The Moderation Role of Psychological Empowerment on Innovative Work Behaviour

Hery Kustanto¹, Hamidah², Anis Eliyana³*, Jelita Harum Santri Mumpuni⁴, Desynta Rahmawati Gunawan⁵

¹Universitas Negeri Jakarta
herykustanto_im17s3@mahasiswa.unj.ac.id
²Universitas Negeri Jakarta
hamidah@unj.ac.id
³Universitas Airlangga
anis.eliyana@feb.unair.ac.id
⁴Universitas Airlangga
jelitaharum1@gmail.com
⁵PT Usaha Mulia Digital Indonesia (PT UMDI)
ptumdi@gmail.com

ABSTRACT

Innovative work behavior is important to produce effectiveness in organizations and to survive in a challenging environment. Transformational leadership and transactional leadership are leadership styles that are considered effective in fostering and increasing employees' innovative work behavior. This is also supported by employee psychological empowerment in influencing innovative work behavior. The purpose of this study is to determine the moderating role of psychological empowerment in the transformational and transactional leadership relationship to innovative work behavior. This research was conducted on 53 permanent employees in the news, production and programming department of JTV Surabaya. The results of this study were analyzed using Partial Least Squares (PLS) to determine the relationship between variables.

INTRODUCTION

The topic of innovation has been of interest to researchers in management since Schumpeter argued that sustainable innovation activities are important sources of organizational success in the long term (Grošelj et al., 2020). Innovation is the ability of individuals to develop and apply new ideas in their work, and thus, work becomes more knowledge based (Eliyana et al., 2020). Since the last few decades, theorists and practitioners have shown considerable interest in exploring *innovative work behavior* (Faraz et al., 2018). The reason to explore this concept is the competitiveness of today's business world has created a challenging environment. This brings consequence that organizations cannot survive without including at least some level of innovation in their processes, products or operations. *Innovative work behavior* is an important factor that needs to be considered in order to achieve competitive advantage and build organizational sustainability (Li et al., 2019). The increasingly competitive and dynamic business world has forced a company to continue to issue new services and products to meet consumer demand in a rapidly changing world (Prabowo et al., 2018). Without the *innovative work behavior*, the organization cannot develop.

Organizations depend on different actions to stimulate *innovative work behavior,* according to Li et al., (2019) organizational leaders are the most prominent roles that can encourage *innovative work behavior* in the workplace by bringing new solutions to situations that are difficult to understand. The role of a leader towards employees in the organization is very important and the leader must be able to realize innovative work among employees (Syabarrudin et al., 2020). This is also supported by the statement of Grošelj et al., (2020) that leadership is recognized by some researchers as one of the important factors that can influence *innovative work behavior*. Transformational and

transactional leadership styles are the best-known constructs of full-range leadership theory that have effects on multiple organizational outcomes (Faraz et al., 2018). *Transformational leadership* refers to an approach in which a leader motivates the subordinates to comply with the goals and interests of the organization in order to work beyond expectations (Yang et al., 2020). This is also supported by the statement of Yang et al., (2020) that *transformational leadership* is based on the principle of developing subordinates. This type of leadership is believed to be one of the driving factors for employees to innovate. *Transformational leadership* tends to be open-minded and visionary, therefore employees are supported to be more innovative through *innovative work behavior* (Eliyana et al., 2020).

The role of *transformational leadership* in generating and influencing employee *innovative work behaviors* also depends on employee psychological empowerment. *Transformational leadership* will be more effective in generating *innovative work behavior* if these employees feel capable of proactively influencing their work roles and work environment. Employees who are empowered will feel happy and see the work to be meaningful and will be challenged to do it. When employees feel this then employees tend to produce more creative efforts to improve their performance properly and in accordance with organizational goals.

In contrast to *transformational leadership*, the essence of *transactional leadership* is to motivate followers to achieve agreed goals and task objectives, namely through communicating expectations and rewarding people when they have met those goals Bass quoted by Mustika et al., 2020). *Transactional leadership* will help employees understand that *innovative work behavior* is an important goal that must be achieved. A leader with a *transactional leadership* style is able to foster *innovative work behavior*

by providing real benefits to his employees, besides that this leader will also monitor the performance of his employees so that they do not deviate from the specified goals. The effect of *transactional leadership* in generating and influencing employee *innovative work behavior* also depends on employee *psychological empowerment*. Because *psychological empowerment* within these individual employees will reflect an active orientation towards their work roles and according to **J3**, empowered people are more likely to show *innovative work behavior*.

JTV is a local television media located in Surabaya, under the auspices of PT Jawa Pos Media Televisi, which is a subsidiary of the Jawa Pos Group. JTV is the first local television in Indonesia which has pioneered the emergence of other local televisions. The uniqueness of JTV is the presentation of its program by raising the dynamics of East Java using three main local languages, namely Suroboyoan, Madurese, and Kulonan (Mataraman). The strength of local television stations lies in their locality, which is bringing the noble values of regional culture. Local television can be a means of developing regional potential by raising local culture and wisdom that live and develop in the community so that it is more advanced and prosperous through economic development.

JTV is considered as a medium to be able to express and appreciate local cultural values. The *innovative work behavior* of employees in the television media industry is necessary because the television industry is a dynamic environment. JTV is required to continue to innovate in creating, producing, and packaging a program so that it is truly attractive and close to its people. From music news programs and educational entertainment to local economic potential. The leaders (*transformational and transactional leadership*) of JTV Surabaya are needed to continue to support and improve the *innovative work behavior* of employees in order to provide added value to the company and present interesting programs for the audience. In addition, employees must have *psychological empowerment* that can provide intrinsic motivation so that it has a positive impact on their work. Employees who have high *psychological empowerment*, they believe in their abilities so that they are able to behave innovatively in their environment.

JTV is considered to be able to continue to survive and develop amidst the tight competition in the local television media industry in Surabaya. This makes the reason the research was carried out at JTV Surabaya because it is very interesting to study. This study focuses on three departments as the sample unit, namely, the news department, the production department and the program department. This is because the department is required to innovate and *innovative work behavior* in that department is important. Employee *innovative work behavior* is needed to maximize the performance and effectiveness of each department so that it will affect the company's development. Based on the above background, a research will be conducted on *innovative work behavior* entitled **"The Moderation Role of *Psychological Empowerment* on *Innovative Work Behavior*"**.

