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**THE EFFECT OF TRANSFORMATIONAL LEADERSHIP AND ORGANIZATIONAL CULTURE ON INNOVATIVE BEHAVIOR**

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DOI: <http://dx.doi.org/10.37500/IJESSR.2021.4319>

**ABSTRACT**

Innovative behavior is the behavior of individuals who introduce new ideas to the organization they work for. The purpose of this study was to analyze the effect of transformational leadership and organizational culture on employee innovative behavior. The research was conducted at the Kuta Star Hotel Badung Bali, using a saturated sampling method with a sample of 85 employees. Data collection was carried out by interview and questionnaire. The data analysis technique used is multiple linear regression analysis. The results showed that transformational leadership has a positive and significant effect on employees' innovative behavior. This means that the better the transformational leadership in the organization, the higher the employee's innovative behavior in carrying out their duties. Organizational culture also has a positive and significant effect on employee innovative behavior. These results indicate that the better the organizational culture, the more innovative the employee's innovative behavior will be at the Bintang Kuta Badung Bali Hotel. For the management of the Kuta Badung Hotel, it is important to further improve employee self-development by providing training and motivation as well as clear information about work, so that they can be more innovative in their work.

**KEYWORDS:** Transformational Leadership, Organizational Culture, Innovative Behavior

**1. INTRODUCTION**

Human resources are important assets and have a role in achieving a company's competitive advantage. Innovative work behavior is important to have because it is the focus of the company in innovating to survive. Innovation means a strategy in creating and generating ideas, new products or improving by enhancing innovative work behavior among company employees. The ability to innovate through innovative human resource behavior is able to encourage the sustainability of the company. Knowledge possessed by human resources will open up opportunities in optimally developing innovative work behavior in the workplace (De Spiegelaere, 2015).

According to De Jong & Den Hartog (2010), Innovative Work Behavior (IWB) is an individual behavior that aims to reach the introduction stage or try to introduce new and useful ideas, processes, products or procedures (in work, group or organization). Innovative behavior is a factor that supports innovation in every organization so that measurement and its relationship can be seen with the practices and theories expressed (Amir, 2015: 67). Employee innovative behavior can occur if the leadership of

the organization has a transformational leadership style (Afsar et al., 2014). Kharis (2015) states that transformational leadership is a type of leadership that inspires, encourages and motivates followers to achieve organizational goals. Leaders who have a transformational leadership style encourage followers to achieve the mission and values of the organization and motivate employees through shared beliefs and goals (Guay and Choi, 2015).

According to Hogan and Coote (2014), organizational culture is the values, norms, and behavior of designing an organizational culture that mostly flows from top management to bottom line managers and spread cultural values into the organization. Meanwhile, Brahmasari (2004) states that organizational culture as a concept can be a means to measure the suitability of organizational goals and the resulting impact. Organizational culture is formed by its members, which is the hallmark of the organization with the basis for acting and solving problems, forming employees who are able to adapt to the environment and unite the employees in the organization.

Based on the results of interviews that have been conducted at the Kuta Star Hotel which is located at Jl. Kartika Plaza, Kuta, Bali, found that there were several problems in employee innovative behavior. These problems such as the lack of idea generation in finding new work methods that benefit the company, the lack of promoting ideas within the company and the lack of implementation of ideas that lead to the realization and application of new ideas or ideas in the company. In addition, there is a lack of human resource development such as providing training and motivation by company leaders. When employees or organizations are unable to continue to innovate and do not follow developments, it will have a negative impact on the organization and hinder the organization from achieving its stated goals.

## **2. LITERATURE REVIEW, CONCEPTUAL FRAMEWORK, AND HYPOTHESIS**

Dansereau, Graen and Haga (1975) introduced leader member exchange (LMX) theory as a theory that explains how interpersonal relationships develop between superiors and subordinates. Morrow et al. (2005: 682) states that the leader member exchange that the quality of a good relationship between employees and leaders will result in employee trust, positive behavior, and loyalty. In this study, the leader member exchange has a positive impact on superiors and subordinates because it is important to have a quality relationship between leaders and subordinates, which makes subordinates feel comfortable when working with their leaders so that through good relationships it can lead to innovative employee behavior to complete tasks.

