

## Interpretation Innovative Work Behavior and Transformational Leadership: Analysis Work Engagement and Work Environment on Dinas Pariwisata Kota Padang

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**Abstract:** This research is aimed at uncovering the influence of Work Engagement and Work Environment on Innovative Work Behavior through Transformational Leadership as an Intervening variable. The research was conducted at the Padang City Tourism Office. The study population was 60 employees who worked in the Padang City Tourism Office, both civil servants and honorary employees. Furthermore, 60 employees became research samples taken proportionally and randomly with proportional random sampling techniques. Structural equation modeling (SEM) with a partial least square (PLS) approach is applied as a data analysis method. The results of the study revealed that work engagement and transformational leadership affect Innovative work behavior and work environment does not affect innovative work behavior. Work engagement affects transformational leadership, work environment does not affect transformational leadership. And there is an indirect influence between work engagement and innovative work behavior through transformational leadership.

**Keywords:** Innovative Work Behavior, Transformational Leadership, Work Engagement, Work Environment

### INTRODUCTION

In recent years, the Padang city government has always announced the need for innovation in work. So the government feels the need to encourage all employees in the Padang City government to always innovate, by encouraging the "Making routine activities into innovation" movement. Every ministry, agency, and local government is advised to

create innovations. The success of a government and company depends on the performance of its employees who understand and deliver innovative efforts in the workplace. Through this, companies need to pay special attention to workers so that they can develop new innovative ideas. Innovation is the result of information and knowledge processing Focus on specific domains (Ritala et al., 2015). Innovative Work Behavior is defined as a series of behaviors to introduce new ideas that can be developed and implemented with the aim of improving the performance of workers in an organization (Diana, L. N., & Sudarma, 2020). De Jong and Den Hartog in (D. T. Kurniawan et al., 2021) revealed that the best way to become an innovative organization is to develop innovative employee behaviors for the effectiveness and long-term sustainability of an organization through the application of organizational justice. Organizational justice is basically an employee's personal perspective on the idea of how fairly they are treated (Whitman et al., 2012).

There are several factors that influence Innovative Work Behavior, one of which is Transformational Leadership, Transformational Leadership according to (Cherry, 2022) Transformational leadership is a leadership style that can inspire positive change in those who follow. Transformational leaders are generally energetic, enthusiastic, and passionate. These leaders not only care and are involved in the process, but they also focus on helping each member of the group succeed. Through the power of their vision and personality, transformational leaders are able to inspire followers to change expectations, perceptions, and motivations to work towards a common goal. (Cherry, 2022). According to (Juhro, 2022) Transformational leadership reflects the attitude of a participatory leadership that is not only able to motivate and move the organization vertically and horizontally, but also realizes an organizational capacity that is always agile in every situation. Through this book, the discussion related to the concept of transformational leadership is trying to be dug deeper, in terms of conceptual and current issues that develop. The written perspective is directed to comprehensively discuss the importance of the concept of leadership in a scientific perspective as well as from a spiritual perspective, including how in the end the positive implications of the union of the two concepts on the development of human resources in the future.

In addition to Transformational Leadership, Innovative Work Behavior is also influenced by Work Engagement. Work engagement is a form of workplace approach designed to ensure that employees are committed to their organizational goals and values, motivated to contribute to the success of the organization, and at the same time able to improve the sense of well-being of fellow employees in the company (Vorina et al., 2017). The most important thing in worker involvement is not only performance, but the ability to adapt, have high initiative, be able to take on new responsibilities, and be responsive in facing problems (Trisnawati, Sianto, Seansyah, 2022). Similar to (Mujiasih, 2015) which says work engagement in work is defined as a member of the organization who expresses himself during work both cognitively, physically and emotionally for carry out his work role. According to (Simon, 2016) there are factors that can affect work engagement are the work environment, social support, motivation, *psychological well-being* of employees and decision making. Macey et al in (Trisnawati et al., 2021) (Trisnawati et al., 2021)(Trisnawati et al., 2021)state that perseverance, proactivity, role expansion, and adaptability are all features of engagement behavior in the aggregate, connotes performance above and beyond ordinary or normal expectations. The most important thing is the involvement of not only more performance, but performance that is persistent, adaptable, self-starting, and involves taking responsibility new. The concept of holistic work engagement by (Saputra et al., 2018) work attachment is a complete state of self between physical, intellectual, emotional and spiritual in work. The concept of holistic work engagement according to (Saputra et al., 2018)

is reflected into four dimensions, namely *physically engaged*, *intellectually engaged* ), emotionally engaged, and *spiritually engaged*.

