

The Effect of Transformational Leadership and Non Physical Work Environment on Innovative Behavior with Work Motivation as a Mediation For Employees of Tour And Travel Companies In West Sumatera

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Abstract

This study aims to analyze the effect of transformational leadership and non-physical work environment on innovative behavior, with work motivation as a mediator of employees of tour and travel companies in West Sumatra. This research uses quantitative approach with 110 respondents selected by using proportional random sampling technique. The results prove that: (1) Transformational leadership has no significant effect on innovative behavior; (2) Non-physical work environment has significant effect on Innovative Behavior; (3) Work motivation to mediate on the effect of transformational leadership on innovative behavior; (4) Work motivation to mediate the effect of non-physical work environment on employee's innovative behavior.

Keywords: transformational leadership, non physical work environment, innovative behavior, work motivation

Introduction

Employees who have innovative behavior are needed for the company is always dynamic to achieve targets that have been determined before. Every tour and travel company also requires employees who have high innovative behavior to achieve job targets and company progress. As one industry that is at a high level of competition, every employee is always required to create innovative ideas so that the work produced can reach the target company and have more value than those of competitors.

Innovative behavior of employees in some tour and travel companies in West Sumatra is still low. This is reflected in the procedures or processes and services provided to consumers. Procedures or processes and services are a benchmark of innovative behavior in the company because of it can be seen the existence of new ideas from employees to then implemented within the company in the form of service to customers. If the procedures or processes and services that exist in the company are not optimal, the community will turn to other companies. The old procedures, processes and services will make people discouraged and as a result turn to other companies.

Observations that researchers did show that employees remain less innovative due to several factors such as the lack of information to produce positive changes and the lack of creative ideas to be developed. This cannot be separated from the lack of support among colleagues in creating an innovative behavior, and the lack of corporate advice to behave innovatively. A number of experts have formulated factors that influence innovative behavior such as organizational support for innovation, strong relationships with superiors, innovation as work needs, innovative reputation, and dissatisfaction with the status quo, relevant frameworks, and independence of tugs, goal independence and team size. In addition there are team process factors such as vision, participatory security, and support for innovation, task orientation, cohesion, internal communication, external communication, and task conflict (Hulsheger, 2009; Yuan, 2010).

Employee's innovative behavior can also be influenced by work motivation. The higher work motivation, the more innovations that can be produced, and vice versa. According to Robbins (in Wibowo, 2016), motivation is a process that causes intensity, direction, and persistence of individuals toward the achievement of goals, while motivation, to Greenberg and Baron (in Wibowo, 2016) is a

series of processes that arouse, direct, and maintain human behavior towards the achievement of goals

Work motivation is one of the most important factors to encourage an employee in doing a job. For achieving company goals, employees need motivation for the spirit in work. The reality in the field, however, is not in accordance with what is expected by the company. From the interviews conducted to several employees, some reasons behind the lack of employee motivation in performing their duties include: (1) lack of employee's desire to perform, (2) lack of initiative in responding to affiliation, (3) lack of persistence in work, (4) no desire of employees to rule because employees are not motivated at work.

Work environment is an internal and external condition that can affect morale so that work can be expected to finish faster and better (Nitisemito, 2000). Good working environment in an organization will affect employee work motivation. Comfort of work environment can influence work motivation of employees to work better so that work can be done maximally and it can also create better innovation. Furthermore, individuals will be able to carry out their activities properly so that an optimum result can be achieved if supported by appropriate environmental conditions (Sedarmayanti, 2009). Based on initial interviews, it was found that the organization still suffers from problems in non-physical work environments such as poor relations between individuals, work atmosphere (conflicts), and the unfavorable treatment of fellow employees.

Transformational leadership expects its subordinates to challenge the status quo and try new, better approaches in their lives (Wang & Rode, 2011). They also emphasize the contribution of subordinates to the organization, thus motivating subordinates to develop and offer more ideas for organizational success (Wang & Rode, 2011).

Based on the initial interview on the employees of tour and Travel Company, the results showed that the leader is less concerned with subordinates. Employees are not involved in the decision making process and there is lack of direction and control in carrying out the work so that many employees perform the work not on time. In other words, the leadership in some tour and travel companies in West Sumatera is not maximal. Leadership that has not been maximized in some tour and travel companies in West Sumatera can affect employee motivation and innovative behavior. Leaders who cannot motivate employees to work better will make employees work less effectively on each task and responsibilities.