Kleysen and Street (2015: 59) define innovative behavior as individual actions as a whole that leads to the emergence, introduction, and application of new and beneficial ideas throughout the organization. In this case, something new and profitable is meant as the development of a new product idea or technology, a change in administrative procedures with the aim of improving work relations or technology for efficient work processes. From several indicators of innovative behavior, this study refers to indicators according to Aditya and Ardana (2016), which state that indicators of innovative behavior consist of: 1) Idea generation, which refers to the development and use of ideas that provide

many benefits to the organization. 2) Promotion of ideas, which refers to individual behavior that aims to sell innovative ideas to colleagues or even to their superiors. 3) Idea implementation, which refers to the inclusion of individual behavior that leads to the realization and application of ideas or ideas in their place of work.

Amirullah (2015: 16) defines transformational leadership based on the influence and relationship of the leader with followers or subordinates. Followers feel trust, loyal and respect for leaders, and have high behavior for achievement. Transformational leadership is a process in which superiors and subordinates exchange ideas at a high level of motivation. Transformational leadership is a leader who can motivate employees, and consists of several indicators as follows: 1). Idealized influence, which encourages employees to work and make sacrifices for the group; 2). Inspirational motivation, which inspires to pursue a vision; 3). Intellectual stimulation, which involves employees to see problems with a different approach, and 4). Individual consideration, where leaders relate to subordinates individually after considering their needs, abilities, and qualities (Bass and Avolio, 1994). Ma and Jiang (2018) in their research also stated that transformational leadership encourages positive employee attitudes, experimental behavior and risk -taking, therefore encourages innovative employee behavior in the work environment.

Organizational culture is a system of values or norms (beliefs), hypotheses or effective norms for a long time, approved and followed by members of the organization as a guide for organizational behavior and problem solving (Sutrisno, 2018).

Darodjat (2015: 236) defines organizational culture as a set of systems, values, beliefs or norms that have long been valid, agreed upon and followed by organizational members as a code of conduct in solving organizational problems. Eskiler et al. (2016) in their research stated that innovative behavior can be positively influenced by organizational culture. Referring to the leader member exchange theory which has a positive impact on superiors and subordinates, because it is important to have a quality relationship between superiors and subordinates, which makes subordinates prefer and feel comfortable when working with their leaders so that through this good relationship it can lead to innovative behavior employees themselves in carrying out their work.

Based on the description above, a conceptual framework can be described as shown below.

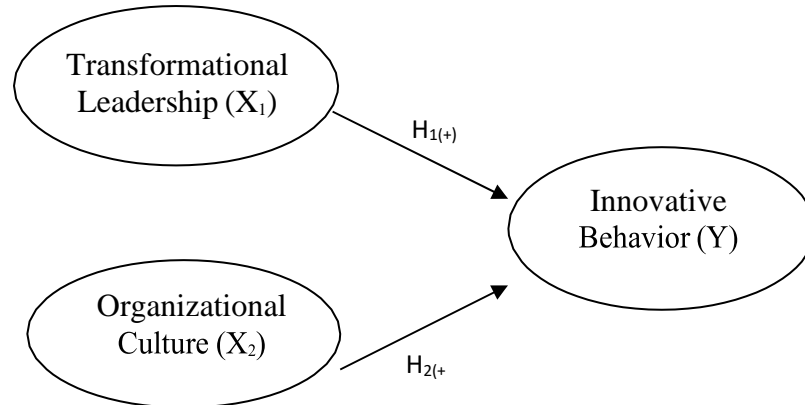


Figure 1. Conceptual Framework

### Research Hypothesis

Ma and Jiang (2018) in their research also stated that transformational leadership encourages positive employee attitudes, experimental behavior and risk taking, therefore encourages innovative employee behavior in the work environment. Referring to the leader member exchange theory, this theory is a theory that explains how interpersonal relationships develop between superiors and subordinates (Dansereau et al., 1975). Based on the description of the study, it is concluded that transformational leadership has a positive influence on innovative behavior. Therefore, this study proposes the following hypothesis:

**Hypothesis 1:** Transformational leadership has a positive and significant effect on innovative behavior  
Parashakti et al. (2016) stated that the organizational culture in one organization has a very big influence on individual beliefs because organizational culture helps develop the creativity of people, especially in the organization, to produce these new ideas, thereby increasing innovative behavior. Referring to the leader member exchange theory, in relation to this research, the leader member exchange theory has a positive impact on superiors and subordinates because it is important to have the quality of the relationship between superiors and subordinates, which makes subordinates prefer and feel comfortable when working with their leaders so that through This good relationship can lead to innovative behavior in employees in carrying out their work. Based on the description of the study, it is concluded that organizational culture has a positive influence on innovative behavior. Therefore, this study proposes the following hypothesis:

**Hypothesis 2:** Organizational culture has a positive and significant effect on innovative behavior

**MATERIALS AND METHODS**

This research design uses an associative approach to analyze the influence of transformational leadership and organizational culture on innovative behavior. This research was conducted at the Kuta Star Hotel. Located on Jl. Kartika Plaza, Kuta, Badung Regency, Bali because there were problems related to transformational leadership, organizational culture and innovative behavior at the Kuta Star Hotel. The quantitative data in this study is the respondent's answer score and the number of employees of the Kuta Star Hotel Bidung Bali, while the qualitative data used is an overview of the Kuta Badung Hotel Star Hotel. The data collection method used is by conducting interviews and distributing questionnaires to employees of the Kuta Star Hotel. The sampling technique in this study used a saturated sampling technique. The sample used in this study were all employees at the Kuta Star Hotel, with a total sample of 85 people. The data analysis technique used in this study are descriptive statistics and multiple linear regression analysis.

**RESULT**

**1. Respondent characteristics**

Respondent characteristics were seen from gender, age, and latest education. Based on the results of research at the Kuta Badung Star Hotel Bali, the characteristics can be seen as in Table 4.1.

**TABLE 1: Characteristics of Respondents at Bintang Kuta Badung Hotel, Bali**

No	Variable	Classification	Total (people)	Percentage (%)
1	Gender	Male	53	62,4
		Female	32	37,6
		<b>Total</b>	<b>85</b>	<b>100</b>
3	Age	17-25 year	11	12,9
		26-35 year	43	50,6
		36-45 year	25	29,4
		>45 year	6	7,1
		<b>Total</b>	<b>85</b>	<b>100</b>
4	Education level	Highschool	10	11,8
		Diploma	35	41,2
		S1	39	45,9
		S2	1	1,2
		<b>Total</b>	<b>85</b>	<b>100</b>
5	Length of Work	1-5 year	13	15,3
		6 -10 year	72	84,7

<b>Total</b>	<b>85</b>	<b>100</b>
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Source: Primary data, processed in 2021

Based on the results of the study, it was found that the respondents in the research at the Kuta Star Hotel Badung Bali were predominantly male with a percentage of 62.4 percent and 37.6 percent of respondents were female. This is because male can be assigned to night shifts and have more energy than female. The characteristics of respondents based on age indicate that most respondents are 26-35 years old with a percentage of 50.6 percent, then followed by respondents aged over 36-45 years with a percentage of 29.4 percent. This shows that employees who work at the Kuta Star Hotel Badung Bali are classified as employees of productive age. Respondents in this study, most of them had the last dominating S1 education level, namely as many as 39 people with a percentage of 45.9 percent. This shows that at the time of college, S1 graduates get a lot of insight through theory and practice on campus. Most of the respondents in this study have worked for 6 -10 years with the number of respondents as many as 72 people with a percentage of 84.7 percent.

**2. Description of Research Variables**

**a. Description of Innovative Behavior**

Innovative behavior variables are measured using 5 statement items related to the innovative behavior perceived by employees. Descriptions of respondents' answers can be seen in Table 2.

