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Determinants of Innovative Work Behavior of Employees in Transjakarta Companies

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ABSTRACT

This study aims to analyze the influence of Servant Leadership, Perceived Organizational Support, and Organizational Culture on Innovative Work Behavior. This research uses a quantitative approach with the use of questionnaires. The questionnaires were distributed to 276 respondents who are employees of PT Transportasi Jakarta. Data analysis methods will be carried out consisting of descriptive statistical tests, outer model tests consisting of (convergent validity, discriminant validity, composite reliability), and inner model tests. As well as hypothesis testing using full model Structural Equation Model (SEM) analysis with SmartPLS version 3.0. In the full model Structural Equation Model (SEM) not only strengthens the existing theory, but also reveals the relationship between latent variables analyzed through t-tests and significance levels. The results of the study show that servant leadership, perceived organizational support, and organizational culture have a positive influence on innovative work behavior.

Keywords: Servant Leadership; Perceived Organizational Support; Organizational Culture; Innovative Work Behavior

ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh Servant Leadership, Perceived Organizational Support, dan Organizational Culture terhadap Innovative Work Behavior. Penelitian ini menggunakan pendekatan kuantitatif dengan menggunakan kuesioner. Kuesioner yang diberikan kepada 276 responden yang merupakan karyawan PT Transportasi Jakarta. Metode analisis data akan dilakukan terdiri dari uji statistik deskriptif, uji outer model yang terdiri dari (convergent validity, discriminan validity, composite reability), dan uji inner model. Serta pengujian hipotesis yang menggunakan analisis full model Struktural Equation Model (SEM) dengan SmartPLS versi 3.0. Dalam full model Struktural Equation Model (SEM) tidak hanya menguatkan teori yang ada, tetapi juga mengungkapkan hubungan antar variabel laten yang dianalisis melalui uji-t dan tingkat signifikansi. Hasil penelitian menunjukkan bahwa servant leadership, perceived organizational support, organizational culture memiliki pengaruh positif terhadap innovative work behavior.

Kata Kunci: Kepemimpinan yang Melayani; Dukungan Organisasi; Budaya Organisasi; Perilaku Kerja Inovatif

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INTRODUCTION

In an era of continuous evolution, organizations face greater complexities due to intensifying competition, technological advancements, and societal changes (Cascio dan Montealegre, 2016).. Amidst these transformations, technology plays a pivotal role in shaping and altering the way we live, work, and interact. Technological advancements bring both positive consequences and challenges that require astute management. Understanding new technologies in-depth becomes imperative to remain relevant and competitive in the digitally connected world (Harto et al., 2023). According to Purdiarini dan Tanuwijaya (2023), organizations must recognize that novel processes, products, and procedures are crucial for growth and productivity across sectors. Innovative work behavior (IWB) stands as a key focus in fostering innovation within organizations. The rapid advancement of technology has significanly impacted the way organizations operate and compete. As technology continues to evolve, it creates new opportunities for innovation and efficiency. However, to fully capitalize on these opportunities, organizations must cultivate a culture of innovation and encourage employees to embrace new ideas and approaches. This is where innovative work behavior (IWB) comes into play.

Innovative work behavior (IWB) encompasses a range of actions related to idea generation, idea support within the organization, and the implementation of ideas within the organization (Riswan et al., 2021). IWB heavily relies on human resources (HR), a critical aspect that significantly impacts an organization's success and performance (Purdiarini dan Tanuwijaya, 2023). HR encompasses all individuals working within an organization and contributing to achieving its goals. HR development involves training, skill development, and continuous learning (Robbins dan Judge, 2019). Organizations must invest time and resources to ensure employees continuously enhance their competencies to maximize their contributions. HR plays a pivotal role in driving innovation within an organization through leadership, organizational support, and a culture that fosters innovation (Sunarto, 2020). Thus, HR's efforts extend beyond formulating policies to shaping innovation that propels the company towards sustainable success (Sunarto, 2020).