LITERATURE REVIEW
Theoretical Basis
Transformational Leadership
According to (Daft, 2014), *leadership* is defined as the ability to influence people within the organization by achieving the stated organizational goals. Transformational leadership refers to an approach in which a leader motivates the subordinates to work beyond the goals and interests of the organization (Yang et al., 2020). Furthermore, Yang et al., (2020) also state that transformational leadership is based on the principle of developing subordinates. With the intention, transformational leaders evaluate the potential and ability of each subordinate to carry out their work, and also keep seeing the possibility to expand the authority and responsibilities of subordinates in the future. Grošelj et al., (2020) claim that transformational leadership already has the ability to change organizations through the vision they have for the future, and by clarifying this vision, leaders can empower employees to take responsibility for achieving that vision. Transformational leadership is also considered to play an important role in transforming norms and values, which in turn helps employees improve individual performance (Li et al., 2019). This is done by transformational leadership through stimulating intellectual thinking that encourages employees to think outside their minds, and thus they will become more dedicated to achieving the organization's vision effectively.

According to Prabowo et al., (2018) there are five components of transformational leadership. First, *attributed*, it is related to the charisma displayed by a leader in his environment that makes employees or other people see him as idealistic, confident, ethical, and powerful. Second, *behavior*, namely the leader's ability to influence actions shown by his strategic vision and mission. The third is *inspirational motivation*, which relates to the ability of leaders to encourage their employees to see their goals, future, ambition, or projects optimistically. The fourth is *intellectual stimulation*, namely the ability of leaders to develop and utilize the intelligence of their subordinates and focus more on problem-solving skills. Lastly, *individual consideration*, which is giving leadership in the form of advice, encouragement, coaching, and attention to individual employee needs, as well as providing opportunities for subordinates to develop and actualize themselves.

Transactional Leadership
According to Bass, quoted by Mustika et al., (2020), the initial concept of transactional leadership is about explaining how the needs of subordinates will be met in exchange for the role of the leader, and it is known that leaders can only react if subordinates fail to fulfill their role needs. In transactional leadership, the relationship between leaders and subordinates is based on something that both of them feel mutually beneficial (Feng-Cheng, 2016). Transactional leadership will provide subordinates with spiritual or material tools that can be used to achieve the goals set. So, in particular, transactional leadership manages their subordinates through a system of rewards and / or punishments. So, it can be said that transactional leadership can plan goals to be achieved with an emphasis on task requirements, role of clarification, and expectations of followers. Therefore, transactional leadership can reduce resistance, reward contributions, increase compliance, and support interdependence.

In the study of Grošelj et al., (2020) also explained the relationship between transactional leadership and subordinates is reflected in three things, namely leaders know what employees want and explain what they will get if their work is in accordance with company expectations, leaders can exchange efforts will be carried out by employees as a reward, and finally the leader will be responsive to the personal interests of employees as long

as these interests are proportional to the value of work performed by employees. So, it can be concluded that transactional leadership is a leadership style in which a leader focuses on the relationship between the leader and employees that involves an exchange relationship.

Psychological Empowerment

Empowerment has traditionally been regarded as the delegation of authority and power to subordinates (Daft, 2014). Psychological empowerment is the belief and perception of a person who thinks that he can make a difference by having independence in the decision-making process and having self-efficacy, initiating change, having the ability and skills to determine their own destiny, achieve goals, and feel meaning in the work they are engaged in (Afsar et al., 2017). Based on Spreitzer's research cited by Grošelj et al., (2020), psychological empowerment is defined as intrinsic motivation that is manifested into four cognitions that reflect the individual's orientation towards the work role such as meaning, self-determination, competence, and impact. Meanwhile, according to Feng-Cheng, (2016) psychological empowerment includes psychological conditions that rely on individuals who reflect an active orientation towards certain work roles. So psychological empowerment is considered a multi-faceted construction that reflects various psychologically possible dimensions which can be characterized by competence, a perceived sense of control, and internalization of objectives. Psychological empowerment has been rated as a very important aspect of employee performance because it increases their confidence about their action abilities. In line with Prabowo et al., (2018) that employees who experience psychological empowerment will consider themselves influential in their workplaces and inspire them to be more independent, proactive, and show initiative.

Innovative Work Behavior

An employee's innovative work behavior is determined when they have exceeded the responsibilities and scope of requirements for basic work (Bin Saeed et al., 2019). Unlike ordinary work performance, innovative work behavior involves the realization, initiation, and commercialization of new, useful, and creative ideas and solutions. It is known that the dynamic nature of work activities in innovative work behaviors involves complex non-standard and non-routine tasks. According to Hansen & Pihl-Thingvad, (2019) innovative work behavior is a deliberate generation, promotion, and realization of new ideas in work roles, work groups or organizations, in getting the benefits of this performance. So it can be said that innovative work behavior refers to various aspects of an individual's ability to introduce, create, and realize new ideas, products, processes and procedures that are beneficial to jobs, groups, or organizations (Prabowo et al., 2018). In the research of Faraz et al., (2018), innovative work behavior includes processes that contain four dimensions of "idea exploration, idea generation, idea struggle, and idea implementation". Whereas in Hansen & Pihl-Thingvad, (2019) innovative work behavior consists of only three phases, namely, idea formation, idea promotion, and idea realization. In the first stage, employees use their creativity to seek practices in similar entities or them to generate new ideas. Once an idea has been developed, employees will encourage its implementation by seeking out a coalition of sponsors around it. This phase is named the promotion idea. The final phase, employees must be involved in the realization

of ideas to be innovative, namely translating ideas into procedures that can be used in the organization (Scott and Bruce 1994; Janssen 2000). In short, innovative work behavior is a multidimensional construct that includes all behaviors in which employees contribute to De Jong & Den Hartog's innovative processes cited by Grošelj et al., (2020).