Furthermore, the factor that can affect Innovative Work Behavior is the work environment. According to (Suharno Pawirosumarto, Purwanto Katijan Sarjana, 2017) The work environment is a place where employees carry out their activities, where it can have positive and negative impacts on employees to achieve their work results. A conducive work environment will have a good impact on the continuity of work, while a less conducive work environment will have a negative impact on the continuity of work. According to (Dwijayanti & Dewi, 2015) what is included in a good work environment is comfort in the workspace, the right air temperature, sufficient irradiation, good room layout, and security. A good, adequate, and conducive work environment makes employees able to work effectively and efficiently so that their work results can be said to be optimal. The results of research conducted by (Pawirosumarto et al., 2017) stated that the work environment has a positive and significant influence on employee job satisfaction. Therefore, it can be concluded that the work environment is closely related to employee job satisfaction.

The Padang City Tourism Office is located at Jl. Gandaria No. 56 Padang, West Sumatra. The Tourism and Culture Office has the task of carrying out local government affairs in the field of tourism and culture as well as assistance duties. Where the flagship program of the Padang City Tourism and Culture Office is to continue the development of integrated tourist areas of Mount Padang, small islands, the eastern area of Padang City. The following is the number of tourist attractions by type in the city of Padang in 2016-2020 according to (Renstra, 2019), as follows:

**Table 1. Number of Tourist Attractions by Type of Padang City in 2016-2020**

No	Jenis Objek Wisata	Satuan (Unit)	Tahun				
			2016	2017	2018	2019	2020
1	Wisata alam	Lokasi	28	28	28	29	29
2	Wisata bahari	lokasi	37	37	37	37	37
3	Wisata budaya	Lokasi	1	1	1	1	1
4	Wisata sejarah	Unit	75	75	75	74	74
5	Wisata belanja	Lokasi	32	32	32	32	32
6	Wisata kuliner	Kawasan	9	9	9	9	9
	Jumlah wisata		182	178	180	182	182

Source: <https://ppid.padang.go.id/>

Based on table 1 it can be concluded that there are fluctuations in the number of tourist attractions in the city of Padang, this can show the inconsistency of the Tourism Office in developing tourism units in the city of Padang. It can be seen from 182 units of tourist attractions in the city of Padang, but not all can be known by the public, both local, national and foreign tourists. This is allegedly related to Innovative Work Behavior. Where employees are required to implement new ideas, processes and procedures in increasing tourism promotion in the city of Padang. And to support the achievement of Innovative Work Behavior requires several factors such as Work Engagement, Work Environment and Transformational Leadership. This is also supported by several previous studies, which can be seen as follows:

Research conducted by (Shaikh, 2022) with the title Transformational Leadership and Innovative Work Behavior: Testing the Mediation Role of Knowledge Sharing and Work Passion. Showing the results of the study show that transformational leadership and work engagement have a significant and positive effect on innovative behavior where work engagement acts as a mediating variable against the positive influence of transformational leadership on innovative behavior. These findings suggest that to improve innovative

employee behavior, it is necessary to adopt a transformational leadership style and increase employee attachment to the organization. This research is in line with the research conducted by (R. A. Kurniawan & Ranikusna, 2019) and the research conducted by (Anggarekso Alfadjri et al., 2021) that there is a positive increase between Work Engagement to Innovative work behavior.

Furthermore, research conducted by (L. F. A. A. Dewi et al., 2018) with the title Relationship of Perception of the Work Environment with Innovative Behavior of Sales Employees. From the results of data analysis using Pearson's product moment correlation, it is known that there is a positive and significant relationship between the perception of the work environment and the innovative sales behavior of PT employees. A Yogyakarta. Based on the results of this study, it provides intervention information to better harmonize and harmonize relationships within the organization to bring about innovative employee behaviors.

Furthermore, the research conducted (NARDO et al., 2018), with the title The Influence of Transformational Leadership, And The Physical Work Environment On Innovative Behavior. The results of the study proved that: (1) Transformational leadership has no significant effect on innovative behavior; (2) The non-physical work environment has a significant effect on Innovative Behavior; (3) Motivational work being a mediator of the influence of transformational leadership on innovative behavior; (4) Work motivation becomes a mediator of the influence of the non-physical work environment on the innovative behavior of employees. This is in line with research conducted by Fitria Istanti and (Sudibjo & Prameswari, 2021) that there is an increase in Transformational Leadership towards Innovative Work Behavior.

