team and subordinates and willing to help employees in dealing with work problems will encourage employees to be more courageous in expressing their opinions related to work. So that the formulated hypothesis is:

H2: inclusive leadership has a positive and significant effect on intrinsic motivation.

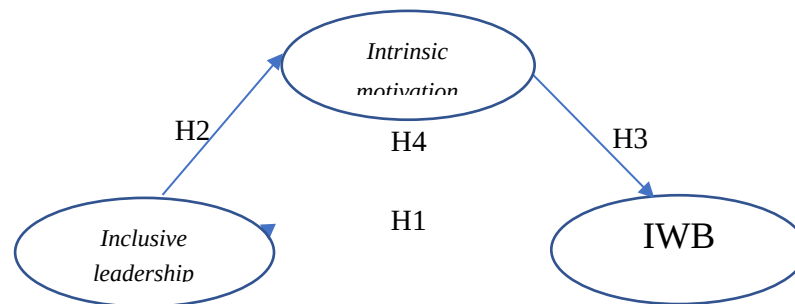
Innovative work behavior is an employee's work behavior that leads to the process of generating ideas, ideas or thoughts that are closely related to renewal (de Jong & den Hartog, 2010). The process of realizing this innovative work behavior must be supported by motivation. Intrinsic motivation is considered as one type of motivation that can support innovative work behavior in employees (Edmondson & Lei, 2014). The condition of employees who already feel motivated in themselves will make employees enjoy their work more and will find their work activities enjoyable, so that in such a position it will make it easier for employees to create bright, creative, and innovative ideas. So the hypothesis formulated is:

H3: intrinsic motivation has a positive and significant effect on innovative work behavior

Organizations that implement inclusive leadership will seem very supportive if employees want to be involved and participate in work, so employees will really enjoy carrying out their activities at work so that creative and innovative ideas will be created more easily. So, the formulated hypothesis is:

H4: intrinsic motivation will mediate between inclusive leadership and innovative work behavior.

This assumption is supported by the concept of Social Exchange Theory where rewards, compensation, and inclusive leadership support will direct employees to want to be more involved in tasks and work (Carmeli et al., 2010).



Source: Siyal et al., 202

Methodology

To examine the relationship between inclusive leadership and innovative work behavior through intrinsic motivation, this involves educational staff working in private universities spread across the provinces of Central Java, DI Yogyakarta, DKI Jakarta, West Nusa Tenggara (NTB), and South Sulawesi. This study chose Private Universities because the education sector also has to develop and innovate to answer the challenges of the pandemic and post-covid-19 pandemic (Hafni et al., 2020). The sample used in this study is education staff because employees are considered the main driver in creating an innovation in the organization (Ganter & Hecker, 2013).

The process of collecting data in this study by using an online questionnaire with a convenience sampling method of 220 respondents obtained can only be used as many as 204 respondents because they have to dispose of 16 respondents who do not comply with the criteria. The questionnaires were distributed using Indonesian, the responses using a Likert scale from 1 = strongly disagree to 5 = strongly agree. Inclusive leadership uses nine measurement items developed from (Carmeli et al., 2010), intrinsic motivation using four measurement items from (Grant, 2008), and lastly, innovative work behavior also uses nine measurement items that refer to (Jansen, 2000).

3. Results and Discussion

According to the results of the demographic analysis in this study, it was dominated by private higher education education staff in Central Java Province. Meanwhile, the gender is dominated by women aged 17-36 years with a working period of more than 1 year.

Measurement Model

Table 1 presents the results of the validity test using Amos 6.0. The result is that there are 18 measurement items with a loading value > 0.50 while the other 4 measurement items do not meet the criteria. The next test is a reliability test showing the three research variables showing the results of CR > 0.60. To assess goodness of fit, the researcher used different fit indices, including the chi-square model, the Tucker-Lewis index (TLI), the Comparative Fit Index (CFI), and the root mean square error of approximation (RMSEA). Judging from the measurement model the three factors provide a very good level of conformity $\chi^2/df = 1.546$, TLI = 0.966, CFI = 0.973 and RMSEA = 0.052.

TABLE 1 VALIDITY TEST RESULTS

			Estimate
IL5	<---	inclusive leadership	,820
IL4	<---	inclusive leadership	,558
IL3	<---	inclusive leadership	,812
IL2	<---	inclusive leadership	,881
IL1	<---	inclusive leadership	,733
IM4	<---	intrinsic motivation	,866
IM3	<---	intrinsic motivation	,879
IM2	<---	intrinsic motivation	,884
IM1	<---	intrinsic motivation	,865
IWB9	<---	innovative work behavior	,541
IWB8	<---	innovative work behavior	,680
IWB7	<---	innovative work behavior	,738
IWB6	<---	innovative work behavior	,590
IWB5	<---	innovative work behavior	,782
IWB4	<---	innovative work behavior	,789
IWB3	<---	innovative work behavior	,823
IWB2	<---	innovative work behavior	,784
IWB1	<---	innovative work behavior	,840

Hypothesis test

The hypothesis in this study was tested using *Structural Equation Modeling* (SEM). Table 2 shows the results of the path analysis in this study. The results of the path analysis show that if H1 states that inclusive leadership has a positive and significant effect on innovative work behavior, it is supported because the CR value is 2.327 and the P value is $0.020 < 0.05$. The results of this study are supported by research conducted by (Javed et al., 2021) and (Javed et al., 2019). That a leader who is willing to listen to new ideas from his subordinates, is open to discussion and consultation about work will make employees not hesitate to generate and express creative and innovative ideas to support work.

The next result is H2 which states that inclusive leadership has a positive and significant effect on intrinsic motivation. This is also supported because the CR value is 4.745 and the P value is $0.000 < 0.05$. The results of this study are supported by research conducted by Siyal et al., (2021). The role of inclusive leadership who is willing to accompany employees and is willing to be met to discuss work problems for employees will make employees feel more confident in themselves so that they will feel valued and empowered and willing to give the best for the organization.

H3 in this study states that intrinsic motivation has a positive and significant effect on innovative work behavior, indicating that the results are supported because the CR value is 6.242 and the P value is $0.000 < 0.05$, thus it can be said that in this study, intrinsic motivation can play a mediating role. between inclusive leadership on innovative work behavior proved successful, H4 in this study is supported. Organizations that implement inclusive leadership are very suitable to motivate employees to feel comfortable and prefer their work, so that in a calm state and surrounded by positive energy, the emergence of new ideas will be easier.

TABLE 2 PATH COEFFICIENT ANALYSIS

			Estimate	SE	CR	P
intrinsic motivation	<--	inclusive leadership	,248	0.052	4,745	***
innovative work behavior	<--	intrinsic motivation	,420	,067	6,242	***
innovative work behavior	<--	inclusive leadership	,065	,028	2,327	0.020

The results obtained in this study have shown good model results and relationships, then further research in the future can use age as a moderating variable in order to strengthen the influence between intrinsic motivation on innovative work behavior (Siyal et al., 2021). It can be concluded that these three variables are interrelated so that research related to innovative work behavior needs to be deepened by involving different research sectors.

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