A Study Of Behaviour Management: The Effect Of Transformational Leadership To Employee Innovative Behaviour Through Collaborative Human Resource Management And Adhocracy Organizational Culture

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ABSTRACT

This study aims to resolve the research gap between transformational leadership and employee innovative behavior by combining the mediating variables of collaborative human resource management and adhocracy organizational culture as research novelty. This study uses primary data in the form of a questionnaire distributed to employees of Indonesia's processed food industry. The sample in this study were 131 respondents using the purposive sampling technique. Partial Least Square data processing techniques use several data analysis, namely validity test, reliability test, and hypothesis testing. The test results show that transformational leadership has a significant positive effect on innovative employee behavior. Second, transformational leadership has a significant positive effect on collaborative human resource management. Third, collaborative human resource management has a significant positive effect on employee innovative behavior. Fourth, transformational leadership has a significant positive effect on employee innovative behavior through collaborative human resource management mediation. Fifth, transformational leadership has a significant positive effect on adhocracy organization culture. Sixth, the adhocracy organization culture has a significant positive effect on employee innovative behavior. Seventh, transformational leadership has a significant positive effect on employee innovative behavior through the mediation of an adhocracy organization culture. Eighth, transformational leadership has a significant positive effect on employee innovative behavior through the mediation of collaborative human resource management and an adhocracy organization culture.

INTRODUCTION

Employee innovative behavior is defined as a problematic behavior consisting of three different tasks: idea generation, idea promotion, and idea realization (Kanter, 1988; S. G. Scott & Bruce, 1994; Wang, Fang, & Janssen 2015). Individual innovation is the generation of ideas, or the production of new ideas or solutions, which can be original or adapted from existing products or processes (Kanter, 1988; Woodman, Sawyer, & Griffin, 1993; Wang, Fang, & Janssen 2015). Second is the promotion of ideas; innovative individuals must be involved in social activities to gain stakeholder approval and interest as well as sponsoring new ideas, to build coalitions and supporters that will help innovators sell ideas to potential allies (Kanter, 1988; Wang, Fang, & Janssen 2015). The third task is the realization of ideas. Innovative individuals must implement ideas and turn them into tangible products and processes that can increase individuals, groups, or organizations' profitability and efficiency (Kanter, 1988; S. G. Scott & Bruce, 1994; Wang, Fang, & Janssen, 2015). According to researchers, employee innovative behavior has been defined as a generation formed and the realization of new ideas in work roles, workgroups, or organizations to get performance benefits (Janssen & Van Yperen, 2004). Employee innovative behavior is needed to face sustainability challenges and ensure longevity and organizational success (Duradoni & Di Fabio 2019). In a knowledge-based economy, employee innovative behavior is considered the key to organizational competence, and organizational innovation capabilities depend on employees (Gilson & Shalley, 2004). Studies on leadership have revealed a positive relationship between transformational leaders and employee innovative behavior (Amabile, 1996; Dev, 2015). Bennis and Nanus (1985) suggest that transformational leaders have a lot of confidence and trust in their leaders.Transformational leadership influences employees' perceptions of the organizational climate for innovation, referring to the level of support and encouragement to organizations and employees to increase their willingness to take initiatives and explore innovative approaches (Sarros, Cooper, & Santora, 2008; Scott & Bruce, 1994; Kao, Pai, Tin, & Zhong, 2015). Transformational leadership is the ability to inspire and motivate followers to achieve greater than planned results. They guide in all situations, assisting, imparting knowledge, honing skills, and treating employees equally. Transformational leadership is applied to develop employees' full potential, a good value system, morality, and motivation (Dev, 2015). The role of the leader greatly influences employee innovative behavior.

However, it turns out that there is a research gap in a research journal according to Pieterse, Knippenberg, Schippers, and Stam (2009) that shows that transformational leadership is not related to employee innovative behavior, providing support for the argument that the relationship between transformational leadership and employee innovative behavior should not be seen. As the immediate main effect. Meanwhile, according to Xing Su, Wang, Chen (2019), transformational leadership can positively affect organizational and employee outcomes in journal research. To complete the research gap, research was conducted again. Namely, transformational leadership can influence employee innovative behavior through collaborative human resource management (Xing Su, Wang & Chen, 2019). And adhocracy organizational learning as a novelty in research. Namely, transformational leadership can influence employee innovative behavior through adhocracy organizational learning. Because the prediction that adhocracy organizational learning will mediate the relationship between transformational leadership and employee innovative behavior can be found in theoretical work on the centralization of the transformational vision of leadership and its capacity to stimulate change. (Sarros, Cooper, & Santora, 2008).

Collaborative human resource management is defined as a configuration of human resource management that focuses on porous work structures, network cohesiveness, team development, group incentives, emphasizes cooperation, information sharing, and knowledge transfer (Lepak and Snell 1999; Youndt and Snell 2004; Xing Su, Wang & Chen, 2019). Collaborative human resource management has policies and practices adopted in organizations and will be heavily influenced by the strategic leadership. They are using a collaborative human resource management system to convey different exchange obligations between employees and companies, which impact ensuring that employee behavior improves company performance (Arthur 1994; Collins & Smith 2006; Huselid 1995). As a result, through collaborative human resource management policies and practices, influencing employee innovative behavior and attitudes and promoting shared values and organizational culture, contributing to competitive advantage (Lopez-Cabrales, Bornay-Barrachina & Diaz-Fernandez 2017; Zhu, Chew & Spangler 2005; Al-Kumaim et al., 2021; Abbas et al., 2020). Transformational leadership develops collaborative human resource management with several objectives. First, to facilitate and encourage employees to understand their identity/potential (Bass, 1985; Xing Su, Wang & Chen, 2019; Arshad et al., 2020). Second, to increase employee awareness, leaders are image role models facilitated by collaborative human resource management (Lepak and Snell 1999; Xing Su, Wang & Chen, 2019; Ashraf et al., 2020).

