

Determination of Work Motivation, Organizational Culture and Transformational Leadership in Improving Innovativeness of a Regional Government Employees

Apid Junaedi^{1*}, Widodo Sunaryo², Didik Notosudjono³
^{1,2,3}Pakuan University, Indonesia

Abstract - This research is motivated by the idea that increasing the innovativeness of local government employees is needed to be able to produce innovations in governance and services to the community in the context of bureaucratic reform to realize good governance. The purpose of this study was to find the influence of organizational culture and transformational leadership on the improvement of employee innovation in a regional government, using the path analysis method with work motivation as an intermediate variable. The sample in this study was 153 echelon IV employees / supervisory officers. The results found the fact that organizational culture and transformational leadership have an indirect influence on employee innovation through work motivation.

Keywords: Employee innovation, organizational culture, transformational leadership, work motivation.

I. INTRODUCTION

Increasing the role of the government that functions as a service is very important to maintain credibility and as an obligation to the community as taxpayers and owners of sovereignty in Indonesia, so the performance of government organizations is expected to meet the needs of society and public service organizations must be innovative to meet public demand to improve good services. , effective, efficient, and accountable.

Recognizing the demands of the community, one of the efforts made is by implementing a national policy regarding bureaucratic reform which is programmed thoroughly for all government agencies, both central and autonomous. This aims to create a reliable, modern bureaucratic institution with a professional ASN. Innovation in governance and public services is part of the policy so that the innovativeness of employees is a demand so that they can produce good and useful innovations.

Specifically for local governments, this increase in innovation aims to create competitive regions, have competitive advantages in community service, empowerment, and increase community participation besides that it is expected to increase regional independence in the management of their government (PP No. 38 of 2017). So that from the management side there needs to be an increase, especially in the management of Human Resources of the State Civil Apparatus (ASN) in developing innovative behavior.

The Regional Government of Bogor Regency as one of the buffer areas for the capital city of Jakarta certainly has a very strategic role, so it must be a good area in managing government and providing public services. The advantage of this geographical position must be the basic capital in the effort to realize a competitive and independent region as an autonomous region, as is the vision of Bogor Regency 2018-2023, namely "The realization of an advanced, comfortable and civilized Bogor Regency". Thus an apparatus that has advanced thinking is needed in producing creative ideas and can implement them into a form of innovation in carrying out work tasks.

As the implementation of the bureaucratic reform policy that has been mandated by the central government, several steps have been taken by the Bogor Regency Government, including; 1) establish the organizational



culture "GERCEP" as an acronym for Agile, Effective, Responsive, Thorough, Efficient and Professional, which is expected to be a valuable guide for employees in working to organize government and provide services to the community, 2) develop Transformational Leadership practices to be able to encourage for employees to work well and professionally, and 3) running programs that can increase work motivation both intrinsic and extrinsic elements. The results of the preliminary survey on employee innovativeness in the Bogor Regency Government show the following; official notes/policy materials/staff review in their duties/jobs. b) There are 50% of employees who have problems in public services/services, which can be seen from the number of employees who have internal problems produce innovative public service/service products according to the demands of society, so that satisfaction with the services of government agencies is still far from expectations. c) There are 39% of employees who have problems in the system, which can be seen from the number of problem employees in system innovation in supporting their duties/jobs, where employees only carry out tasks with a pre-existing system without much change. d) There are 30% of employees who have problems in organizational development, which can be seen from the number of employees who have internal problems increasing the role and function of the organization/structure innovation according to the task/job demands. e) There are 40% of employees who have problems in process innovation, where this can be seen from the number of employees who have problems in making innovative procedures in completing tasks/jobs, where there are not many standard operating procedures (SOPs) that facilitate the completion of tasks/jobs. f) There are 32% of employees who have problems in management process innovation, where it can be seen that many employees have problems in improving management function (planning, organizing, implementing, and supervising) according to the latest developments, and g) There are 48% of employees who have problems in method innovation, this can be seen from the number of employees who have problems implementing new procedures for completing work.

Based on this background, the problem to be answered in this study is to determine the effect of organizational culture, transformational leadership, and work motivation in increasing employee innovation in the Bogor regency government.

II. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

A. Organizational Culture, Work Motivation, and Employee Innovation

The definition of innovation according to Schermerhorn Jr et al.(2016) is the process of creating new ideas and putting them into practice, there are two dimensions, namely the first, the process dimension includes methods, procedures, and systems, the second product dimension includes services, work results, in products. tangible or intangible.

Robbins & Judge(2019) define innovation as a new idea applied to initiate or improve products, processes, and services so that the dimensions consist of products in the form of goods, processes in the form of procedures and services or services. According to Kinicki et al.(2011), innovation is the activity of creating new ideas and turning them into useful applications. Consists of two dimensions, namely product innovation is a change in the appearance or performance of a product or service or the creation of a new one, and process innovation is a change in the way a product or service is structured, produced, or disseminated.

Innovation is also defined by Boddy(2012) as the process of implementing something new and useful: that is, adding value by including creative solutions in the product and/or implementing changes in organizational processes. The dimensions are separated into two, namely product innovation, in the form of a change in the function or feature of a product and process innovation, namely to provide higher quality and more efficient products.

As for organizational culture submitted by Robbins & Coulter(2017), organizational culture is described as shared values, principles, traditions, and ways of doing things that influence the way members of the organization act and that differentiate the organization from other organizations. Organizational culture factors that are considered very appropriate are 1) *Innovation and risk-taking*: the extent to which employees are encouraged to be innovative and take risks. 2) *Attention to details*: the extent to which employees are expected to demonstrate accuracy, analysis, and depth of attention to details. 3) *Outcome orientation*: the extent to which management focuses on results or outcomes rather than on the techniques and processes to achieve these results. 4) *People orientation*: the extent to which management decisions take into account the impact of work results on



people in the organization. 5) Team orientation: the extent to which work activities are coordinated in teams rather than individuals. 6) Aggressiveness: the extent to which people are aggressive and competitive rather than relaxed. 7) Stability: the extent to which organizational activities emphasize the importance of maintaining the status quo rather than growth.

The results of the research by Eskiler et al.(2016) show that the simultaneous test of dimensions in organizational culture in research has a positive effect on innovative behavior; ($F = 33,775$, $p < 0.05$). The conclusion of researcher Li et al.(2018) is that Organizational Culture ($\beta = 0.154$ and $p = 0.127$) has a positive influence on innovation even though it is not significant. Thus it can be concluded that organizational culture can have a positive effect on employee innovativeness. So based on theoretical review and the results of previous research it can be hypothesized:

(H1) There is a positive influence of organizational culture on employee innovation.

Work Motivation according to George et al.(2005) are psychological forces that determine the direction of a person's behavior in an organization, the level of one's efforts, and the level of one's persistence. Work behavior that is motivated from within is behavior that is done for its own sake is called intrinsic motivation. Work behavior that is motivated from outside is behavior that is done to obtain material or social rewards or to avoid punishment is called extrinsic motivation. According to Gibson et al., (1991) is a concept that describes the forces that work on or within an individual to initiate and direct behavior, its dimensions include 1) A set of extrinsic conditions, the work context. That includes salary, status, and working conditions. 2) as per intrinsic conditions, job content, these include feelings of accomplishment, increased responsibility, and recognition. Devadass(2011) concludes that work motivation is a phenomenon associated with people in the context of work, who are described as a series of internal and external forces that initiate work-related behavior, and determine their shape, direction, intensity, and duration. The external dimension includes environmental forces (systems, organizational rewards, the nature of the work being done). The internal dimension is the power attached to the person (individual needs and motives). and determine their shape, direction, intensity, and duration. The external dimension includes environmental forces (systems, organizational rewards, the nature of the work being done). The internal dimension is the power attached to the person (individual needs and motives). and determine their shape, direction, intensity, and duration. The external dimension includes environmental forces (systems, organizational rewards, the nature of the work being done). The internal dimension is the power attached to the person (individual needs and motives).