In the State of the art above and the phenomena that occur, the author concludes that there are several different variables in each previous study, different locations, different times and objects.

From the research of experts and phenomena above, the author is interested in analyzing Innovative Work Behavior through transformational leadership: Work Engagement, and Work Environment in Tourism Office Employees in Padang City.

## **LITERATURE REVIEW**

### **Innovative Work Behavior (Y)**

(Ritala et al., 2015). Innovative Work Behavior is defined as a series of behaviors to introduce new ideas that can be developed and implemented with the aim of improving the performance of workers in an organization (Diana, L. N., & Sudarma, 2020). De Jong and Den Hartog in (D. T. Kurniawan et al., 2021) revealed that the best way to become an innovative organization is to develop innovative employee behaviors for the effectiveness and long-term sustainability of an organization through the application of organizational justice. Organizational justice is basically an employee's personal perspective on the idea of how fairly they are treated (Whitman et al., 2012).

According to the experts above, it is concluded that innovative work behavior is a process of renewal, discovery, supporting and encouraging employees to come up with ideas that are used as a way to implement ideas into hasil in accordance with the objectives Together.

### **Transformational Leadership (Z)**

Transformational leaders are able to facilitate new understandings by increasing or changing awareness of problems. The transformational leader brings positive change to those who become his followers Riaz et al., 2011 in (Rukiyah et al., 2021). Transformational leaders

awaken and encourage their followers with a vision and *sense of mission* that encourages subordinates to make more efforts (*extra effort*) in achieving goals (Sanjaya, 2016).

From the research of the experts above, the conclusion was drawn, transformational leadership is a method that is able to facilitate, encourage employees in increasing or changing awareness of problems and how to solve these problems.

**Work Engagement (X1)**

According to Ellen, in (Santosa, 2012) *Work Engagement* is the emotional feelings of employees towards the organization and the actions they take to ensure the organization is successful; Employees who are already attached to the company show concern, dedication, passion, accountability, and focus on results. Then according to (Agustini, 2021) employee engagement is employee involvement, individual involvement, satisfaction, and enthusiasm for the work they do. We might ask employees if they have access to resources and opportunities to learn new skills, whether they feel their work is important and meaningful, and what their interactions are with colleagues and in the Work Environment.

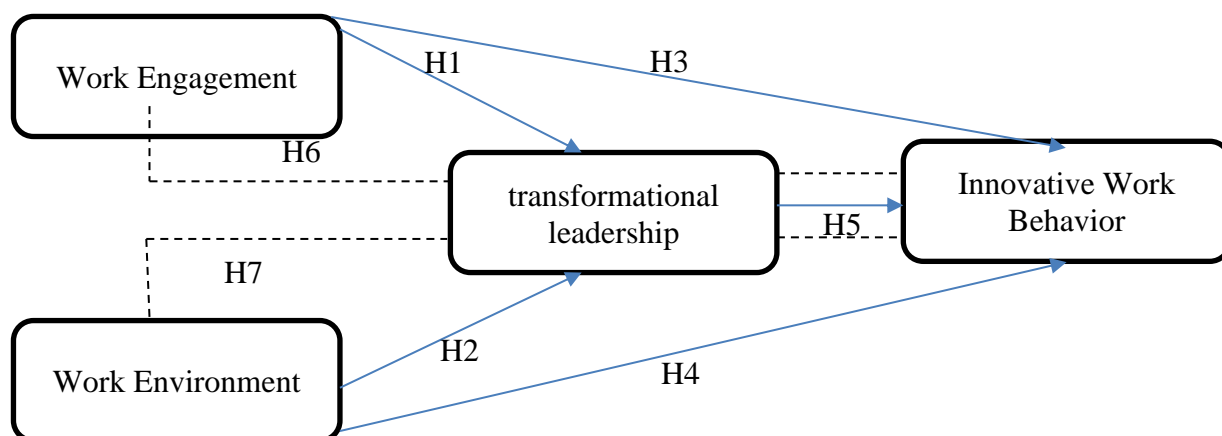
According to the experts above, it can be concluded that work engagement is an emotional feeling, action, enthusiasm, dedication in the actions of the organization or company.

