

THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP, DISTRIBUTIVE JUSTICE, AND INTRINSIC MOTIVATION ON INNOVATIVE WORK BEHAVIOUR

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Abstract

This study aims to examine the influence of transformational leadership, distributive justice, and intrinsic motivation. The sampling method used in this study was non-probability sampling with purposive sampling technique. The population in this study were teachers of SMAN 1 Pangkalan Banteng and SMKN 1 Pangkalan Banteng. The number of samples used in this study amounted to 93 respondents who have worked for at least one year, and are permanent teachers at SMAN 1 Pangkalan Banteng and SMKN 1 Pangkalan Banteng. Data was collected through a survey method using a questionnaire that was distributed directly. The quantitative data analysis technique in this study uses multiple linear regression with the help of IBM SPSS 26 software. The results of this study prove that Transformational Leadership has a positive and significant effect on Innovation Work Behavior, Distributive Justice has no effect on Innovation Work Behavior, and Intrinsic Motivation has a positive effect and significant to Innovation Work Behavior. but together, Transformational Leadership, Distributive Justice, and Intrinsic Motivation have a positive and significant influence on Innovation Work Behavior.

Keyword: Transformational Leadership; Distributive Justice; Intrinsic Motivation; Innovation Work Behaviour.

INTRODUCTION

Human resources can be one of the capitals for the organization, not only can improve organizational performance, but also a source of competitive advantage that is difficult for other organizations to imitate. Human resources can be considered as one of the main factors in the competitiveness of any organization. Management activities can run smoothly, as long as the company has high employee skills and knowledge, and strives to manage the company to improve Innovation Work Behavior. In this modern era, innovation has a very big influence, especially in the business world. Organizations must implement innovation to become one of the important indicators in the field of organizational management (Chang et al., 2018). Organizations will know that companies, small or large, cannot achieve sustainable success without the skills of employees to create new innovations for the job.

Transformational leadership is the most powerful leadership style because transformational leadership uses logical reasoning, is active, effective, results-oriented, and directs employees to provide new values and behaviors. This is in accordance with research that has been conducted (Hansen & Pihl-Thingyad. (2018) which found that transformational leadership styles are more effective.

Another factor influencing work behavior of work innovation is fairness. Distributive justice is a dimension that is directly related to the contribution or participation of employees to the company. Distributive justice is related to employee satisfaction with salary, promotion, performance evaluation and organizational commitment (Fatt et al., 2010). (Tjahjono et al., 2020) If the employee has given his best performance to the company, but the company does not provide proper compensation for the employee, it is likely that the employee will leave the company. This is because employees feel less appreciated for the contributions they make to the company, and the lack of things that can be used as motivation to work better.

In Rao (2016), Robin and Judge define motivation as a process that explains the intensity, direction, and persistence of individuals to achieve goals. (Bin, 2019) Motivation is divided into two, namely intrinsic motivation and extrinsic motivation. Intrinsic motivation is the desire to do a job or solve a problem because things are considered interesting and challenging, and can be personally satisfying (Saeed et al., 2019). In other words, intrinsic motivation is the driving force of work that comes from within ourselves.

Researchers used two secondary schools in one sub-district which were used as research objects, namely SMAN 1 Pangkalan Banteng and SMKN 1 Pangkalan Banteng. SMAN 1 Pangkalan Banteng is a high school located on Jl. Wisata No.1, Simpang Berambai, Pangkalan Banteng, West Kotawaringin Regency, Central Kalimantan. Meanwhile, SMKN 1 Pangkalan Banteng is a vocational high school located on Jl. A. Yani KM 71, Amin Jaya, Kec. Pangkalan Banteng, West Kotawaringin Regency, Central Kalimantan. Researchers make SMAN 1 Pangkalan Banteng and SMKN 1 Pangkalan Banteng as research objects, namely to analyze whether innovative work behavior in teachers can affect the development of an organization in achieving goals. In this case, the researcher chose SMAN 1 Pangkalan Banteng and SMKN 1 Pangkalan Banteng as research objects and wanted to know whether the role of innovation had an effect on the world of education, and also considering that these two schools are secondary schools located in quite remote areas and it is quite difficult to keep up with developments. technology that has now become common in the world of education and previously there were no researchers who determined SMAN 1 Pangkalan Banteng and SMAN 1 Pangkalan Banteng. SMKN 1 Pangkalan Banteng as an object of research related to innovation. With that, it is hoped that this research can be useful to determine the important influence of innovation in the world of education.