Research result Yusof et al.(2016) concluded that Organizational Culture ($r = 0.546$, $p < 0.05$) has a positive influence on employee motivation. As for research of Lin & Liu(2012) concluded that work motivation was positively related to the perception of innovation ($\gamma_04 = 0.023$; $p < 0.001$). Chen et al. (2010) concluded that work motivation is intrinsic ($F = 33.96$, $p < 0.001$) and Extrinsic ($F = 4.54$, $p < 0.001$) has a significant effect on the innovative behavior of workers. Fischer et al.(2019) concluded that Extrinsic and Intrinsic Motivation together have a significant positive interaction effect on innovation ($b = 0.23$, $p = 0.024$). So it can be concluded that organizational culture influences work motivation. Furthermore, work motivation influences employee innovation. Then it can be hypothesized:

(H3) There is a significant effect of work motivation on employee innovation

(H4) There is a significant effect of organizational culture on work motivation

(H6) There is a significant indirect effect of organizational culture on employee innovation through work motivation.

B. Transformational Leadership, Work Motivation and Employee Innovation

According to Colquitt et al.(2009) transformational leadership is leadership that involves inspiring all its members to commit to a common vision that gives meaning to developing their potential and problems from a new perspective. The dimensions of transformational leadership are; a) Idealized influence, ideal influence. b) Inspirational motivation or foster enthusiasm. c) Intellectual stimulation, stimulating intellectually. d) Individualized consideration or individual attention. The opinion of Bass & Riggio(2006) are those who stimulate and inspire followers and both achieve extraordinary results, in the process, develop their leadership capacity, which consists of Idealized Influence (II), influential ideal, Individualized Consideration (IC) or Individual consideration.



Northouse(2018) states that transformational leadership is defined as a process by which a person engages with others and creates relationships that increase the level of motivation and morality in both the leader and the followers, dimensions that include; 1) Idealized Influence. Or charisma, idealized influence describes a leader who acts as a strong role model for followers. 2) Inspirational motivation, inspire them through motivation to commit and part of a shared vision in the organization. 3) Intellectual stimulation, leadership that stimulates followers to be creative and innovative. 4) Individualized consideration, leaders providing a favorable climate in which they listen carefully to the individual needs of the followers.

The results of the research by Agolla & Van Lill(2016) found evidence that leadership practices ($\beta = 0,274, p = 0.021$) were the most influential factors and could encourage innovation in public service organizations. Akay & Demirel(2017) in their research concluded that Transformational Leadership influences innovation but not too significant ($r = 0.1, p = 0.402$).Afsar & Masood(2018) concluded in their research results that Transformational Leadership ($b = 0.41, p < 0.001$) affects employee innovation behavior. The research results fromAunjum et al.(2017) show four dimensions of leadership respectively, namely Idealized Influence ($r = 0.501, p < 0.001$), Inspirational Motivation ($r = 0.734, p < 0.001$), Intellectual Stimulation ($r = 0.633, p < 0.001$), Individualized Consideration ($r = 0.633, p < 0.001$)) has a significant effect on employee motivation.Thus it can be concluded that transformational leadership can affect work motivation and there is also an influence on employee innovativeness. Then it can be hypothesized:

(H2) There is a positive effect of transformational leadership on employee innovation

(H5) There is a positive effect of transformational leadership on work motivation

(H7) There is an indirect effect of transformational leadership on employee innovation through work motivation.

III. RESEARCH METHODS

Based on the hypotheses that have been compiled, to prove this, field research was carried out on Bogor Regency employees in the scope of offices/agencies, which was carried out from March 2020 to July 2020, with the following coverage:

A. Population and Sample Research

The study population was 247 employees with echelon IV positions/supervisors who were actively working in offices/agencies in the Bogor Regency Government. The sample determination used the Slovin formula with an error rate of 5% so that the sample size of this study was 153 people.

B. Research Framework

Research to determine the influence of the variables of Organizational Culture and Transformational Leadership on Innovation of ASN Pegawai with Work Motivation as an intermediate variable (intervening), so that the research constellation is as follows:

