



THE 2ND INTERNATIONAL SEMINAR OF MULTICULTURAL PSYCHOLOGY "BUILDING SUSTAINABLE COMMUNITIES LIVING"



PROCEEDING

International Seminar on Multicultural Psychology

Faculty of Psychology Universitas 17 Agustus 1945 Surabaya

14th - 16th of July 2023



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PROCEEDING

The 2nd International Seminar on Multicultural Psychology

“BUILDING SUSTAINABLE COMMUNITIES LIVING”

**Faculty of Psychology Universitas 17 Agustus 1945 Surabaya
July 2023**

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FOREWORD

Dr. Andik Matulesy, M.Si, Psychologist
Head of Indonesian Psychological Association (HIMPSI)

Assalammu'alaikum Wr.Wb
Greetings and Prosperity Om
Swasti Astu
Nammo Budhaya
Greetings of Virtue
Healthy Greetings



As an important part of implementing the Psychology Education and Services Act number 23 of 2022, cooperation between Higher Education and the Psychological Association Professional Organization is highly urgent. The collaboration includes the professional education of General Psychologists, Specialist Psychologists, and Sub- Specialist Psychologists and is equally important in improving the competence of Psychology students and graduates. In addition, disseminating information and results of studies/research from scientists and professionals in the field of psychology is an important part of improving society's psychological well-being and health.

Therefore I appreciate activity 2-nd International Seminar of Multicultural Psychology (ISMP) held by the Faculty of Psychology, Universitas 17 Agustus 1945 (UNTAG) Surabaya. This activity proves that Higher Education has a great commitment and responsibility to develop the competence of the psychology community locally, nationally, and internationally.

We hope this international seminar will run smoothly and generate new ideas for the scientific and professional development of Psychology in Indonesia, which can be implemented for the benefit of the nation and state of Indonesia.

Thankyou

FOREWORD

Prof. Dr. Mulyanto Nugroho, MM., CMA., CPA
Rector Universitas 17 Agustus 1945 Surabaya

The Honorable,

1. Vice Governor of East Java
2. Regent of Ngawi Regency
3. Head of Indonesian Psychological Association (HIMPSI)
4. Speakers from:
 - Universiti Pendidikan Sultan Idris Malaysia
 - Lomonosov Moscow State University Russia
 - Universitas 17 Agustus 1945 Surabaya
 - Hong Kong Psychological Society
 - Singapore Psychological Society
5. Dean of Faculty of Psychology Untag Surabaya
6. Participants International Seminar
7. Happy audience



Assalamualaikum warahmatullahi wabarakatuh,
Shalom,
Om Swastiastu,
Nammo Budhaya,
Rahayu,
Good Morning and Peace be upon us all

Praise and gratitude to Allah SWT, we are still given health to be able to attend the 2nd International Seminar of Multicultural Psychology with the theme "***Building Sustainable Communities Living***" organized by the Faculty of Psychology Untag Surabaya.

In the midst of the development of science and technology, the demands of life continue to increase and bring us to various differences in focus and goals. Humans who are created with various differences, are still faced with various demands of differences to survive. Both cultural differences, differences in points of view and even differences in beliefs. But actually, a healthy human being is a human being who can still benefit others despite being between many differences.

Psychology as a behavioral science, is one of the fields of science that is needed to educate many people to still have a healthy mentality to be resilient to undergo various demands, changes and differences in life. The international seminar held today

is expected to be the right discussion forum to develop knowledge and bring up various ideas and efforts, for the benefit of life for others.

Today, our era has changed. An era where technological progress is very rapid. Humans benefit greatly from these advances. But on the other hand, these advances also make humans complacent with the conveniences provided. We feel it too. Prefer instant things, spend more time with the digital technology we have and become less sensitive socially and things around. Psychology should be a counterweight in the current era. Maintaining good relationships with others, providing strategies that can improve human psychological well-being in the face of this instant era. With the holding of this activity, hopefully we always remember and be able to implement our knowledge as well as possible for better survival.

Ladies and gentlemen,

On behalf of Universitas 17 Agustus 1945 Surabaya, I would like to welcome all speakers and to all participants of the International Seminar. Your contributions are invaluable. Hopefully next time we can meet directly at Merah Putih Campus, Untag Surabaya. We are waiting for your presence in the city of Heroes, the city of Surabaya which has a beautiful variety of cultures, so it will not be easy to forget.

On this occasion, I would like to thank all the committees who have worked hard for the organization of this seminar. Continue to work to contribute to the nation and the world.

Finally, I congratulate you on attending the 2nd International Seminar of Multicultural Psychology with the theme "Building Sustainable Communities Living". May God Almighty be pleased and strengthen us to continue to face all our work. That is my remarks.

Thanks.

Wabillahi taufik wal hidayah, wassalamu'alaikum wr.wb.

