

Innovative Work Behavior and the Impact of Organizational Culture

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Abstract

This article aims to examine the influence of entrepreneurial leadership and organizational culture on performance through innovative work behavior. The research sample is 301 people, who are non-managerial employees in the city of Bandung. Data was shared via Google form and processed using structural equation modeling (SEM) with the LISREL program. The results of data processing state that entrepreneurial leadership has a significant and negative effect on innovative work behavior, organizational culture has a significant and positive effect on innovative work behavior, innovative work behavior has a significant and positive effect on performance, entrepreneurial leadership is not significant on performance, organizational culture is not significant on performance

Keywords: *influence of entrepreneurial leadership, organizational culture, innovative work behavior*

Abstrak

Artikel ini bertujuan untuk menguji pengaruh kepemimpinan kewirausahaan dan budaya organisasi terhadap kinerja melalui perilaku kerja inovatif. Sampel penelitian sebanyak 301 orang yang merupakan pegawai non manajerial di Kota Bandung. Data dibagikan melalui formulir Google dan diproses menggunakan model persamaan struktural (SEM) dengan program LISREL. Hasil pengolahan data menyatakan bahwa kepemimpinan kewirausahaan berpengaruh signifikan dan negatif terhadap perilaku kerja inovatif, budaya organisasi berpengaruh signifikan dan positif terhadap perilaku kerja inovatif, perilaku kerja inovatif berpengaruh signifikan dan positif terhadap kinerja, kepemimpinan kewirausahaan tidak signifikan terhadap kinerja, budaya organisasi tidak signifikan terhadap kinerja,

Kata kunci : pengaruh kepemimpinan kewirausahaan, budaya organisasi, perilaku kerja inovatif

I. INTRODUCTION

After the Covid-19 pandemic, every organization is challenged to be able to maintain a competitive advantage. In addition, post-pandemic, every organization will always be faced with the ups and downs of its life, there are organizations that are developing rapidly in an era of change,

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but there are also many organizations that cannot develop or don't have time to develop at all and even die. The development of this company can not be separated from the performance of employees. Employee performance must be continuously maintained and improved. Performance can be understood as achievement in carrying out tasks and ability to achieve predetermined work goals (Ferdinan & Lindawati, 2021). In addition, performance is a goal-oriented process to ensure organizational processes are on the right track so as to maximize employee and organizational productivity (Goestjahjanti et al, 2020). Therefore, it can be said that performance is an important factor in an organization, because it is one of the assessments of organizational success. Performance is basically influenced by two factors, namely external factors and internal factors. Internal factors are work drives that arise from within, such as: work motivation, organizational commitment, and job satisfaction. External factors are work drives that come from outside oneself, such as: leadership, work atmosphere, and organizational culture. Performance is assessed based on several indicators, including: initiative, discipline, authority *and responsibility*, and effectiveness and efficiency (Sutrisno, 2010: 176).

There are several factors that can develop a company through improving employee performance, one of which is leadership. Leadership is an important part of a company, because the ability of leaders to apply their competencies will drive the progress and development of the company (Ariyani et al., 2021; Irmayanthi & Surya, 2020).

Leadership in an organization is a very important aspect because without leadership, an organization is just a collection of people and machines that are disorganized and chaotic. The need for a leader so that company can reach the goal. Every leader has a role to guide, guide, motivate, guide, define direction organization, build communication, and supervise so that organizational goals can be achieved (Nasution & Ichsan, 2021; Arief & Lukito, 2020). A leader, in general use model particular leadership perform the function of a leader.

Entrepreneurial leadership is one of the emerging leadership models to mobilize workers to achieve the entrepreneur's vision, and lead organizations to develop and explore opportunities that ultimately turn them into value creation (Lin & Yi, 2020). This model of leadership is seen as motivating, and provides space for innovation and creativity (Ariyani et al., 2021; Kurniawan et al., 2021) and has the ability to deal with vulnerable market situations in order to maintain an organization's competitive advantage (Imran & Aldaan, 2020; Sawaeen et al., 2021). Therefore, entrepreneurial leadership is seen as being able to effectively increase competitiveness in overcoming uncertain environments and achieving sustainable organizational development (Chen et al, 2017; Mishra & Misra, 2017; Lin & Yi, 2020). Entrepreneurial leadership focuses on concepts and ideas related to problems associated with individual behavior such as decision makers, problem solvers, risk takers, strategic initiatives, and vision setters (Anggriani & Kistyanto, 2021). Entrepreneurial leadership is assessed based on several indicators, including: creative, able to motivate, flexible, achievement oriented, risk taking, persistent, and visionary (Fatoni et al., 2021).