Transformational leadership is able to elicit innovative employee behavior. Transformational leadership with transactional leadership, transformational leadership is effective in generating innovative members' behavior. Based on Aryee (2012) research results, transformational leadership supported by job involvement will affect employee's innovative behavior. Innovative behavior can be influenced by leadership mediated by the psychological climate for innovation such as support for innovation and resource supply

Based on the above background, the authors are interested to examine more deeply to see "The Effect of Transformational Leadership and Non Physical Work Environment against Innovative Behavior and Work Motivation as a Mediating Variable on Company Employees Tour and Travel in West Sumatra

Methods

This research uses quantitative approach (quantitative approach). This study examines the indirect effects of transformational leadership and non-physical work environments on innovative behaviors mediated by work motivation. The number of samples to be taken is 110 respondents. The sampling technique in this research is proportional random sampling.

Results and Discussion

First Sub-Structure of Path Analysis

The causal relationship between variables in Substructure 1 consists of X_1 , X_2 , and M . The following is the result of the first substructure of path analysis in this study

Table 1 Results of the First Sub Structure

Path	Path Coefficient	t value	Sig.	Results
ρ_{MX1}	0,223	2,908	0,004	Significant
ρ_{MX2}	0,616	8,234	0,000	Significant
R Square = 0,564				

Source: Primary Data Processed (2018)

From the calculation in Table 4:13, then described the results of coefficient of each independent variable path along with the test results t:

- 1) ρ_{MX1} of 0.223 and t arithmetic of 2.908 on the sig. 0.004 means a significant path coefficient.
- 2) ρ_{MX2} of 0.616 and t arithmetic of 8.234 on sig. 0.000 means a significant path coefficient

Second sub-structure

The causal relationship between the variables in Substructure 2 consists of one endogenous variable is Y and three exogenous variables X_1 , X_2 and M , while the M variable here is also as an intermediate variable. The following is the results of the second substructure of path analysis in this study:

Table 2 Results of Re-Testing of Second Sub-Structure

Path	Path Coefficient	t value	Sig.	Results
ρ_{YX1}	-0,055	-1,196	0,235	Not Significant
ρ_{YX2}	0,305	5,308	0,000	Significant
ρ_{YM}	0,705	11,976	0,000	Significant
ρ_{YX1}	-0,055	-1,196	0,235	Not Significant

R Square = 0,847

F Value = 186.790 (sig. 0.000)

Source: Primary Data Processed (2018)

From the above calculations, it can be deduced that there is no significant coefficient path, namely the path coefficient between transformational leadership to innovative behavior (ρ_{YX1}). Due to the presence of insignificant path coefficients it needs to be improved by using the Trimming Model. Improvements were made by not including innovative behavioral variables (M) and excluding them in subsequent calculations (retest), because the path coefficient results were not significant. The following is the result of the second substructure of path analysis in this study after Trimming:

Table 3 Results of Re-Testing of Sub Structure of Second Sub-Structure Coefficient

Path	Path Coefficient	t value	Sig.	Results
ρ_{YX2}	0,292	5,166	0,000	Significant
ρ_{YX3}	0,685	12,108	0,000	Significant

R Square = 0,845

F Value = 278.297 (sig. 0.000)

Source: Primary Data Processed (2018)

From the above calculations, it can be deduced that all path coefficients are significant. Path coefficient of each independent variable along with test result t:

- 1) q_{YX2} of 0.292 and t arithmetic of 5.166 on the sig. 0,000 means a significant path coefficient.
- 2) q_{YX3} of 0.685 and t arithmetic of 12.108 on the sig. 0,000 means a significant path coefficient.

Based on the result of path coefficient on substructure 1 and substructure 2, it can be described in all depicting relationship between variables $X1$, $X2$, $X3$ to Y as follows:

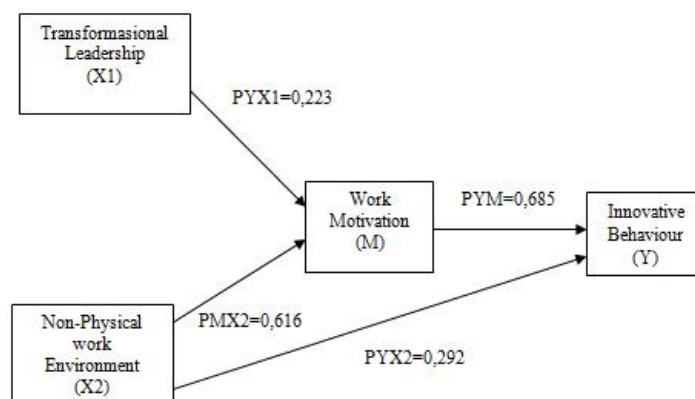


Figure 1 Final Structures of Relations and Effect of Exogenous Variables on Endogenous Variables

