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STUDY ON EMPLOYEE PERFORMANCE REVIEWING FROM LEADERSHIP, INNOVATIVE BEHAVIOR AND WORK ENGAGEMENT

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Abstract - *The success of an organization can not be separated from how the performance of its employees and organizations today are also increasingly dependent on the efforts of employees to innovate. The challenge that will be faced by the organization is how to maintain, adapt and develop innovative behavior from its employees and is expected to have the ability to involve employees in their work appropriately. This must be supported by effective leadership. This study will examine the effect of leadership variables, innovative behavior and work involvement on employee performance. Observations were made using a random sampling technique of 88 people who were designated as research samples. After processing the data through regression analysis using SPSS 26 for windows, the results of this study indicate that leadership and innovative behavior have a significant positive effect on employee performance. In addition, work involvement has a significant positive effect on employee performance.*

Keywords: leadership, innovative behavior, work engagement, employee performance, work behavior.

INTRODUCTION

The success of an organization in competition is determined by the resources it has, especially its human resources. With the very important role of human resources, it requires organizations to pay special attention to employees on an ongoing basis (Khasanah et al., 2010). Organizational success is strongly influenced by the work of its employees and to improve the quality of employee performance, organizations need to carry out effective management activities for the benefit of both parties, the organization and employees (Andayani et al., 2010). Many factors can affect performance, among others, the leader factor. Leaders are certainly very influential and even play a role in this, so that they can become a benchmark for action and motivation for employees in all forms and positive work activities, which will later be able to build morale and job satisfaction and even the performance of the employees themselves. Therefore, the role, influence of one's style in leading is also a determining factor for the increase and decrease in the performance of the employees themselves. In connection with this, it is clear that in an organization effective leadership is needed (Darmawan, 2008). In an organization definitely need a leader to be a role model, determiner of direction in making policies or decisions and in order to achieve the goals of the organization. Leadership can determine employee performance (Santosa & Darmawan, 2002; Razali, 2006; Mardikaningsih & Darmawan, 2012; Hariani, 2016; Mardikaningsih, 2016; Sinambela & Lestari, 2021).

Effective leadership can drive organizational progress. Leadership can also cause employees to stay in the organization (Ernawati et al., 2020; Jahroni et al., 2021; Darmawan & Mardikaningsih, 2021; Ernawati et al., 2021). This is of course a challenge for organizations because organizations are required to retain their employees so that they can develop through their management strategies so that they can compete and employees can be consistent with their performance (Prem et al., 2017). What is meant by developing here is how there is involvement between the psychological condition of employees to maintain their lives and feel that their workplace is a place to learn. Employees who are given the opportunity by the organization to develop will feel bored at work, the number of attendances, the intention to leave the organization, feeling stressed with work can be resolved (Fritz et al., 2011). According to Carmeli and Spreitzer (2009), how employees develop in the workplace is determined by innovative behavior. This statement is also supported by the results of research from Porath et al. (2012) stated that one of the factors that support employees to develop is innovative behavior. Employees are required to have innovative behavior for the effectiveness and sustainability of an organization. In addition, maximum organizational performance can also be obtained from the innovative behavior of employees in the workplace (Korzilius et al., 2017).

Innovative behavior from employees is needed by every organization. Innovative behavior has a significant effect on employee performance (Yuan & Woodman, 2010; Kim & Koo, 2017). According to Shalley et al. (2004), competitive advantage in an organization can be created if there is innovative work behavior and there is a willingness from managers to support it. Innovative behavior also determines the desire of employees to apply new ideas, products, processes and strategies to the work being done, the organization or members (West & Farr, 1989). Every organization must consider it important to motivate employees to improve their performance through innovative and creative behavior (Demircioglu & Audretsch, 2017). Wynen et al. (2014) also supports the previous statement that high performance can

be achieved because there is innovative behavior. Yuan and Woodman (2010) also explain that a person who when at work shows innovative behavior, is considered to have shown how his performance is.

Employees who have innovative behavior, they can create or combine these creative ideas into something new and have the courage to develop these ideas in the organization. According to Scott and Bruce (1994), innovative behavior as a deliberate renewal, promotion, there are new ideas that are realized on the work done, group or organization. By daring to innovate and develop a creative idea into a new reality, on the one hand also having the courage to be directly involved in taking risks when the idea fails. The failure in question is the result that the expectation does not match the reality.