Hypothesis Development
Transformational Leadership Toward Innovative Work Behavior

Li et al., (2019) know that transformational leadership can simulate employee work behaviors that can help individuals improve their abilities and skills to solve work-based problems. For example, leaders with a transformational leadership style will help employees think outside the box so they can make independent decisions without relying on other people to strengthen their intellectual strength. So that the research of Li et al., (2019) concluded that transformational leadership also has the capacity to develop a unique organizational culture that encourages employees to pursue innovative work behaviors. There are various kinds of leadership styles that can be applied in an organization, but not all of them are considered to be effective in building innovative work behaviors. However, several studies have stated that transformational leadership is believed to be the most influential in innovative work behavior (Setiawan et al., 2020). Reuvers quoted by Bin Saeed et al., (2019) states that the association of high expectations in the process of motivating individuals is necessary to initiate positive change and engage in achievement-oriented behavior. Thus, transformational leaders can motivate and inspire employees to solve current problems, propose out of the box solutions to challenge the status-quo, existing problems, handle complex, risky and uncertain situations, achieve difficult, disorganized, and difficult goals. not clear, so it is necessary to develop oneself to a higher level of competence. Innovative work behavior is complex because it includes many possible solutions that create unexpected combinations, identify connections among remote peers, reapply techniques and revise solutions, and convince all stakeholders of the usefulness of new solutions. So that the role of a leader with a transformational leadership style is needed because it will help innovative work behavior in facing the tendency to take risks.

Research by Chang et al., (2018) has revealed that transformational leadership is positively related to innovative work behavior. Transformational leaders, through their motivation, will provide vision and trust to their employees to continue starting new ideas regardless of the results that will be obtained from these ideas during the implementation phase. In Masood & Afsar's research, (2017) also states that transformational leadership and innovative work behavior are positively correlated. Through transformational leadership they will inspire their employees to pursue entrepreneurial intentions or the work that will be done to influence their innovative work behavior. In line with a social exchange perspective, individual consideration of transformational leadership influences will encourage employees to reciprocate with greater creativity and innovation. In addition, the research of Li et al., (2019) also stated similar things, transformational leadership is considered more realistic, trustworthy, and practical which can help them complete their tasks and also has the potential to stimulate

innovative work behavior. Thus, this research hypothesizes:

H1: Transformational Leadership has a Significant Effect on Employees' Innovative Work Behavior

Transactional Leadership Toward Innovative Work Behavior
The role of leadership has been known to increase many times over to encourage innovation in an organization (Faraz et al., 2018). Transactional leadership and transformational leadership styles are the best-known constructs of full-range leadership theory that have multiple effects on organizational outcomes. The transactional leadership style is defined by Faraz et al., (2018) as leadership which requires a relationship where a leader can reward subordinates with the services they provide and are involved in the terms of the agreement. Transactional leadership can build commitment from organizational members to complete certain tasks related to innovative activities (J.K., 2017). This will be related to innovative work behavior because this behavior can help modify, generate, communicate and implement new ideas through innovative activities (Grošelj et al., 2020). Furthermore, it can explain to organizational members that the generation and implementation of innovative ideas will be appreciated by the organization, and so it will be rewarded accordingly.

In Khan's research cited by J.K., (2017) states that transactional leadership can encourage innovative work behavior. This can occur because for a more efficient innovation operation, transformational leadership must be combined with transactional leadership, so that rewards and reinforcement can be used by transactional leadership to increase innovation and high performance that leads to innovative work behavior. Transactional leadership will use exchanges to align employee interests with organizational needs (Hansen & Pihl-Thingvad, 2019). Meanwhile, it is known that innovative work behavior in the setting will imply a focus on involving employees and other stakeholders more actively in new methods to enhance learning. So that the exchange to align the interests of employees carried out by transactional leadership will help in the learning process needed for innovative work behavior. This is also supported by a statement from Afsar et al., (2017) which states that transactional leadership can develop understanding with their followers on the basis of exchange, where good deeds and fulfillment of goals are rewarded. Transactional leadership will reward performance that matches clear expectations that are communicated to followers. So that employees or that a leader with a transactional leadership style will be extrinsically motivated to work better. Thus, this research hypothesizes:

H2: Transactional Leadership has a Significant Effect on Employees' Innovative Work Behavior

Transformational Leadership Toward Innovative Work Behavior Moderated by Psychological Empowerment
Transformational leadership can make employees feel motivated by building a positive work environment. This leadership style usually 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 (Setiawan et al., 2020). In other words,

transformational leadership can help employees achieve better future goals by making employees feel useful, valued, and involved in the organization. In addition, companies need individuals who have the desire and ability to introduce something new such as innovative work behavior because it can refer to things that are useful for jobs, groups or organizations (Prabowo et al., 2018). Organizational leadership is one of the elements that shapes the innovation process in the workplace (Prabowo et al., 2018). Especially when an employee believes that they are able to proactively handle the workload in the office environment, they also need to have psychological empowerment. Individuals who have psychological empowerment will see themselves as competent and able to influence their work and work environment in a meaningful way, such as showing initiative, facilitating proactive behavior, and acting independently Spreitzer quoted by Bin Saeed et al., (2019). Transformational leadership can make them want to be innovative, but they also need to feel capable of being innovative. One of them is through psychological empowerment so that they can move and behave innovatively.

In the research of Grošelj et al., (2020) it has been stated that psychological empowerment will moderate the positive effects of transformational leadership at the level of innovative work behavior. In particular, to take innovative initiatives, Gottman et al., (1998) claim that transformational leadership needs to inspire followers or employees highly in psychological empowerment to take advantage of the possibility to take innovative initiatives. This refers to psychological empowerment in the relationship between transformational leadership and innovative work behavior. According to Masood & Afsar, (2017) transformational leadership will give responsibility to others, respect others, and recognize the performance of followers, all of which help improve perceptions of psychological empowerment. Psychological empowerment has been rated as a very important aspect of employee performance because it increases their confidence about their action abilities. In line with Prabowo et al., (2018) that employees who experience psychological empowerment will consider themselves influential in their workplaces and inspire them to be more independent, proactive, and show initiative. Extrapolating insights into innovative work behavior, transformational leadership will be very useful for increasing innovative work behavior in employees who work in a high-duty autonomous work environment. Furthermore, employees will be intrinsically motivated which may be a necessary condition for transformational leadership in promoting innovative work behavior in employees who work in a high-task autonomy work environment, and this greatly affects followers' sense of psychological empowerment and intrinsic motivation independent of leadership (Bin Saeed et al. al., 2019). Thus, this research hypothesizes:

H3: Psychological Empowerment Significantly Strengthens the Influence of Transformational Leadership on Innovative Work Behavior.