Om Shanti Shanti Shanti Om, Namoh Buddha, Rahayu, May God Bless us all.

FOREWORD

Dr. Rr. Amanda Pasca Rini, M.Si, Psychologist
Dean of
Faculty of Psychology
Universitas 17 Agustus 1945 Surabaya

Assalammu'alaikum Wr.Wb
Greetings and Prosperity Om
Swasti Astu
Nammo Budhaya
Greetings of Virtue
Healthy Greetings



This 2nd International Seminar of Multicultural Psychology (ISMP) activity is a routine activity carried out by the Faculty of Psychology, Universitas 17 Agustus 1945 Surabaya. This seminar is an important part of the responsibility in the development of psychology science and profession in the national and international. As with the first ISMP activity, this activity was attended by psychology figures from various countries.

I would like to express my infinite gratitude to all the major Keynote Speakers **Dr. H. Emil Elestianto Dardak, B.Bus., M.Sc** and **H. Ony Anwar Harsono, S.T., M.H**, and the keynote speakers from various countries:

1. Dr. Anna Leybina
2. Dr. Austin Tay
3. Dr. Adrian Toh
4. Dr. rer.nat. Nurul Ain Hidayah bint Abas,

for their willingness to share knowledge and experience related to science and psychology profession.

I also express my appreciation to the invited speakers in the workshop:

1. Prof. Dr. Nurussakinah Dualay, M.Psi. , Psychologist
2. Prof. Dr. Fendy Suhariadi, M.T. , Psychologist
3. Dr. Ferry Wirawan Tedja, M.Psi
4. Drs. Asep Haerul Gani, Psychologist
5. Indra Y Kiling, MA., PH.D,

which is expected to be able to provide discourse on psychological implementation in the fields of organizational, educational, clinical and social industrial science. To the seminar participants, hopefully this activity will be a discussion space that can improve competence in the field of psychology as expected.

I also give appreciation to the entire committee who have tried hard to actualize this international seminar activity. Happy seminar and see you again in the third ISMP activity in 2025.

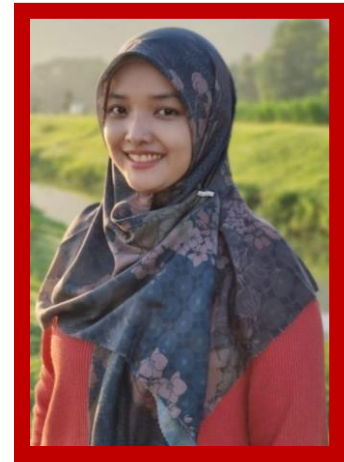
Thankyou

FOREWORD

Sayidah Aulia'Ul Haque, M. Psi., Psychologist
Chairman of ISMP 2023

Greetings,

Praise be to God for the blessing of His Grace, 2nd International Seminar of Multicultural Psychology (ISMP) can be held. I also would like to convey many thanks to the honorable:



1. Rector Universitas 17 Agustus 1945 Surabaya
2. Dean of Faculty of Psychology Universitas 17 Agustus 1945 Surabaya
3. Keynote speakers: Dr. H. Emil Elestianto Dardak, B.Bus., M.Sc., and H. Ony Anwar Harsono, S.T., M.H
4. Invited speakers:
 - a. Dr. Anna Leybina, M.Sc.Psychology, Ph.D (Lomonosov Moscow State University)
 - b. Dr. Adrian Toh (Singapore Psychological Society)
 - c. Dr. Austin Tay (Omnipsi Consulting)
 - d. Associate Prof. Dr. Rer. Nat. Nurul Ain Hidayah Binti Abas (Universiti Pendidikan Sultan Idris Malaysia)
 - e. Dr. Mamang Effendy, M. Psi (Universitas 17 Agustus 1945 Surabaya)
 - f. Dr. Bawinda Sri Lestari, M. Psi (Universitas 17 Agustus 1945 Surabaya)
 - g. Dr. Devi Puspitasari., M. Psi., Psikolog (Universitas 17 Agustus 1945 Surabaya)
5. Workshop speakers:
 - a. Prof. Dr. Fendy Suhariadi, MT., Psychologist (Universitas Airlangga Surabaya)
 - b. Prof. Dr. Nurussakinah Daulay, M. Psi., Psychologist (Universitas Islam Negeri Sumatera Utara)
 - c. Dr. Ferry Wirawan Tedja, M. Psi (CEO Samahita Wirotama)
 - d. Indra Y. Kiling, MA., Ph. D (Universitas Nusa Cendana)
 - e. Drs. Asep Haerul Gani, Psychologist (Human Capital Coach)
6. To all ISMP team members who have worked hard. I'm proud of my team. You all are really great and dedicated.

Welcome to our campus, Universitas 17 Agustus 1945 (UNTAG), Surabaya. This ISMP is the second international seminar that we held. These activities include seminars, paper presentations, scientific publication and workshops. The total is 161 people with 64 papers to be presented.