**Table 2: Description of Respondents' Answers to Innovative Behavior**

No	Statement	Average	Criteria
1	Always apply newer work methods for better work results (Y <sub>1</sub> )	3.40	Moderate
2	Always offer innovative ideas to colleagues (Y <sub>2</sub> )	3.51	High
3	Always offer innovative ideas to superiors (Y <sub>3</sub> )	3.69	High
4	Always implement new ideas with superiors to apply to the company (Y <sub>4</sub> )	3.29	Moderate
5	Always realize new ideas in the work environment in order to provide benefits for the company (Y <sub>5</sub> )	3.52	High
<b>Innovative Behavior</b>		3,48	High

Source: Primary data, processed in 2021

Based on the results of the study, it is known that the innovative behavior of employees at the Kuta Star Hotel Badung Bali is classified as high. This is indicated by the average score of 3.48 (high) innovative behavior. Employees always offer innovative ideas to superiors (average 3.69), employees always realize new ideas in the work environment in order to provide benefits to the hotel (on average 3.52), employees always offer innovative ideas at fellow colleagues at the hotel (average 3.51). However, employees still have a low perception of organizational support, where some employees feel

that the leadership at the hotel does not always apply shared ideas (average 3.29), some employees at the hotel feel they do not always apply new work methods so that their work results are less than optimal (average -average 3.40). Therefore, the hotel needs to increase innovative behavior by exchanging ideas between employees and superiors.

**b. Description of Transformational leadership**

Transformational leadership variables are measured using 17 statement items related to perceived transformational leadership by employees. Description of respondents' answers can be seen in Table 3.

**Table 3: Description of Respondents' Answers to Transformational Leadership**

No	Statement	Average	Criteria
1	The leadership in this hotel always motivates his subordinates to work better (X <sub>1.1</sub> )	3.24	Moderate
2	The leadership at this hotel always fosters the self-confidence of their subordinates in doing their job (X <sub>1.2</sub> )	3.28	Moderate
3	Leaders at this hotel always give confidence to their subordinates that the company's goals will be achieved. (X <sub>1.3</sub> )	3.39	Moderate
4	The leadership in this hotel always arouses the enthusiasm of their subordinates to do their job. (X <sub>1.4</sub> )	3.42	Good
5	The leadership in this hotel is a subordinate role model in the company (X <sub>1.5</sub> )	3.39	Moderate
6	Leaders at this hotel always provide clear instructions to subordinates on how to complete a job. (X <sub>1.6</sub> )	3.36	Moderate
7	The leadership at this hotel always instills a sense of pride in their subordinates while joining him. (X <sub>1.7</sub> )	3.29	Moderate
8	The leadership at this hotel always encourages subordinates to use creativity in completing work. (X <sub>1.8</sub> )	3.21	Moderate
9	The leadership at this hotel always encourages subordinates to always be innovative in completing work. (X <sub>1.9</sub> )	3.36	Moderate
10	The leadership in this hotel is always eager to listen to the ideas of their subordinates. (X <sub>1.10</sub> )	3.41	Good
11	Leaders at this hotel always encourage subordinates to solve work problems rationally. (X <sub>1.11</sub> )	3.27	Moderate
12	Leaders at this hotel always solve problems from various points of view. (X <sub>1.12</sub> )	3.41	Good
13	Leaders at this hotel always improve the development of their subordinates. (X <sub>1.13</sub> )	3.18	Moderate
14	The leadership at this hotel is always treating subordinates as private individuals, not only as members of a work group (X <sub>1.14</sub> )	3.21	Moderate

15	The leadership at this hotel is always willing to listen to the difficulties experienced by their subordinates. (X <sub>1.15</sub> )	3.39	Moderate
16	The leadership at this hotel always delivers very important advice for the development of subordinates. (X <sub>1.16</sub> )	3.42	Good
17	The leadership in this hotel always views subordinates as individuals who have different aspirations. (X <sub>1.17</sub> )	3.29	Moderate
<b>Transformational Leadership</b>		3,33	Moderate

Source: Primary data, processed in 2021

Based on the research results, it is known that the transformational leadership felt by employees at the Kuta Star Hotel Badung Bali is quite good. This is indicated by the average transformational leadership score of 3.33 (good enough). Hotel leaders always arouse the enthusiasm of their subordinates to do a good job (average 3.42), hotel leaders always provide very important advice for the development of subordinates (average 3.42), hotel leaders always listen to employees' ideas (on average 3.41), hotel leaders always solve a problem using a variety of different points of view (average 3.41), hotel leaders always give confidence to employees, hotel leaders are role models (role models) for employees and are always willing to listen to difficulties experienced by employees (average 3.39). However, some employees felt that hotel leaders did not necessarily improve employee self-development (average 3.18). In addition, some employees feel that hotel leaders do not always encourage subordinates to use creativity in completing work and do not always treat subordinates as private individuals (mean 3.21). Therefore, the hotel needs to improve transformational leadership in a way that leaders familia rize themselves with their employees so that employees feel close to the leader and become loyal to achieve a common vision and mission.