Culture organizational, besides leadership is another factor that determines the

competitiveness of Higher Education. Organizational culture is a key factor in the effectiveness of employee performance (Ferdinan & Lindawati, 2021; Sagita et al., 2018). A strong Organizational Culture can shape a corporate identity that delivers competitive advantage compared to other companies. Robbins and Judge (2018: 255), state that organizational culture is a system that is applied to members of an organization that distinguishes it from other organizations. Organizational culture is seen as effectively increasing the competitiveness and performance of employees. Organizational culture is an identity and the main character of an organization that is cared for and maintained. Therefore, an organizational culture that develops and is firmly rooted will direct the organization and each member towards better growth. (Ferdinand, 2022). Organizational culture is assessed based on several indicators, including: aggressiveness, attention to small things or details, result orientation, team orientation, stability, personal orientation, and risk taking (Robbins &

Innovative work behavior is another factor that is seen as able to improve the performance of workers. Innovative work behavior is related to various work activities carried out through stages with the ultimate goal of improving and developing more effective work (Ferdinan & Lindawati, 2021; Khulaifi & Purba, 2020; Elny, 2021; Javed et al., 2016). Innovative work behavior of employees can be demonstrated by behavior that is always creative at work, conveying creative ideas, seeking new techniques at work and innovating by optimizing resources (Bani-Melhem et al, 2020; Kamae et al., 2020). Innovative work behavior is assessed based on several indicators, including: idea opportunity, idea generation, idea realization, and idea championing (De Jong & Hartoh, 2010).

In an era of change, leadership, organizational culture, and innovative work behavior are seen as capable of improving performance (Ferdinan & Lindawati, 2021). Based on the discussion that has been presented, further research is needed to determine the effect of entrepreneurial leadership and organizational culture on employee performance through innovative work behavior in the city of Bandung.

Bandung as the capital city of Indonesia is known not only as the center of government, but also as the center of the economy. As the center of the economy, Bandung certainly has many companies struggling to maintain a competitive advantage. In the previous section it was mentioned that, one of the things that affect competitiveness is performance. Without superior performance, organizations cannot achieve excellence. There are several things that can affect performance such as: innovative work behavior, leadership, and organizational culture. Therefore, it is deemed necessary to conduct research to determine the extent of the influence of entrepreneurial leadership and culture organizational impact on performance through behavior innovative work in the city of Bandung.

II. RESEARCH METHODS

This research is an explanatory research, because it specifically seeks to provide an explanation of the relationships between variables in the study through hypothesis testing. This

type of research data is quantitative. Primary data from this study were obtained by distributing questionnaires to non-managerial staff in the city of Bandung. The sample in this study amounted to 301 people.

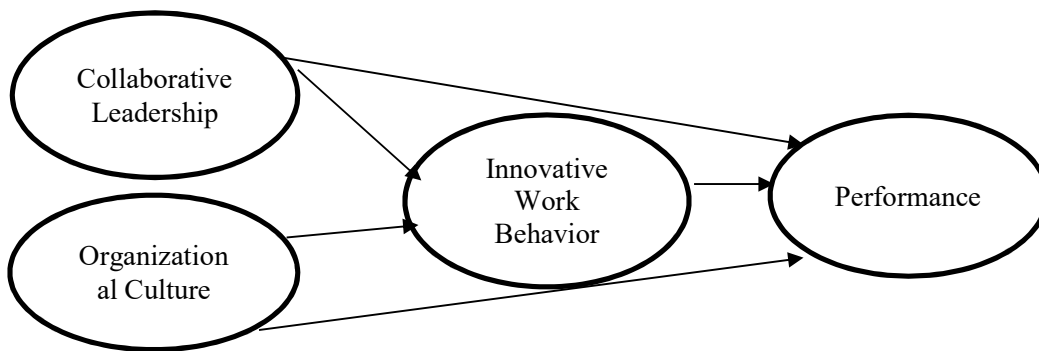


Figure 1. The conceptual

model of the hypothesis in this study is:

- H1. Entrepreneurial leadership (KE) is influential significant effect on innovative work behavior (PKI)
- H2. Organizational culture (BO) has a significant effect on innovative work behavior (PKI)
- H3. Innovative work behavior (PKI) effect significant to performance (K)
- H4. Entrepreneurial leadership (KE) has a significant effect on performance (K)
- H5. Organizational culture (BO) has a significant effect on performance (K)
- H6. Entrepreneurial leadership (KE) has a significant effect on performance (K) through innovative work behavior (PKI)
- H7. Organizational culture (BO) has a significant effect on performance (K) through innovative work behavior (PKI)

III. RESULTS AND DISCUSSION

1. Descriptive Statistics

Table 1. Descriptive Data

No	Description	Amount	Percentage
1	Age		
	a. 20-25	30	5.6%
	b. 26-30	214	39.7%

	c. 31-35	190	35.3%
	d. 36-40	37	6.9%
	e. 41-45	37	6.9%
	f. 46-50	31	5.8%
	Amount	539	100%
2	Education Final		
	DI	7	1.5 %
	D3	37	7.1%
	S1	398	73.5%
	S2	92	18%
	Amount		100%
	Gender		
	Man	255	47.7%
	Female	284	52.3%
	Total	539	100%

Processed data (2022)

Based on Table 1, it is known that the majority of respondents were between the ages of 26-30 years (39.7%), had a bachelor's degree (73.5%) and were female (52.3%). This finding states that the majority of respondents include the younger generation. It appears that many young people in the workforce are starting to enter the world of work.

2. Normality test

Table 2. Multivariate Normality Test

Skewness			Kurtosis		Skewness & Kurtosi		
Value	Z-Score	P=V alu	Valuee	Z-Score	P-Value	Chi-square e	P-Value
167,	90,	0.00	633.	20,	0.0	8627,	0.0
073	679	0	678	131	00	942	00

Data is processed(2022)

Based on Table 2, it can be seen that the value of the P-Value is <0.05 . These results state that the data is not normally distributed. Data is said to have a multivariate normality distribution when the p-value for skewness, kurtosis, and chi-squared is greater than 0.05 (Haryono, 2016: 282). However, data processing can still be done. Therefore, further analysis can use the asymptotic covariance matrix/acm (Yamin & Kurniawan, 2009: 131).

3. Validity Test

Table 3. Validity Test

Indicator	Standardized Loading	T- Values	Information
KE1	0,55	Reference	Valid
KE2	0,63	11,28	Valid
KE3	0,53	10,03	Valid
KE4	0,48	12,49	Valid
KE5	0,50	10,32	Valid
KE6	0,56	12,99	Valid
KE7	0,63	15,52	Valid
BO1	0,51	Reference	Valid
BO2	0,71	10,26	Valid
BO3	0,66	11,23	Valid
BO4	0,70	9,77	Valid
BO5	0,60	9,23	Valid
BO6	0,42	13,32	Valid
BO7	0,63	8,05	Valid
PKI1	0,64	Reference	Valid
PKI2	0,52	13,79	Valid
PKI3	0,78	15,15	Valid
PKI4	0,52	10,94	Valid
K1	0,73	Reference	Valid
K2	0,45	9,00	Valid
K3	0,55	15,85	Valid
K4	0,63	16,99	Valid

Processed data (2022)

The validity test is a test to measure the ability of the research instrument to measure (Haryono, 2016:40). An indicator can be said to have good validity when the value of t (which comes from factor loading) > 1.96 or > 2.00 , and has a standardized factor loading (standardized factor loading) ≥ 0.7 (Yamin and Kurniawan, 2009:36). However, the value of the standard factor loading < 0.50 , but ≥ 0.30 related indicators can be considered not to be eliminated (Wijayanto, 2008:139). Therefore, it can be said that all indicators in Table 3 are valid. Each indicator has a standard factor loading value of ≥ 0.30 .