Last, I hope you can enjoy the series of events, and gain insight into sustainablecommunity living in a psychological setting. I would like to say once more on behalf ofthis seminar organizer, welcome. It is great to see so many of you here.

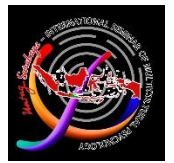
Best Regards,
Sayidah Aulia'Ul Haque, M. Psi., Psychologist

TABLE OF CONTENT

1	Towards A Sustainable Campus: Study of Pro-Environmental Behavior of Canteen Traders at XYZ Private University Yovita Ramos M., Taufik Akbar Rizqi Yunanto	1-12
2	Gender Differences in the Intention to Quit Smoking Among Emerging Adult: An Indonesian Context Vania Ardelia	13-19
3	Analysis of Student Well-Being in Students and College Students Ditta Febrieta, Annisa Dhani Rahmawati, Tasya Aulia Adzani	20-29
4	Victims of Verbal Sexual Harassment: Self-Acceptance Influence Happiness Salsabila Ratu Kencana Syaharani, Amherstia Pasca Rina, I.G.A.A Noviekayati	30-37
5	The Dynamics of Resilience in Adolescent Victims of Bullying Stefani Virlia, Jatie K. Pudjibudojo, Soerjantini Rahayu	38-45
6	Adaptive Leadership Model: A Systematic Literature Review and Future Research Wahyu Eko Pujiyanto, Sayidah Aulia'ul Haque, Sutama Wisnu Dyatmika, Ferry Wirawan Tedja	46-61
7	About Things That Can Never be Fully Yours: A Preliminary Experiment on Flexing Cleoputri Yusaini, Muhammad Haikal Azaim Barlaman, Jeremy Alexander Timothy	62-67
8	Prosocial Behavior in Adolescents: in Terms of Peer Social Support and Self Concept and Gender I Gusti Ayu Agung Noviekayati, Amherstia Pasca Rina, Abizah Ardeillia	68-75
9	Effectiveness Of Landslide Disaster Education For 6th Grade Elementary School Students In SDN Galendowo, Jombang District Yulia Vicarista Lengu, Inas Zahra, Putri Aisyah Pahlawani, Rany RD, Andik Matulesy	76-78
10	Love the earth and Be Happy : Landslide Response Psychoeducation IGAA Noviekayati, Dini Novita, Miranda Abbas, Nia Aulia Lestari, Sri Wahyuni Sukri	79-84
11	Improving Emotional Intelligence with Emotional Management Training for Teachers of Special School Ferrensia Octaviani, Endang Widyorini	85-91
12	Nutritional Status and Working Memory in Children: Physical Activity as a Mediator Dita Kharisma Meilanawati, Endang Widyorini	92-100
13	Exclusionary Time Out Technique to Improve Parents of Children with Autism' Knowledge to Manage Tantrums Luh Gede Ari Widiastuti, Endang Widyorini	101-108
14	Experiential Learning Method to Increase Knowledge of Landslide Disaster Mitigation Latifatul Chariroh, Jessica Rahardja Sugiharto, Rizky Amelia Utomo, Eko Setiawan, Anrilia Ema M. Ningdiyah	109-114
15	Psychoeducation on Environmental Love and Landslide Disaster Preparedness for 5th Grade Students at SDN 2 Galengdowo, Galengdowo District Diah Sofiah, Nindya Ayu Safitri, Yogi Utomo, Catur Prasetianingsih	115-122
16	EFT Psychoeducation Program to Reduce Anxiety Levels in PLWHA Ervina Kumalasari, Siswanto, Alphonsus Rachmad Djati Winarno	123-133
17	Construction of Career Maturity Measuring Instruments in Students Ahmad Malik Febrianto, Dwi Rady Saputro, Ramdhan Surya Saputra, Abdul Karim, Qanisa Difanty Radhiyya Bustomi, Aji Resita Salsadila, Khalwatia Safitri	134-142
18	Attachment to Parents and Emotional Regulation with Bullying Behavior in Students at School	143-154

