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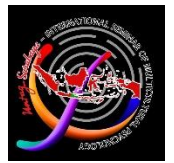
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The Mediating Role of Learning Agility on the Relationship between Transformational Leadership and Innovative Work Behavior

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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.

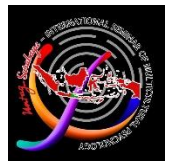
Innovative work behavior or innovative work behavior emerge with the aim of creating, introducing, and applying new ideas or ideas that are useful for the benefit of the organization (Jena et al., 2019). These new ideas or ideas are to increase the efficiency and effectiveness of the work of employees 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.

21 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.

3 **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:

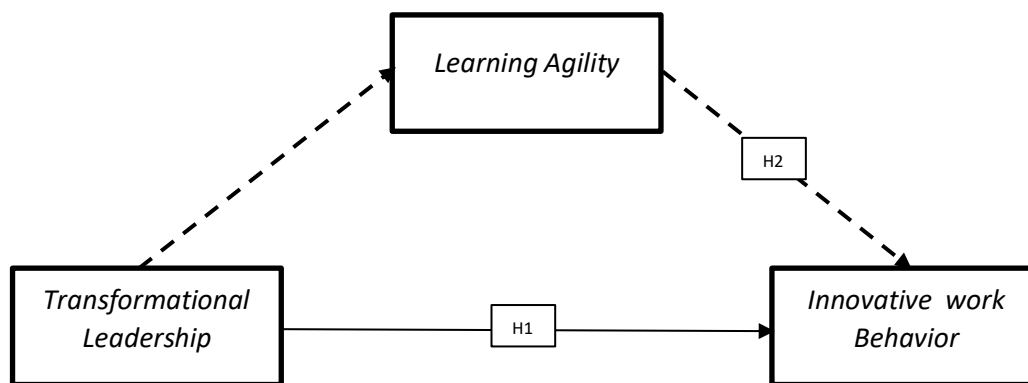


Figure 1 Framework

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) 19 which consists of four dimensions, namely opportunity exploration, idea generation, championing, application with 22 items ($\alpha = 0.909$). Scale transformational leadership used is an adaptation back translation measurement tool Nilwala et al (Nilwala, 2017) which consists of 10 items ($\alpha = 0.85$) 10 to measure the three dimensions of transformational leadership that is idealized

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

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

2 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.

18 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 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

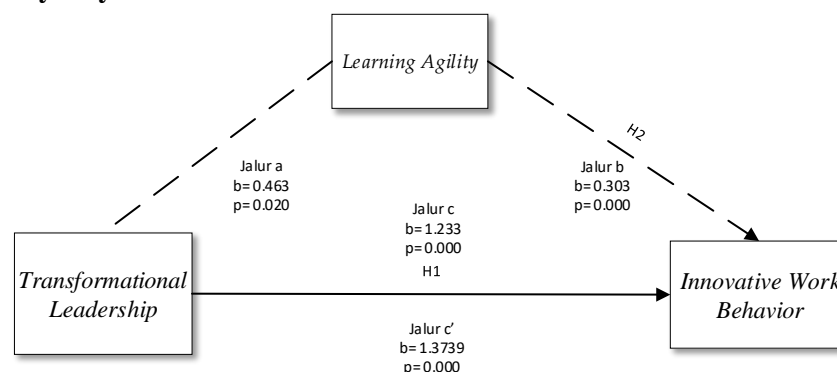


Figure 2 Analysis results Process Macro

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

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

9 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

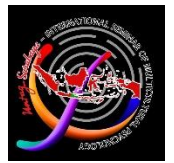
leadership and learning agility is working climate, learning orientation and organizational support. By conducting further research on these three factors, it is expected to further enrich and complete information about innovative work behavior.

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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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