An employee who has innovative behavior will be very critical and will always try anything to bring up something new in the surrounding environment to be more useful and have added value so that someone who behaves innovatively will try to solve problems using more effective and efficient ways. Organizations should more often involve employees in various activities, provide opportunities for employees to provide a forum for their opinions or participate in decision making and develop their work performance so that the employees involved will be more committed to their work and improve their performance. The statement shows that a high level of employee performance is also determined by employee involvement (Mone & London, 2010). Work involvement has a significant effect on employee performance (Schaufeli & Bakker, 2004; Odero & Makori, 2017). In addition, employee involvement will provide satisfaction, employee commitment to the organization, OCB behavior and turnover intentions can also be significantly reduced due to work involvement (Saks, 2006; Maslach et al., 2001).

Organizational commitment and job satisfaction are indispensable for improving performance (Tremblay et al., 2010; Darmawan et al., 2020). The work involvement of employees whose expectations are met in the organization followed by an attitude of professionalism and commitment to the organization will have a positive influence on employee performance (Yuan & Woodman, 2010; Darmawan, 2016; 2017). One of the concepts that support welfare in the workplace is work involvement. Work involvement leads to positive work outcomes, including organizational commitment (Field & Buitendach, 2011). Employee involvement in their work will lead to satisfaction accompanied by high enthusiasm when working (Harter et al., 2002). Employees who are involved with their work and receive support in the form of supervision, get feedback on their work, are given freedom and opportunities to learn, will have a positive influence on their performance (Leiter and Bakker, 2010). This is also in line with the results of research from Bakker and Bal (2010) that work involvement has a relationship with employee performance and research from Alessandri et al. (2014) also said that there was a significant relationship between job involvement and performance.

Organizations fostering a high level of work involvement among employees can be effective in improving employee performance and encouraging a more positive attitude (Chughtai, 2008). On the other hand, lack of employee involvement will result in low awareness and lead to less than optimal employee performance. In addition, employee involvement is considered to be able to help every organization to gain competitive advantage because employees are a factor that cannot be duplicated by competitors and of course employee involvement must also be managed properly (Andayani et al., 2010). This condition shows that the superiority of an organization is one of the strongest influencing factors is employee involvement (Baumruk, 2004). With quality human resources, organizations can expect to have employees with good performance and loyal to the organization (Darmawan et al., 2020). This shows the importance of observing employee behavior that affects their performance which in this case is innovative behavior and work involvement.

From the description that has been stated, the researcher chose a research topic about the contribution of the variables of leadership, innovative behavior and work involvement in shaping employee performance.

RESEARCH METHODS

The researcher uses a qualitative descriptive analysis approach with explanatory research. The survey method chosen by the researcher was used to collect relatively limited data from a relatively large number of cases. Respondents were determined as many as 100 people from employees of a company located in Surabaya which is engaged in shipping services. The sampling method used probability sampling method with random sampling technique. Testing is done using SPSS 26 for windows. The analysis used is regression. The requirements set as respondents are all employees. The purpose of this survey is to find out how respondents think about innovative behavior and work involvement on employee performance.

In Blake and Mounton (2000) offers six elements which he considers to be able to describe the effectiveness of a leadership. (1) Initaitive as a picture of the leader will take the initiative if he performs a certain activity; (2) Inquiry where the leader needs a comprehensive information regarding the area of responsibility; (3) Advocacy is the aspect of giving encouragement and support which is very important for one's leadership because doubts or difficulties often arise in making decisions; (4) conflict solving exists when problems or conflicts arise in the organization, it is the leader's obligation to solve them; (5) decision making when the decisions made should be good decisions, not disappointing, not frustrating, namely decisions that can benefit many people; (6) critique here as a process of evaluating, assessing and if something that has been done is good, then similar actions for the future may be better carried out.

Innovative behavior is an individual's work behavior introducing useful new ideas and applying these new ideas to improve the performance of an organization. Indicators of innovative work behavior variables are: (1) idea exploration (employees are able to find opportunities or problems); (2) idea generation (employees are able to develop innovative ideas by creating and suggesting ideas for new processes); (3) idea championing (employees are expected to be encouraged to seek support in realizing the new innovative ideas they have produced); (4) idea implementation (employees have the courage to apply the new idea into their usual work processes).

Work involvement is a form of commitment of an employee to his work so that he considers the work important, so that he has a strong belief in being able to complete his work. Indicators of work involvement behavior variables are: (1) affective job involvement; (2) cognitive work engagement; (3) work behavior engagement

Employee performance is the quality achieved by employees in carrying out their duties according to the responsibilities assigned to them. Indicators of employee performance variables are: (1) quality; (2) quantity; (3) punctuality; (4) effectiveness; (5) independence.