PT Transportasi Jakarta (Transjakarta) serves as the research subject, being a public transportation company operating in Jakarta. Transjakarta's establishment stemmed from the government's initiative to address traffic congestion and the increasing mobility of Jakarta's population. PT Transportasi Jakarta faces various global challenges, including rising demand, chronic traffic congestion, sustainability concerns, and regulatory changes that can influence business strategies. In the face of these complex dynamics, PT Transportasi Jakarta must not only adapt but also innovate to remain competitive and meet ever-increasing customer expectations. Innovation is no longer an option but an absolute necessity for maintaining the company's competitiveness. As a commitment to innovation, PT Transportasi Jakarta has successfully implemented cashless transcations, mobile ticketing apss, provided electric bus fleets, and implemented an advanced GPS tracking system to monitor the location of its bus fleet in real-team. Thus, PT Transportasi Jakarta has successfully improved sustainability, efficiency, and passenger satisfaction, while addressing the challenges of urban mobility in Jakarta.

PT Transportasi Jakarta, with its ability to create efficient operations and a satisfying customer experience, has endured amidst fierce competition in the transportation industry. PT Transportasi Jakarta has received numerous accolades, including the Top BUMD Award 2024, reflecting its continuous efforts to provide exceptional service to the public through innovation and sustainable programs. PT Transportasi Jakarta upholds core values of BISA (Bahagia, Inovatif, Semangat, dan Amanah).

LITERATURE REVIEW

Servant Leadership

Servant leadership (SL) is a leadership style that holds organizations responsible for inspiring, engaging, and developing employees as whole individuals (Van Dierendonck et al., 2023). According to Nugroho dan Pamungkas Putro (2021), servant leadership encompasses five dimensions: (1) Wisdom, the leader’s ability to graps complex situations and make informed decisions that maximize benefits for team members and the organization; (2) Organizational Stewardship, the leader's commitment to considering the organization's long-term interests and encouraging active participation from its members; (3) Service, a leadership approach that applies the principle of service by prioritizing the needs and well-being of team members; (4) Humality; a leadership style characterized by high self-awareness and an ability to acknowledge shortcomings; (5) Emotional Healing, the leader's capacity to listen empathetically to team members' stories and provide moral

and emotional support.

Servant leadership stands in contrast to traditional leadership styles that emphasize control and authority. Servant leaders prioritize the needs and development of their employees over personal interests and strive to create a supportive and collaborative work environment. Research conducted by Triatmoko dan Yuniawan (2023) supports the hypothesis that servant leadership significantly impacts IWB enhancement in various organizational contexts. Servant leadership, therefore, plays a crucial role in shaping a work environment that fosters employee innovation and creativity.

Perceived Organizational Support

Perceived organizational support (POS) signifies the importance of organizational values placed on employee contributions and concern for their well-being (Sun, 2019). POS extends beyond a mere tool; it serves as a crucial foundation for organizations to establish strong and mutually beneficial relationships with their employees. By fostering an environment where employees feel valued, supported, and motivated, organizations encourage them to dedicate their maximum effort and commitment to their work. Eisenberger et al. (2019) identify key dimensions that enhance perceived organizational support: procedural justice, supervisor support, and organizational rewards and work conditions.

Research by Wang et al. (2018) highlights that perceived organizational support steers employees towards achieving organizational goals, enabling them to form an emotional bond with the company. POS manifests in positive employee sentiments regarding the work environment, reducing stress levels, and providing opportunities for further developing creative behaviors. This, in turn, encourages employees to actively engage in innovative activities, including sharing knowledge and personal ideas (Muñoz et al., 2022).

Organizational Culture

Organizational culture (OC) encompasses the shared values and norms that shape an organization's behavior and interactions (Busro, 2018). These values are ingrained through socialization and habituation, becoming deeply embedded in the way individuals conduct themselves within the organization. According to Sofiyan et al. (2022), a strong organizational culture fosters innovative work behavior. Such a culture encourages employees to be creative, innovative, and productive.

Islam et al. (2020) identify six dimensions of organizational culture: (1) Innovation and Risk-Taking, organizations encourage employees to innovate and take risks in developing new solutions or confronting new challenges; (2) Attention to Detail, employees are expected to demonstrate meticulousness, analysis, and attention to detail in their work; (3) Outcome Orientation, the organization emphasizes management's focus on achieving results or goals rather than solely on the techniques or processes used to achieve them; (4) Stability, the organization values tradition, predictability, and security; (5) Team Orientation, the extent to which work activities are organized around teams, emphasizing the importance of teamwork and collaboration; (6) Aggressiveness, the level of aggressiveness or proactiveness displayed by employees in achieving goals or completing tasks.