Adhocracy organization culture is a culture that can adapt to the environment and provides more significant opportunities for individuals to develop their ways, on one condition that the practice is consistent with organizational goals (Khurosani, 2013). Adhocracy organization culture can be another mediation because it is based on the members' energy and innovation. Adhocracy organizational learning is useful for fostering adaptability, flexibility, and creativity. Adhocracy organizational culture is dynamic and entrepreneurial oriented because it focuses on risk-taking and innovation. In this culture, it is essential to motivate/encourage employees before the process and during the work process.Furthermore, the right role is needed, namely transformational leadership, because of adapting quickly to changing situations. This type of leadership provides resilience to employees in the face of adversity. Simultaneously, the perspective of innovation in adhocracy organizational learning requires an intellectual knowledge and the accumulation of knowledge as a source of inspiration from leaders to impart to employees. The experience of autonomy, competence, and employee relations with the organization fosters their motivation and involvement in activities, especially regarding creativity (Aydin, 2018). Adhocracy does not have centralized power or power relations.

Meanwhile, power flows from individual to individual, team to team, depending on how the problem is handled (Cameron & Quinn, 2006; Martela 2019). Adhocracy introduced matrix-like elements into organizations with cross-functional teams having authority in individual decisions and with teams empowered for more independent decision-making to a certain extent. Rather than one transparent chain of command, there are several competing chains of control. Still, a fundamentally hierarchical manager-subordinate authority relationship is maintained, with managers having the right to interfere in most decisions made by their subordinates. Organization members or employees are encouraged to take risks, experiment, and think outside the box to solve problems. Organizational leaders are considered innovators and entrepreneurs (entrepreneurs). Adhocracy organizational culture encourages organizations or companies to develop by creating innovative products and services and responding quickly to market changes. Success in the context of adhocracy organizational learning is having new products and services and being a pioneer of something new (Martela, 2019). For example, at Valve, employee innovative behavior is influenced by adhocracy organizational culture at Valve companies. Employees can "deliver" their products as long as two or more other employees agree (Puranam and Håkonsson, 2015; Martela, 2019).

This research was conducted in the processed food industry, such as slaughtering and processing livestock to produce processed meat products. By innovating products, the products developed by creating chicken, shrimp, and fish meatballs, fried meatballs, beef gravy, beef sausage, chicken chunk, chicken karaage, chicken katsu, chicken nuggets, chicken sticks, dino bites, spicy wings, fried chicken, jet nuggets.

LITERATURE REVIEW

Transformational Leadership

Leadership is defined as a process (action) to influence group activities to achieve goal setting and goal achievement (Stogdill, 1950; Silva 2016). According to researchers, leadership has a meaning or meaning, namely interpersonal influence, carried out in a situation, and directed, through a communication process, towards achieving the specified goals or objectives (Tannenbaum, Weschler, and Massarik, 1961; Silva 2016).

Transformational leadership describes how a leader seeks to meet the needs of high-level followers. Transformational leadership influences employees' perceptions of the organizational climate for innovation, referring to the level of support and encouragement to organizations and employees to increase their willingness to take initiatives and explore innovative approaches (Sarros, Cooper, & Santora, 2008; Scott & Bruce, 1994; Kao, Pai, Tin, & Zhong, 2015). Transformational leadership is applied to develop employees' full potential, a good value system, morality, and motivation (Dev, 2015). Transformational leadership empowers basic level needs and inspires them to provide solutions and create a better workplace. (Chandrashekhar, 2002; Jue, 2004; Marturano & Gosling, 2008; Ghasabeh, Soosay, Reaiche, & 2015). Transformational leadership can build a positive work environment so that employees are motivated. This leadership style provides support to its employees through concrete actions. Such as giving authority to employees to participate in decision making and encouraging employees to create and implement these ideas. Transformational leadership helps its employees achieve their future goals. Transformational leadership is believed to have the most significant impact on employee work innovation. Some of the transformational leadership characteristics are inspirational motivation, individual consideration, idealized influence, and intellectual stimulation (Afsar et al., 2014, pp. 1270-1300; Choi et al., 2016; Setiawan, Suryani, Tirsa, & Eliyana; 2020).

There are four indicators of transformational leadership (MLQ 5X-Short; Podsakof, MacKenzie, Moorman, & Fetter 1990; Avolio, Bass & Jung 1999; Xing Su, Wang & Chen, 2019):

1. Charisma-Idealized Influence characterizes the extent to which an individual engages in behavior that encourages followers to identify themselves.
2. Inspirational Motivation, the extent to which a person conveys a vision that is intended to inspire followers.
3. Intellectual stimulation characterizes the extent to which individuals challenge existing assumptions and encourage them to take risks.
4. Individual Consideration describes the extent to which individuals seek to meet the needs of their followers.

Collaborative Human Resources Management

Collaborative human resource management is described as a configuration that focuses on porous work structures and personal networks, team development, and group incentives and emphasizes cooperation, information sharing, and knowledge transfer (Lepak & Snell 1999; Youndt & Snell 2004; Xing Su, Wang, & Chen, 2019). One way to obtain valuable and unique knowledge is through a knowledge-based practice system of human resource management that enables internal development of human resources (Lepak & Snell, 2002) with impressive selection, training, development, assessment, and compensation practices. This coincides with a transformational leadership value orientation, which underlines cooperation and collective interests. Thus, leaders tend to develop collaborative human resource management systems to facilitate efforts to foster desired behavior in employees, especially in high-tech companies where joint operations, information sharing, and knowledge transfer are essential for competitive advantage. (Collins and Smith, 2006; Xing Su, Wang, & Chen, 2019).