### c. Description of Organizational Culture

Organizational culture variables were measured using 23 statement items related to the organizational culture perceived by employees. Descriptions of respondents' answers can be seen in Table 4.3



**Table 4: Description of Respondents' Answers to Organizational Culture**

No	Statement	Average	Criteria
1	Leaders at this hotel require subordinates to have the initiative in doing work assignments (X <sub>2.1</sub> )	3.40	Moderate
2	The leadership at this hotel always encourages subordinates to improve so that work can be completed quickly (X <sub>2.2</sub> )	3.44	Good
3	The leadership at this hotel always encourages subordinates to make new innovations at work (X <sub>2.3</sub> )	3.48	Good
4	The leadership in this hotel always gives subordinates the freedom to speak to make decisions (X <sub>2.4</sub> )	3.31	Moderate
5	Subordinates are always required to complete work carefully (X <sub>2.5</sub> )	3.49	Good
6	Company management tells subordinates to pay more attention to details in work (X <sub>2.6</sub> )	3.51	Good
7	Company management always convey company objectives in detail to subordinates (X <sub>2.7</sub> )	3.52	Good
8	The subordinates always work with emphasis on optimal results (X <sub>2.8</sub> )	3.42	Good
9	Subordinates try to increase the effectiveness of work methods in order to obtain optimal results (X <sub>2.9</sub> )	3.29	Moderate
10	Subordinates continue to develop themselves to get optimal results in completing work (X <sub>2.10</sub> )	3.39	Moderate
11	The subordinates try to do the job in earnest (X <sub>2.11</sub> )	3.39	Moderate
12	Subordinates always fill working hours to complete the work that is their job (X <sub>2.12</sub> )	3.44	Good
13	The subordinates work with predetermined targets (X <sub>2.13</sub> )	3.46	Good
14	Subordinates prefer to complete work with teamwork (X <sub>2.14</sub> )	3.28	Moderate
15	Subordinates try to collaborate with other work unit members (X <sub>2.15</sub> )	3.46	Good
16	Subordinates try to help fellow work members. (X <sub>2.16</sub> )	3.51	Good
17	Subordinates are required to work diligently in carrying out their duties (X <sub>2.17</sub> )	3.51	Good
18	The subordinates always came at the place of time (X <sub>2.18</sub> )	3.40	Moderate
19	The subordinates always share information on co-workers in the implementation of work. (X <sub>2.19</sub> )	3.20	Moderate
20	The subordinates are always disciplined (X <sub>2.20</sub> )	3.36	Moderate
21	Subordinates feel valued not as a means to gain profit. (X <sub>2.21</sub> )	3.38	Moderate
22	The subordinates feel comfortable with the current organizational conditions (X <sub>2.22</sub> )	3.29	Moderate
23	Subordinates are able to prioritize the company's vision and mission rather than personal interests (X <sub>2.23</sub> )	3.38	Moderate
<b>Organizational Culture</b>		3,40	Moderate

Source: Primary data, processed in 2021

Based on the results of the study, it is known that the organizational culture felt by employees at the Kuta Star Hotel Badung Bali is quite good. This is indicated by the average organizational culture score of 3.40 (good enough). Hotel management always delivers the company's goals in detail to employees to work effectively and efficiently (average 3.52), hotel management informs employees to work in more detail (on average 3.51), employees are required to be mutually exclusive. shoulder to shoulder with fellow colleagues (average 3.51), employees are required to work diligently in carrying out their duties (average 3.51). Employees are required to complete work with care (mean 3.49). However, some employees felt that some colleagues did not share information in carrying out their work (average 3.20). In addition, there were some employees who felt uncomfortable completing tasks or work with teamwork (average 3.28). Therefore, organizational culture needs to be improved by developing mutual cooperation among employees.

