

Effect of Leader Member Exchange Leadership Style and Organizational Climate on Innovative Work Behavior of Banten Provincial Education Office Employees

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Abstract—The objective of this research was to understand the effect of leader-member exchange and organizational climate on innovative work behaviour of Banten Province Education Office Employees. It was quantitative research which was conducted in the education office employees. The research used a survey method with path analysis applied in the testing of hypothesis. It was conducted to 105 employees as the respondents who were selected in a simple random way. The results of this study are: (1). There is a positive direct effect of leader-member of exchange on innovative work behaviour and (2). There is a positive direct organizational climate on innovative work behaviour. (3) There is a positive direct motivation on innovative work behaviour.

Keywords—leader member exchange; organizational climate; innovative work behavior

I. INTRODUCTION

Following from the observation that the basis of all innovations is good ideas which are further developed, individuals logically play an important role in innovation because they are holders and processors of ideas [1]. Many researchers therefore focus their attention on the innovative work behaviour of employees throughout organizational settings. Innovative behaviour of non-routine behaviour that combines the creation of ideas and promotions, and implementation. This implies that employees who demonstrate innovative work behaviour take steps to go to need an organizational work environment that supports it. When employees are supported by their leadership, they feel more compelled to display innovative work behaviour [2].

Innovation is an integral part of organizational performance. Literature that focuses on innovation has emphasized the fundamental role of employees to innovate in organizations³. In the world of education innovation is needed to be constantly adapted to the development of information and communication technology.

The development process in Banten is carried out in all fields, one of which is the education sector, coordinated

through the Banten Provincial Education Office led by a Head of Service under the Regional Secretary and responsible to the Governor. The Head of the Education Office has the main task of carrying out the affairs of the regional government based on the principle of regional autonomy and the task of assisting the education sector [3].

Along with the development and journey of the Banten provincial government, currently there are ten years of development in the field of education. Many education regulations have been born, innovations in education have been developed, and the education budget has increased significantly from time to time in an effort to realize the vision and mission needed.

Effective leadership acts as a catalyst to encourage creative results of employees. Previous literature has identified various leadership theories that can drive the innovation process but receive less attention to employee learning orientation and LMX, regardless of theoretical reasoning [4].

In the era of globalization where competition is very high, the role of human resources in organizations is very strategic. In line with that, organizational leadership is needed to be able to produce employee competencies and behaviour which in turn will definitely help the organization in implementing the organization's strategy, namely achieving a superior level of customer service and high profits through committed employees. Along with these demands, it is expected that leaders must be able to create many directional directions that are healthy, provide fair treatment to all employees, provide promotions, and opportunities for every employee to use their skills and talents at work.

Every employee has the talent or ability of each employee to be different and this should be noted by the leadership in an effort to maximize the existing human resources in order to achieve the vision and mission with the capabilities within the organization, Andres Friss expressed the importance Human talent has increased rapidly because it allows organizations to

share a large amount of scattered knowledge and use it to adapt and innovate [5].

Regarding this, Dessler argues that success depends more on opening up good sources of ideas, thinking about who the collaboration is needed to do the idea, and working with both of them to get results [6]. Even the competitive advantage of an organization depends on the conditions of its human resources.

Therefore, the organization concerned is responsible for preparing quality resources by providing training, giving awards, providing appropriate compensation to employees. Realizing the above, various attempts were made by the Banten Provincial Government to improve the quality of education services, such as increasing education levels by providing scholarship facilities, training, certification, providing benefits and other efforts, with the hope that gradually the quality of services could increase. These efforts certainly cannot guarantee the improvement of the quality of educator services, but other efforts are needed by many parties, especially the efforts of the educational institutions themselves.

Based on the research results of Andres Friis Marstand, Robin Martin and Olga Epi Tropaki explained according to the LMX theory, leaders develop exchange relations with qualities that are different from their followers. Using social exchange theory, LMX researchers argue that the quality of relationships depends on exchanges between leaders and followers where each party provides other services or something that the other party values. The reciprocal norm underlies social exchange relationships which show that when leaders give followers LMX quality values are improved, which causes these employees to take back actions in positive attitudes and behaviours. Thus it can be said that complementarity (and mutual benefit) is the core of LMX theory which shows that complementary styles are important for LMX quality [7].