Innovative Work Behavior

Innovative work behavior (IWB) stands as a critical factor for the success and sustainability of organizations across all sectors. It encompasses the development of new products or processes that facilitate adaptation and proactive responses to challenges, leading to a competitive advantage (Akbari et al., 2020; Battistelli et al., 2019). IWB spans a wide range of aspects, from individual creativity to the support and implementation of ideas within the work environment. Not confined to individual roles, IWB also permeates group dynamics and the organization as a whole, yielding tangible benefits for organizational performance. According to Handayani dan Prasetya (2023), innovative work behavior encompasses four dimensions: idea exploration, idea generation, idea championing, and idea implementation.

Based on the preceding discussion, the following hypotheses are developed for this study:
H1: Servant leadership positively impacts innovative work behavior
H2: Perceived organizational support positively impacts innovative work behavior
H3: Organizational culture positively impacts innovative work behavior

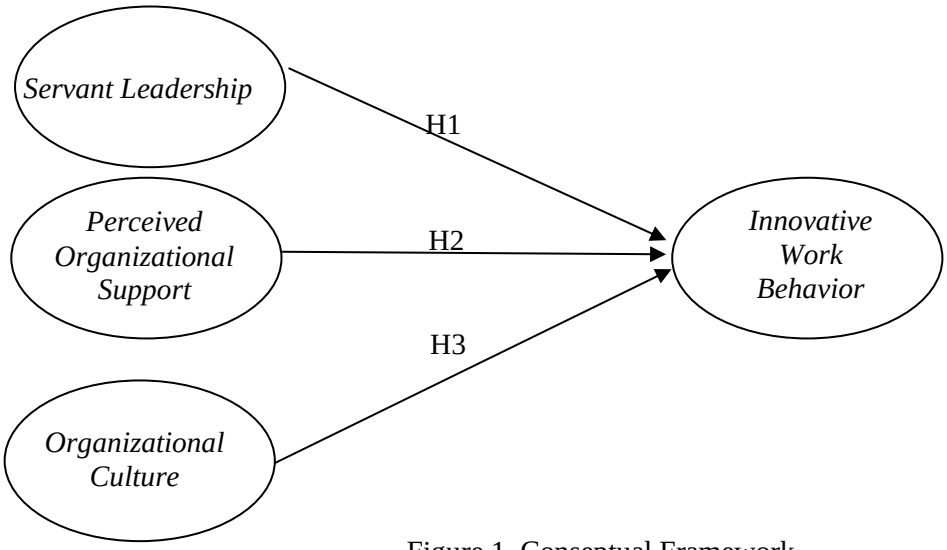

Figure 1. Conseptual Framework

Source: Data processed, 2025

RESEARCH METHODS

This research adopts a quantitative approach, employing a cross-sectional study design. Data will be collected at a single point in time through a survey administered to PT Transportasi Jakarta employees. This data is crucial for addressing the research problem. Data collection will be conducted via a survey utilizing a google form questionnaire. The questionnaire will employ a 5-point Likert scale, where 1 represents the lowest score ("Strongly Disagree") and 5 signifies the highest score ("Strongly Agree"). A sample of 276 PT Transportasi Jakarta employees will be selected for this research. Data analysis will involve a combination of descriptive statistics, outer model testing (encompassing convergent validity, discriminant validity, and composite reliability), and inner model testing. Additionally, hypothesis testing will be conducted using full model Structural Equation Modeling (SEM) analysis with SmartPLS version 3.0. The full model SEM serves a dual purpose: it not only reinforces existing theory but also unveils the relationships between latent variables through t-tests and significance levels.

RESULTS AND DISCUSSION

This study employed a measurement model to establish the validity and reliability of the research findings. The outer model or measurement model assessment provides insights into the relationship between latent variables and their indicators. Latent variables or unobserved variables are those that cannot be directly measured but are inferred from one or more manifest variables (Marlina, 2018). According to Hair et al. (2019), the measurement model used to assess the quality of constructs or latent variables in research includes convergent validity, discriminant validity, and composite reliability. Additionally, structural model analysis was conducted to predict the relationships between latent variables and assess the quality of the Partial Least Square (PLS) model by referring to the R-square value or coefficient of determination (Hair et al., 2019).