Measurement of collaborative human resource management indicators consists of 12. Using a Likert scale by stating five highest levels and 1 stating the lowest (Youndt & Snell, 2004; Collins & Smith, 2006; Xing Su, Wang, & Chen, 2019):

1. Selection of candidate jobs based on the ability to collaborate and work with teams.
2. Promote based on the ability to work with other people.
3. Provide training that focuses on team building and teamwork.
4. Provide training to build relationships between companies.
5. Use job rotation to expand employee skills.
6. Providing opportunities, namely career paths for employees, to study several company functional areas aimed at broadening employees' horizons.
7. Hold meetings to share formal information.
8. Sponsoring corporate social events for employees to get to know each other.
9. Using a group-based work design.
10. Make use of group-based incentives.
11. Provide appreciation/salary increase based on employee performance related to teamwork and team orientation.
12. Using cross-departmental teams and networks to get work done.

Adhocracy Organizational Culture

Organizational Culture can be defined as the mutual trust held by members of the organization. This belief affects the way employees think and act. (Schein, 2010; Knap, 2015). According to Beugelsdijk, Koen, and Noorderhaven (2006), organizational culture-specific to organizations (Smircich, 1983; Sarros, Cooper, & Santora, 2008) is relatively constant (Christensen & Gordon, 1999; Sarros, Cooper, & Santora, 2008), and can affect relationships between organizations. For this reason, organizational learning is widely viewed as a source of sustainable competitive advantage for business (Miron, Erez, & Naheh, 2004; Sarros, Cooper, & Santora, 2008).

Adhocracy organizational culture introduces matrix-like elements into organizations with cross-functional

teams with authority in certain decisions and with teams empowered for more independent decision-making within certain limits. Rather than one transparent chain of command, there are several competing chains of control. Still, a fundamentally hierarchical manager-subordinate authority relationship is maintained, with managers having the right to interfere in most decisions made by their subordinates. Organization members or employees are encouraged to take risks, experiment, and think outside the box to solve problems (Martela, 2019).

In adhocracy, top management provides a high-level architecture, but, to some extent, the team can have relatively unlimited autonomy to define the sub-goals and tasks needed to achieve the overall team goals. Sometimes they can also set precedents (role models) that can influence the entire organization's direction. For example, a team of consultants working with a particular client might note "unique challenges requiring creative solutions" (Mintzberg 1980, p. 337; Martela, 2019), and in an adhocracy, have the authority to decide how best to address those challenges. However, the powers given to teams are "semi-formal" and "selective" decentralized (Mintzberg 1980, p. 337; Martela, 2019), meaning that team freedom has clear boundaries, under which they must seek permission from their team. supervisors, who also have the right to intervene at any time (cf. Foss 2003; Martela, 2019).

The Adhocracy Organizational Culture indicator used consists of 6 items (Khurosani, 2013):
1. Support in adapting.
2. Flexibility.
3. innovation support.
4. Support to create new standards.
5. Continuous renewal.
6. Innovate to find solutions

Employee Innovative Behavior
Employee innovative behavior is defined as a problematic behavior consisting of three different tasks: idea generation, idea promotion, and idea realization (Kanter, 1988; S. G. Scott & Bruce, 1994; Wang, Fang, & Janssen 2015). According to researchers, employee innovative behavior has been defined as a generation formed and the realization of new ideas in work roles, workgroups, or organizations to get performance benefits (Janssen & Van Yperen, 2004 Xing Su, Wang, & Chen, 2019).

According to Duradoni and Di Fabio (2019), employee innovative behavior is needed to face sustainability challenges and ensure longevity and organizational success. In a knowledge-based economy, employee innovative behavior is considered the key to organizational competence, and organizational innovation capabilities depend on employees (Gilson & Shalley, 2004; Xing Su, Wang, & Chen, 2019). Leaders who take advantage of transformational leadership influence employees' perceptions of the organizational climate for innovation, which refers to the level of support and encouragement that the organization provides employees to increase their willingness to take initiatives and explore innovative approaches (Scott & Bruce, 1994; Sarros, Cooper, &

Santora, 2008). To get employee innovative behavior, a leader must guide his workers through training, facilities, communication, motivation, and others.

Measurement of employee innovative behavior consists of 5 items (Janssen, 2001; Scott & Bruce, 1994; Xing Su, Wang, & Chen, 2019):
1. Create new ideas for improvement.
2. Look for new methods, techniques, and effective methods.
3. Generate support for innovative ideas.
4. Motivate employees to be enthusiastic about creating innovative ideas.
5. Introduce innovative ideas into the work environment systematically.

The relationship between transformational leadership and employee innovative behavior
The present is an era where change has become a constant. To run an organization smoothly, effectively, and efficiently, the most valuable and most needed resource for an organization is its human resources (Mosadeghrad, 2003; Dev, 2015). The success of an organization depends on hard-working, loyal, and engaged managers and employees. Employee management is highly dependent on leadership qualities (Bushra, Usman, Naveed, 2011; Dev, 2015). Leaders must have a concern to create a will in mind led with their organization's specific goals, which requires a balance between organizational goals and the needs of its people (Jung et al., 2010; Dev 2015). Leadership creates bonds that facilitate collective work for people (Shibru & Darshan, 2011; Dev 2015), and organizations today are more concerned about understanding, developing, and enhancing their leaders' potential (Bushra, Usman, Naveed, 2011; Dev, 2015). Transformational leadership is a modern approach that looks at where the organization's goals are and determines how to handle internal and external changes that employees need to do to achieve company goals (Tichy & Devanna, 1986; Dev, 2015). Transformational leadership instills learning among employees, which results in employee innovative behavior through the generation of new ideas, and fosters a sustainable competitive advantage for the organization (Dev, 2015).