The performance of innovation in the field of education, especially in secondary schools, is never separated from the human resources in it, especially teachers. Teachers are one of the human resources who have an important and strategic role in all activities in schools. Teacher performance can determine the high and low quality of a school, if the teacher carries out the task with full creativity through innovative behavior. Innovative work behavior will occur if the teacher can be intrinsically motivated, this can happen if there is an application of fairness in job appraisal. The application of the leadership's fair attitude can be in the form of giving awards, praise, and even promotions. Innovative teacher work behavior can also be stimulated when the teacher's work unit leader has transformational leadership characteristics. Based on the results of historical studies and the phenomena that occurred, the researchers were interested in conducting a study entitled "The Influence of Transformational Leadership, Distributive Justice, and Intrinsic Motivation on Innovative Work Behavior".

LITERATURE RIVIEW

Transformational Leadership

The transformational leadership style, also known as the charismatic leadership style, is based on the leader's vision to change individuals or employees (Khan et al., 2020). Transformational leaders improve their abilities by motivating them to create new ideas, so they are called inspiring, influential, and motivational leaders. Leaders help employees improve their performance, abilities and personal qualities through inspiring motivation. Transformational leaders promote new understanding by increasing or changing their knowledge of the problem.

Distributive Justice

Distributive justice is about the fairness of outputs and rewards distributed to members of the company. According to Hadi et al., (2020) distributive justice refers to the distribution and rewards given by the organization according to the performance or contribution made by the individual to the organization. Tjahjono et al., (2018) The company rewards employees based on duties, responsibilities, and performance or equivalent plans. Regardless of whether the award is fair or not, individuals will form an opinion about the distribution plan. This means that when individuals receive rewards in accordance with the hard work of company members, they feel they get a sense of justice.

Intrinsic Motivation

Intrinsic motivation is an impulse within the individual that bases pleasure and enjoyment in doing an activity. Intrinsic motivation arises when people are interested and happy with the training

being carried out, not because of external encouragement. Liu et. Al., (2017) explained that intrinsic motivation refers to motivation that involves individuals in an activity for their own benefit and pleasure. So, employees will enjoy, be interested and think positively about the challenges or tasks of the Organization.

Innovation Work Behaviour

The process of innovation in the workplace can come from new ideas created by oneself or from others. Then there is the process of communicating the idea. If the idea can be implemented and approved, then the implementation preparation stage can be continued. Innovation can be in the form of new product development, technology, and procedural changes to increase the effectiveness and success of the organization. Employees are required to have innovative behavior for the effectiveness and sustainability of a company. In addition, maximum company performance can also be obtained from the innovative behavior of employees in the workplace (Korzilius et al.,2017). Those who tend to have innovative behavior will try to improve all aspects of their work and seek support from members of the organization to achieve it. Invention also refers to an individual's ability to create, introduce, and implement new ideas, processes, products, and procedures that are useful for a job, team, or organization. Innovative work behavior is a multi-process, which is also part of the creativity and implementation component. A creative work attitude will promote new products in the research and development environment and cover the entire organization (Khan et al., 2020).