The Governor of Banten said that there were several agencies in the Banten Provincial Government whose attendance absences reached 20 to 40 percent, indicating that discipline of civil servants still had to be fixed. If it turns out that the agency's performance conditions show it is not good, we will conclude that one of the indicators is its absence. Whereas for the Banten Provincial Education Office, the Banten Governor is considered unable to show his absences, when the inspection was held, Sudden operations in some of these agencies and agencies constituted a step of coaching as well as monitoring all employees' performance in carrying out their duties in their respective work environments.

As an employee coach down, I want to know first-hand how the situation and activities of employees in carrying out their main duties and functions as civil servants, the Governor expects that employees should pay more attention to discipline in carrying out their duties, both time and attendance so that the government can run with good and support development efforts that are being carried out in Banten Province.

Refers to employee loyalty to the organization and is determined by a number of variables of people, organizations and non-organizations. However, the attitude of organizational commitment is very complex and has many results, but in general the attitude is considered to have a stronger influence

with organizational outcomes such as performance, organizational justice, interaction of leader and member exchange (LMX), interpersonal communication, appreciation, job satisfaction, etc. But certainly, organizational commitment can be improved because the results of the organization can be improved.

Leader and member exchanges (LMX) assume that leadership is a process of social interaction that influences each other between leaders and followers. Because the followers are numerous with characteristics that vary from one another, the exchange of interactions between leaders and each follower is unique and varies in form, quality and intensity. Thus it will be able to create high performance, which will automatically encourage increased job satisfaction.

The Leadership Members Exchange (LMX) leadership model, has been widely used by managers in a company. The LMX model is a leadership model whose application focuses on the quality of subordinates to do their work, the enthusiasm of the leadership to provide assistance to subordinates when they need it and a high level of trust from the leadership towards their subordinates.

This model in its application uses two blocks which are referred to as in-groups and out-groups. In the in-group block, the leader applies the style that leads to Consideration, while the out-group applies a style that leads to Task oriented. In the LMX model, leadership implements a paternalistic pattern, in which a leader is described as a father towards his children, namely a protective leader, a supporter of his subordinate's career. In the world of education, this is no stranger, known as "ing ngarso sung tuludo, ing madyo mangu karso, tut wuri handayani" Increasing the opportunity to submit opinions shows an increase in the main perception in assessing honesty, leadership and leadership abilities. Thus, if the leader is unfair in his leadership process, his leadership becomes ineffective, because his authority as a leader will be rejected.

The performance of its employees needs to be continually increased. One of its efforts is by providing several benefits or incentives. It is expected that this allowance can increase job satisfaction and will have an impact on improving the performance of Banten Provincial Education Office employees [8].

II. RESEARCH METHOD

This research uses quantitative with path analysis method. In the process of collecting data using online media by providing a digital questionnaire that must be met by respondents. The population in this study were employees of the Banten Provincial Education Office, with 143 employees. In the selection process the sample was chosen for representation in the selection of individuals from the selected participation and finally received a contribution of 105 employees who were willing to take the time to fill out the questionnaire and be interviewed.

III. RESULTS AND DISCUSSION

The leader of the member exchange path coefficient value for innovative work behaviour is equal to 0.351 with value

count as big as, 40. Because of value tcount is greater than ttable value at $d = 65$ for $\alpha = 0.05$ at 2.00 then H_0 is rejected and H_1 is accepted, which means there is a positive direct effect of leader member exchange variables on highly significant innovative work behaviour variables.