4. Reliability Test

Table 4. Reliability Test

Variable	CR	cut off	Information
Leadership Entrepreneurial	0,78	0.70	Reliable
Organizational Culture Work	0,80	0.70	Reliable
Behavior	0,71	0.70	Reliable
Innovative Performance	0,68	0.70	Moderate Reliable

Processed data (2022)

Test reliabilityis test

For knowing the consistency of measuring instruments in measuring a concept or measuring the consistency of answers respondents to the question items from the questionnaire (Haryono, 2016:40). Reliability test can be done by calculating the value of construct reliability (CR) and the value of variance extracted (VE). CR value a good one is > 0.70. Based on Table 4, it is known that all research variables have a construct reliability (CR) value of > 0.70. Reliability was tested based on construct reliability (CR) test and variance extracted (VE) test (Ghozali & Fuad, 2005:321). However, the variance extracted (VE) test is optional or not then, it can be said that all the variables used in this study are reliable, and can be used to measure latent variables, and are appropriate for use as material for further analysis because they have a value of > 0.60.

5. Model Fit Test

Table 5. Model Fit Test

Goodness of Fit		Results	
Index	cut off	Information	Value
NNFI	≥0.95	0.86	Moderate fit
RMR	≤0.05	0.032	Good fit
CFI	≥0.90	0.87	Moderate fit
NFIs	≥0.90	0.86	Moderate fit

Processed data (2022)

The model fit test is a test to measure the suitability of the covariance matrix with the predictions of the compiled model (Haryono, 2016: 66). Hair et al. (1998) in Haryono (2016: 66) states that a model can be said to be feasible when at least one model feasibility test method is met. Based on Table 5, there are 6 assumptions used in this study. 1 assumption has good fit criteria, 5 assumptions have moderate fit criteria, and 1 assumption has unfit criteria. The test results that have been carried out state that research can be continued.

6. Hypothesis Testing

Table 6. Hypothesis Test

hypothesis	Connection Variable	T- Value	Cutt Off	Conclusion
H1	KE → PKI	-2,10	1,96	Accepted
H2	BO → PKI	3,86	1,96	Accepted
H3	PKI → K	4,06	1,96	Accepted
H4	KE → K	-0,29	1,96	Reject
H5	BO → K	0,97	1,96	Reject
H6	KE → PKI → K	-1,86	1,96	Reject
H7	BO →	2,74	1,96	Accepted

construct reliability (CR) test and variance extracted (VE) test (Ghozali & Fuad, 2005:321). However, the variance extracted (VE) test is optional or not required (Hair, 1998). Therefore, this study did not carry out the variance extracted (VE) test and based on variable reliability based on the construct reliability (CR) test. However, if you see there is 1 variable (performance) whose CR

value is below the cut off value. Ekolu and Quainoo (2019) state that a value between 0.50-0.70 is moderate which can be classified as reliable. Based on the explanation that has been submitted,

The Influence of Entrepreneurial Leadership on Innovative Work Behavior

The results of data processing state that entrepreneurial leadership has a significant and negative influence on innovative work behavior. This is to show that, when entrepreneurial leadership is increased, innovative work behavior will decrease. These findings provide an understanding that entrepreneurial leadership does not always have a positive and significant impact on innovative work behavior. The leadership model is not always related to innovation, but in moderate conditions (Rosing, Frese, & Bausch, 2011). Innovation is basically a complex matters (Anderson et al., 2004; Bledow et al., 2009; King, 1992; Schroeder et al., 1989; Van de Ven et al., 1999; Rosing et al., 2011), which are not only influenced by one factor, but external and internal factors (Ferdinan, 2022). Every individual, of course, has creativity and innovation in him. However, creativity and innovation differ from one individual to another. This difference occurs, first of all because of different backgrounds, such as family, culture, education, economy, and social. Leadership, as an external factor, can influence positively or negatively. Negative significant influence occurs, when the leader actually pushes too much thoughts that are considered "good", which actually makes employees feel "burdened". Overburdened employees.

The Influence of Organizational Culture on Innovative Work Behavior

The results of data processing state that organizational culture has a significant influence on innovative work behavior. This is to show that organizational culture has an influence on the innovative work behavior of employees. Culture shows a positive value that deserves to be maintained and or increased because it has an impact on increasing employee innovative work behavior. Organizational culture is an external factor that will influence employee behavior (Ferdinan, 2022). Therefore, organizational culture can have a positive or negative effect. However, in this study it was stated that organizational culture had a positive and significant effect.