H1: Transformational leadership influences employee innovative behavior.
The Relationship Between Transformational Leadership and collaborative human resource management
Transformational leadership inspires followers to go beyond the interests and perceptions of follower limitations to effectively achieve collective goals (Bass, 1985; Xing Su, Wang, & Chen, 2019). Transformational leadership has a clear vision of what the company will become and what it will do in the future (Bass, 1985; Bass & Avolio, 1993). This vision includes a much better off and/or a better way of doing business. Leaders must create innovative visions, firmly believe in the vision, articulate it, and communicate it to employees so that they too will feel and be excited. Collaborative human resource management plays an essential role in the

communication process between leaders and organization members. Without staff, training, and collaborative human resource management communication, the leader's vision is not transmitted effectively. For a vision to become a reality, leaders must rely on collaborative human resource management to help employees become enthusiastic. Leaders must provide employees with a blueprint on how to achieve the vision. Passion comes from the commitment and involvement that comes from the changes in jobs and organizations created by human resource management. That is, employees must be empowered to enact the leader's vision (Zhu, Chew, & Spangler, 2005). As a result, through collaborative human resource management policies and practices, influencing employee attitudes and behavior and promoting shared values and organizational culture, contributing to competitive advantage (Lopez-Cabrales, Bornay-Barrachina & Diaz-Fernandez 2017; Zhu, Chew & Spangler 2005; Xing Su, Wang, & Chen, 2019).

H2: Transformational leadership influences collaborative of human resource management.
The Relationship Between A collaborative human resource management relationship and employee innovative behavior
According to Janssen and Van Yperen (2004; Xing Su, Wang, & Chen, 2019), researchers define that innovative behavior is a deliberate generation (formed / trained / honed), promoted, and realizes new ideas in work roles, workgroups, or organizations to obtain individual, group / organizational performance benefits. Employee innovative behavior occurs at the individual, team, and organizational levels. Employee innovative behavior is increasingly recognized as one of the most important sources of organizational innovation (Amabile 1988; Amabile et al. 1996; Xing Su, Wang, & Chen, 2019). Collaborative of human resource management can facilitate knowledge and information sharing among employees, resulting in increased knowledge and relevant skills. For example, through selection, training, promotion, and reward systems that focus on cooperation, collaborative human resource management focuses on the importance of cooperation and motivates employees to care about collective interests and share their strengths with colleagues (Evans & Davis 2005; Xing Su. , Wang, & Chen, 2019). Collaborative human resource management also removes barriers among employees that often occur at a professional level, such as reluctance to provide information or assistance to colleagues because of concerns about losing their competitive or privileged positions. Collaborative of human resource management fosters working relationships with mutual trust, supports and improves communication (Carmeli & Gittell 2009; Xing Su, Wang, & Chen, 2019). With a mutually supportive work environment, employees work together to achieve a competitive advantage. (Choo, Linderman & Schroeder, 2007; Xing Su, Wang, & Chen, 2019). By increasing employee motivation, knowledge, and abilities related to innovation and creating a supportive work environment, collaborative human resource management can encourage employee innovative behavior (Xing Su, Wang, & Chen, 2019).

H3: Collaborative of human resource management influences employee innovative behavior.
The Relationship Between Transformational leadership relationship with employee innovative behavior through collaborative mediation of human resource management
According to Zhu, Chew, and Spangler (2005), a collaborative human resource management system plays an essential role in connecting leaders and employees' communication process. According to Lopez-Cabrales, Bornay-Barrachina, and Diaz-Fernandez (2017), transformational leadership can increase organizational innovation through knowledge-based human resource management. Therefore, employee innovative behavior will be influenced by transformational leadership through the adoption of collaborative human resource management.

H4: Transformational leadership affects employee innovative behavior through a collaborative of human resource management.
The relationship between transformational leadership and adhocracy organizational learning
According to Bass (1999), for organizational culture to be more transformational, top management must articulate the necessary changes. It is proposed that leaders are in a significant position to make changes that affect corporate identity and culture (Barlow, Jordan, & Hendrix, 2003; Katz & Kahn, 1978; Sarros, Cooper, Santora, 2008). Through transformational leadership, managers can help build a strong organization culture and contribute to organizational innovation and employee innovative behavior. (Elenkov & Manev, 2005; Jung, Chow, & Wu, 2003). Transformational leadership and adhocracy organizational culture variables play an important role in forming employee innovative behavior (Golden & Shriner, 2017). Simultaneously, the perspective of innovation in adhocracy organizational learning requires an intellectual knowledge and the accumulation of knowledge as a source of inspiration from leaders to impart to employees. The experience of autonomy, competence, and employee relations with the organization fosters their motivation and involvement in activities, especially regarding creativity (Aydin, 2018).

H5: Transformational leadership influences adhocracy organizational learning.
The Relationship Between Adhocracy relationship organizational culture and employee innovative behavior
After World War II, Mintzberg argued that the new ideal type of organizational structure is an adhocracy organizational culture because it can produce more innovation in a dynamic environment (Mintzberg 1980). Organization members or employees are

encouraged to take risks, experiment, and think outside the box to solve problems (Martela, 2019). Adhocracy organizational culture enables organizations or companies to develop by creating innovative products and services and responding quickly to market changes. Success in the context of adhocracy organizational learning is having new products and services and being a pioneer of something new (Martela, 2019). For example, at Valve, employee innovative behavior is influenced by adhocracy organizational culture at Valve companies. Employees can "deliver" their products as long as two or more other employees agree (Puranam and Håkonsson, 2015; Martela, 2019).

H6: Adhocracy organizational culture influences employee innovative behavior.
The Relationship Between Transformational leadership relationships with employee innovative behavior through adhocracy organizational learning
According to Bass (1999), for organizational culture to be more transformational, top management must articulate the necessary changes. It is proposed that leaders are in a significant position to make changes that affect corporate identity and culture (Barlow, Jordan, & Hendrix, 2003; Katz & Kahn, 1978). Through transformational leadership, managers can help build a strong organization culture and make a positive contribution to organizational innovation and employee innovative behavior (Elenkov & Manev, 2005; Jung et al., 2003). After World War II, Mintzberg argued that the new ideal type of organizational structure is an adhocracy organizational culture because it can produce more innovation in a dynamic environment (Mintzberg 1980). Organization members or employees are encouraged to take risks, experiment, and think outside the box to solve problems (Martela, 2019).