This study involved 276 employees of PT Transportasi Jakarta. The majority of the respondents were Staff/Field Officers/Drivers/Equivalent Positions (73.6%), followed by Analysts/Field Coordinators/Executive Secretaries/Equivalent Positions (22.5%), and Other Positions (4%). In terms of gender, males dominated with a percentage of 69.6%, while females only accounted for 30.4%. Most of the respondents were in the age group of >20-30 years (68.1%), followed by >30-40 years (28.3%), >40-50 years (2.9%), and <20 years (0.7%). The most common final education level among the respondents was Bachelor's Degree (S1) (40.6%), followed by High School Diploma/Equivalent (30.8%), Diploma (20.7%), and Master's Degree (S2) (0.7%). Based on work experience, the majority of the respondents had >1-5 years (71.4%), followed by >5-10 years (20.3%), >10-15 years (4.0%), >15 years (2.5%), and the least was <=1 year (1.8%).

Outer Model

The outer model or measurement model assessment provides insights into the relationship between latent variables and their indicators.

Table 1. Convergent Validity Test Results

Variable	*Average Variance Extracted* (AVE)	Square Root of AVE
Innovative Work Behavior	0.753	0.567
Organizational Culture	0.761	0.579
Perceived Organizational Support	0.749	0.562
Servant Leadership	0.729	0.532

Source: Data was analyzed with SmartPLS 3.0, 2025

The convergent validity results presented in Table 1 indicate that all latent variables in this study have Average Variance Extracted (AVE) values exceeding 0.5. Consequently, it can be concluded that all latent variables in this study are valid and possess good internal consistency.

Table 2. Dicriminant Validity Test Results

	IWB	OC	POS	SL
IWB1	0.884	0.826	0.831	0.820
IWB2	0.869	0.832	0.805	0.807
IWB3	0.863	0.811	0.792	0.793
IWB4	0.840	0.779	0.795	0.790
IWB5	0.880	0.847	0.836	0.827
IWB6	0.871	0.834	0.824	0.821
OC1	0.829	0.889	0.838	0.861
OC2	0.826	0.879	0.808	0.816
OC3	0.845	0.884	0.823	0.821
OC4	0.796	0.821	0.826	0.788
OC5	0.823	0.871	0.836	0.830
OC6	0.836	0.889	0.822	0.838
POS1	0.771	0.768	0.833	0.783
POS2	0.821	0.822	0.876	0.837
POS3	0.813	0.815	0.854	0.827
POS4	0.820	0.834	0.878	0.842
POS5	0.811	0.837	0.864	0.835
POS6	0.811	0.818	0.867	0.840
POS7	0.825	0.845	0.875	0.834
POS8	0.823	0.812	0.877	0.860
SL1	0.823	0.859	0.825	0.875
SL2	0.802	0.804	0.820	0.857
SL3	0.701	0.726	0.790	0.813
SL4	0.817	0.835	0.836	0.859
SL5	0.755	0.750	0.810	0.821
SL6	0.840	0.828	0.834	0.870
SL7	0.828	0.845	0.832	0.879

Source: Data was analyzed with SmartPLS 3.0, 2025

The second assessment is discriminant validity. Based on Table 2, the loading values of each indicator item for its construct are greater than the cross-loading values. Consequently, it can be concluded that all constructs or latent variables have good discriminant validity, indicating that the indicators within the indicator block of that construct perform better than the indicators in other blocks.

Table 3. Composite Reliability Test Results

Variable	Composite Reliability
Innovative Work Behavior	0.934
Organizational Culture	0.937
Perceived Organizational Support	0.952
Servant Leadership	0.938

Source: Data was analyzed with SmartPLS 3.0, 2025

The third assessment is composite reliability. Based on Table 3, the internal reliability of all variables is classified as excellent. Consequently, the research results can be interpreted accurately and validly.