The Influence of Innovative Work Behavior on Performance

The results of data processing state that innovative work behavior has a significant and positive influence on performance. These findings explain that innovative work behavior has a positive influence on employee performance. There are two factors that can influence the innovation behavior of individuals, namely internal factors and external factors. Internal factors that have a role in increasing innovation are creativity (Amabile et al, 1996; Heye, 2006; Sultika & Hartijast, 2017) and self-leadership (DiLiello & Houghton, 2006; Sultika & Hartijast, 2017). It is these internal factors that can be said to enable a person to develop new ideas and which are ultimately useful for organizational development (Somech & Drach-Zahavy, 2013; Sultika & Hartijast, 2017). Self-leadership can be understood as an inner skill that enables individuals to create and innovate (Carmeli et al, 2006). Self-leadership will increase when self-effectiveness increases which is based on the ability to recognize oneself and recognition of self-competence (Neck & Manz, 1996). Based on the findings in this study, it is known that the workforce has self-

awareness to be creative and innovative as well as awareness related to self-competence. This is what ultimately affects the innovative work behavior of the workforce which also has an impact on performance. Therefore, based on the findings of this study, the innovative work behavior of the workforce needs to be maintained or increased because it has a significant and positive impact on performance.

The Effect of Entrepreneurial Leadership on Performance

The results of data processing state that entrepreneurial leadership does not have a significant effect on performance. These findings explain that, entrepreneurial leadership has no influence or impact on employee performance. The entrepreneurial leadership model does not have a significant influence because this leadership model is only an "outside" form, which cannot directly touch the actual dimensions of the entrepreneurial leadership model (Ferdinan & Lindawati, 2021; Ferdinan, 2022). In addition, it seems that the workforce already has a target of the work to be achieved, where the motivation to make it happen does not depend on the leadership model.

The Effect of Organizational Culture on Performance

The results of data processing state that organizational culture has no significant effect on employee performance. This finding explains that organizational culture has no influence or impact on employee performance. Organizational culture is an external factor that can have a positive, negative, or even no effect (Girsang, 2019). The Covid-19 pandemic that hit Indonesia, seems to have changed various ways of working, including the organizational culture in organizations which can be one of the causes of changes in various organizational cultures. The work from home behavior that was implemented during the pandemic (for about 3 years), has affected workers. Work from home has "eliminated" organizational culture, because when working at home what is there is a home culture. It seems that there are other factors that will affect performance, such as salary, bonuses or awards. Therefore, achievement-based performance, seems to be a more motivating motivation for workers to improve performance.

Influence Leadership Entrepreneur Against Performance Through Innovative Work Behavior

Results though data state that Entrepreneurial leadership does not have a significant influence to performance employee through innovative work behavior. This finding explains that, entrepreneurial leadership does not have influence or impact on employee performance through innovative work behavior. The Covid-19 pandemic seems to have "removed" the figure of a leader. As long as employees work from home, the control is within themselves. In the end, the entrepreneurial leadership model does not affect performance through innovative work behavior. Performance achievements that do not always result from increased innovative work behavior built from the entrepreneurial leadership model (Fatoni et al., 2021; Ferdinand, 2022). Basically, every individual has creativity and innovation within themselves.

The Influence of Organizational Culture on Performance Through Innovative Work Behavior

The results of the data state that organizational culture has a significant and positive influence on employee performance through innovative work behavior. This finding explains that organizational culture has a significant influence on performance when it comes to innovative work behavior (Ferdinan, 2022). The Covid-19 pandemic that hit has forced workers to work from home. While working from home, workers have built creativity and innovation to maintain productivity. Therefore, when starting to return to work in the office, workers have brought creativity and work innovation with them. This provision, in the end, is increasingly developed with the support of organizational culture. Thus, organizational culture has a significant influence on performance through the role of innovative work behavior.

IV. CONCLUSION

Based on the results of data processing and discussion, It is known that there are problems related to the leadership model. Therefore, it is expected that leaders can be more involved by providing solutions and exemplary. Regarding performance, organizations are asked to be able to provide clear and detailed information about performance achievements, provide rewards to employees who have achievements, and strive to provide facilities that support employee performance. Regarding innovative work behavior, organizations need to provide assistance, seminars, workshops or training on the theme of creativity and innovation in work. In addition, the organization needs to provide a space for discussion so that creative ideas can arise from among employees, in the end these creative ideas must be supported to be realized by the organization, if it really helps to increase competitiveness.

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