RESEARCH MODEL

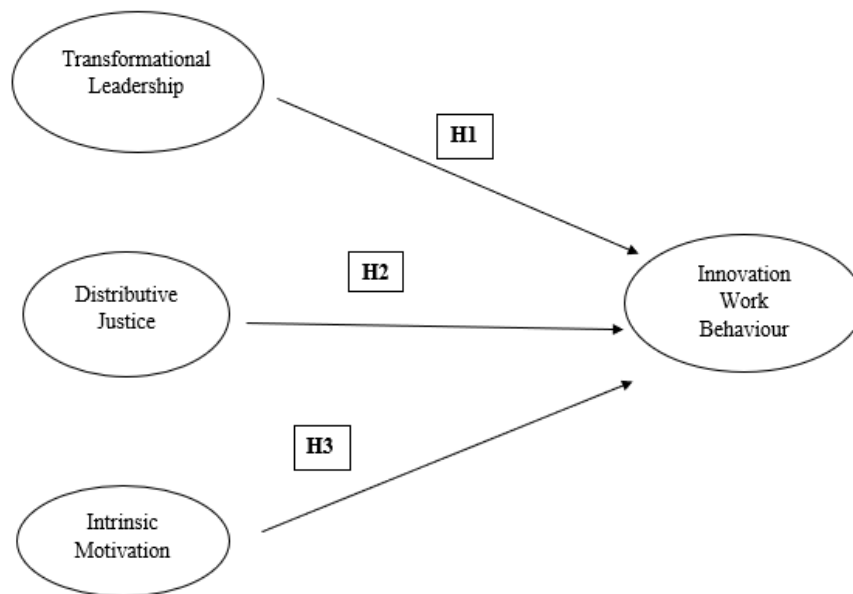


Figure 1 Research Model

Hypothesis:

- Transformational Leadership has a positive effect on Innovation Work Behavior
- Distributive Justice has a positive effect on Innovation Work Behavior
- Intrinsic Motivation has a positive effect on Innovation Work Behavior

METHOD

The subjects in this study were teachers at SMAN 1 Pangkalan Banteng and SMKN 1 Pangkalan Banteng. The data used in this study is primary data sought using a survey method using a questionnaire. In this study, researchers used a scale of 1-4. This study used a purposive sampling technique, which is part of non-probability sampling. The criteria for the sample used in this study are teachers who have served at least 1 year, actively contribute to school quality improvement activities. The number of samples in this study were 93 respondents.

RESULT AND DISCUSSION

The characteristics of the respondents in this study were grouped by gender, years of service, and last education. Of the 93 samples, the majority were 51 women and 42 men. Based on the results of descriptive statistical analysis in the study, it shows that on average the respondents answered statements about Transformational leadership in the high category. On average, distributive justice respondents answered statements in the high category. intrinsic motivation has a statement answer in the high category. Likewise for the innovation work behavior variable, the average respondent answered the statement in the high category.

Validity

Based on the data that has been processed, the questions on the variables of transformational leadership, distributive justice, intrinsic motivation and innovative work behavior are declared valid because the significance value is <0.05 . Therefore, it can be concluded that all statements in the questionnaire can be said to be feasible as an instrument to measure the research data that the researcher proposes.

Reliability

The Cronbach Alpha value contained in the Transformational Leadership variable is 0.764, Distributive Justice is 0.822, Intrinsic Motivation is 0.800 and Innovative Work Behavior is 0.781 the value of each variable in this study is greater than 0.6, so it can be concluded that all instruments are reliable and can be used for this research.

Descriptive Analysis

The descriptive analysis of the variables in this study is a description of the variables obtained based on the respondents' answers to the statements based on the indicators to be studied. In this case, the tendency of respondents' answers to all research variables will be seen. Guidelines for interpreting the average value based on the desired number of classes and data ranges are presented in the following table.

Table 1. Interval Score

No	Interval	Explanation
1	1,00 – 1,80	Very low
2	$\geq 1,80 - 2,60$	Low
3	$\geq 2,60 - 3,40$	Medium
4	$\geq 3,40 - 4,20$	High
5	$\geq 4,20 - 5,00$	Very high

Table 2. Descriptive Statistical Analysis Result

Descriptive Statistics						
	N	Minimum	Maximum	Mean	Std. Deviation	explanation
TL	93	16	35	31.48	4.015	High
DJ	93	10	20	17.86	2.067	High
IM	93	5	25	22.69	2.925	High
IWH	93	12	30	27.00	3.240	High
Valid N (listwise)	93					

Based on the data, Transformational Leadership shows that the two schools studied have a positive response to the transformational leadership style. Because, based on the guidelines for interpreting the mean values contained in table 1, it can be seen that the results of the research in the Respondent Assessment table on Transformational Leadership indicate that the transformational leadership variable has an average value of 4.49, so it can be interpreted as having a high value. And the results of the research that has been done, it can be seen in table Respondents' Assessment on Distributive Justice shows that respondents' assessments on the Compensation Distributive Justice variable have an average value of 4.46, so it can be interpreted as having a high value. Intrinsic motivation shows that the respondent's assessment has an average value of 4.53, so it can be interpreted as having a high value. Innovation Work Behavior variable, it shows that the respondent's assessment has an average value of 4.5, so it can be interpreted as having a high value. This is because the teachers in both schools are very enthusiastic in expressing their ideas and opinions.