The sources and data collection used are library research and field research. The measurement of the data in this study is a questionnaire or a list of questions compiled based on a theoretical grid in the form of a Likert's scale. The list of questions arranged according to the Likert scale model for determining the score is as follows: Strongly Agree with a score of 5 (five); Agree with a score of 4 (four); Doubtful with a score of 3 (three); Disagree with a score of 2 (two); Strongly Disagree with a score of 1 (one). In this data analysis method, reliability and validity test, and it also uses the classical assumption test, and after that uses regression analysis.

RESULTS AND DISCUSSIONS

Analysis of research results begins with ensuring that the data collected is valid and reliable through reliability and validity testing. This study will be used SPSS 26 program. First, reliability and validity are shown in Table 1.

Table 1
Reliability Test

Variabel	N of Item	Cronbanch's Alpha
Leadership (X.1)	8	0.706
Innovative behavior (X.2)	6	0.739
Work involvement (X.3)	7	0.815
Employee performance (Y)	9	0.786

Source: SPSS Output

From the leadership reliability test (X.1) with a value of 0.706. Innovative behavior as the second independent variable (X.2) has a cronbach's alpha of 0.739 which is formed from six statements. All declared valid and reliable. On the job involvement variable (X.3) obtained Cronbach's alpha 0.815. This variable is composed of seven statements. All valid and reliable. On the dependent variable obtained Cronbach's alpha 0.786. It consists of nine statements. All valid and reliable.

In normality, which is tested by observing the diagram, the results of the distribution of points that follow the line diagonally are obtained. This means meeting the assumption of normality in the distribution of the data.

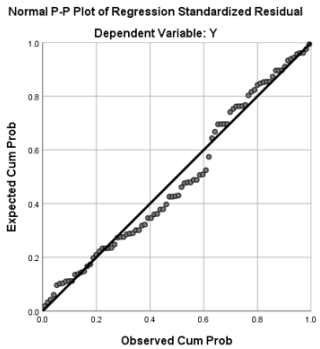

Figure 1. Normality Test
Source: SPSS Output

Heteroscedasticity serves to determine the inequality of variance from the residual of one observation to another observation in the regression equation. Based on this explanation, it can be compared in Figure 2 below.

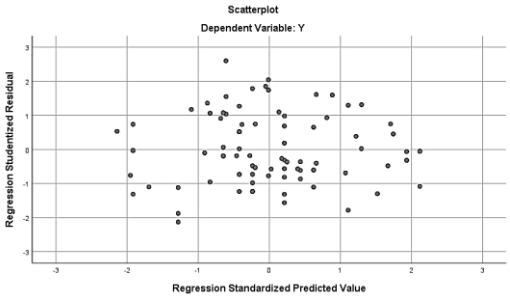

Figure 2. Heteroskedastity Test
Source: SPSS Output

Figure 2 proves that there is no heteroscedasticity because there is no special pattern and random distribution. Based on the results of calculations using SPSS, the results are shown in Table 2.

Table 2
Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	13.057	4.165		3.135	.002		
	X.1	2.346	.420	.393	5.584	.000	.878	1.140
	X.2	2.149	.445	.344	4.828	.000	.855	1.170
	X.3	3.317	.514	.432	6.451	.000	.967	1.035

Source: SPSS Output

From Table 2 it can be seen that the independent variables of leadership, innovative behavior (X.2) and work involvement (X.3) have a significant effect on the dependent variable of employee performance (Y). From the calculation results in Table 2, the resulting regression equation is (Y) = 13.057 + 2.346 (X.1) + 2.149 (X.2) + 3.317 (X.3).

The results of the calculations in Table 2 of the previous multiple linear regression model show that there is an influence of leadership variables (X.1), innovative behavior (X.2) and work involvement (X.3) as independent variables on employee performance (Y) as the dependent variable. By doing the t test, the hypothesis which states that leadership, innovative behavior and work involvement have a partial significant effect on employee performance can be proven true.

Table 3
ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2378.249	3	792.750	48.888	.000[b]
	Residual	1362.115	84	16.216		
	Total	3740.364	87			

Source: SPSS Output

This F test was carried out from the results of the calculation of the data in Table 3, it can be seen that the Fcount value is 48.888 with a probability of 0.000, this means that at the real level = 0.05 it can be said that the leadership variable (X.1), innovative behavior (X.2) and work involvement (X.3) have a significant effect on employee performance (Y).

Table 4
Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.797[a]	.636	.623	4.027	1.211

Source: SPSS Output

Based on the results of the calculation in Table 4, the R coefficient of 0.797 indicates a fairly strong relationship between the independent variable and the dependent variable. The coefficient of determinant (R2) of 0.636 and adjusted R squared of 0.623 indicates that this multiple regression model whose independent variables are leadership (X.1), innovative behavior (X.2) and work involvement (X.3) has contributed 62, 3% of the formation of the dependent variable, namely employee performance (Y), while the remaining 37.7% is determined by other variables.