**3. Multiple Linier Regression Analysis Results**

Multiple linear regression methods were used in this study to determine the effect of Transformational Leadership (X1), Organizational Culture (X2), and Innovative Behavior (Y). Data were processed using SPSS for Windows version 22.0. The effect of the independent variable on the dependent variable was tested with a confidence level of 95% or  $\alpha = 5\%$ . The results can be seen in Table 4.6 below.

**Table 5: Multiple Linier Regression Analysis Results**

Variabel	Unstandardized		Standardized	t	Sig.
	Coefficients	Std. Error	Coefficients		
	B		Beta		
(Constant)	0,414	0,268		1,545	0,126
Leadership Transformational	0,316	0,090	0,305	3,513	0,001
Organizational culture	0,593	0,091	0,566	6,516	0,000
<hr/>					
F Statistic	: 70,958				
Sig F	: 0,000				
R <sup>2</sup>	: 0,634				

Source: Primary data, processed in 2021

Based on the test results, the multiple linear regression equation can be written as follows:  $Y = 0,414 + 0,305 X_1 + 0,566 X_2$

Information:

Y = Innovative Behavior

$X_1$  = Transformational leadership

$X_2$  = Organizational culture

The multiple linear regression equation can be described as follows:

The constant value of 0.414 shows that if transformational leadership, organizational culture is equal to 0 (zero), then the innovative behavior at the Kuta Star Hotel Badung Bali is worth 0.414.

$X_1 = 0,305$  shows that transformational leadership has a positive effect on innovative behavior at Kuta Star Hotel Badung Bali, if transformational leadership increases, innovative behavior will increase.

$X_2 = 0,566$  shows that organizational culture has a positive effect on innovative behavior at the Kuta Star Hotel Badung Bali, if the organizational culture increases, the innovative behavior will increase

### Classic Assumption Test

A multiple linear regression model will theoretically produce the right estimator parameter values if it meets the requirements of the classic regression assumptions.

1. The normality test is used to test whether the data is normally distributed. The test was carried out using the One-Sample Kolmogorov-Smirnov statistical analysis. Based on the normality test using the One-Sample Kolmogorov-Smirnov Test, the Asymp value is obtained. Sig. (2-tailed) Kolmogorov-Smirnov amounted to 0.200. Asymp. Sig. (2-tailed) The Kolmogorov-Smirnov value is greater than the alpha value of 0.05 indicating that the data used in this study are normally distributed, so it can be concluded that the model fulfills the assumption of normality.

2. The multicollinearity test was carried out to see whether there was a perfect correlation between the independent variables used in this study (Ghozali, 2006: 110). Testing is done by analyzing the tolerance value and the VIF value. Based on the test results, it is known that there are no independent variables that have a tolerance value less than 0.10 and there are also no independent variables that have a VIF value of more than 10. Therefore, the regression model is free from multicollinearity symptoms.

3. Heteroscedasticity testing is carried out using the Glesjer method. Based on the test results, it is known that each variable, namely transformational leadership (0.226) and organizational culture (0.449), has a significance value greater than 5% (0.05). This shows that the independent variables used in this study do not significantly influence the dependent variable, namely absolute error, therefore, this study is free from heteroscedasticity symptoms.

## **Model Feasibility Test Results (F Test)**

Based on the test results, it is obtained that the F-count value is 70,958 with a significance of 0,000 which is smaller than 0.05, so it can be concluded that the regression model is fit with observational data so that it is suitable to be used as an analysis tool to test the effect of the independent variables on the dependent variable. This result is supported by the results of the determination test with a value of  $R^2 = 0.634$ , which means that 63.4 percent of innovative behavior at the Kuta Badung Hotel Bali is influenced by transformational leadership variables (X1), organizational culture (X2) and the remaining 36.6 percent influenced by other variables not examined in this study.