Classical Assumption test

Normality Test

This test is to test whether the observations are normally distributed or not, this test uses Kolmogorov Smirnov. Normality test results can be seen in the table below.

Table 3. Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		92
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	2,49690438
Most Extreme Differences	Absolute	,092
	Positive	,092
	Negative	-,082
Test Statistic		,092
Asymp. Sig. (2-tailed)		,052 ^c

Based on Table 3 it can be seen that the asymp.sig value is $0.052 > 0.05$ so it can be concluded that the data is normally distributed.

Heteroscedasticity Test

According to Ghozali (2018:137) the heteroscedasticity test aims to test whether in a regression model there is an inequality of variance from the residual of one observation to another observation. If the variance from the residual of an observation to another observation remains, it is called homoscedasticity and if it is different it is called heteroscedasticity. A good model is a model that does not occur heteroscedasticity. An important assumption of the classical linear regression model is that the disturbance that appears in the regression is homoscedasticity, all the disorders have the same variance. Heteroscedasticity test results can be seen in the following table.

Table 4. Heteroscedasticity Test

Variables	sig	limit	Description
Transformational Leadership	0,05	>0,05	There is no heteroscedasticity
Distributive Justice	0,443	>0,05	There is no heteroscedasticity
Intrinsic Motivation	0,111	>0,05	There is no heteroscedasticity

Based on table 4.10 it can be seen that the probability value is greater than 5%, thus the variables proposed in the study do not occur heteroscedasticity.

Multicollinearity Test

The multicollinearity test aims to determine whether there is a correlation between the independent variables in the regression model. A good regression model should not have a correlation between independent variables. To find out whether or not multicollinearity exists, it can be seen from value *Varians Inflation Factor* (VIF) and *tolerance* (α).

**Table 5
 multicollinearity test**

Variables	Tolerance	VIF	Description
Transformational Leadership	0,153	6,549	There is no multicollinearity
Distributive Justice	0,157	6,371	There is no multicollinearity
Intrinsic Motivation	0,206	4,866	There is no multicollinearity

Based on table 5, it can be seen that the tolerance value > 0.10 or the VIF value < 10 , then there is no multicollinearity.

Hypothesis Testing

Basically the use of multiple linear regression analysis is used to determine how much influence the independent variables, namely Transformational Leadership (X1), Distrubutive Justice (X2), and Instric Motivation (X3) have an effect on the dependent variable, namely Innovation Work Behavior (Y). Based on the results of multiple linear regression testing using SPSS for windows version 26.

Partial hypothesis testing (T- test)

The t-statistical test basically shows how far the influence of one independent variable individually in explaining the variation of the dependent variable (Ghozali, 2018: 98). The test criteria used a significance level of 0.05. If the significance value is < 0.05 , it means that the research model is feasible to use and if the significance value is > 0.05 , it means that the research model is not suitable for use. Researchers used this test to determine the partial effect of the independent variables, namely Transformational Leadership (X1), Distrubutive Justice (X2) and Instric Motivation (X3) with the

dependent variable being Innovation Work Behavior (Y). The results of the analysis of each variable are presented in the following table 6.

Table 6. T- test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	3,383	1,506		2,246	,027
	Transformational Leadership	,320	,089	,399	3,606	,001
	Distributive Justice	-,026	,148	-,019	-,175	,861
	Intrinsic Motivation	,528	,114	,461	4,644	,000

It can be seen that the results of the t-test presented in table 6 can be concluded that:

- Based on table 6 above, it can be seen that the results of the significance test show that there is a probability value of 0.001 ($0.001 \leq 0.05$). This value can prove that Ha1 is accepted, which means that "Transformational Leadership has a positive effect on Innovation Work Behavior".
- Based on table 6 above, it can be seen that the results of the significance test show that there is a probability value of 0.861 ($0.861 > 0.05$). This value can prove that Ha2 is rejected, which means that "Distributive Justice has no effect on Innovation Work Behavior".
- Based on table 6 above, it can be seen that the results of the significance test indicate that there is a probability value of 0.000 ($0.000 \leq 0.05$). This value can prove that Ha3 is accepted, which means that "Intrinsic Motivation has a positive effect on Innovation Work Behavior".