Result of Mediation Effect

Testing of the third and fourth hypotheses in this study uses a test sobel that sees work motivation to mediate on the effect of transformational leadership on innovative behavior for the third hypothesis and work motivation to mediate on the effect of non-physical work environments on innovative behavior for the fourth hypothesis. The test results of the effect of mediation are as follows:

- a) Motivation of work to mediate on the effect of transformational leadership on innovative behavior
Third hypothesis to test work motivation mediates on the effect of transformational leadership on innovative behavior. From the result, it can be concluded that the motivation of work to mediate on the effect of transformational leadership on innovative behavior because the value of t arithmetic of 2.885 and t value $2.885 > t$ table 1.66.
- b) Work motivation becomes a mediator on the effect of non-physical work environment on innovative behavior

The fourth hypothesis is to examine whether work motivation mediates on the effect of non-physical work environments on innovative behavior. From the result, it can be concluded that the work motivation to mediate on the effect of non-physical work environment on employee performance because t value equal to 6.781 and t value $6.781 > t$ table 1.66.

Hypothesis testing

Hypothesis 1

Transformational leadership has no significant effect on innovative behavior on the employees of Tour and Travel Company in West Sumatera, this can be seen from the value of t value for transformational leadership variable ($X1$) is -1.196 and value sig $0.235 > 0.05$ then H_0 accepted and H_a rejected.

Hypothesis 2

Non-physical work environment has no significant effect on innovative behavior of Tour and Travel Company in West Sumatera, it is seen from the value of t value for non-physical work environment variable ($X2$) is 5,166 and sig 0,000 < 0.05 then H_0 is rejected and H_a accepted .

Hypothesis 3

Work motivation does not become mediator on the effect of transformational leadership on innovative behavior. It is seen from t arithmetic of 2.885 and t value $2.885 > t$ table 1.66 then H_0 is

rejected and H_a accepted. The findings indicate that the motivation of work to be mediation on the effect of transformational leadership on employee performance.

Hypothesis 4

Work motivation to mediate on the effect of non-physical work environment on innovative behavior, it is seen from t arithmetic of 6.781 and t value $6.781 > t$ table 1.66 then H_0 is rejected and H_a accepted. The findings indicate that the motivation of work to mediate on the effect of non-physical work environments on employee's innovative behavior.

Hypothesis 5

Work motivation has a significant effect on the innovative behavior of employees Tour and Travel Companies in West Sumatra, this is seen from the t value for the variable work motivation (M) is 12.108 and sig value $0.000 < 0.05$, the work motivation has a positive and significant effect on behavior innovative tour and travel employees in West Sumatra. That is, these findings show that work motivation gives meaning or contribution to innovative behavior.

Discussion

Effect of transformational leadership on innovative Behavior.

From the results of the first hypothesis testing is known that transformational leadership has no significant effect on innovative Behavior of Tour and Travel Company in West Sumatra. This shows that transformational leadership does not contribute to employee's innovative Behavior. The results of descriptive analysis show that the level of respondents' achievement for transformational leadership variables is in good category. This is seen from the level of achievement of respondents on the indicators of ideal influence, inspirational motivation, intellectual stimulation, and individual attention. Although the level of achievement of transformational leadership respondents is in good category but this does not directly contribute to employee's innovative Behavior.

Transformational leadership in Tour and Travel Company in West Sumatera has been able to provide ideal, inspirational motivation, intellectual stimulation and able to give individual attention to employees. While the indicator with the lowest level of respondent achievement from the transformational leadership variable is the indicator of individual attention viewed from the leader requires training / courses for individual employees to improve work skills motivate through praise, make employees feel proud of the job, provide inputs that support the work, and pay attention to employee difficulties in working.

Robbins (2015) states that transformational leaders are leaders who inspire followers to transcend their own self-interest and who have the ability to have profound and extraordinary influence on their followers. Transformational leadership can create an environment that motivates employees to achieve organizational goals and develop an interest in working. Transformational leadership provides clear direction to employees, able to delegate competent tasks, can provide opportunities to communicate, engage employees in every policy and decisions that will be taken for the advancement of the company. The results of this study are not in line with the results of research Jong (2007) showed leadership in the company affect the employee's innovative Behavior. The results of Yiduong (2013) and Hoch (2012) also show that there is a leadership effect on innovative Behavior.

Effect Non-physical work environment on innovative Behavior.