H7: Transformational leadership influences employee innovative behavior through adhocracy organizational learning.
The Relationship Between Transformational leadership relationship with employee innovative behavior through a collaborative of human resource management and adhocracy organizational culture.
Transformational leadership instills learning among employees, which results in employee innovative behavior through the generation of new ideas, and fosters a sustainable competitive advantage for the organization (Dev, 2015). The process of planting or the influence of transformational leadership on employee innovative behavior can also be through collaborative human resource management and adhocracy organizational learning. According to Zhu, Chew, and Spangler (2005), a collaborative human resource management system plays an essential role in connecting leaders and employees' communication process. According to Lopez-Cabrales, Bornay-Barrachina, and Diaz-Fernandez (2017), transformational leadership can increase organizational innovation through knowledge-based human resource management. Therefore, employee innovative behavior will be influenced by transformational leadership through the adoption of collaborative human resource management.

The influence of transformational leadership on employee innovative behavior through adhocracy organizational learning. Through transformational leadership, managers can help build a strong organization culture and make a positive contribution to organizational innovation and employee innovative behavior (Elenkov & Manev, 2005; Jung et al., 2003). After World War II, Mintzberg argued that the new ideal type of organizational structure is an adhocracy organizational culture because it can produce many innovations in a dynamic environment (Mintzberg 1980). Organization members or employees are encouraged to take risks, experiment, and think outside the box to solve problems (Martela, 2019).

H8: Transformational leadership affects employee innovative behavior through a collaborative of human resource management and adhocracy organizational learning.

RESEARCH METHOD
This research uses quantitative research. Quantitative research is considered a deductive approach to research (Rovai, Baker, & Ponton, 2014; Almaki, 2016). The approach of this feature is the collection and analysis of information carried out using a mathematical-based method. (Aliaga & Gunderson, 2000; Muijs, 2011, p. 1; Almaki 2016) which focuses on collecting numerical data and generalizing it to a group (Babbie 2010; Alamaki 2016).

The population is a combination of all elements in the form of events, things, or people with similar characteristics, which become the center of attention of a researcher because it is seen as a research universe. The population in this study were employees of the processed food industry in Indonesia. Using a purposive sampling technique, which is finding respondents according to the ease and willingness to participate (Ferdinand, 2014), and the minimum working requirements of more than one year, the sample size in this study was 131 respondents.This study's data analysis technique used descriptive analysis, evaluation of the outer model (Convergent Validity, discriminant validity, Composite Reliability, Average Variance Extracted, inner model (R Square and hypothesis testing or t-test).

Measurement of transformational leadership variables adapting the MLQ 5X-Short questionnaire (Podsakof, MacKenzie, Moorman, & Fetter 1990; Avolio, Bass & Jung 1999; Xing Su, Wang & Chen, 2019), Employee innovative behavior and Collaborative Human Resource Management using Janssen's research (2001); Scott & Bruce (1994); Xing Su, Wang, & Chen, (2019), then the Adhocracy Organizational Culture variable based on Khurosani (2013).

RESULTS

The number of respondents was dominated by men, namely 73.7%, followed by women, namely 26.7%. It can be concluded that the majority of workers in these companies are men because the company requires male workers to handle products on a chicken basis.The majority of respondents' work experience has experienced above or equal to 5 years. Then followed by work experience under one year, 4 and 6 years, and 2 and 3 years. It can be concluded that the majority of work experience at these companies is above or equal to 5 years, which means that the majority of workers are workers with high experience with a low turnover rate, indicating that employees are comfortable and at home to work.The respondents' mean value for the transformational leadership variable with an average value of 3.95 (from a scale of 1-5). The highest average score is dominated by the item statement, "my leader inspires the organization with his dreams." This shows that the average respondent's answer is in the high category on transformational leadership variables because leaders inspire their employees through dreams.The mean value of respondents' answers to the employee innovative behavior variable with an average value of 3.93 (from a scale of 1-5). The highest average score is dominated by the statement item "I am looking for a new work method, technique or instrument." This shows that the average respondents' answers are in the high category on the employee innovative behavior variable because the leader provides the opportunity for respondents to work with new methods.The mean value of the respondents' answers for the collaborative human resource management variable with an average value

of 3.87 (from a scale of 1-5). The highest average score is dominated by the item statement "companies hold meetings to share formal information." This shows that the average respondent's answer is in the high category on the collaborative human resource management variable because a meeting is held to share formal information.

The average value of respondents' answers to the adhocracy organizational culture variable is 3.92 (from a scale of 1-5). The highest average score is dominated by the item statement "the organization makes continuous renewal, and the organization provides the opportunity for me to innovate to find solutions." This shows that the average respondent's answer is in the high category on the adhocracy organizational culture variable because it carries out continuous renewal and provides opportunities for respondents to innovate.

Evaluate the Outer Model
Convergent Validity
Convergent Validity aims to determine each relationship's validity between the indicator and its latent constructs or variables. Considered valid if outer loadings> 0.5. Average Variance Extracted (AVE) is one of the validity test requirements based on the extracted values of each variable. The AVE value is expected to be> 0.5, indicating that it has met the convergent validity evaluation.

Table 1.
AVE Values (Batch 1)

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Adhocracy Organizational Culture	0.882	0.886	0.910	0.629
Collaborative human resource management	0.938	0.940	0.947	0.597
Employee Innovative Behaviour	0.889	0.894	0.910	0.531
Transformational Leadership	0.936	0.942	0.943	0.455

In Table 1, the AVE (Average Variance Extracted) results are below 0.5. Therefore, in Figure 4.2, there are still indicators that need to be eliminated. The indicator with the lowest loading value is phased out, namely X2 then X4.