	Rossyan Kumalasari, Rr. Amanda Pasca Rini, Sahat Saragih	
19	Psychological Well-Being of Student Cat Owners: Is There A Role for Pet Attachment and Emotion Regulation? Moch. Ali Masyhuri, Sahat Saragih, Yanto Prasetyo	155-162
20	Parenting Stress as a Mediator Between Maternal Parenting Self-Efficacy and Adaptive Behavior of Children with Intellectual Developmental Disorder Lintang Hari Tanhanasashi Purnama, Christin Wibhowo, Erna Agustina Yudiati	163-172
21	The Quality of Child Parent Relationship: One of Factor Homosexuality Tendencies Rohmat Hidayat Abdulloh, Akta Ririn Aristawati, Herlan Pratikto	173-180
22	The Mediating Role of Learning Agility on The Relationship Between Transformational Leadership and Innovative Work Behavior Ainun Rosidah Diana Sofyan, Kristiana Haryanti	181-190
23	Reducing Child Aggressivity Through Dakon Traditional Games: Literature Review Retno Sri Handayani	191-197
24	Lack of Self-Discipline in Students: A Study on How to Improve Self-Discipline in Students in the Blended Learning Process Benedictus Surya Dharma, Augustina Sulastri, Basilius Oda Sanjaya	198-206
25	Psychoeducation Improves Knowledge of Love for the Environment and Landslides Pris Arie Wibowo, Pandi Nurhadi, Shofiatul Maulidiyah, Dwi Sandy K, Amanda Pasca Rini	207-210
26	SETS Instrument: To Investigate Statistic Teaching Self Efficacy Nisraeni, Riyadi, Dinny Devi Triana	211-217
27	The Relationship Between Self-Forgiveness and the Tendency of Self-Injury Behavior in Adolescents Indah Pradipta Acintya Fatah	218-222
28	The Relationship Between the Intensity of Tiktok Social Media Use and Learning Motivation in Class XII Students Rida Sinta Anggiandari	223-228
29	Development of the Social Emotional Learning Questionnaire for Students of Mathematics Education Wirda Hayati, Wardani Rahayu, Iva Sarifah	229-239
30	Suicidal Ideation in Early Adult Women: Examining the Role of Emotional Maturity and Forgiveness Annisa Nur Fadillah, Herlan Pratikto, Suhadianto	240-249
31	Resilient, Disaster-Responsive Children: Psychoeducation on Landslide Preparedness to Enhance Students' Knowledge Maria Ardhita Mahayu Pramesti, Zuli Intan Rohmawati, A. Sulthanil Awliya, Livia Natania Setiawan, Tatik Meiyuntariningsih	250-254
32	Multivariate Analysis of Critical Consciousness on Female University Students in West Java Ibnu Athoilah, Neneng Tati Sumiati, Mohamad Avicenna, Rena Latifa, Risatianti Kolopaking	255-271
33	Empathy Therapy Reduces Bullying Behaviour Ahmad Bahtiar, Suroso, Muhammad Farid	272-278
34	Madura Community Empowerment Through the Use of Local Culture Yuriadi, Norsuhaily Abu Bakar	279-286
35	How Organizational Citizenship Behavior on Teachers Seen from Work-Life Balance and Job Satisfaction? Rosymar Nazari Abdullah, Diah Sofiah, Yanto Prasetyo	287-290

36	Correlation Perception of Workload and Emotional Regulation with Work Stress in Teachers Derry Heryandini, Suroso, Muhammad Farid	291-298
37	Self-Forgiveness's Role in Addressing Low Life Meaning and Self-Harm Urges in Emerging Adults Tatik Meiyuntariningsih, Akta Ririn Aristawati, Chelsya Sania Diani Hasri	299-304
38	Moderation of Religious Communities That Have Intergenerational Relationships Eka Zariatul Khumairoh Kelvin, Sephia Dwi Fitanti, Nur Aziz Afandi, Rini Risnawita Suminta	305-312
39	Level Analysis Self-Diagnosis in The Early Adult Age Range Eva Rizkika, Desi Fitriana, Tatik Imadatus Sa'adati, Nur Aziz Afandi	313-318
40	Ki Ageng Suryomentaram's Concept of Mawas Diri in Psychology: A Review Maria Ardhita Mahayu Pramesti, Livia Natania Setiawan	319-325
41	Preserving Madurese Language, Is It Important? Yudho Bawono, Wasis Purwo Wibowo	326-332
42	Choose: Big Salary or Work Life Balance? Muhammad Ghazali Bagus Ani Putra	333-341
43	A Phenomenological Study of Grit Among Teachers in Remote Areas Aderiko Prasetya, Amherstia Pasca Rina, Dwi Sarwindah Sukiati	342-349
44	The Dementia Health Literacy Intervention For Informal Caregivers: A Systematic Review Protocol Andrian Liem, Yulisna Mutia Sari, Sharuna Verghis, Philip A. Rozario, Maw Pin Tan, Tin Tin Su	350-361
45	Loneliness, Parent-Child Relationship and Gadget Addiction Florentina Ratna Pradhita, Endang Widyorini	362-368
46	First-Then Visual Support Technique To Increase Teacher's Knowledge In Reducing Aggressive Behavior Yumna Stia Putri Wistiani, Endang Widyorini	369-375



The Mediating Role of Learning Agility on the Relationship between Transformational Leadership and Innovative Work Behavior