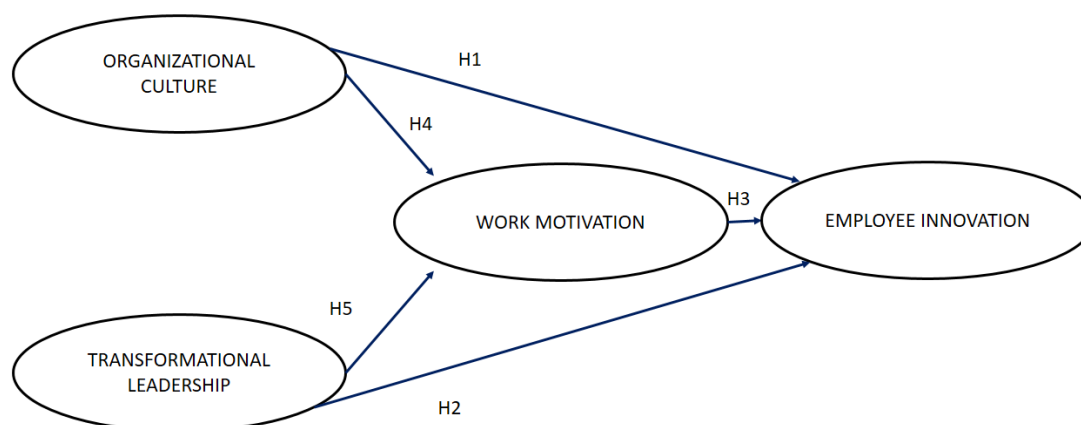


Figure 1. Research Model

C. Data Collection Techniques

Collecting data related to employee innovativeness is carried out by distributing questionnaires to employees' boundaries to assess the innovativeness of employees under them, with an assessment using a Likert scale (1-5). For data collection related to organizational culture, transformational leadership and work motivation are by distributing questionnaires that are filled in by the employees concerned (echelon IV/supervisors), the assessment also uses a Likert scale (1-5).

All statements submitted to the previous respondents have been tested on 30 samples outside the population and the results were measured the validity using the Pearson's Product-Moment method, and the reliability test with the alpha Cronbach value is a reliable statement if the value is more than 0.70 (> 0.70). Following are the results of the calculation using SPSS.

Table 1. Summary of Research Instrument Test Results

No.	Variables	Valid Items	Alpha Croanbach's value	Information
1	Employee Innovation	33	0.962	Valid and Reliable
2	Work motivation	21	0.875	Valid and Reliable
3	Organizational culture	29	0.915	Valid and Reliable
4	Transformational leadership	34	0.965	Valid and Reliable

Note:

- 1) The statement before the validity test was as many as 40 items then a statement was taken according to the provisions, namely coefficient > 0.361 (r table).
- 2) Statements that are already valid are then tested for reliability.

D. Data Analysis Techniques

The data analysis in this research is quantitative in nature with the following steps:

1. Calculating the distribution data including maximum, minimum, variance, standard deviation, and centered data, namely mean (mean), middle value (media), frequently occurring values (mode)
2. Perform the standard Error Normality test using the Liliefors method.
3. Conduct Linearity Test to determine the relationship between research variables
4. Conducting Hypothesis Testing with Path Analysis, namely the SPSS application.

IV. RESULTS AND DISCUSSION

Based on the results of statistical calculations on the variable data of employee innovativeness, work motivation, organizational culture, and transformational leadership, it is described in the following table 2.

Table 2. Statistical Description

No.	Statistical Description	Variable			
		Employee Innovation	Work motivation	Organization al culture	Transformatio nal leadership
1	Sample	153	153	135	135
2	Statement Items	33	21	29	34
3	Minimum Value	165	105	141	170
4	Maximum Value	50	60	83	77
5	Total Variable Value	18,259	13,259	17,728	21,362
6	Mean	119.34	85.14	115.87	139.62
7	Mode	132	87	110	136
8	Median	107.5	82.5	112.5	123.5
9	Standard Deviation	25,039	7,899	11,235	20,227
10	Variance	626,976	62,396	126,233	409,145

The results of the standard error normality test using the Liliefors method are summarized in the following table:

Table 3. Summary of Normality Test Results

Variable	Lcount	Ltable	Conclusion
Organizational Culture (X1)	0.0628	<0.0716	Normal
Transformational Leadership (X2)	0.0678	<0.0716	Normal
Work Motivation (Y)	0.0703	<0.0716	Normal
Employee Innovation (Z)	0.0692	<0.0716	Normal
Lcount> Ltable: Standard Error Not Normal Lcount<Ltable: Normal Default Error			

Based on the results of the standard error calculation with the Liliefors method, it shows that the Lcount value of all variables is below the value of 0.0716 (Ltable), so the questionnaire data for the variables of Organizational Culture, Transformational Leadership, Work Motivation, and Employee Innovation come from a normal population.

