TRANSFORMATIONAL LEADERSHIP, ORGANIZATIONAL CLIMATE, ORGANIZATIONAL TRUST, AND MEDIATING ROLE OF ORGANIZATIONAL COMMITMENT TO INNOVATIVE WORK BEHAVIOUR OF OPEN AND DISTANCE LEARNING ACADEMICS IN INDONESIA

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Abstract

The Open University of Indonesia faces increasingly unpredictable competition and disruption, therefore the need to make various innovations to adapt to rapid and sudden changes is a necessity. Innovation basically is the ideas and thoughts of individuals called innovative work behavior, where this becomes the basis for creating better process, service, and product innovations. This behavior cannot appear by itself but requires an environment that is created in such a way for its expression to grow and develop. This study aims to analyze the influence of transformational leadership, organizational trust, organizational climate with the mediating role of organizational commitment on the innovative work behavior of Open University lecturers. This research involved 100 Open Distance Learning Academics, collected data analyze by PLS SEM. The results shows that organizational commitment played as a mediator variable that strengthens the influence of transformational leadership, organizational trust, organizational climate, on the innovative work behavior of Open University lecturers. The results of this study can be an empirical reference for management to be able to develop and improve the innovative work behavior of UT lecturers through improving the organizational commitment and practice of transformational leadership, organizational trust, organizational climate.

Keywords: Innovative Work Behaviour, Organizational Commitment, Transformational leadership, Organizational Trust, Organizational Climate.

1 INTRODUCTION

Universitas Terbuka, as the first and largest Open and Distance University in Indonesia, now transforming become a leader in Open Distance Learning context. To survive sustainably, Universitas Terbuka must continue to innovate to overcome the changes that are happening exponentially and continuously in dynamic environment. Becoming more innovative has been the goal of many private and public companies over the last 30 years. It is common knowledge that innovation is the key for an organization to grow and develop, moving forward to overcome obsolence by providing added value in all aspects of management, products, or organizational governance (Battistelli et al., 2019). Innovation basically is an idea, ideas and thoughts that are owned by individuals or employees, which are the fundamental elements that determine the existence of novelty in the system, service or product of an organization (Ulfa et al., 2022). This is what is referred to as Innovative work behavior where its emergence cannot present itself in an environment, but requires a situation that is full of support so that work innovation behavior can thrive and develop.

Innovative work behavior itself has been understood as an expression of creativity and innovation possessed by employees who work within the framework of an organization. This includes the presence of factors that stimulate or inhibit the expression of creativity, originality, uniqueness and novelty of something. Innovative work behavior explained as the development, adoption and implementation of new employee ideas for products, technology or employee work methods which are stated as important assets to increase organizational innovation and become a determinant of success in a dynamic environment (Dagogo & Barasin, 2020). Many factors are stated as stimulators or barriers to the emergence of work innovation behavior including organizational commitment ((Jafri, 2010), (Taghipour & Dezfuli, 2013), (Hakimian et al., 2016), transformational leadership (Howell & Avolio, 1993), (Li et al., 2019), (Gumusluoglu & Ilsev, 2009), organizational trust (Afsar et al., 2015), (Dagogo & Barasin, 2020), organizational climate (Shanker et al., 2017), (Basu, 2017), (Chen & Hou, 2016).

Organizational commitment has a close relationship with individual innovative work behavior. Commitment is the initial attachment between employees and the organization when they first work and then becomes an attachment that develops over time. According to Beer (2009), commitment and performance are two ingredients that are essential for the sustainability of the organization. From the various studies he has done on many large organizations, commitment is an absolute prerequisite. Organizational commitment can be interpreted as the level of employee self-identification of the organization, and its desire to continue active participation in the organization (Radosavljevic, Cilerdzic, & Dragic, 2017). Organizational commitment can also be interpreted with a strong desire from employees to remain members of the organization; the desire to provide high-level business on behalf of the organization; and a strong desire to accept organizational values and goals (Luthans, 2008; Mowday, 2008). Organizational commitment is also seen as a measure of the extent to which individuals understand and live up to an organization so that they are bound to its goals. The more attached to an organization, a person will try to give the best he has to his organization. People who have high organizational commitment show a willingness to work harder to achieve organizational goals and are able to maintain their desire to continue working for the organization. The more emotionally attached to an organization, the more it will encourage employees to give their best work for the organization. The work can be started from a new idea or new thought that is useful and beneficial for the organization, or is called work innovation behavior. Based on all of the

above arguments, it can be hypothesized that organizational commitment influences work innovation behavior