Ainun Rosidah Diana Sofyan¹, Kristiana Haryanti²

^{1,2} Faculty of Psychology, Soegijapranata Catholic University, Semarang, Indonesia

ainunrosidahdiana@gmail.com

ABSTRACT

Competition in the industrial world requires employees to be able to adapt and innovate quickly in order to present the best solutions in unfavorable conditions for the company. The purpose of this study was to determine the effect of transformational leadership on innovative work behavior and the mediating effect of learning agility. Research respondents are employees of a manufacturing company in Central Java. This research is a correlational quantitative research. The total number of respondents in the distribution scale is 72 employees with a minimum position of Jr supervisor level. The data collection technique in this study was non-probability sampling, namely purposive sampling. Hypothesis I will be tested using multiple regression analysis with the help of SPSS version 21 and hypothesis II will be tested using test Process Macro by Hayes. The results of the study show that transformational leadership has a positive and significant correlation with innovative work behavior. However, learning agility is not significant in mediating the relationship between transformational leadership and innovative work behavior. For further research it is suggested to be able to explore the influencing factors innovative work behavior which has not been disclosed in this study. By conducting further research on these three factors, it is expected to further enrich and complete information about Innovative work behavior

Keywords: Innovative Work Behavior; Learning Agility; Transformational Leadership

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INTRODUCTION

The rapid development of the times makes a company have to face continuous changes in order to survive in the midst of industrial competition (Millar et al., 2018). Competition in the industrial world requires employees to be able to adapt and innovate quickly to present the best solutions in unfavorable conditions for the company (Santoso et al., 2019). Based on data from the Central Statistics Agency, it is stated that there has been an increase in the growth rate of the Gross Domestic Product (GDP) of the manufacturing industry in Central Java Province in 2023 which indicates that company competition will be very tight this year (bpsportal, 2023). Innovation is one of the main factors for companies to be successful when facing competition in the industrial world (Groselj et al., 2020). Employees who are human resources are required to be able to innovate through continuous talent and creativity development so that when companies face problems these employees are able to provide the best ideas or solutions for the company (Khan et al., 2020). Wynen (Wynen et al., 2020). explains if the behavior that arises when employees try to make changes will affect the emergence of innovative ideas in the workplace.

Innovative work behavior or innovative work behavior emerge with the aim of creating, introducing, and applying new ideas or ideas that are useful for the benefit of the organization (Jena et al., 2019). These new ideas or ideas are to increase the efficiency and effectiveness of the work of employees in the organization (Jena et al., 2019). Innovative work behavior can appear to employees as work behavior that aims to reach the initiation stage in an effort to introduce new ideas, products or procedures that are useful to the organization (Liu et al., 2020). Bauwens (Bauwens et al., 2023) also describes individuals who have innovative work behavior both will be able to explore new opportunities and ideas, then implement these ideas by reading existing opportunities so that they can apply new knowledge to achieve increased personal performance at work. Hui (Li et al., 2019) in his research explained that innovative work behavior is a series of activities aimed at the introduction, development, modification, adoption and application of ideas. This illustrates innovative work behavior as a form of successful application of creativity and something that can increase efficiency in the company. Groselj (Groselj et al., 2020) in his research emphasizes that leadership is an important factor that influences creativity and innovation, further Pradhan (Jena et al., 2019) explains that transformational leadership is a leadership style that can enhance creativity and develop a culture of innovation within a company.

Leaders with a transformational style will be able to shape their subordinates, train, build trust, encourage, admire innovative ideas, and develop subordinates according to the capabilities of each employee (Yan et al., 2021). Transformational leadership can encourage high work innovation not only for the leader but also for subordinates (Santoso et al., 2019). Subordinates will be motivated to innovate while working because they are influenced by their leaders' work behavior in the office. Bass (Hoff & Smith, 2020) explain transformational leadership tends to encourage leaders to give personal attention to each member in the organization and try to understand their needs and provide emotional support in the workplace. This situation will make other employees feel valuable and not prone to experiencing stress (Hoff & Smith, 2020). Ahmad Fatih (Alheet et al., 2021) explained in his research that style transformational leadership can be a company tool through leaders to provide motivation by involving vision/mission so as to inspire other employees to achieve organizational goals. Leaders with a transformational style will offer work strategies that are attractive to subordinates and stimulate the intelligence of subordinates to create challenging solutions for positive change (Al-Husseini et al., 2021).

Hypothesis 1. Transformational leadership have a positive relationship to innovative work behavior

Research on transformational leadership with innovative work behavior has been carried out in several other countries, one of which is by Hui (Li et al., 2019) which reveals that transformational leaders are able to increase innovative work behavior subordinates in Chinese industry. Other studies also explain that Transformational leadership has a significant positive relationship to employee work behavior (Alheet et al., 2021). Ahmad Fathi (Alheet et al., 2021) also explained that transformational leadership has a close relationship with the readiness of leaders to follow changes continuously to maintain the company's existence in society. Therefore, leaders will tend to try to innovate continuously and influence their subordinates to be able to emulate their behavior at work (Zhang et al., 2021).