Leadership is the backbone of organizational development, because without good leadership it will be difficult to achieve organizational goals. Leadership patterns play an important role, in improving the performance and work behaviour of employees. This was proven by Tierney and Farmer in his research which proved by one of the leadership styles. This study aims to shed some light on this gap by examining the influence of leader-member exchange and employee's learning orientation on innovative work behaviour through the mediating mechanisms of creative self-efficacy. Creative self-efficacy refers to the belief that one has the knowledge and skills to produce creative outcomes [4]. The results of this study prove that there is an influence on employees who are supported by LMX leadership style on innovative work behaviour of employees in working through employee self-efficacy approaches, the accuracy of a leader giving assignments to employees in providing workload considering the leader knows the feelings and conditions the employees in carrying out their work. This is what helps build a sense of comfort in the work of the employees at work and arouse employees' creative sense of work.

Next Colquitt, et.al said that the LMX theory is able to arouse the involvement of employees to work and continue to do creativity in completing all the work that is their responsibility, here is an explanation, the theory argues that new leaders member relationships are typically marked by a role taking phase, during which a manager describes role expectations to an employee and the employee attempts to fulfil those expectations with his or her job behaviours [9]. LMX theory is a theory of exchange between leaders and subordinates where a leader is expected to know, feel and respond to the conditions of his subordinates at work. Directly and indirectly can encourage employees to continue to be involved in all activities carried out in the workplace and foster a sense of comfort felt by employees this stimulates employees to continue to move creatively in working and innovating to find solutions and even breakthroughs in carrying out their obligations.

The organizational climate coefficient value of innovative work behaviour is 0.345 with a t-count of 4.34. Because the t-count is greater than the t table value at $dk = 65$ for $\alpha = 0.05$ at 2.00, H_0 is rejected and H_1 is accepted, which means that there is a positive direct effect of the organizational climate variable on the highly significant innovative work behaviour variable.

Organizational climate is a reaction caused by the activities of members of the organization with other members in order to achieve the goals that have been set together. Michael Armstrong said, described organizational climate: a set of properties of the work environment, perceived directly or indirectly by the employees that is assumed to be a major force in influencing employee work behaviour [10]. Organizational climate is a set of properties from the work environment, felt directly or indirectly by employees, which is assumed to be the

main force in influencing employee behaviour. The organizational climate in the Department of Education is a collection of conditions perceived by employees both directly and indirectly, having the power to influence employee attitudes. Roy Shanker et.al in his research explained that organizational climate can influence performance through innovative work behaviour; who carried out in-depth interviews with leaders in knowledge-intensive service firms, suggested that innovation climate is an antecedent of Innovative work behaviour. West and Rickards supported this notion in their research and reported that creative and innovative behaviour is promoted by a combination of both personal qualities and work environment factors. Autonomy to act is another key issue in this regard, encompassing personal control over how time is allocated and how work is carried out [11]. The results of interviews with leaders in service provider companies, they suggest that the organizational climate of innovation can affect the work behaviour of employees. The idea was supported by Rickards research, in his research explaining creative and innovative behaviour can be influenced by the work environment.

Furthermore Mullins explained: organisational climate as characterized, therefore, by the nature of the people-organisation relationship and the superior-subordinate relationship. These relationships are determined by interactions among goals and objectives, formal structure, the process of management, styles of leadership and the behaviour of people [12]. Organizational climate is a character that is characterized by the nature of people-organizational relationships and boss-subordinate relationships. This relationship is determined by the interaction between goals and objectives, formal structures, management processes, leadership styles and people's behaviour. Based on this understanding, organizational climate is a climate that exists or faced by humans who are in an organization that affects someone in carrying out organizational tasks. In other words, the climate can affect the attitude of employees who are within the organization.

Gerard J. Puccio, Marc. Murdock and Marie Mance, stated: organizational climate as the recurrent pattern of work behaviour, attitudes, and feelings that characterize life in organization [13]. Organizational climate is a pattern of behaviour, attitudes and feelings about the characters that live in the organization. The organizational climate that always competes in an environment can affect the workings of employees so that there is an increase in the performance that the organization will experience. When the organizational climate is conducive and competitive, it can create employees to be creative and innovative in their work.

Hoy Wayne K and Cecil G. Miskel, also revealed, organizational climate as those characteristics that distinguish the organization from other organizations and that influence the work behaviour of people in the organizations [14]. Organizational climate is a number of characteristics that distinguish an organization from other organizations and influence the behaviour of members of the organization.