Table 2.
AVE Values (Batch 2)

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Adhocracy Organizational Culture	0.882	0.886	0.910	0.629
Collaborative human resource management	0.938	0.940	0.947	0.597

| Employee Innovative Behaviour | 0.889 | 0.894 | 0.910 | 0.531 |
| Transformational Leadership | 0.935 | 0.938 | 0.943 | 0.508 |

In Table 2, the AVE results are above 0.5, which means that AVE meets convergent validity.

Discriminant Validity

The discriminant validity test uses the cross-loading value. An indicator is declared to meet discriminant validity if the cross-loading value of the indicator on the variable is the largest compared to other variables.

Table 3.
Cross Loading

	Adhocracy Organizational Culture	Collaborative human resource management	Employee Innovative Behaviour	Transformational Leadership
X10	0.445	0.456	0.486	0.753
X11	0.465	0.356	0.427	0.676
X12	0.549	0.501	0.563	0.727
X13	0.425	0.398	0.557	0.705
X14	0.508	0.458	0.583	0.739
X15	0.511	0.406	0.503	0.681
X16	0.449	0.469	0.531	0.746
X17	0.444	0.395	0.448	0.756
X18	0.465	0.414	0.507	0.711
X19	0.431	0.377	0.488	0.743
X20	0.412	0.493	0.460	0.640
X3	0.225	0.244	0.256	0.573
X6	0.407	0.346	0.418	0.688
X7	0.338	0.282	0.501	0.687
X8	0.439	0.400	0.559	0.763
X9	0.433	0.355	0.425	0.726
Y1	0.607	0.589	0.731	0.651
Y2	0.606	0.605	0.786	0.507
Y3	0.576	0.482	0.712	0.548
Y4	0.447	0.454	0.665	0.498
Y5	0.412	0.378	0.646	0.421
Y6	0.561	0.526	0.773	0.515
Y7	0.582	0.592	0.768	0.499
Y8	0.497	0.488	0.726	0.383
Y9	0.522	0.643	0.741	0.456

Z1	0.605	0.718	0.593	0.495
Z10	0.586	0.830	0.633	0.443
Z11	0.571	0.770	0.512	0.377
Z12	0.591	0.726	0.531	0.333
Z2	0.560	0.764	0.553	0.487
Z3	0.535	0.739	0.538	0.375
Z4	0.537	0.783	0.540	0.398
Z5	0.529	0.708	0.457	0.423
Z6	0.522	0.807	0.543	0.407
Z7	0.550	0.818	0.608	0.490
Z8	0.600	0.798	0.644	0.496
Z9	0.559	0.796	0.605	0.432
Z2.1	0.757	0.620	0.636	0.467
Z2.2	0.833	0.607	0.654	0.566
Z2.3	0.733	0.457	0.515	0.453
Z2.4	0.839	0.571	0.555	0.506
Z2.5	0.785	0.600	0.526	0.396
Z2.6	0.806	0.600	0.614	0.516

Table 3 shows data processing results that each indicator in the research variable has the largest cross-loading value on the variables it forms compared to the cross-loading value on other variables. Based on these results, it can be stated that the indicators used in this study have good discriminant validity in compiling their respective variables.

Reliability Test
Cronbach's alpha to measure the reliability or internal consistency between questions in an instrument. Based on the results of the measurement test in Table 2, the measurement items are concluded to be reliable because they have a Cronbach's alpha value above 0.6, which means that the transformational leadership variable, employee innovative behavior, collaborative human resource and management, and reliable organizational culture are reliable.

Inner Model Evaluation
In table 4, these results provide significant information; each variable has a T-statistic result above> 1.96. This means that each variable has a significant effect.

Table 4.
Hypotheses Testing

Variable	Coefficient(O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Remarks
Transformational Leadership -> Employee Innovative Behaviour (H1)	0.308	0.311	0.096	3.192	0.002	H1 accepted
Transformational Leadership -> Collaborative human resource management	0.566	0.573	0.070	8.139	0.000	H2 accepted

(H2)					
Collaborative human resource management -> Employee Innovative Behaviour (H3)	0.339	0.341	0.093	3.631	0.000	H3 accepted
Transformational Leadership -> Collaborative human resource management -> Employee Innovative Behaviour (H4)	0.192	0.198	0.066	2.913	0.004	H4 accepted
Transformational Leadership -> Adhocracy Organizational Culture (H5)	0.619	0.625	0.058	10.652	0.000	H5 accepted
Adhocracy Organizational Culture -> Employee Innovative Behaviour (H6)	0.303	0.300	0.083	3.649	0.000	H6 accepted
Transformational Leadership -> Adhocracy Organizational Culture -> Employee Innovative Behaviour (H7)	0.188	0.188	0.055	3.431	0.001	H7 accepted
Transformational Leadership -> Collaborative human resource management & Adhocracy Organizational Culture-> Employee Innovative Behaviour (H8)	0.491	0.488	0.138	7.080	0.001	H8 accepted

R Square Test

Based on the data in table 5, it can be seen that the R-Square value for the adhocracy organizational learning variable is 0.379. This value's acquisition explains that the percentage of adhocracy organizational learning can be explained by 39.7%. The R-Square value obtained, the collaborative human resource management and employee innovative behavior variables were 0.315 and 0.688, respectively. This value explains that collaborative human resource management and employee innovative behavior can be defined as 31.5% and 68.8%, respectively.

Table 5.