**Work Environment (X2)**

According to (Pawirosumarto et al., 2017) the work environment is a place where all employees can carry out activities, where they can have a positive or negative impact on employees to achieve predetermined goals. A conducive work environment can have a positive impact on work continuity, while a less conducive work environment can have a negative impact on employee work continuity. The work environment is everything around employees in carrying out their duties that can affect themselves in an area (Sofiati, 2021).

According to the experts above, it can be concluded that the Work Environment is a place where all employees can carry out work activities, which can have a positive impact on work continuity as well as negative impacts in carrying out their duties that can affect themselves in an area. (Charli, 2021).

**Research Hypothesis**



**Figure 1. Thinking Framework**

The hypothesis in this study is as follows: (1) It is suspected that work engagement affects transformational leadership in Tourism Office Employees in Padang City. (2) It is suspected that the work environment affects transformational leadership in tourism office

employees in the city of Padang. (3) It is suspected that work engagement affects innovative work behavior in Tourism Office Employees in the City of Padang. (4) It is suspected that the work environment affects the innovative work behavior of Tourism Office Employees in the City of Padang. (5) It is suspected that transformational leadership affects innovative work behavior in Tourism Office Employees in Padang City. (6) It is suspected that work engagement affects innovative work behavior through transformational leadership in Tourism Office Employees in the City of Padang. (7) It is suspected that the work environment affects innovative work behavior through transformational leadership in Tourism Office Employees in the City of Padang.

## **RESEARCH METHODS**

### **Types of Research**

This research is a quantitative study. Quantitative research is research based on data in the form of numbers or numbers (Suliyanto, 2018). Meanwhile, based on the level of explanation, this study is an associative study. Associative research is research that aims to analyze the relationship or influence between two or more variables (Suliyanto, 2018).

### **Place and Time of Research**

The location of this study was conducted at the Padang City Tourism Office located at Jalan Gandaria No. 56, Padang, which was held from August 2022 to October 2022.

### **Population and Sample**

All employees in the Service Padang City Tourism with 60 active employees of Rensra (2019-2024). The sampling technique used is Non Probability Sampling. According to (Sugiyono, 2019) Non Probability Sampling is a sampling technique that does not provide equal opportunities or opportunities for each element or member of the population to be selected as a sample. The sampling technique used is saturated samples. According to (Sugiyono, 2016) the saturated sampling technique is a sample determination technique where all members of the population are used as samples. So the number of samples used in this study was 60 entrepreneurs.

### **Data Collection Methods**

The data collection method in this study is the questionnaire method. Questionnaires in the study created in the form of a Google Form to make it easier to fill out questionnaires by respondents who meet the criteria to be used as research samples. The questionnaire used in this study was in the form of questions. The measurement scale used is the likert scale, which is used to measure the attitudes, opinions, and perceptions of an individual or group of people regarding social phenomena. To reduce the impact of bias and the occurrence of data centering when conducting analysis, the scales used are Strongly Agree (SS) with a score (4), Agree (S) with a score (3), Disagree (ST) with a score (2) and Strongly Disagree (STS) with a score (1).

### **Data Analysis Methods**

The data analysis method used in this study is using SEM (Structural Equation) analysis Modeling) or structural equation model by using the PLS (Partial Least Square) program to test the relationship between variables. Data analysis and modeling of structural equations using smart PLS software is carried out with the following steps: (1) Designing a Measurement Model (Outer Model). Used to determine the relationship between latent variables and indicators. Evaluation of the measurement model includes convergent validity test, discriminant validity and composite reliability reliability test. (2) Designing an *Inner*

*Model.* Used to test the significance of the parameters formulated in the assessed hypothesis by examining the importance of the coefficients and variance recorded by construction (R2), R2 represents the dependent (endogenous) proportion. An  $R2 \geq 10$  ensures that variance is explained by practical, statistical as well as significant endogenous variables.

**Hypothesis Testing (Resampling Bootstrapping)**

Testing the hypothesis can be seen from the t-statistical value and the probability value. For hypothesis testing using.