Transactional Leadership Toward Innovative Work Behavior Moderated by Psychological Empowerment
In Khan's research cited by J.K., (2017) states that transactional leadership can encourage innovative work behavior. Cheng, cited by Afsar et al., (2017), has also suggested that transactional leadership is positively related to creativity. The latter refers to innovative work behaviors. The implementation of an idea is a critical

phase of innovative work behavior and it is impossible to apply creative ideas without building social support and acceptance (Afsar et al., 2019). So that leaders with a transactional leadership style will influence their employees in innovative work behavior. Thomas quoted by Bin Saeed et al., (2019) argues that employees are unable to exploit their full creative potential because existing traditional organizational practices can create feelings of helplessness. Thus, this feeling of helplessness will lead to operational ineffectiveness and hinder employee creativity. So that Edmondson who is also quoted by Bin Saeed et al., (2019) recommends that leaders should try to energize the dimensions of psychological empowerment and instill a feeling of free will among their followers in translating the vision and mission of the organization into daily routine tasks and work context.

According to Deci & Ryan, (2000) high psychological empowerment can see transactional leadership as leaders who exercise too much control over their subordinates. Psychological empowerment is operationalized as an individual cognitive state, which is characterized by competence, a perceived sense of control, and internalization of goals (Feng-Cheng, 2016). Psychological empowerment is thus considered a multi-faceted construct that reflects various psychologically possible dimensions. Furthermore, when employees are psychological empowerment in the organization, they will show innovative work behavior because they find value in their work roles (Afsar et al., 2017). Thus, this research hypothesizes:

H4: Psychological Empowerment Significantly Strengthens the Effect of Transactional Leadership on Innovative Work Behavior.
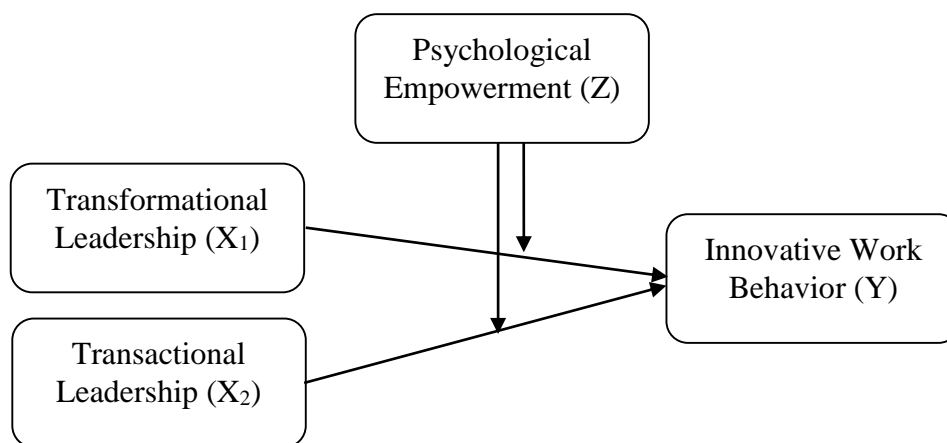

Figure 1. Research Model

RESEARCH METHODS
Research Approach
The approach to a study is used to test a hypothesis that has been formulated. Referring to the formulation of problems and hypotheses that have been set, this study uses a quantitative approach to test the hypothesis. The approach to this research begins with making an analysis model and research hypothesis, then identifying the variables, making operational definitions of the variables, and then processing the analysis techniques. The independent variables in this study are transformational leadership and transactional leadership. The moderating variable in this study was psychological empowerment. While the dependent variable in this study is an innovative work behavior. The measurement scale used for operationalization is a Likert scale with 5 (five) scale levels as follows: Strongly agree (Score 5), Agree (Score 4), Somewhat agree (Score 3), Disagree (Score 2), and Strongly disagree (Score 1).

Measurement
Transformational Leadership
Transformational leadership is a leadership style that affects employees at JTV Surabaya by motivating, inspiring, teaching how to solve a problem, and approaching employees at JTV Surabaya. The research instrument used in this study to measure transformational leadership was to use the 5X Multifactor Questionnaire Forms developed by Bass and Avolio (1995).

Transactional Leadership
Transactional leadership, namely, a leadership style that influences employees at JTV Surabaya based on exchange relationships (social and economic) to achieve the goals desired by the JTV Surabaya company. The indicator used to measure transactional leadership refers to Bass (1985).

Psychological Empowerment
Psychological empowerment is motivation that comes from psychologically felt by JTV Surabaya employees and it is considered that the work they do at this time means meaning to them, has the ability to do their job and believes that they have control in their work and have an impact on JTV Surabaya. The indicator used in this study to measure psychological empowerment refers to Spreitzer (1995).

Innovative Work Behavior
Innovative work behavior is the overall behavior of JTV Surabaya employees related to the generation of ideas, emergence, introduction, and application of something new and or idea development at JTV Surabaya. In this study, the indicators used to measure innovative work behavior refer to De Jong and Den Hartog (2010).

Data Collection Techniques
Collecting data in this study using a questionnaire method (quistionnare) and interviews (interview). The population

of this study were 70 employees who worked at JTV Surabaya. The sample units in this research are individuals who work in the news, program, and production departments. The sampling technique used was saturated sampling. So that the total sample totals 70 people which is the same as the population. Questionnaires on transformational leadership, transactional leadership, and psychological empowerment variables were assessed by employees, while the questionnaire on innovative work behavior variables was assessed by the leader. Questionnaires were distributed to the 70 respondents and 63 were returned. Furthermore, data screening was carried out. In the results of data screening, only 53 data could be used because some questionnaires were not filled in the specified section or department.