The motivation path coefficient value for innovative work behaviour is 0.362 with a t-count of 4.32. Therefore the value of t-count is greater than the value of t table at $dk = 65$ for $\alpha =$

0.05 at 2.00, then H_0 is rejected and H_1 is accepted, which means there is a positive direct effect of the motivation variable on the innovative variable work behaviour that is very significant.

According to Nedhles, in his research, explaining that innovative work behaviour will emerge from within a person when employees have the motivation or motivation to work better, as follows, in order to gain an understanding of how individual employees can be motivated to utilize these ideas for innovative outcomes, it is necessary to investigate what stimulates individual innovative behaviour [1,15]. To gain an understanding of how individual employees can be motivated to use these ideas for innovative results, it is necessary to investigate what stimulates individual innovative behaviour. Motivation is the strength that comes from within an employee which is used to move him to carry out his obligations in his organization or office. In his research, Tajeddini and Trueman explained that competitive attitude, employee innovation emerged based on employee motivation. In order to stay competitive, organizations depend on their employees to continuously innovate their products, services, methods, and operations. Motivating employees to engage in innovative work behaviour and share their knowledge with co-workers has increasingly attracted scholarly attention. Organizational leaders recognize the importance of promoting innovativeness among their employees [16]. Along with the development of industry 4.0, every employee must be competitive in carrying out their obligations. In addition, employees must be able to prove their work quality by continuing to innovate at work such as generating convenience for stakeholders in the Banten Provincial Education Office by providing information they need, continuing to listen and respond all input from inside or outside the organization with the aim of improving the quality of work quality. All can be realized when employees have the motivation to work and have a direct influence on the innovative work behaviour that employees have.

John W. Newstrom says motivation is a driver of one's heart to do or achieve a goal: Work motivation as the set of internal and external forces that cause an employee to choose a course of action and engage in certain work behaviours. Ideally, these innovate work behaviours will be directed at the achievement of an organizational goal [17]. Work motivation is a unit of internal and external forces that causes work to choose the causes of work reactions and is reflected in innovative work behaviour. Ideally, work behaviour of employees will be directly reflected in their efforts to achieve organizational goals through the process of completing their work, for employees who have a high motivation to work can be reflected, he will continue to innovate in job completion techniques.

Thomas S. Bateman and Scott A. Snell said, motivation refers to forces that energize, direct and sustain a person's efforts. All work behaviour, except involuntary reflexes such as eye blinks which have little to do with management [18]. Motivation refers to the power that gives energy, directly and maintains one's efforts in completing work. This has been proven in several studies which prove that motivation is one of the main elements in achieving output.

Luis R. Gomez-Mejia and David B. Balkin said, important aspects of motivation are how people perceive that certain work behaviours will be rewarded and how fair or equitable the rewards are. Two well-known motivation theories focusing on beliefs are expectancy theory and equity theory [19]. Motivation can be intrinsic and extrinsic motivation. Intrinsic motivation is when the nature of the work itself makes a person motivated, the person gets satisfaction with doing the work not because of other stimuli. While extrinsic motivation is when elements outside the work attached to the job are the main factors that make a person motivated such as status or compensation.

IV. CONCLUSION

Innovative work behaviour is currently needed by all agencies, not least with the Education Office in Banten Province, which also requires employees to have innovative work behaviours to deal with the development of industry 4.0 that is currently underway, after conducting research it was found that one variable has the dominant factor in forming innovative work behaviour is the motivation of the employee himself at work, this is what should be the attention of top-level leaders to the lower levels. In addition to motivation, the role of the leader is also needed through the member exchange leader variable, which occupies the second position after motivation in forming innovative work behaviour. Based on the observations of researchers found there are several leaders who are less able to manage their subordinates, including giving assignments to subordinates without maximum coordination and supervision. This is one of the causes of the gap between leaders and subordinates, where social jealousy between subordinates and leaders begins to form

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