Transformational leadership is leadership that engages followers, that inspires followers to commit to a shared vision, that gives meaning to their work while serving as a role model that helps followers develop their own potential and is able to see problems from new perspectives (Colquitt, J. A., LePine, J. A., & Wesson, 2019). Transformational leadership is claimed by many researchers as a pattern of leadership that is suitable for the growth and development of innovative behavior in the workplace. The findings of Reuvers, Van Engen, Vinkenburg, & Wilson-Evered (2008) in their research, found that transformational leadership is positively and significantly related to employee work innovation behavior, where it is proven that transformational leadership is a catalyst for the emergence of work innovation behavior, and has a positive impact on innovation. process and product as well as organizational innovation (Yıldız, Baştürk, & Boz, 2014; Elrehail, Emeagwali, Alsaad & Alzghoul, 2018). Many studies have also succeeded in proving that the more transformational the leaders in a company, the more innovations that will emerge in the company (Shin and Zhou, 2003; Dewa Nyoman Reza Aditya, 2016). However Top, Tarcan, Tekingündüz, & Hikmet, 2013 also found that the relationship between transformational leadership and innovation behavior is not only directly related positively and significantly but can also be mediated through organizational commitment. Based on the description above, it can be assumed that there is a positive influence between transformational leadership to innovative work behavior through the organizational commitment of Open University lecturers.

Trust is a fundamental coordination mechanism in everyday social life, especially in business organizations. Trust is a basic need that must be met by the organization to create a sense of joy at work. Trust is a willingness to be subject to authority based on positive expectations of the actions and intentions of the authority/superior. Employees will trust their superiors through their evaluation of the existence of three dimensions of trust, namely the first is the ability or ability that reflects the skills, competencies and expertise possessed by the authorities or superiors. rust is the most crucial factor in every relationship, as well as influencing commitment. McShane and Von Glinow (2010) state that one way to build organizational commitment is to develop trust. Strong organizational commitment will result in high performance, low turnover and decreased absenteeism (Luthans, 2011), and in the end will encourage someone to give the best of himself in the form of ideas, ideas and try to realize it. This is called employee work innovation behavior. Based on the entire description that has been put forward, it is reasonable to suspect that

organizational trust has a positive effect on lecturers' work innovation behavior through the organizational commitment of the Open University lecturers.

Organizational climate is a relatively permanent quality of an organizational environment that is felt by its inhabitants which then influences their behavior so that it can be explained as a certain value or set of characteristics (attributes) of an environment/organization. Organizational climate is different from organizational culture. Organizational culture is built by the beliefs, traditions and values of the people in the organization. In contrast, organizational climate shows the feelings, attitudes and behaviors that persist as a characteristic of everyday life that occurs within the organization. When a work environment encourages and motivates the emergence of risk-taking behavior, provides fair treatment and supports the emergence of new ideas, provides support in the form of recognition and appreciation of an innovation so as to enable collaboration of ideas that continue to flow and enable participation in decision-making, it is said that the organizational environment supports and plays a role in bringing out individual innovative behavior in his work. It is understood that innovative behavior requires the support and encouragement provided by the organization to its employees to take the initiative and have the courage to explore innovative approaches used in work. However, several studies have found that organizational culture and organizational climate do not only function as a stimulator, on the other hand they can actually become an obstacle to the emergence of organizational work innovation behavior (Scott & Bruce, 1994). Organizational commitment is influenced by many factors, one of which is organizational climate. The findings (Bahrami et al., 2016a) which examined the influence of organizational climate on organizational commitment of nurses in the city of Yazd, Iran showed that there was a positive and significant correlation between organizational commitment and organizational climate, so he concluded that improving organizational climate was the right strategy for increase organizational commitment. Meanwhile the findings (Hakimian et al., 2016) state that there is a very significant relationship between affective and normative commitment to the work innovation behavior of MSME employees in Malaysia. From these two studies it can be concluded that the two studies above are empirical evidence of the relationship between the three variables, namely organizational climate, organizational commitment and work innovation behavior, where organizational commitment can mediate the relationship between organizational climate and organizational behavior. A healthy and fun organizational climate will make someone stay as a member of the organization. The behavior of wanting to remain a member of the organization is a form of commitment. This formed

commitment ultimately leads someone to give the best to their organization, work and innovate for the sake of their organization. Based on the entire description stated above, it should be suspected that organizational climate has a positive effect on lecturer work innovation behavior through the organizational commitment of Open University lecturers.