Data Analysis Technique

The data analysis used in this study is the Partial Least Square (PLS) method, which is part of the Structural Equation Modeling (SEM) analysis tool. Partial Least Square (PLS) can also work efficiently with complex models, small sample sizes, and do not require many assumptions. The purpose of using Partial Least Square (PLS) is to explain whether there is a relationship between latent variables (prediction), and can be used to confirm the theory and in this study using PLS because researchers want to know the relationship between variables as a whole.

Data Analysis

To find the results regarding the hypothetical relationship between variables, if you use PLS-SEM software, you must pass the outer model evaluation and inner model evaluation.

Table 1. Demographic Variables

N=53		Frequency	Percentage	Total%
Gender	Male	38	71.70%	71.70
	Female	15	28.30%	100
Age	19< x ≤ 28 Years Old	24	45.28%	45.28
	29< x ≤ 38 Years Old	28	52.83%	98.11
	39< x ≤ 48 Years Old	1	1.89%	100
	>49 Years Old	0	0%	100
Last Education	Senior High School	9	16.98%	16.98
	Diploma	20	37.74%	54.72
	Graduate	23	43.40%	98.12
	Postgraduate	1	1.89%	100
Years of Service	1 - 5 Years Old	23	43.40%	43.40
	6 - 10 Years Old	16	30.19%	73.59
	>10 Years Old	14	26.42%	100

Note: Four (4) demographic variables were coded in the data as Gender, Age, Last Education, and Years of Employment.

Table 2. Validity Test

Variables	Code	Factor Loading				ά	CR	(AVE)
Transformational Leadership (X_1)	TM1	0,7392				0,9240	0,9350	0,5669
	TM2	0,7369						
	TM3	0,7837						
	TM4	0,7598						
	TM5	0,7299						
	TM6	0,7461						
	TM7	0,7139						
	TM8	0,7687						
	TM9	0,7713						
	TM10	0,7788						
	TM11	0,7506						
Transactional Leadership (X_2)	TS1		0,7779			0,9337	0,9430	0,6008
	TS2		0,7766					
	TS3		0,7600					
	TS4		0,7231					
	TS5		0,7733					
	TS6		0,7864					
	TS7		0,7747					
	TS8		0,7705					
	TS9		0,7501					
	TS10		0,7913					
	TS11		0,8371					
Psychological Empowerment (Z)	PE1			0,8689		0,9570	0,9632	0,7442
	PE2			0,865				
	PE3			0,8724				

	PE4			0,8686			
	PE5			0,8178			
	PE6			0,8677			
	PE7			0,8638			
	PE8			0,8776			
	PE9			0,8606			
Innovative Work Behavior (Y)	IWB1				0,7912	0,9010	0,9202	0,5906
	IWB2				0,7598			
	IWB3				0,7607			
	IWB4				0,7735			
	IWB5				0,7668			
	IWB6				0,7669			
	IWB7				0,7839			
	IWB8				0,7442			
	IWB9				0,7912			
Transformational Leadership (X₁)* *Psychological Empowerment* (Z)						0,9930	0,9903	0,5099
Transactional Leadership (X₂)* *Psychological Empowerment* (Z)						0,9832	0,9834	0,3776

Note: TM (*Transformational Leadership* (X_1)), TS (*Transactional Leadership* (X_2)), PE (*Psychological Empowerment* (Z)), dan IWB (*Innovative Work Behavior* (Y)).

Based on Table 2, it shows that the Validity Test on all indicators of this study has met the research requirements. Thus, it can be stated that all indicators have an effect on
.

latent variables. Because these results have met the validity and reliability requirements for research
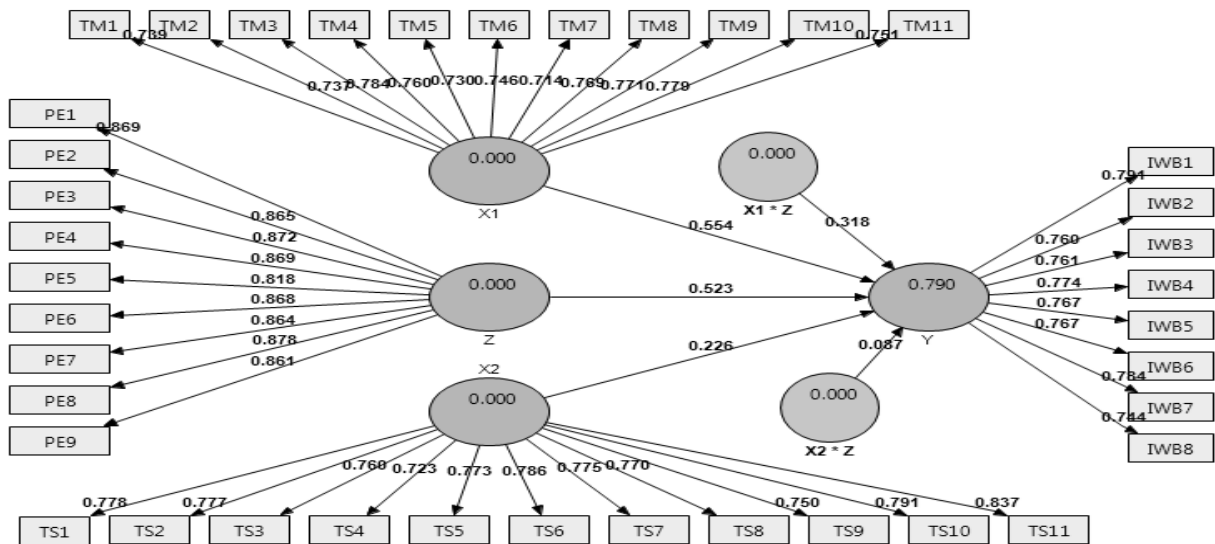

Figure 2. Outer Model Results

Table 3. Results Analysis Description

Indicator	Mean	Category
***Transformational Leadership* (X₁)**		
My leader, talk about the most important belief values	3,89	Good
My leaders define the importance of having strong goals	3,96	Good
My leader, considers the moral and ethical consequences of each of his decisions	3,77	Good
My leader speaks optimistically about the future	3,98	Good
My leaders motivate by explaining visions for the future	3,85	Good
My leader assures that the goals will be achieved	3,89	Good
My leader, urged to look at the problem from multiple perspectives	3,91	Good
My leader, suggests new ways to get the job done	3,91	Good
My leader, spent time coaching	3,74	Good