The statistical value then for alpha 5% the t-statistical value used is 1.96. Thus the criterion of acceptance or rejection of the hypothesis is  $H_a$  accepted  $H_o$  in rejected when t-statistics  $> 1.96$ . To reject or accept the hypothesis using probability then  $H_a$  is accepted if the p-value  $< 0.05$

**FINDINGS AND DISCUSSION**

**Evaluasi Measurement Model (Outer Model) Convergent Validity**

Convergent validity is measuring the validity of reflective indicators used to measure Observable latent variables are from the loading factor of each variable indicator. An indicator has good validity, if the loading factor value is above 0.7. Based on testing, it is known that the indicators of each variable in this study obtained a high value, which is all above 0.7.

**Discriminant Validity**

Discriminant validity is to compare the correlation of indicators of one construct with other constructs which is carried out by measuring using cross loading values that provide data to see if the construct has adequate discriminant. Based on testing, it is known that the loading factor value for each indicator of each latent variable has the largest loading factor value compared to the loading value of other latent variables. This means that each latent variable already has a good discriminant validity.

Another method that can be used to determine the value of discriminant validity is the Fornell- Larcker method which is done by comparing square roots over AVE with latent vertical correlations. Based on the test results, it is known that the value of the upper root square of the AVE along the diagonal line is greater in correlation between one construct and another, therefore the validity of the construct is good.

**Reliability Test**

**Table 2. Construct Reliability Test Results**

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
<b>Innovative Work Behavior</b>	<b>0,974</b>	<b>0,976</b>	<b>0,977</b>	<b>0,749</b>
<b>Transformational Leadership</b>	<b>0,980</b>	<b>0,981</b>	<b>0,981</b>	<b>0,779</b>
<b>Work Engagement</b>	<b>0,945</b>	<b>0,951</b>	<b>0,953</b>	<b>0,671</b>
<b>Work Environment</b>	<b>0,940</b>	<b>0,948</b>	<b>0,953</b>	<b>0,770</b>

Source: Processed Data, 2022

The reliability test results are spelled out in table 5. Reliability test can be done by paying attention to the value Composite reliability and *Cronbach's Alpha* of constructs are measured by block indicators. The table above shows that *cronbach's alpha* value  $> 0.6$  and composite reliability  $> 0.7$ , this means that each construct tested on the estimated model meets the criteria (*reliable*).

### Model Structural (Inner Model)

The value of R-square is noticed in the method of the structural model, which is spelled out in the following table:

**Table 3. Structural Model**

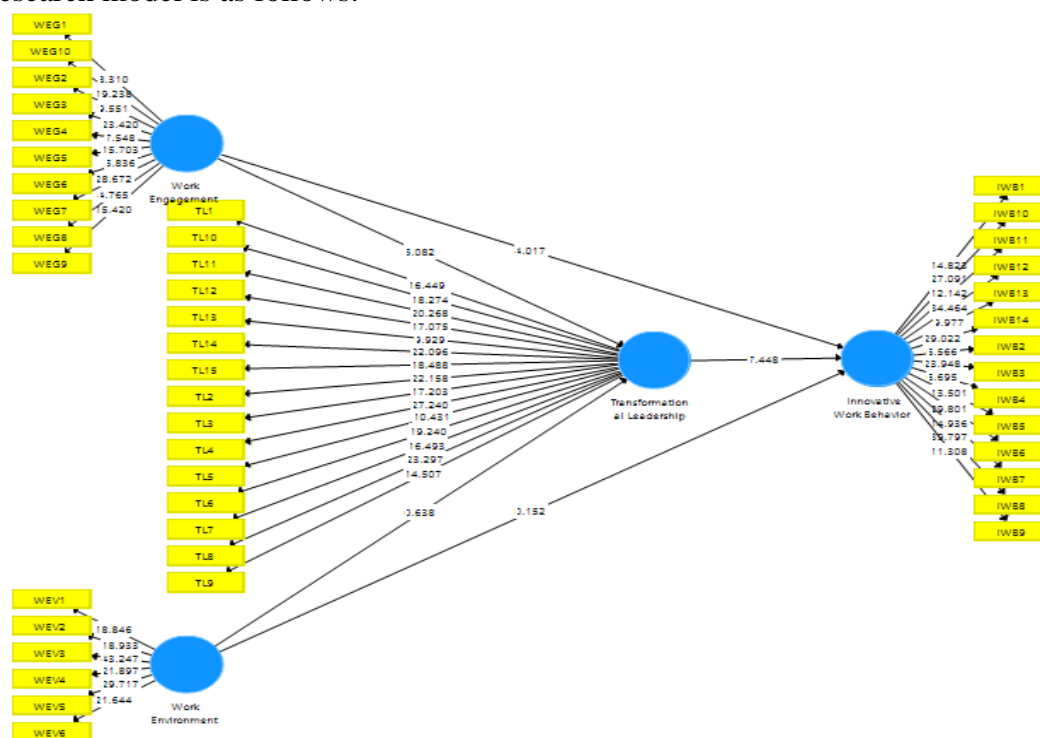
	R Square	Adjusted R Square
<b>Innovative Work Behavior</b>	0,945	0,943
<b>Transformational Leadership</b>	0,813	0,806

Source: Processed Data, 2022.