Second hypothesis test results revealed that there is a significant effect of non-physical work environment on innovative Behavior of Tour and Travel Company in West Sumatera. That is, the findings show that non-physical work environment provides meaning or contribution to innovative Behavior. Based on the results shows the level of achievement respondent for non-physical work environment variable is in good category. This means that overall employees feel a good non-physical work environment in every Tour and Travel Company in West Sumatra. This is seen from the

relationship between individuals, working atmosphere (conflict), treatment with good, and feeling safe.

The results of this study showed a non-physical work environment has an effect on the creation of innovative Behavior of employees. Nitisemito (2000), the company should reflect the conditions that support cooperation between the level of superior, subordinate and who have the same position in the company. The internal environment of employees or human resources includes unions, information systems, character / organizational culture, and internal conflicts. This is supported by Robbins's (2006) statement, employees pay great attention to their work environment, both in terms of personal comfort and the ease of doing a good job. Thus it can lead to innovative employee Behavior. The results of showed that the work environment will affect the Behavior of employees to be better. Furthermore, the results of Xerri's (2012) study show that the work environment has a significant relationship with employee's innovative Behavior. The condition of the physical work environment and non physical work environment triggers employees to behave innovatively in the workplace.

Work motivation mediates on the effect of transformational leadership on innovative Behavior.

Based on the results of descriptive analysis indicates that the level of achievement of respondents for the variable of work motivation is in enough category. It is seen from the achievement, power, and affiliation. It can be argued that work motivation contributes to the effect of transformational leadership on employee innovative Behavior.

Many factors can affect work motivation. According to Gomes (2003) motivation involves individual factors and organizational factors such as needs, goals, attitudes, abilities. According to Northouse (2001) transformational leadership is leadership that enhances employee motivation, satisfies the needs of employees and treats them as whole human beings. The results of this study show even though the work has motivation to work but does contribute to the effect of transformational leadership on innovative Behavior.

Motivation work to mediate on the effect of non-physical work environment on work motivation.

Based on the results of descriptive analysis indicates that the level of achievement of respondents for the variable of work motivation is in enough category. It is seen from the achievement, power, and affiliation. It be said that work motivation contribute to the effect of non-physical work environment on employee innovative Behavior.

According Hasibuan (2010) that motivation is very important because with the motivation expected every individual employee can generate desire to work hard and enthusiastic to achieve high work productivity. Everyone has a motivation in life that can be used as an excuse to work harder to produce maximum output. The results of this study show that work that has a good work motivation can contribute to the effect of non-physical work environment on innovative Behavior.

Effect of work motivation on innovative behavior.

Based on the results of descriptive analysis shows the level of achievement of respondents for the variable work motivation is in the sufficient category. This is seen from achievement, power and affiliation. Thus it can be said that work motivation directly influences employees' innovative behavior.

Many factors can influence work motivation. According to Gomes (2003: 123) motivation involves individual factors and organizational factors such as needs (needs), goals (goals), attitudes (abilities), abilities (pay) or salary (pay), work security (Job security), praise, co-workers, supervision and the work itself (job it self). Meanwhile, according to Sutrisno (2013) said that the factors that influence motivation are divided into two, namely internal factors and external factors. The results of this study are also in line with Sanny (2013) with the results of motivational research which has a positive and significant effect on employee creativity perum pawnshop and Chen (2010) employees who have work motivation affect Innovative Behavior.

Conclusions

Based on the results of data analysis and discussion, the conclusions in this study are: Transformational leadership has no significant effect on innovative Behavior of employees of Tour Company and Travel Se West Sumatra. This means that Transformational Leadership in Tour and Travel Companies in West Sumatera do not contribute to the innovative Behavior of employees. (1). Transformational leadership has no significant effect on the innovative behavior of employees of the West Sumatra Tour and Travel Company; (2). Non-physical work environment has a significant effect on the Innovative Behavior of Tour and Travel Companies in West Sumatra; (3). Work motivation is mediating on the influence of transformational leadership on the innovative behavior of employees of West Sumatra's Tour and Travel Companies; (4). Work motivation is mediating the influence of non-physical work environment on employees' innovative behavior; (5). Work motivation has a positive and significant effect on the innovative behavior of tour and travel company employees in West Sumatra.

Based on the results of this study there are several suggestions that researchers can provide: (1). To the tour and travel companies: Increasing work performance through giving high targets to employees, and providing workload according to their capabilities; Pay attention to the non-physical work environment by way of being fair to all employees, creating good relationships among employees, and respecting fellow employees; Make employees feel proud of their work, establish active (two-way) communication with each subordinate, provide inspiration to each subordinate to improve the quality of work, and explain the procedure to subordinates; (2). For further researchers, it is advisable to examine the effect of transformational leadership and non-physical work environment on innovative behavior with work motivation as mediation in the analysis of every part of the company.

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