Table 4. R-square Test Results

	R Square	R Square Adjusted
Innovative Work Behavior	0.915	0.914

Source: Data was analyzed with SmartPLS 3.0, 2025

The fourth assessment is structural model analysis. Based on Table 4, the results of the innovative work behavior model test indicate a value of 0.914 or 91.4%. This implies that the independent variables' ability to explain the variance in the perception of innovative work behavior is 91.4%, while the remaining variance is explained by variables outside the innovative work behavior model.

Research Hypothesis Testing

After evaluating the outer model and inner model tests, the next step is hypothesis testing, which is presented in Table 5 and Figure 2. Table 5 summarizes the results of hypothesis testing, while Figure 2 presents a diagram of the hypothesis testing output.

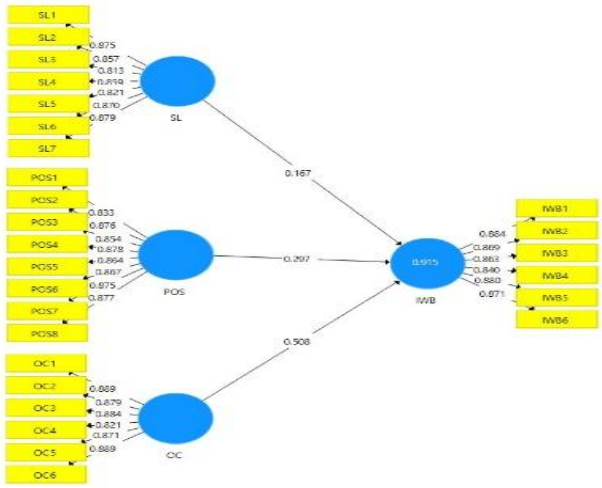

Figure 2. Structural Model Path Diagram
Source: Data was analyzed with SmartPLS 3.0

Table 5. Hypothesis Testing

Hypothesis	Estimate (β)	P value	Information
Servant leadership → innovative work behavior	0,167	0,025	Ha1 Supported
Perceived organizational support → innovative work behavior	0,297	0,006	Ha2 Supported
Organizational culture → innovative work behavior	0,508	0,000	Ha3 Supported

Source: Data was analyzed with SmartPLS 3.0, 2025

This study examined three hypotheses that link servant leadership, perceived organizational support, organizational culture, and innovative work behavior. Hypothesis 1 predicted that servant leadership has a positive influence on innovative work behavior, Hypothesis 2 predicted that perceived organizational support has a positive influence on innovative work behavior, and Hypothesis 3 predicted that organizational culture has a positive influence on innovative work behavior.

Based on the direct impact analysis in Table 5, servant leadership, organizational support, and organizational culture are significantly correlated with employee performance and innovative work behavior (P-value < 0.05). These results support hypotheses H1, H2, and H3, which state that these three independent variables have a significant positive effect on innovative work behavior. This influence mechanism is suspected to occur through the creation of a positive work environment that motivates employee innovation by addressing their needs, providing resources, and recognizing new ideas, ultimately leading to improved performance. These findings are consistent with previous research by Ekmekcioglu and Öner (2023) and Islam et al. (2020), which indicates the positive role of servant leadership, perceived organizational support, and organizational culture in fostering innovation. Furthermore, the SPLIT program (servant leadership), RUBI and PERMATA programs (organizational support), and the BISA values and 12 core behaviors (organizational culture) at PT Transportasi Jakarta are strongly suspected to have significantly contributed to increasing employees' innovative work behavior, creating a positive synergy that encourages continuous innovation and organizational success.

CONCLUSIONS AND RECOMMENDATIONS

The findings of this study demonstrate that servant leadership, perceived organizational support, and organizational culture all have a positive influence on innovative work behavior. This indicates that servant leadership, perceived organizational support, and organizational culture have a direct positive effect on the innovative work behavior of PT Transportasi Jakarta employees. The company's initiatives, such as the SPLIT, RUBI, PERMATA, KOPDARWIL programs, internalization of cultural products, and other programs, demonstrate that PT Transportasi Jakarta recognizes the importance of servant leadership, perceived organizational support, and organizational culture in fostering innovative work behavior. Accordingly, the company continues to instill corporate values and build a conducive work environment to enhance performance and achieve its goals.

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