The results of the linearity test on the variable data of Organizational Culture (X1), Transformational Leadership (X2), Work Motivation (Y), and Employee Innovation (Z), the results are:

Table 4. Linearity Test Results

Variable	Significance of Deviation From Linearity	Information	Conclusion
X1 → Y	0.051	> 0.05	Linear
X2 → Y	0.141	> 0.05	Linear
Z → Y	0.139	> 0.05	Linear
Sig. Deviation From Linearity<0.05: Non-Linear Sig. Deviation From Linearity> 0.05: Linear			

Based on this data, in general, all variables have a (linear) relationship.

Path Analysis Results

The calculation of Path Analysis for the path hypothesis is carried out in two stages, namely by forming two-equation structures, namely as follows:

a. Equation structure I

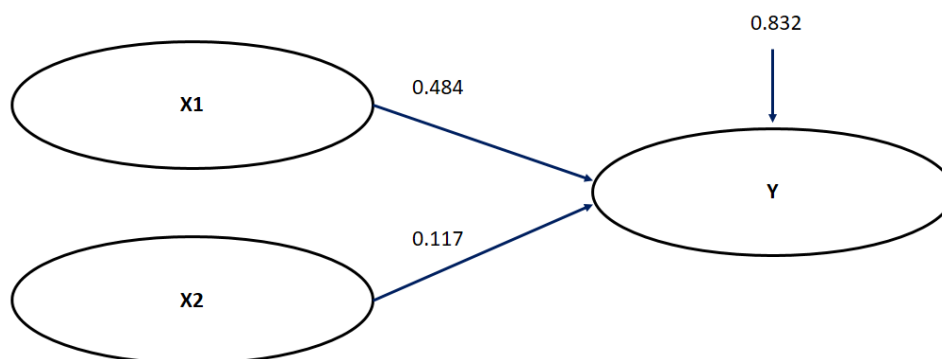


Figure 2. Structural Equation Model I

The value of each variable as follows:

Table 5.The results of the Path Diagram Test I

Constant (a)	Sig Value. (<0.05)	Path coefficient (β)	Adjusted R ²	ε1
39.293	X1-Y = 0.000 (significant)	0.484	0.307	0.832
	X2-Y = 0.167 (insignificant)	0.117	(30.7%)	

Then the form of the equation is; $Y = a + \beta X_1 + \beta X_2 + \varepsilon_1 = 39.293 + 0.484X_1 + 0.117X_2 + 0.832$.
 the value of Sig. Organizational Culture (X1) of 0.000 < 0.05 means that it is significant to work motivation (Y) of employees, the value of Sig. Transformational Leadership (X2) of 0.167 > 0.05 means that it is not significant for employee motivation (Y). The Adjusted R Square value of 0.307 means that Organizational Culture and Transformational Leadership simultaneously have an effect on 30.7% of the remaining work motivation (Y) of employees and 69.3% are influenced by other factors not examined.

b. Structural Equations II

The structural equation model II is described as follows:

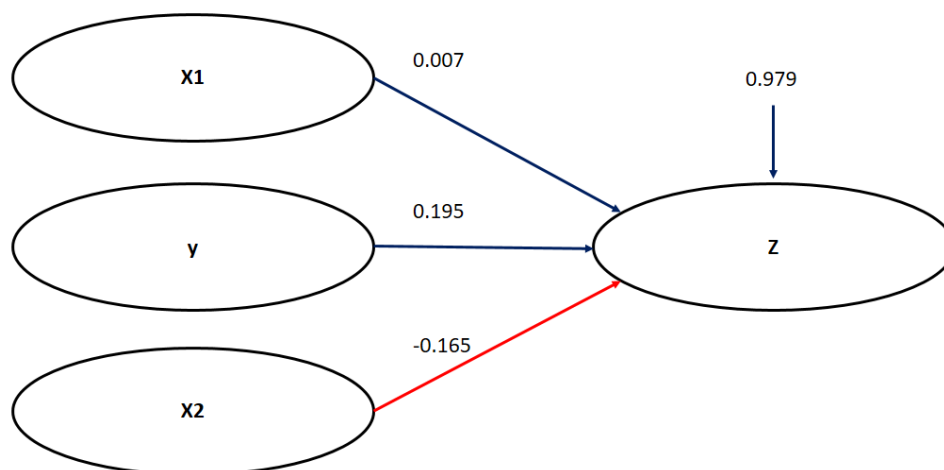


Figure 3. Structural Equation Model II

The value of each variable is described in the following table:

Table 6.Results of Path Diagram II Test

Constant (a)	Sig value. (<0.05)	Path coefficient (β)	Adjusted R ²	ε1
39.293	X1 → Z = 0.948 (not significant)	0.007	0.020	0.979
	X2 → Z = 0.167 (not significant)	-0.165	(2%)	
	YZ = 0.046 (significant)	0.195		

Sig value. Organizational Culture (X1) of 0.948 > 0.05 means that it is not significant for Employee Innovation (Z), the value of Sig. Transformational Leadership (X2) of 0.104 > 0.05, which means that it is not significant towards Employee Innovation (Z), the value of Sig. Employee Work Motivation (Y) is 0.046 < 0.05, which means it is significant towards Employee Innovation (Z). The Adjusted R Square value of 0.020 means that the

variables of Organizational Culture, Transformational Leadership, and Work Motivation simultaneously have a 2% effect on the Employee Innovation variable, while the remaining 98% is influenced by other factors not examined. So based on this hypothesis (H1) that there is a positive influence of Organizational Culture on Employee Innovation, it is proven that it is not significant, the hypothesis (H2) that there is a positive effect of Transformational Leadership on Employee Innovation is not proven, even the negative value means that leadership practices that are too dominant tend to reduce employee innovativeness. Hypothesis (H3) that there is a positive effect of work motivation on employee innovativeness is proven by a significant value. This means that all the policies of the Bogor Regency Government in providing work motivation are intrinsic in nature such as the fulfillment of allowances, leave, education costs, the fulfillment of employee rights, are also extrinsic in the form of giving rewards and punishments for employees that deserve to be maintained and increased to increase Employee Innovation.

The overall structure of this study is as follows:

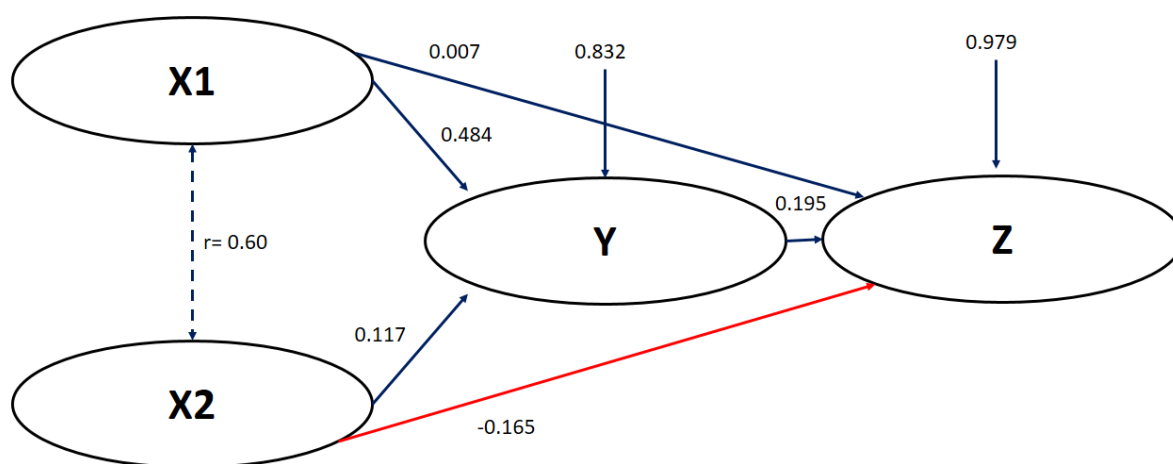


Figure 4. Overall Research Result Model

The influence of organizational culture on employee innovation through work motivation and the influence of transformational leadership on employee innovation through work motivation is described in the following Table 7.