Individual ability to manage change in an unstable situation is referred to as learning agility (Putri et al., 2021). De meuse (2017) explains learning agility is the ability of individuals to process understanding and learning from various past experiences to be used in solving current problems. Derue et al (2012) explained that learning agility is the individual's willingness to learn by always trying to increase knowledge, ask for advice or provide input to others and apply the knowledge and experience that the individual has in solving problems. Innovative work behavior has a close relationship with the individual learning process through experience and carries out the latest innovations to be applied in the future, so that these conditions are in line with learning agility (Jo & Hong, 2022). Yunseong's



research (Jo & Hong, 2022) explains that learning agility have a positive relationship with innovative work behavior company employees in Korea. Research from Yashinta & Suharti (2021) adds that companies that build a culture for learning and provide opportunities to channel these ideas can improve innovative work behavior. Yashinta & Suharti, (2021) emphasized that there will be differences between levels learning agility every generation therefore needs a leader who can direct employees to the company's goals while working.

Research with variables learning agility as a mediation has been done a lot, but research that uses independent variables transformational leadership with the dependent variable innovative work behavior still not much researched. Chu (Yan et al., 2021) is one who has succeeded in researching these three variables with employee respondents who work in the industry software China. Research results. Chu (Yan et al., 2021) is that there is a positive relationship between transformational leadership with innovative work behavior and learning agility influence in mediation transformational leadership and innovative work behavior.

Hypothesis 2. Learning agility mediate the relationship between transformational leadership to innovative work behavior

Based on the explanation above, the framework in this study is as follows:

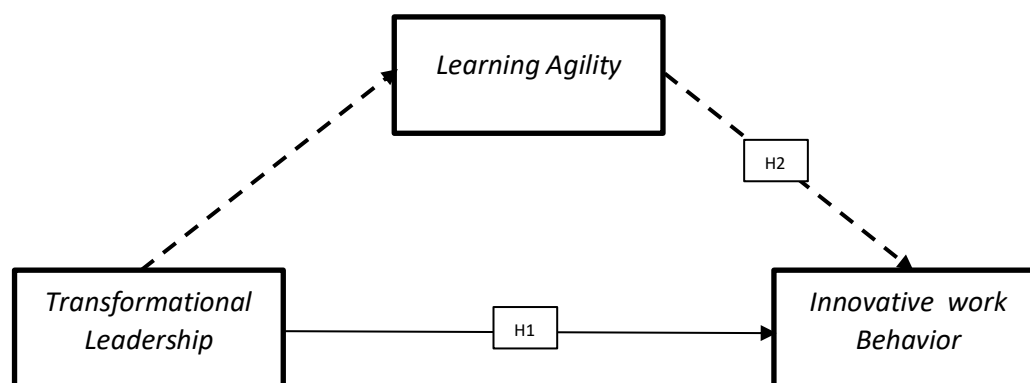


Figure 1 Framework

METHOD

This research is quantitative correlational research. The research respondents were employees of a manufacturing company in Kudus, Central Java. The total number of respondents in the scale distribution is 72 employees with a minimum position level junior supervisor. Data collection techniques in this study were nonprobability sampling that is purposive sampling. The scale deployment lasts for two working days for employees who are in the head office while for the representative distribution division it lasts for four working days using google form so that the total days of scale spread are four working days.

The measuring instrument in this study consists of 3 scales, namely the scale transformational leadership, scale innovative work behavior and scale learning agility. There are five alternative answer choices with a rating scale of 1 to 5 which means strongly disagree to strongly agree. Researchers use a scale innovative work behavior (IWB) compiled by researchers based on de Jong & Den Hartog's theory (de Jong, 2008) which consists of four dimensions, namely opportunity exploration, idea generation, championing, application with 22 items ($\alpha = 0.909$). Scaletransformational leadership used is an adaptation back translation measurement tool Nilwala et al (Nilwala, 2017) which consists of 10 items ($\alpha = 0.85$) to measure the three dimensions of transformational leadership that is idealized

influence, inspirational motivation, intellectual stimulation and sample items “I help others develop themselves” “I am satisfied when others meet agreed standards”.

Scale Learning agility the measurement tool used is an adaptation of Wardhani's (2022) measurement tool which consists of 18 items ($\alpha = 0.844$) to measure four dimensions learning agility that people agility, result agility, mental agility, dan change agility. Example items “I like to learn from others” “I try to get to know people to find out how to become a more efficient and effective person”. The collected data will be processed and analyzed using statistical methods. This study uses TestProcess Macro by Hayes with the help of SPSS version 21.