R Square Test

Variable	R Square
Adhocracy Organizational Culture	0.379
Collaborative human resource management	0.315
Employee Innovative Behaviour	0.688

Indirect Effect Test

Table 6 shows the indirect influence of transformational leadership on employee innovative behavior through collaborative human resource management of 0.192, smaller than the direct effect of 0.308. The indirect effect between transformational

The effect of variables	Coefficient
Transformational Leadership -> Collaborative human resource management -> Employee Innovative Behaviour	0.192
Transformational Leadership -> Adhocracy Organizational Culture -> Employee Innovative Behaviour	0.188

DISCUSSIONS

The Relationship Between Transformational Leadership towards Employee Innovative Behavior

The results of this study indicate that the transformational leadership variable influences employee innovative behavior. The result of the T-statistic> 1.96 is 12.347.

Transformational leadership also has a positive path coefficient value for employee innovative behavior of 0.308. This shows that transformational leadership has a significant influence on employee innovative behavior. Leaders must have a concern to create a will in mind led with the specific goals of their organization, which requires a balance between organizational goals and the needs of its people (Jung et al., 2010; Dev 2015). Leadership creates bonds that facilitate collective work for people (Shibru & Darshan, 2011; Dev 2015), and organizations today are more concerned about understanding, developing, and enhancing their leaders' potential (Bushra, Usman, Naveed, 2011; Dev, 2015). Transformational leadership instills learning among employees, which results in employee innovative behavior through the generation of new ideas, and fosters a sustainable competitive advantage for the organization (Dev, 2015). This result is following what Xing Su, Wang, Chen (2019) and (Afsar et al.: 2014, pp. 1270-1300; Choi et al.: 2016; Setiawan, Suryani, Tirsa, & Eliyana; 2020), that transformational leadership has a significant positive effect on employee innovative behavior.

leadership on employee innovative behavior through ahocracy organizational culture is 0.188 smaller than the direct effect, namely 0.308.

Table 6.
Indirect Effect Test

The Relationship Between Transformational Leadership towards Collaborative Human Resource Management

The results of this study indicate that the transformational leadership variable influences collaborative human resource management, the results of the T-statistic test> 1.96, which is 8,139. Transformational leadership also has a positive path coefficient value for collaborative human resource management of 0.566. This shows that transformational leadership has a significant effect on collaborative human resource management. Collaborative human resource management plays an essential role in the communication process between leaders and organization members. Without staff, training, and collaborative human resource management communication, the leader's vision is not transmitted effectively. For a vision to become a reality, leaders must rely on collaborative human resource management to help employees become enthusiastic. Leaders must provide employees with a blueprint on how to achieve the vision. Passion comes from the commitment and involvement that comes from the changes in jobs and organizations created by human resource management. That is, employees must be empowered to enact the leader's vision (Zhu, Chew, & Spangler, 2005). As a result, through collaborative human resource management policies and practices, influencing employee attitudes and behavior and promoting shared values and organizational culture, contributing to competitive advantage (Lopez-Cabrales, Bornay-Barrachina & Diaz-Fernandez 2017; Zhu, Chew & Spangler 2005; Xing Su, Wang, & Chen, 2019). This result is following what Xing Su, Wang, Chen (2019) stated, that transformational leadership influences collaborative human resource management. And according to (Lopez-Cabrales, Bornay-Barrachina & Diaz-Fernandez 2017; Zhu, Chew & Spangler 2005). Transformational leadership can make employees feel that they are valued, useful, and involved in the organization.

The Relationship Between Collaborative human resource management on Employee Innovative Behavior

The results of this study indicate that the collaborative human resource management variable influences employee innovative behavior. The result of the T-statistic> 1.96 is 3,631. Collaborative human resource management also has a positive path coefficient value for employee innovative behavior of 0.339. This shows that collaborative human resource management has a significant effect on employee innovative behavior. Collaborative of human resource management can facilitate knowledge and information sharing among employees, resulting in increased knowledge and relevant skills. For example, through selection, training, promotion, and reward systems that focus on cooperation, collaborative human resource management focuses on the importance of collaboration and motivates employees to care about collective interests and share their strengths with colleagues (Evans & Davis 2005; Xing Su. , Wang, & Chen, 2019). Collaborative human resource management also removes barriers among employees that often occur at a professional level, such as reluctance to provide information or assistance to colleagues because of concerns about losing their competitive or privileged positions. Collaborative of human resource management fosters working relationships with mutual trust, supports and improves communication (Carmeli & Gittell 2009; Xing Su, Wang, & Chen, 2019). With a mutually supportive work environment, employees work together to achieve a competitive advantage. (Choo, Linderman & Schroeder, 2007; Xing Su, Wang, & Chen, 2019). By increasing employee motivation, knowledge, and abilities related to innovation and creating a supportive work environment, collaborative human resource management can encourage employee innovative behavior (Xing Su, Wang, & Chen, 2019). This result is following what Xing Su, Wang, Chen (2019) stated, that transformational leadership influences adhocracy organizational learning. Collaborative human resource management, influencing attitudes, and employee innovative behavior and promoting shared values and organizational culture, contributes to competitive advantage (Lopez-Cabrales, Bornay-Barrachina & Diaz-Fernandez 2017; Zhu, Chew & Spangler 2005).

The Relationship Between Transformational Leadership towards Employee Innovative Behavior through Collaborative human resource management

This study indicates that the transformational ledaership variable influences employee innovative behavior through collaborative human resource management, the result of the T-statistic> 1.96, which is 29,552. According to Zhu, Chew, and Spangler (2005), a collaborative human resource management system plays an essential role in connecting leaders and employees' communication process. According to Lopez-Cabrales, Bornay-Barrachina, and Diaz-Fernandez (2017), transformational leadership can increase organizational innovation through knowledge-based human resource management. Therefore, employee innovative behavior will be influenced by transformational leadership through the adoption of collaborative human resource management. This result follows what Xing Su, Wang, Chen (2019) stated, that transformational leadership influences collaborative human resource management. And according to Lopez-Cabrales, Bornay-Barrachina, and Diaz-Fernandez (2017), transformational leadership can increase organizational innovation through knowledge-based human resource management. Therefore, employee innovative behavior will be influenced by transformational leadership through the adoption of collaborative human resource management.