My leader, thinks of me as an individual who has different abilities from the others	3,72	Good
My leaders, help to develop my potential	3,83	Good
Mean Total	3,86	Good
***Transactional Leadership* (X₂)**		
My leader, reward me for achieving goals	3,62	Good
My leader, give appreciation for my achievements	3,81	Good
My leader, acknowledge my achievements	3,62	Good
My leader, his attention is focused on deviations, non-conformities with standards, and mistakes that I made	3,77	Good
My leader, fully concentrate on dealing with things related to mistakes, complaints, and mistakes	3,72	Good
My leader, noted my work-related mistakes	3,75	Good
My leader, directs attention to the mistakes I made in order to reach the standard	3,89	Good
My leader, don't interfere in matters unless they are serious	3,79	Good
My leader, only acts when the work I do is wrong	3,74	Good
My leader, keep quiet when things don't go wrong	3,66	Good
My leader, acts only when things go bad	3,77	Good
Mean Total	3,74	Good
***Psychological Empowerment* (Z)**		
The work I do is very important to me	3,92	High
My work activities are personally meaningful to me	3,89	High
The work role that I do is in accordance with my job	3,96	High
I am confident in my ability to do the job	3,98	High
I have mastered the skills required for my job	3,91	High
I have autonomy in determining how I do my job	3,87	High
I can decide for myself how to do my job	3,91	High
I have a huge impact on what's happening in my department	3,81	High
I have significant influence over what happens in my department	3,94	High
Mean Total	3,91	High
***Innovative Work Behavior* (Y)**		
My employees often pay attention to issues that are not part of their job	3,87	High
My employees often think about how to improve their work	3,98	High
My employees are trying to find new work methods, techniques or instruments related to their work	4,15	High
My employees are trying to find new approaches to carrying out their work-related tasks	3,92	High
My employees keep members of the organization enthusiastic about their innovative ideas	3,77	High
My employees work to convince people to support the innovative ideas they are creating	3,62	High
My employees try to introduce and apply the ideas they find	3,58	High
My employees try to develop the ideas they come up with	3,77	High
Mean Total	3,83	High

Note: Shows a description of the respondent's answer to the Transformational Leadership (X1), Transactional Leadership (X2), Psychological Empowerment (Z) variable, and a description of the respondent's answer to the Innovative Work Behavior (Y) variable which has good and high categories.

Table 4. Results of R-Square Value

Variable	Original Sample – R-Square
Innovative Work Behavior (Y)	0,5906

Note: It is known that the Innovative Work Behavior (Y) has an R-Square value of> 0.50 which means it is a good model.

Table 5. Result of *Path Coefficient*

Variable	Original Sample (O)	Standard Deviation (STDEV)	T-Statistics (|O/STERR|)	Information
Transformational Leadership (X₁) -> *Innovative Work Behavior* (Y)	0.5544	0.0941	5.8897	Significant
Transactional Leadership (X₂) -> *Innovative Work Behavior* (Y)	0.2264	0.0811	2.7901	Significant
Psychological Empowerment (Z) -> *Innovative Work Behavior* (Y)	0.5227	0.0881	5.9304	Significant
Transformational Leadership (X₁) * *Psychological Empowerment* (Z) -> *Innovative Work Behavior* (Y)	0.3182	0.1505	2.1140	Significant

Transactional Leadership (X$_2$) * Psychological Empowerment (Z) -> Innovative Work Behavior (Y)	0.0873	0.0516	1.6926	Significant

Note: The requirements for T-statistics> 1.65 (significance level 5%) can be concluded that the relationship between the variables being tested is stated to have a significant effect.
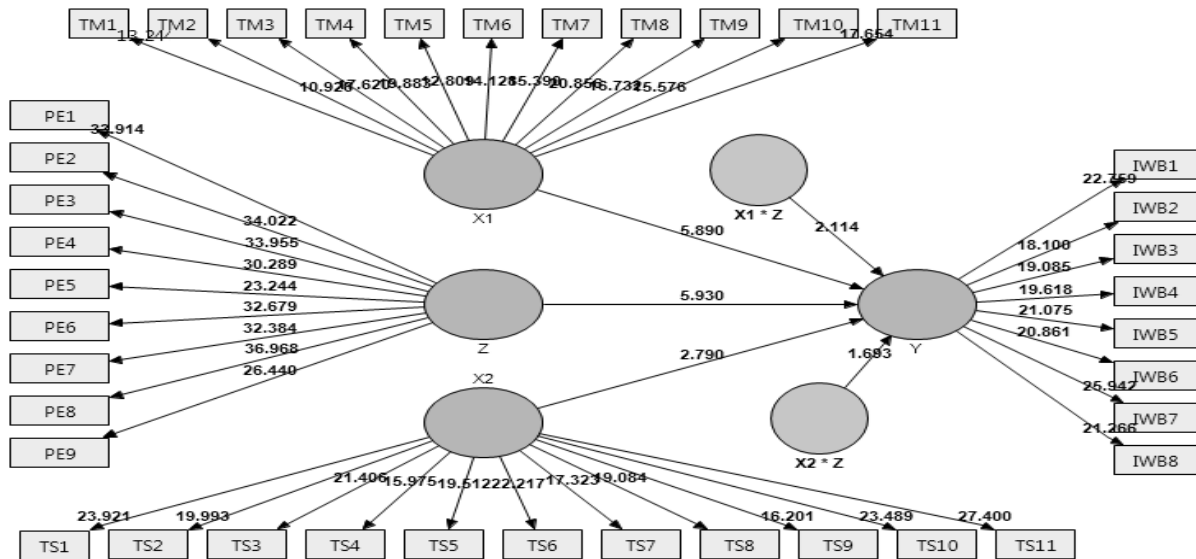