Hypothesis I will be tested using multiple regression analysis with the help of SPSS version 21 and hypothesis II will be tested using test Process Macro by Hayes. The Uji process macro by Hayes is a method of statistical analysis used to examine whether the relationship between two variables can be influenced by a mediating variable(Hayes, 2013). Through this test, researchers will immediately see whether there is a significant mediating effect or not.Uji process macro by Hayes also shows method use bootstrapping to see the confidence interval, namely the range of BootLLCI values and BootULCI values do not include zero values, there is a significant mediation variable (Hayes, 2013). The BootLLCI and BootULCI methods can also assist researchers in evaluating how accurate the resulting regression coefficients are (Abu-Bader & Jones, 2021),

RESULT

The questionnaires were distributed using the delivery and collection method. A total of 90 questionnaires were administered with 80% returns, of which 18 were deemed useable and not returns. The characteristics of the respondents are provided in Table 1. Females represented 69% of respondents and males, 31%. Regards age profile, tenure and academic position, job level, respondents were asymmetrically distributed across the different categories.

Table 1 Characteristics of Respondents.

Characteristics		Frequency	Percentage
Gender	Man	22	31%
	Woman	50	69%
Age Range	26-35	26	36%
	36-45	31	43%
	46-55	13	18%
	>55	2	3%
	Department Time	6-10	7
	11-15	34	47%
	16-20	23	32%
	>20	8	11%
Education	SMA	9	13%
	D1, D2, D3	23	32%



	S1	39	54%
	S2	1	1%
Department Level	Jr Supervisor	66	92%
	Supervisor	4	5%
	Manager	2	3%

Table 2 Hypothesis test results I

Independent Variables	Innovative work behavior (Y)			
	Unstd B	Std. error	t	Sig.
(Constant)	18.135	3.353	5.409	0.000
Transformational leadership (X)	1.374	0.150	9.148	0.000
F		83.680		0.000

Hypothesis I testing can be seen from table 2 which explains that t the value of transformational leadership to innovative work behavior of 9.148 with a significance of 0.000. The value t_{table} shows 1.67 then $t_{count} > t_{table}$ ($9.148 > 1.67$) and the significance value is less than 0.05 so it can be concluded that H1 is accepted, which means transformational leadership has a positive and significant relationship to innovative work behavior. Value of Rsquare (coefficient of determination) of 0.545 which can be interpreted that variable transformational leadership has a contribution effect of 54.5% of the variable innovative work behavior, while the other 45.5% is influenced by other factors outside the variable transformational leadership. Next, the Rsquare value (coefficient of determination) of transformational leadership and learning agility of 0.615 it can be interpreted that transformational leadership and learning agility has a contribution effect of 61.5% of the variable innovative work behavior, while the other 38.5% is influenced by other factors outside the variable transformational leadership and learning agility.

Process Macro by Hayes

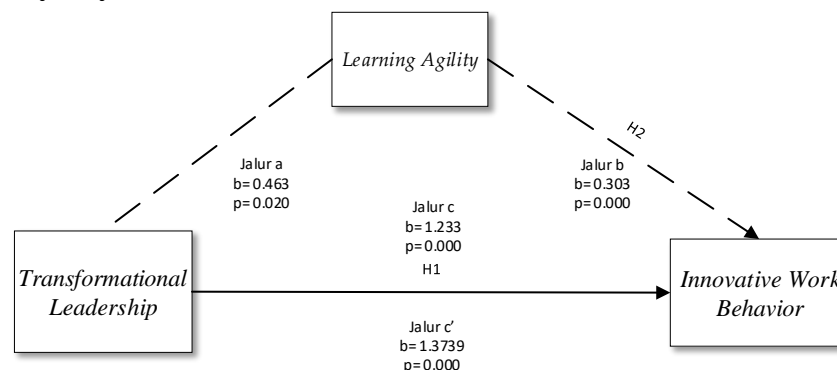


Figure 2 Analysis results Process Macro

Source : Premiere data processed in 2023

Information:

Pathway a: Immediate effect transformational leadership the learning agility

Pathway b: Direct effect learning agility the innovative work behavior

Path c: Direct effect transformational leadership the innovative work behavior

Path c': Total effect transformational leadership the innovative work behavior through learning agility

Based on test results Process Macro Figure 2 above, it can be seen that there is a positive relationship between transformational leadership with learning agility, transformational leadership with innovative work behavior and transformational leadership with innovative work behavior through learning agility. Furthermore, to determine the effect of mediating effects on variables learning agility it is necessary to look at the BootLLCI value and the BootULCI value, if it does not include a zero value then there is significance from the mediating variable (Abu-Bader & Jones, 2021). The following are the results of the mediation analysis test:

Table 3. Mediation Analysis Test Results

Variable	Indirect Effect	BootLLCI	BootULCI
learning agility as a mediating variable between transformational leadership and innovative work behavior	0.1404	0.0185	0.3155

Source: Primary data processed in 2023

Based on the result test Process Macro by Hayes model 4 in table 3 above, shows the value learning agility as a mediating variable has a bootstrap of 0.1404 and a 95% confidence interval (CI) ranging between 0.0185 and 0.3155 because zero is not included in the 95% confidence interval range, it can be concluded that there is an indirect effect and significance in the relationship transformational leadership to innovative work behavior through learning agility. However, due to the direct effect value (direct effect) of the relationship transformational leadership with innovative work behavior is greater, namely 1,233 than the value of the indirect effect (indirect effect) is only 0.1404, meaning that learning agility is not significant in mediating the relationship transformational leadership with innovative work behavior so this research is better not to use variables learning agility as mediation or hypothesis II is rejected.