Simultaneous Testing (F- test)

The F statistical test serves to show whether the independent or independent variables included in this research model have a joint effect on the dependent/bound variable (Ghozali, 2018). This test was conducted to see whether all the independent variables, Transformational Leadership (X1), Distributive Justice (X2) and Intrinsic Motivation (X3) really have a simultaneous influence (together) on the Innovative Work Behavior variable (Y). The results presented in the table below.

Table 7 . F- test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	886,703	3	295,568	45,845	,000 ^b
	Residual	567,342	88	6,447		
	Total	1454,046	91			
a. Dependent Variable: Innovation Work Behaviour						
b. Predictors: (Constant), Intrinsic Motivation, Distributive Justice, Transformational Leadership						
Source: Data processed, 2022						

From the results of the F test in table 7, it is obtained that the calculated F is 45.845 and the probability is 0.000. Because sig Fcount < 5% ($0.000 < 0.05$), it can be concluded that Transformational

Leadership (X1), Distributive Justice (X2) and Intrinsic Motivation (X3) together have an effect on Innovation Work Behavior (Y).

Coefficient of Determination (*R-Square*)

The coefficient of determination (R^2) was carried out to measure how far the model's ability to explain the variation of the dependent variable was. The value of the coefficient of determination is between zero and one. (Ghozali, 2018). This test is done by looking at the value of R Square (R^2). A small R^2 value means that the ability of the variables of Transformational Leadership, Distributive Justice and Intrinsic Motivation to explain the variable of Work Innovation Behavior is very limited. A value close to 1 means that the independent variables provide almost all the information needed to predict the variation of Innovative Work Behavior. The results of the analysis using SPSS 26 on the value of the coefficient of determination are presented in the following table:

Table 8. Coefficient of Determination Value

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,781 ^a	,610	,597	2,53911
a. Predictors: (Constant), Intrinsic Motivation, Distributive Justice, Transformational Leadership				
b. Dependent Variable: Innovation Work Behaviour				

Based on table 8 above, it is obtained that R is 0.597. This can be interpreted that the ability of the variables of Transformational Leadership, Distributive Justice and Intrinsic Motivation in explaining its influence on the Innovative Work Behavior variable reaches 59.7% and the remaining 40.3% is the influence of other variables outside the model which were not examined in this study.

DISCUSSION

The Effect of Transformational Leadership on Innovation Work Behavior

The results of this study indicate that Transformational Leadership has a positive effect on Innovation Work Behavior. This is proven by the t-count value of 3.606 with a probability of 0.001 where the figure is significant because ($p < 0.05$). The influence that is raised is positive, meaning that the transformational leadership felt by teachers at SMAN 1 Pangkalan Banteng and SMKN 1 Pangkalan Banteng has a positive impact on innovative work behavior. Transformational leaders are similar to charismatic leaders, but they are distinguished by their special ability to bring about innovation and change by acknowledging the needs and interests of their members/followers, helping them see old problems in new ways, and encouraging them. Transformational leadership is a leader who can change the work environment and organizational situation by transforming ideas or ideas to subordinates to achieve company goals.

According to Riggio and Bass; Chen et al. (in Le & Lei, 2018), transformational leadership has the character of a leader who actively provides direction, knowledge and expertise to encourage his subordinates to create creative ideas, learn new skills for organizational targets. A work unit leader with the characteristics of a transformational leader is charismatic, motivating employees. They can provide intellectual stimulation to employees and provide individual care to each employee to be affected to engage in innovative behavior. The character of a work unit leader with a charismatic personality and being able to influence him personally will find it easier to gain trust, so it will be easier to behave in innovative positions. This is in line with research conducted by Hansen & Pihl-Thingvad, (2018) which

states that there is a positive influence between Transformational Leadership on Innovation Work Behavior.