## **DISCUSSION**

### **The effect of the Transformational Leadership (X1) variable on Innovative Behavior**

Hypothesis testing shows that the regression coefficient of the transformational leadership variable  $\beta_1$  is 0.305 which indicates that the effect of transformational leadership on innovative behavior is positive. The significance value of 0.001 ( $0.001 < 0.05$ ) means that the effect of transformational leadership on innovative behavior is significant. Hypothesis 1 (H1) in this study which states that transformational leadership has a positive and significant effect on innovative behavior is acceptable. This can be interpreted that the better the transformational leadership, the higher the innovative behavior of the employees of the Bintang Kuta Badung Bali Hotel. Based on the results of data collection, it is known that hotel leaders always arouse the enthusiasm of their subordinates to do a good job. In addition, hotel leaders always provide very important advice for the development of subordinates. Hotel leaders always listen to employees' ideas. Hotel leaders always solve a problem by using a variety of different points of view. Hotel leaders always give employees confidence that the company's goals will be achieved. Hotel leaders are role models (role models) for employees. Hotel leaders are always willing to listen to the difficulties experienced by employees. The coefficient X1 is positive, which means that transformational leadership has a positive effect on innovative behavior, meaning that the better transformational leadership, the higher the innovative behavior. The results of this study are in line with the research of Afsar et al. (2014), Bednall et al. (2018), Masood and Afsar (2017), Ma and jiang (2018), and Sunardi et al. (2019)

### **The Effect of Organizational Culture on Innovative Behavior**

Hypothesis testing shows that the regression coefficient of the organizational culture variable  $\beta_2$  is 0.566 which indicates that the influence of organizational culture on innovative behavior is positive. The significance value is 0.000 ( $0.000 < 0.05$ ) which means that the effect of transformational leadership on innovative behavior is significant. Hypothesis 2 (H2) in this study which states that organizational culture has a positive and significant effect on innovative behavior is acceptable. This can be interpreted that the better the organizational culture, the higher the innovative behavior of the employees of the Bintang Kuta Badung Bali Hotel. Based on the results of data collection, it is known that the company management always communicates the company's objectives in detail to subordinates. Company management tells subordinates to pay more attention to details in work. Subordinates try to help fellow work members. Subordinates are required to work actively in carrying

out their duties. Subordinates are always required to complete work carefully. The coefficient of X2 is positive, which means that organizational culture has a positive effect on innovative behavior, meaning that the better the organizational culture, the higher the innovative behavior. The results of this study are in line with the results of research by Parashakti et al. (2016), Prayudhayanti (2014), Eskiler et al. (2016), Na ranjo et al. (2016), and Taradita and Wibawa (2019).

### **Research Implications.**

The theoretical implications of the results of this study provide evidence on the development of organizational behavior science and management science, especially regarding transformational leadership, organizational culture and innovative behavior, which are able to empirically prove the theory used in this study, namely the theory of leader member exchange (LMX). This theory explains that the interpersonal relationship that develops between superiors and subordinates is an important factor in being able to find out whether the leadership style and organizational culture system applied has fulfilled the innovative behavior of the Kuta Star Hotel Badung Bali. In relation to this study, leader member exchange has a positive impact on superiors and subordinates because the quality of the relationship between the leader and subordinates is important, which makes subordinates prefer and feel comfortable when working with their leader. Through this good relationship, it can lead to innovative behavior in employees in carrying out their work.

Practically the results of this study can be a reference for other researchers who want to research transformational leadership, organizational culture and innovative behavior. This research also has implications for the innovative behavior development strategy of employees, especially the employees of the Bintang Kuta Badung Bali Hotel to pay more attention to indicators of transformational leadership and organizational culture.

### **Research Limitations**

Based on the research that has been done, there are limitations experienced. This study only discusses transformational leadership and organizational culture as factors that effect innovative behavior, whereas based on previous studies, there are many other factors that can effect innovative behavior.

### **CONCLUSION**

Based on the research results that have been described, the conclusion of this study is that transformational leadership has a positive and significant effect on innovative behavior. This result means that the better the transformational leadership, the higher the innovative behavior at the Kuta Star Hotel Badung Bali. Organizational culture variables have a positive and significant effect on innovative behavior. This result means that the better the organizational culture, the higher the innovative behavior at the Kuta Badung Bali Star Hotel.

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