Figure 3. Inner Model Results

RESULTS AND DISCUSSION
Discussion
Transformational Leadership Toward Innovative Work Behavior
In this study, after being processed using partial least square (SmartPLS), it produces an analysis that Transformational Leadership has a significant effect on the Innovative Work Behavior of JTV Surabaya employees which can be seen from the T-Statistics results of 5.8897. So, it can be concluded that JTV Surabaya employees can be influenced by transformational leadership to be able to generate or create innovative work behavior of JTV Surabaya employees, and it can be concluded that hypothesis 1 is accepted. This can be supported by a statement from Li et al., (2019) who concluded that transformational leadership has the capacity to develop a unique organizational culture that encourages employees to pursue innovative work behaviors. So that JTV Surabaya leaders with a transformational leadership style, will help JTV Surabaya employees to think outside the box so that they can make independent decisions without relying on others in strengthening their intellectual strength which can then influence their innovative work behavior. JTV Surabaya leaders have also played a role in transformational leadership styles to help innovative work behavior in facing the tendency when taking risks. Because innovative work behavior is complex because it includes many possible solutions creating unexpected combinations, identifying connections among remote peers, reapplying techniques and revising solutions, and convincing all stakeholders of the usefulness of the new solution.

Transactional Leadership Toward Innovative Work Behavior
In this research, after being processed using partial least square (SmartPLS), it produces an analysis that Transactional Leadership has a significant effect on the

Innovative Work Behavior of JTV Surabaya employees which can be seen from the T-Statistics results of 2.7901. So, it can be concluded that JTV Surabaya employees can be influenced by transactional leadership to be able to create or create innovative work behavior of JTV Surabaya employees, and it can be concluded that hypothesis 2 is accepted. This can be supported by the statement from Khan cited by J.K., (2017) which states that transactional leadership can encourage innovative work behavior. This can happen to the JTV Surabaya company because for a more efficient innovation operation, the transformational leadership of JTV Surabaya must be combined with the transactional leadership of JTV Surabaya, so that awards and reinforcement can be used by the transactional leadership of JTV Surabaya to increase innovation and high performance that leads to innovation. work behavior of JTV Surabaya employees. These results indicate that the presence of a leader who shows transactional leadership at the JTV Surabaya company is also able to foster innovative work behavior for their employees, because leaders with transactional leadership can direct attention to mistakes that employees make in order to achieve standards and give awards for the achievements of JTV Surabaya employees.

Transformational Leadership Toward Innovative Work Behavior Moderated by Psychological Empowerment
In this study, processed using partial least square (SmartPLS) resulted in an analysis that showed that psychological empowerment could significantly strengthen the effect of transformational leadership on the innovative work behavior of JTV Surabaya employees which can be seen from the T-Statistics result of 2.1140. This means that when psychological empowerment in employees is positive, the more transformational the leadership that occurs, the higher it can increase the innovative work behavior of JTV Surabaya. This is

supported by the research of Grošelj et al., (2020) which states that psychological empowerment will moderate the positive effects of transformational leadership at the level of innovative work behavior. In particular, to take innovative, transformational leadership JTV Surabaya needs to inspire followers or employees of JTV Surabaya highly in psychological empowerment to take advantage of the possibility to take their innovative initiatives. This refers to psychological empowerment in the relationship between transformational leadership and innovative work behavior. High psychological empowerment will facilitate transformational leadership in influencing the innovative work behavior of JTV Surabaya employees. This is because JTV Surabaya employees who have high psychological empowerment will feel confident in their ability to do work, feel that their work is meaningful so that JTV Surabaya employees are able to behave innovatively. Employees who are empowered by them believe they can complete a task well.

Transactional Leadership Toward Innovative Work Behavior Moderated by Psychological Empowerment

In this study, processed using partial least square (SmartPLS) resulted in an analysis that showed that psychological empowerment could significantly strengthen the effect of transactional leadership on the innovative work behavior of JTV Surabaya employees which can be seen from the T-Statistics results of 1.6926. This means that when psychological empowerment of employees is positive, the more transactional leadership that occurs, the higher it can increase the innovative work behavior of JTV Surabaya. This is supported by Cheng's research cited by Afsar et al., (2017) which suggests that transactional leadership is positively related to creativity which in turn refers to innovative work behavior. According to Deci & Ryan, (2000) high psychological empowerment can see transactional leadership as leaders who exercise too much control over their subordinates. Psychological empowerment is operationalized as a cognitive state of JTV Surabaya employees, which is characterized by competence, a sense of perceived control, and internalization of goals. Psychological empowerment is thus considered a multi-faceted construct that reflects various psychologically possible dimensions. Furthermore, when JTV Surabaya employees went through psychological empowerment in the organization, they would show innovative work behavior because they found value in their work roles.

CONCLUSIONS AND RECOMMENDATIONS
Conclusions

Based on the analysis and discussion, it can be concluded that there is a significant influence between transformational leadership on innovative work behavior in JTV Surabaya employees, there is a significant influence between transactional leadership on innovative work behavior in JTV Surabaya employees, then Psychological empowerment significantly strengthens the relationship between transformational leadership towards innovative work behavior among JTV Surabaya employees, and finally Psychological empowerment strengthens the influence of transactional leadership on innovative work behavior among JTV Surabaya employees. This shows that transformational leadership and transactional leadership are leadership styles that are considered effective in fostering and improving the innovative work behavior of JTV Surabaya employees. In the context of work operational staff who need innovation speed to attract TV

viewers, those with psychological empowerment tend to have autonomy in work and can determine how to carry out their work and in the end make the employees at JTV facilitated in producing innovation output in the production of television shows.

Recommendations

Suggestions put forward for JTV Surabaya are based on respondents' answers and the results of the research that have been carried out should be in realizing transformational leadership, transactional leadership, psychological empowerment which affects the innovative work behavior of employees to be better, JTV Surabaya leaders should give more responsibility to each employee and trust in employees that their employees are capable of completing their duties properly and are able to behave innovatively. So that employees will feel empowered psychologically in engaging psychological empowerment and can increase the employees' innovative work behavior.