The Relationship Between Transformational Leadership towards Adhocracy Organizational Culture

The results of this study indicate that the transformational leadership variable influences adhocracy organizational culture, the results of the T-statistic> 1.96, which is 10,652. Transformational leadership also has a positive path coefficient value on collaborative human resource management of 0.619. This shows transformational leadership has a significant influence on adhocracy organizational learning. Through transformational leadership, managers can help build a strong organizational culture and contribute to organizational innovation and employee innovative behavior. (Elenkov & Manev, 2005; Jung, Chow, & Wu, 2003). Transformational leadership and adhocracy organizational culture variables play an important role in forming employee innovative behavior (Golden & Shriner, 2017). Simultaneously, the perspective of innovation in adhocracy organizational learning requires an intellectual knowledge and the accumulation of knowledge as a source of inspiration from leaders to impart to employees. The experience of autonomy, competence, and employee relations with the organization fosters their motivation and involvement in activities, especially regarding creativity (Aydin, 2018). These results follow what Sarros, Cooper, Santora (2008) stated, that transformational leadership influences adhocracy organizational culture. Adhocracy organizational culture requires an intellectual knowledge and accumulated knowledge as a source of inspiration from leaders to be given to employees. The experience of autonomy, competence, and employee relations with the organization fosters their motivation and involvement in activities, especially regarding creativity (Aydin, 2018).

The Relationship Between Adhocracy Organizational Culture on Employee Innovative Behavior

This study indicates that the variable adhocracy organizational culture influences employee innovative behavior; the results of the T-statistic> 1.96, which is 3.649.

Transformational leadership also has a positive path coefficient value for collaborative human resource management of 0.303. This shows that adhocracy organizational learning has a significant influence on

employee innovative behavior. Organization members or employees are encouraged to take risks, experiment, and think outside the box to solve problems (Martela, 2019). Adhocracy organizational culture enables organizations or companies to develop by creating innovative products and services and responding quickly to market changes. Success in the context of adhocracy organizational learning is having new products and services and being a pioneer of something new (Martela, 2019). These results are following what Sarros, Cooper, Santora (2008) stated, that adhocracy organizational culture influences employee innovative behavior. Adhocracy organizational culture encourages organizations or companies to develop by creating innovative products and services and responding quickly to market changes. Success in the context of adhocracy organizational learning is having new products and services and being a pioneer of something new (Martela, 2019).

The Relationship Between Transformational Leadership towards Employee Innovative Behavior through Adhocracy Organizational Culture

This study indicates that transformational leadership variables influence employee innovative behavior through adhocracy organizational culture, the results of the T-statistic> 1.96, which is 38,869. Through transformational leadership, managers can help build a strong organizational culture and make a positive contribution to organizational innovation and employee innovative behavior (Elenkov & Manev, 2005; Jung et al., 2003). Organization members or employees are encouraged to take risks, experiment, and think outside the box to solve problems (Martela, 2019). These results are following what Sarros, Cooper, Santora (2008) stated, that transformational leadership influences employee innovative behavior through adhocracy organizational learning. Organization members or employees are encouraged to take risks, experiment, and think outside the box to solve problems (Martela, 2019).

The Relationship Between Transformational Leadership towards Employee Innovative Behavior through Collaborative Human Resource Management & Adhocracy Organizational Culture

The results of this study indicate that the transformational leadership variable has an influence on employee innovative behavior through collaborative human resource management and adhocracy organizational culture. The results of the T-statistic> 1.96 are 49,521. The process of planting or the influence of transformational leadership on employee innovative behavior can also be through collaborative human resource management and adhocracy organizational learning. According to Zhu, Chew, and Spangler (2005), a collaborative human resource management system plays an essential role in connecting leaders and employees' communication process. According to Lopez-Cabrales, Bornay-Barrachina, and Diaz-Fernandez (2017), transformational leadership can increase

organizational innovation through knowledge-based human resource management. Therefore, employee innovative behavior will be influenced by transformational leadership through the adoption of collaborative human resource management. The influence of transformational leadership on employee innovative behavior through adhocracy organizational learning. Through transformational leadership, managers can help build a strong organizational culture and make a positive contribution to organizational innovation and employee innovative behavior (Elenkov & Manev, 2005; Jung et al., 2003). These results prove that transformational leadership has a significant influence through collaborative human resource management and adhocracy organizational learning. And according to Lopez-Cabrales, Bornay-Barrachina, and Diaz-Fernandez (2017), transformational leadership can increase organizational innovation through knowledge-based human resource management. Therefore, employee innovative behavior will be influenced by transformational leadership through the adoption of collaborative human resource management. Organization members or employees are encouraged to take risks, experiment, and think outside the box to solve problems (Martela, 2019).

CONCLUSIONS

Employees can be given a more precise and more concrete understanding to achieve common goals effectively and efficiently. Apart from that, opportunities or resources can contribute useful ideas for the company's improvement in any form. Companies can use brainstorming to gather views or opinions from employees. This will provoke the creativity of employees to express their various creative ideas. To develop new products or create innovations. This method is then considered more effective in helping companies solve problems regarding business competition, business problems, and other matters. Companies can provide more training so that employees can collaborate as a good work team. This training can be applied using cross-functional training that involves employees to carry out work activities in other fields besides the assigned job. This exercise aims to improve communication and synergy between the functions of one another. So that employees in the company understand each other's duties and obligations and other divisions so that the work process can be carried out effectively and efficiently. Creating a written training guide that contains instructions and information at work will be a valuable resource for new employees in adapting to the work environment. Guidelines can be a comprehensive job description and company values. Also, explain clearly the company's work targets and expectations so that employees can understand the company's goals and expectations.

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