DISCUSSION

This study examines 72 respondents who work in manufacturing companies in Kudus, Central Java with a minimum position level of Jr. Supervisors. Based on the characteristics of the respondents in this study, it shows that the number of female respondents is 69% greater than that of males (31%). The age range that dominated this study was 36-45 years (43%) followed by 26-35 years (36%). The term of office is dominated by employees who have worked for 11-15 years (47%) and 16-20 years (32%). The education level of the majority of employees is Bachelor Degree (54%) and for the position level is dominated by Jr. Supervisors (92%).

Hypothesis I in this study is accepted, where transformational leadership has a positive and significant relationship to innovative work behavior. In addition, researchers found that transformational leadership has a positive and significant relationship to learning agility as well as learning agility has a positive and significant relationship to innovative work behavior.



Transformational leadership can play an important role in improving innovative work behavior. Transformational leadership can help create a work environment that supports innovation by providing support, inspiration, and encouragement to think creatively (Charli et al., 2023). In this context, innovative work behavior includes the ability to generate new ideas, develop creative solutions to problems, and implement innovative changes (Charli et al., 2023). Research on transformational leadership with innovative work behavior has been carried out in several other countries, one of which is by Bruce (Ghasema, 2021) which reveals that transformational leaders are able to improve innovative work behavior subordinates in Chinese industry. Naseer (Khana, 2018) stated in his research results that leaders who train, advise, and guide their subordinates can improve their skills and encourage them to try new methods in process innovation. Furthermore, the positive relationship between transformational leadership and this innovation comes from leaders who hold the capacity to stimulate intrinsic motivation for themselves and subordinates to initiate creative and innovative work behavior results (Kroes, 2015). Research conducted by Rahman (Salmun, 2023) explain that transformational leadership is one important aspect that determines an individual can innovate well at work.

Researchers use test Process Macro by Hayes to test hypothesis II and it was concluded that hypothesis II was rejected, meaning learning agility did not give a significant mediating effect on the relationship transformational leadership with innovative work behavior. Transformational leadership can create a work environment that supports learning, creativity, and innovation, thereby helping employees to produce innovative work behavior. Therefore, without learning agility an employee is already able to improve innovative work behavior through transformational leadership. This is in line with the results of Anggarekso's research (Riswan, 2021), which states learning agility does not have a role as a mediating variable in the relationship between work engagement to innovative work behavior with a path coefficient value smaller than the path coefficient value work engagement directly, so that these conditions are similar to this study. Didit (Rahardi et al., 2022) also explained that learning agility as a mediating variable does not have a significant effect on the performance of an employee at work. Rutchapong (Chatchawan et al., 2017) said that there are several factors that can influence innovative work behavior such as work climate, learning orientation, organizational support and transformational leadership. Based on a literature study conducted by researchers, there has been no research specifically stating that learning agility does not have an effect as a mediating variable in the relationship between transformational leadership and innovative work behavior. However, the results in this study can be an interesting new thing to study further about other mediating variables that can affect the relationship between transformational leadership and innovative work behavior.

This research shows that transformational leadership can play an important role in improving innovative work behavior directly. Transformational leadership can help create a work environment that supports innovation by providing support, inspiration, and encouragement to think creatively. In this context, innovative work behavior includes the ability to generate new ideas, develop creative solutions to problems, and implement innovative changes. This research also found that learning agility did not give a significant mediating effect on the relationship transformational leadership with innovative work behavior. This research makes an important contribution in deepening the understanding of the variables that influence individual participation in innovation and the development of new ideas.

The implication of this research is that organizations can improve employee innovative performance by paying attention transformational leadership as well as developing training programs that can enhance employees' skills and abilities in dealing with innovative challenges in the workplace. Future research can develop this research by including other variables due to variables transformational leadership and learning agility has a contribution effect of 61.5% of the variable innovative work behavior, while the other 38.5% is influenced by other factors outside the variable transformational

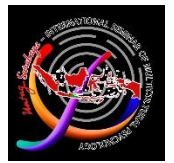
leadership and learning agility is working climate, learning orientation and organizational support. By conducting further research on these three factors, it is expected to further enrich and complete information about innovative work behavior.

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Ethical review and approval was not required for the study on human participants in accordance with the local legislation and institutional requirements. The patients/participants provided their written informed consent to participate in this study. This research did not receive funding from other parties.

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