In addition, it can be seen through the average results on the smallest innovative work behavior variable which is 3.58 and this means that employees say that they are trying to introduce and implement the ideas they find. Even though it is still in the high category, these results show the smallest average. So that the employees of JTV Surabaya should put more effort in implementing the ideas they have found in order to engage in innovative work behavior that is even better. Because then the JTV Surabaya company will benefit from innovative employees, because it is known that a performance will be reflected in a broad social and economic impact.

This study might have some limitations that may in fact serve as reference for future studies in the same area. First the number of respondents is limited, hence it is difficult to maintain a representative distribution of the population and to be seen as representative of the populations to which the results will be generalized. Therefore, the outcomes are not applicable for every type of organization.

REFERENCES

1. Afsar, B., Badir, Y. F., Saeed, B. Bin, & Hafeez, S. (2017). Transformational and transactional leadership and employee's entrepreneurial behavior in knowledge–intensive industries. *International Journal of Human Resource Management*, *28*(2), 307–332. https://doi.org/10.1080/09585192.2016.1244893

2. Afsar, B., Masood, M., & Umrani, W. A. (2019). The role of job crafting and knowledge sharing on the effect of transformational leadership on innovative work behavior. *Personnel Review*, *48*(5), 1186–1208. https://doi.org/10.1108/PR-04-2018-0133

3. Bin Saeed, B., Afsar, B., Shahjehan, A., & Imad Shah, S. (2019). Does transformational leadership foster innovative work behavior? The roles of psychological empowerment, intrinsic motivation, and creative process engagement. *Economic Research-Ekonomska Istrazivanja* , *32*(1), 254–281. https://doi.org/10.1080/1331677X.2018.1556108

4. Chang, J. C., Lee, C. Y., Wei, P. Y., & Huang, W. C. (2018). How do employees inspire innovative work behavior? transformational leadership and work motivation perspectives. *IEEE International Conference on Industrial Engineering and Engineering Management*. https://doi.org/10.1109/IEEM.2017.8290201

5. Daft, R. L. (2014). Daft, Richard L. The Leadership Experience (6th ed.). *Journal of Education for Business.* https://doi.org/10.1080/08832323.2014.921593
6. Deci, E. L., & Ryan, R. M. (2000). The "what" and "why" of goal pursuits: Human needs and the self-determination of behavior. *Psychological Inquiry.* https://doi.org/10.1207/S15327965PLI1104_01
7. Eliyana, A., Muchtar, D., Waskito, D., & Suryarini, Y. (2020). *Perceived Organizational Support for Innovation and Innovative Work Behavior : The Role of Leader-Member Exchange. 24*(08), 15505–15515.
8. Faraz, N. A., Raza, A., Yanxia, C., Ahmed, F., & Gebretsadik Estifo, Z. (2018). the Influence of Transactional Leadership on Innovative Work Behavior-a Mediation Model. *European Journal of Business and Social Sciences*, *07*(01), 51–62.
9. Feng-Cheng, T. (2016). Does transformational, ambidextrous, transactional leadership promote employee creativity? mediating effects of empowerment and promotion focus. *International Journal of Manpower*, *37*(8), 1250–1263.
10. Gottman, J. M., Coan, J., Carrere, S., Swanson, C., Gottman, J. M., Coan, J., Carrere, S., & Swanson, C. (1998). Predicting Marital Happiness and Stability from Newlywed Interactions Published by : National Council on Family Relations Predicting Marital Happiness and Stability from Newlywed Interactions. *Journal of Marriage and Family*, *60*(1), 5–22. https://doi.org/10.1002/job
11. Grošelj, M., Černe, M., Penger, S., & Grah, B. (2020). Authentic and transformational leadership and innovative work behaviour: the moderating role of psychological empowerment. *European Journal of Innovation Management.* https://doi.org/10.1108/EJIM-10-2019-0294
12. Hansen, J. A., & Pihl-Thingvad, S. (2019). Managing employee innovative behaviour through transformational and transactional leadership styles. *Public Management Review*, *21*(6), 918–944. https://doi.org/10.1080/14719037.2018.1544272
13. J.K., N. S. N. M. (2017). Effects Of Transformational And Transactional Leadership Styles On Innovative Work Behavior: The Role Of Employee's Locus Of Control. *Вестник Росздравнадзора*, *4*, 9–15.
14. Li, H., Sajjad, N., Wang, Q., Ali, A. M., Khaqan, Z., & Amina, S. (2019). Influence of transformational leadership on employees' innovative work behavior in sustainable organizations: Test of mediation and moderation processes. *Sustainability (Switzerland)*, *11*(6), 1–21. https://doi.org/10.3390/su11061594
15. Masood, M., & Afsar, B. (2017). Transformational leadership and innovative work behavior among nursing staff. *Nursing Inquiry*, *24*(4). https://doi.org/10.1111/nin.12188
16. Mustika, H., Eliyana, A., & Agustina, T. S. (2020). The effect of leadership behaviour on knowledge management practices at the PT Power Plant of East Java. *International Journal of Innovation, Creativity and Change*, *10*(12), 382–391.
17. Prabowo, R., Mustika, M. D., & Sjabadhyni, B. (2018). How a Leader Transforms Employees' Psychological Empowerment Into Innovative Work Behavior. *Psychological Research on Urban Society*, *1*(2), 90. https://doi.org/10.7454/proust.v1i2.32
18. Setiawan, R., Tirsa, G., Suryani, T., & Eliyana, A. (2020). Boosting innovative work behavior on local branded fashion: The evidence from indonesia. *Utopia y Praxis Latinoamericana*, *25*(Extra2), 66–74. https://doi.org/10.5281/zenodo.3808739
19. Syabarrudin, A., Eliyana, A., & Naimah, J. (2020). Does employees' self-efficacy drive their organizational commitment? *Systematic Reviews in Pharmacy*, *11*(4), 135–141. https://doi.org/10.31838/srp.2020.4.21
20. Yang, C., Chen, Y., Zhao, X., & Hua, N. (2020). Transformational leadership, proactive personality and service performance: The mediating role of organizational embeddedness. *International Journal of Contemporary Hospitality Management*, *32*(1), 267–287. https://doi.org/10.1108/IJCHM-03-2019-0244