2 METHODOLOGY

The study adopted a quantitative approach, by collecting data from Open Distance Learning Academicians employed at Universitas Terbuka Headquarter in Pondok Cabe Banten Indonesia, utilizing five self-administered questionaire. Collected data was analyzed with the help of a Structural Equation Model Partial Least Square (SEM-PLS) 3.

## 3 FINDINGS AND DISCUSSION

3.1 Descriptive Data

3.1.1 Descriptive data of research respondent

No	Variable	Category	Number of People	Persentage (%)
1	Gender	a) Man	39	39
		b) Woman	61	61
2	Tenure	a) 1 - 5 Years	36	36
		b) 6 – 10 Years	4	4
		c) 11 – 15 years	13	13
		d) 16 – 20 years	12	12
		e) 21 – 25 years	13	13
		f) 26 – 30 years	3	3
		g) > 30 years	19	19
3	Academic Position	a) Lecturer	44	44
		b) Assistance Professor	33	33
		c) Associate Professor	21	21
		d) Full Professor	2	2
4	Job Status	a) PNS	99	99
		b) Non PNS	-	-
		c) TK BLU	1	1

Based on descriptive analysis, it is known that in general there are more female respondents than male, male lecturers are 39 people and women are 61 people. Based on the tenure of the lecturers, the largest number are lecturers who have a working period of 1 to 5 years, namely 36 people or about 36% and the least are lecturers who have a working period of 25 to 30 years, namely 3 people or about 3%. Furthermore, based on academic positions, lecturers who have academic positions as expert assistants are 44 people or 44%, Lectors are 33 people or 33%, Head Lectors are 21 people and Professors are 2 people or 2%. Furthermore, regarding the employment status

category, the majority of lecturers are civil servants, namely 99 people, of which only 1 person has TK BLU status.

3.1.2 Research Model
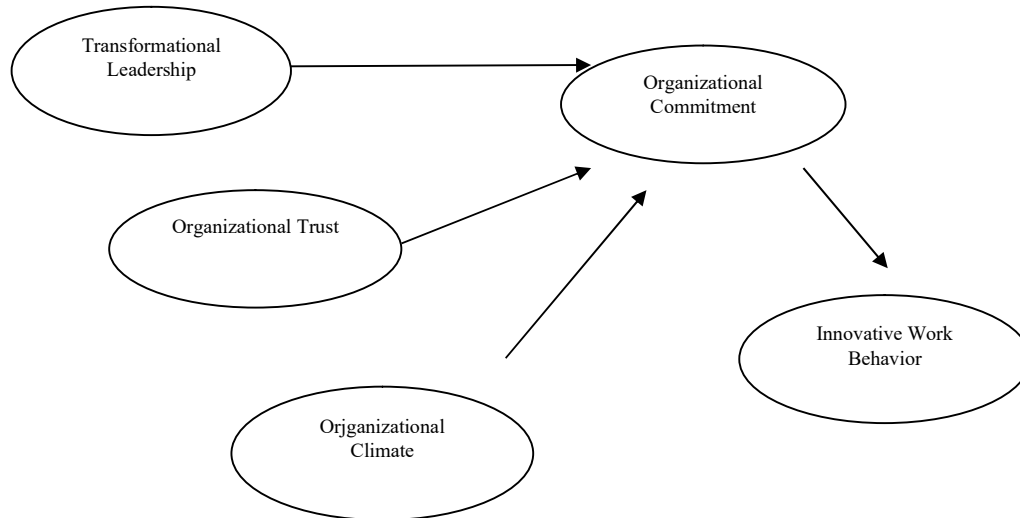
from the theoretical analysis and the findings of previous studies it can be concluded that the hypothesis in this study is:

H1: Commitment Organization Influences Innovative Work Behavior

H2: Transformational leadership influences work innovation behavior through organizational commitment

H3: Organizational Trust influences Innovative work behaviour through organizational commitment

H4: Organizational Climate influences Innovative work behavior through Organizational Commitment

3.1.3   Result of Hypothesis Testing
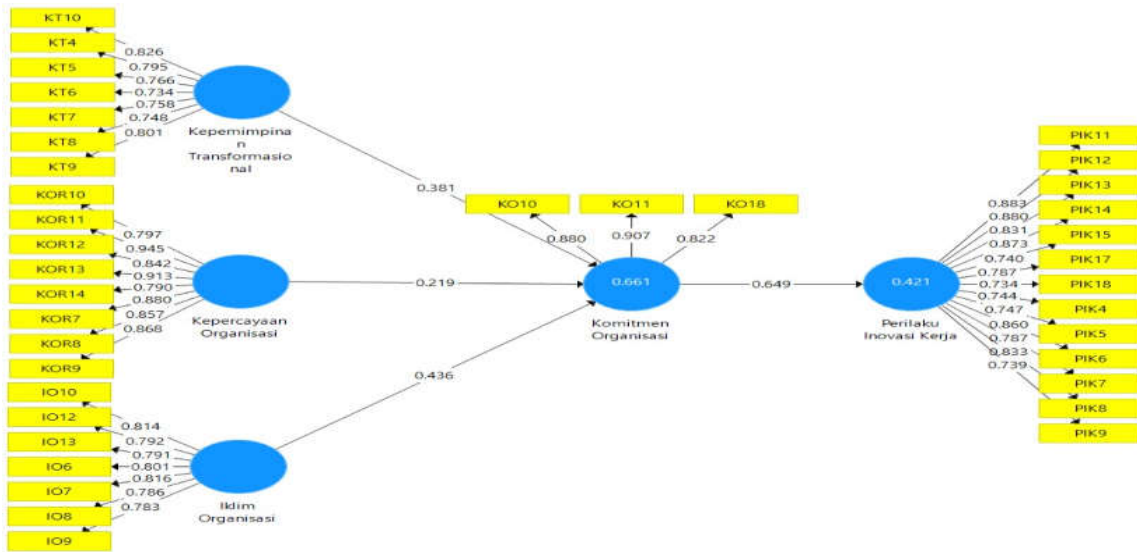
Based on the results of the hypothesis test above, it can be concluded that

Path Coefficient

	Organizational Commitment	Innovative Work Behavior
Transformational Leadership	0,436	
Organizational Trust	0,381	
Organizational Climate	0,219	
Organizational Commitment		0,649

Total Indirect Effect

	Innovative Work Behavior
Transformational Leadership	0,283
Organizational Trust	0,247
Organizational Climate	0,142

Specific Indirect Effect

Iklim Organisasi -> Komitmen Organisasi -> Perilaku Inovasi Kerja	0.283
Kepemimpinan Transformasional -> Komitmen Organisasi -> Perilaku Inovasi Kerja	0.247
Kepercayaan Organisasi -> Komitmen Organisasi -> Perilaku Inovasi Kerja	0.142

4   DISCUSSION AND CONCLUSION

Based on the path coefficient of the influence of transformational leadership, organizational trust, organizational climate directly on commitment is 0.436; 0.381 and; 0.219 while organizational commitment has a relatively large direct effect, namely 0.649. This shows that the one that has the strongest relationship to work innovation behavior is primarily organizational commitment. Commitment is a bond that is formed when someone first comes into contact with the atmosphere of the work environment, whether that includes the physical and non-physical environment. Periodic evaluations are carried out on the physical and non-physical work environment, it is this attachment that will determine other experiences that will be felt by workers. It can be said that commitment is formed by various experiences, feelings, evaluation others and can be the basis motivation to stay or staying out from the organization.

Based on the results of testing the hypotheses that have been described, it can be concluded that all the hypotheses put forward in this study prove that there is a positive and significant influence between the variables of transformational leadership, organizational trust, organizational climate and organizational commitment on work innovation behavior, where the research results also show that Organizational commitment acts as an intermediary variable that mediates the influence of transformational leadership variables, organizational trust and organizational climate on lecturer work innovation behavior.

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