Based on the results of the questionnaire and regression analysis, it is known that there is a positive influence of the leadership variable on employee performance. This shows that the leadership carried out by this company is effective in

improving employee performance. A leader must be able to influence subordinates to manage the organization in achieving company goals. The role of leadership on performance, it can be concluded that leadership has a significant influence on employee performance. Leadership that is able to direct subordinates will improve employee performance to work in accordance with company expectations. This finding is consistent with previous studies (Santosa & Darmawan, 2002; Razali, 2006; Mardikaningsih & Darmawan, 2012; Hariani, 2016; Mardikaningsih, 2016; Sinambela & Lestari, 2021).

The next finding is that innovative behavior has a significant positive effect on employee performance, which is proven to be true. This is in accordance with research from (Yuan & Woodman, 2010; Kim & Koo, 2017). These findings indicate that employees' innovative behavior will emerge when employees are faced with urgent and challenging conditions when completing their work. In addition, managers provide freedom and opportunities for employees to realize their ideas to solve problems at work. This condition will develop a better work pattern. This is as evidenced in the results of previous research from Janseen (2000). With increasing competition, organizations are required to continue to review and improve innovative employees to contribute their creative ideas to be able to change things that are considered monotonous and hinder faster organizational development. Furthermore, by increasing the innovative behavior of employees towards the organization, it will be able to develop the quality of the organization while improving the quality of employee performance in the organization. The implication is (1) the organization must provide a broader and sustainable insight on how important the role of innovative behavior in the organization is. With the high innovative behavior of employees, they dare to innovate and develop a creative idea into a new reality, will directly accelerate their mindset to develop the skills they have and will help achieve organizational goals in the future; (2) organizations can also implement open communication.

The openness of communication carried out will form an exchange of ideas among employees related to innovation. This shows that one of the important aspects for innovative behavior is open communication (Ahmed, 1998). With open communication, it is possible for every employee to improve his ideas which are realized by action and of course with this, the employee's concern for the organization will be seen (Stull, 2004); (3) practice human resource management because with HR practices, the organization can identify, develop, evaluate, appreciate the innovative behavior of employees (Veenendaal & Bundarouk, 2015). Some of these HR practices include providing fair rewards because this can influence employees' innovative behavior. Zhang and Begley (2011) state that if an organization implements a fair reward system, it can influence innovative behavior. In addition to providing training and development because with this, the organization has considered employees to be a valuable part of the organization (Tremblay et al., 2010). Furthermore, employees will perceive that useful training and development can support their readiness to develop new ideas so that training has a direct influence on innovative behavior (Pratoom & Savatsomboon, 2012).

Furthermore, the second hypothesis which states that work involvement has a significant positive effect on employee performance is proven true and is in line with research from (Schaufeli & Bakker, 2004; Odero & Makori, 2017). With high employee work involvement, it will be able to produce better quality for the organization (Werdati et al., 2020). This explains that, if employees are more engaged in work, they will put in extra effort to complete tasks and help develop the organization better. Employees who are involved will be more active to be present at work and will avoid unwanted things or activities that will cause harm to the organization.

The implications are (1) the organization can design job characteristics according to employee attitudes and involve employees more to improve their performance. If the work is in accordance with the employee's attitude, the employee will be more productive and useful for the organization to achieve existing goals and targets and develop further to be able to compete in the market; (2) organizational management creates a supportive work environment because if this is done then indirectly management has shown that there is concern for what the employees need and feel, there is the development of new skills and is willing to provide assistance related to the work being done. (Werdati et al., 2020). The existence of meaning in a work environment like this can help employees to focus on their work so they are willing to be involved with their work; (3) able to inspire employees because leaders have a responsibility to provide information that employees play a major role when the organization wants to achieve its overall success. This shows that the role of leadership that is able to provide inspiration can affect employee work engagement (Wallace and Trinka, 2009).

CONCLUSIONS

Based on the analysis of research results and discussion, the conclusions of this study are: (1) leadership has a positive and significant influence on employee performance; (2) innovative behavior has a positive and significant impact on employee performance; (2) work involvement has a positive and significant effect on employee performance.

Based on these conclusions, the researcher suggests the first thing that organizations should do to improve employee performance, namely, provide a place or place for employees to dare to develop a creative idea that they have and the insights they have gained while working in the organization. Second, the organization can always involve employees in every activity of the organization, this will indirectly create satisfaction at work and will make employees more committed to the organization, they will exert all their energy and efforts to prioritize their work and improve the quality of work on the job. organization.

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