Table 7. Recapitulation of Direct and Indirect Effects

Variable	The correlation coefficient (r)	Path Coefficient		
		Direct influence (PL)	Indirect Effect	Total Effect
X1 → X2	0.60			
X1 → Z		0.007		
X1 → Y		0.484		
Y → Z		0.195		
X1 → Z through Y			0.094	0.101
X2 → Z		0		
X2 → Y		0.117		
X2 → Z through Y			0.023	0.023

Based on the table above, the influence of Organizational Culture (X1) on Employee Innovation (Z) through Work Motivation (Y) can be calculated by multiplying the path coefficient from X1 to Y (0.484) with the path coefficient value Y to Z (0.195) plus the direct effect of X1 on Z (0.007). So that the indirect effect = (0.484x

0.195) = 0.094 and the total effect becomes = $0.094 + 0.007 = 0.101$, the total effect value is $0.101 > 0.0007$, meaning that it is greater than the direct effect. So that the hypothesis (H6) is that there is a positive indirect effect of organizational culture on employee innovativeness through work motivation to be proven. Thus that the organizational culture includes factors 1) *Innovation and risk-taking*: the extent to which employees are encouraged to be innovative and take risks. 2) *Attention to details*: the extent to which employees are expected to demonstrate accuracy, analysis, and depth of attention to details. 3) *Outcome orientation*: the extent to which management focuses on results or outcomes rather than on the techniques and processes to achieve these results. 4) *People orientation*: the extent to which management decisions take into account the impact of work results on people in the organization. 5) *Team orientation*: the extent to which work activities are coordinated in teams rather than individuals. 6) *Aggressiveness*: aggressive and competitive. 7) *Stability*: the extent to which organizational activities emphasize the importance of efforts to maintain organizational stability,

The influence of Transformational Leadership (X2) on Employee Innovation (Z) through Work Motivation (Y) is obtained through the process of multiplying the value of the direct effect of X2 on Y (0.117) by the value of the influence of Y on Z (0.195) then adding the direct influence of X2 on Z, so that becomes $(0.117 \times 0.195) = 0.023$ and the total effect = the direct effect of X2 on Z (0 = no direct effect) plus the indirect effect of X2 to Z through Y = $0 + 0.023 = 0.023$. Then the hypothesis (H7) There is an indirect effect of Transformational Leadership on Employee Innovation through proven Work Motivation. Thus the application of Transformational Leadership by employee superiors includes; 1) *Idealized Influence*, which describes a leader who acts as a strong role model for followers. 2) *Inspirational motivation*, leaders who inspire them through motivation to commit and part of a shared vision in the organization. 3) *Intellectual stimulation*, leadership that stimulates followers to be creative and innovative. 4) *Individualized consideration*, leaders who provide a supportive climate where they listen carefully to the individual needs of employees.

Based on the opinion of Sugiyono (2010) which states that the path coefficient of less than 0.05 can be removed, the constellation of the research results becomes:

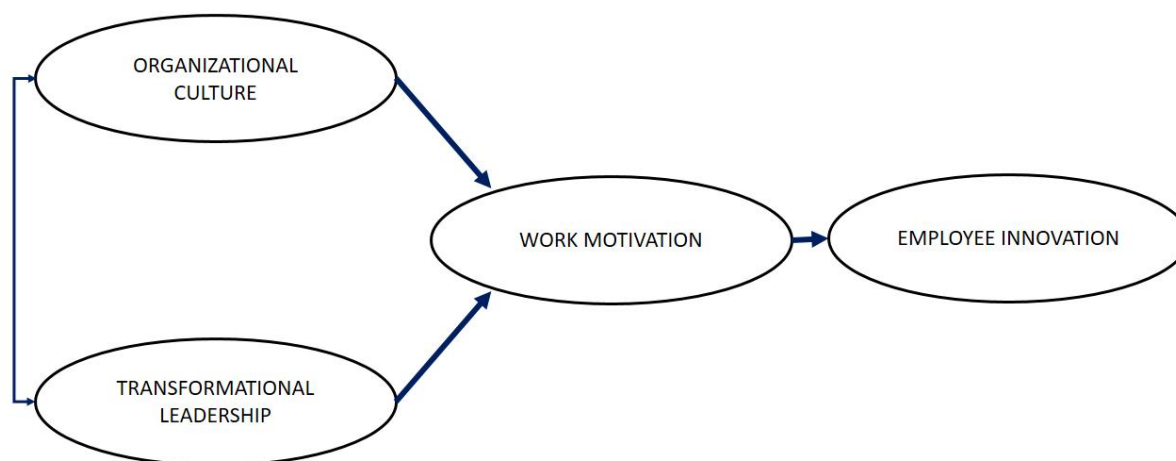


Figure 5. Constellation of Research Results

V. CONCLUSIONS AND SUGGESTIONS

Based on the results of research and discussion of the influence of Organizational Culture, Transformational Leadership on Employee Innovation with Work Motivation as an intermediary variable (intervening), which is carried out on Echelon IV (supervisors) Service and Agency officials in the Bogor Regency Government, the following conclusions are drawn:

1. There is no significant effect of Organizational Culture on Employee Innovation
2. There is no significant direct effect on Transformational Leadership Employee Innovation
3. There is a significant direct influence on Work Motivation on Employee Innovation
4. There is a significant direct influence of Organizational Culture on Work Motivation

5. There is no significant direct effect of Transformational Leadership on Work Motivation
6. There is an indirect influence of Organizational Culture through Work Motivation on Employee Innovation
7. There is an indirect effect of Transformational Leadership through Work Motivation on Employee Innovation

Based on these conclusions, to improve the Innovation of Employees in the Bogor Regency Government are as follows:

a. Increase Employee Innovation through Work Motivation

To increase employee innovativeness, increasing employee work motivation, especially for echelon IV employees, is by maintaining and improving current programs, involving intrinsic factors, namely (a) fulfilling life needs such as providing additional income allowances (TPP) outside salaries that are adjusted to what employees have done, leave, then educational allowances for those who are currently studying, all of which are adjusted to the applicable provisions, (b) interest in work, namely by placing someone based on their competence based on their educational background (c) Pleasure at work, namely by giving employees the flexibility to do work based on their thoughts following applicable regulations.

The extrinsic factors are (d) Working Conditions, namely by enabling employees to collaborate well between lines in each work unit, creating harmonious relationships between leaders and subordinates, facilitating coordination between fellow / in one echelon IV, as well as their respective subordinates. respectively, (e) give awards for those who work well, excel, creatively, in the form of material awards in the form of additional incentives as well as non-material awards, which can be in the form of awarding certificates (charter for exemplary employees, innovative employees, and others), giving greetings for success (in apples/briefings staff or other formal events), (f) Punishment, namely applying rules of discipline for employees fairly by giving sanctions for violators of the rules according to the provisions.

b. Increase Work Motivation through Organizational Culture

To strengthen Work Motivation which can support the increase of Employee Innovation, by internalizing the values contained in the current Organizational Culture, namely "GERCEP" to be able to provide Work Motivation for employees, can be done by implementing policies that emphasize the factors factor; trying new ideas/experimenting in carrying out tasks or in public service, being careful at work, having results, being aggressive, maintaining organizational stability by implementing good rules and emphasizing teamwork, this can create favorable working conditions. good and rewards for those who excel, to encourage employees to work more optimally.

c. Upgrade Work Motivation through Transformational Leadership.

To increase Work Motivation through Transformational Leadership, suggestions for implementation are to provide an understanding of leadership practices from leaders in organizational units (especially employee superiors) which include factors (a) role models that can provide real examples of subordinates' behavior, so that raises the awareness of individuals to work well, loves work and is innovative, (b) gives high expectations (enthusiasm) to employees so that they carry out tasks with enthusiasm, leaders must also be able to create a harmonious working atmosphere that is conducive and inspire to always produce things new in carrying out tasks / jobs (c) thinking analytically, namely by developing an open mindset, always inviting subordinates to work hard, achieve, competitive in producing the best work for the benefit of the organization, (d) considering the individual, namely by paying attention to each subordinate, communicating well with all employees, and making every decision making always consider the impact on subordinates.

Suggestions for further research are to first research with different units of analysis or in a broader scope of all employees, not only limited to echelon IV (supervisors) employees in regional government as well as in higher and wider levels of government. The two further studies can use tested variables, namely Organizational Culture, Transformational Leadership through Work Motivation as an intervening variable combined with other variables.

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