The Effect of Distributive Justice on Innovative Work Behavior

The results of this study indicate that Distributive Justice has no effect on Innovation Work Behavior. This is evidenced by the t-count value of -0.175 with a probability of 0.861 where the number is not significant because ($p > 0.05$). In other words, the influence of distributive justice on innovative work behavior is not supported, meaning that there is no impact felt by teachers at SMAN 1 Pangkalan Banteng and teachers at SMKN 1 Pangkalan Banteng.

The unsupported hypothesis can be explained by some of the respondents' answers to the questions posed in the questionnaire. First, teachers in both schools assume that the amount of salary they earn has no effect on the innovations they create in their work environment. Second, The insignificant effect of distributive justice on innovative behavior can be due to the characteristics of the organizational environment. Innovation activity is something that cannot be separated from management activities. Innovative behavior is still needed even though the characteristics of the organizational environment do not support innovative behavior. Various policies and regulations both at the company level so far have not accommodated a reward system, namely special compensation related to innovative behavior. There is no specific compensation for people who innovate, while distributive justice is related to effort and compensation. The reward system is that compensation is general for the project manager's performance and is not yet available for innovative behavior. This study is also supported by previous research by Almansour, (2012) which revealed that there was no significant effect between distributive justice on innovative work behavior and only interactional justice which had a direct relationship with innovative behavior.

The Influence of Intrinsic Motivation on Innovative Work Behavior

The results of this study indicate that Intrinsic Motivation has a positive effect on Innovation Work Behavior. This is proven by the t-count value of 4.644 with a probability of 0.000 where the figure is significant because ($p < 0.05$). The influence that is raised is positive, meaning that the intrinsic motivation felt by teachers at SMAN 1 Pangkalan Banteng and SMKN 1 Pangkalan Banteng has a positive impact on innovative work behavior. When an individual's behavior is governed by intrinsic motivation, his actions will show more stability and persistence, resulting in more innovative performance (Saeed et al., 2019).

When employees have intrinsic motivation, they will carry out their work seriously and accept new ways that are conducive to increasing their creativity and innovation (Kong et al., 2017). People are willing to engage in non-obligatory regulatory organizations, volunteering to behave civically for co-workers if people are intrinsically motivated, that the behavior is important to the employees themselves or collectively (Masood & Afsar, 2017: 4).

Intrinsic motivation allows people to seek creative and innovative, which is useful and related to their work. This statement follows previous research which stated that high intrinsic motivation will increase the behavior of creating creative employees (Bibi & Afsar, 2018). This is in line with research conducted by Masood & Afsar (2017) which states that there is a positive influence between Intrinsic Motivation on Innovation Work Behavior.

CONCLUSION

Based on the results of data analysis, it can be concluded that transformational leadership has a positive effect on innovative work behavior. Distributive justice has no effect on innovative work behavior. Intrinsic motivation has a positive effect on innovative work behavior.

LIMITATIONS

During the research process, the researcher has done everything to the maximum and in accordance with the existing research procedures and procedures, but there are several things in the implementation of this research that still have limitations including:

- a. The questionnaires in this study were distributed directly so that it took a lot of time to collect all the teachers at one time.
- b. The access road to the research site at that time was difficult to pass due to road repairs, which made access to the school difficult.

SUGGESTIONS

Based on the description of the conclusions of the research results above, the researchers provide several suggestions to improve Innovation Work Behavior for teachers of SMAN 1 Pangkalan Banteng and teachers of SMKN 1 Pangkalan Banteng, as follows:

- a. For teachers of SMAN 1 Pangkalan Banteng and teachers of SMKN 1 Pangkalan Banteng This research is expected to be able to help teachers at SMAN 1 Pangkalan Banteng and SMKN 1 Pangkalan Banteng to contribute to improving the innovation performance of teachers so that they can compete with other schools, especially in the Central Kalimantan region. This is important to do because now innovation has become an important thing in its special organization in the world of education. In addition, leadership is also one of the factors for the formation of innovation in an organization, it is hoped that transformational leadership style becomes the leadership style that is applied next.
- b. Future research is expected to explore research on innovative work behavior with different research objects, and more specific respondents, such as research on innovative work behavior in the service sector.
- c. For further researchers, the results of this study can be used as evidence for case studies and references or references regarding discussions related to topics in the lecture process.

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