From the table above, the value of R Square Adjusted Innovative Work Behavior worth 0.945 is obtained. This means that 94.5% of Innovative Work Behavior variables are affected by Work Engagement, Work Environment. Then obtained the value of R Square Adjusted Transformational Leadership with a value of 0.813. This means that as many as 81.3% of Transformational Leadership variables are influenced by Work Engagement, Work Environment and Innovative Work Behavior.

### Hypothesis Testing

The research model is as follows:



Source: Processed Data, 2022.

**Figure 1. Research Models**

The results of the hypothesis test directly and indirectly in this study are described in the table below:

**Table 4. Hypothesis Testing Results**

	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistik ( O/STDEV)	P Values
<b>Work Engagement -&gt; Innovative Work Behavior</b>	0,400	0,382	0,100	4,017	<b>0,000</b>
<b>Work Environment -&gt; Innovative Work Behavior</b>	-0,012	0,020	0,080	0,152	<b>0,880</b>



<b>Transformational Leadership -&gt; Innovative Work Behavior</b>	0,606	0,595	0,081	7,448	<b>0,000</b>
<b>Work Engagement -&gt; Transformational Leadership</b>	0,822	0,767	0,162	5,082	<b>0,000</b>
<b>Work Environment -&gt; Transformational Leadership</b>	0,102	0,158	0,160	0,638	<b>0,524</b>
<b>Work Engagement -&gt; Transformational Leadership -&gt; Innovative Work Behavior</b>	0,498	0,462	0,132	3,785	<b>0,000</b>
<b>Work Environment -&gt; Transformational Leadership -&gt; Innovative Work Behavior</b>	0,062	0,089	0,089	0,698	<b>0,485</b>

Source: Processed Data, 2022

From the table above, it can be seen that each hypothesis obtains a statistical t value > t of the table, which is 1.96 or a p value of < 0.05. So it can be concluded that every hypothesis in this study has a significant effect.

**Discussion**

**The Effect of Work Engagement on Innovative Work Behavior**

Based on the test results, it can be seen that Work Engagement affects Innovative Work Behavior significantly. This shows that the Padang City Tourism Office has good Work Engagement so as to create an increase in Innovative Work Behavior for Padang City Tourism Office Employees. So what the management must do is: 1) Passion: a very strong feeling experienced by every employee to do a job. 2) Dedication: a sacrifice of energy, mind, and time for the success of an effort or goal in work. 3) Absorption: Energy absorption by employees obtained by the motivation given.

If the management pays attention to employee morale, employee dedication at work and absorption of information received by employees, it will have an impact on: 1. High work motivation, so that employees can complete work on time and expected results 2. The creation of employee loyalty so that employees willingly sacrifice their energy, mind and time at work 3. The delivery of information from the management so that there is a decrease in miss communication at work and a decrease in stress at work.

This is in line with the analysis of respondents' responses regarding the variables Work Engagement and Innovative Work Behavior. Stable emotional feelings from employees, actions carried out responsively among employees, enthusiasm at work, high dedication from employees to the organization create high Innovative work behavior at work. From this research, it can be seen that with the creation of emotional, action, enthusiasm and education at work, employees will be Innovative Work Behavior at work.

The results of this study are in accordance with previous research conducted by (N. Dewi & Utama, 2016) where this research is in line with that Work Engagement affects Innovative Work Behavior. Likewise, research conducted by (R. A. Kurniawan & Ranihusna, 2019) found that good Work Engagement will lead to a high level of Innovative Work Behavior from employees. And other studies (Chayati & Sari, 2019), (Insyra, 2022; Santosa, 2012; Trisnawati et al., 2021; Vorina et al., 2017) (Dwijayanti & Dewi, 2015). So it is hoped that the organization still needs to pay attention to Work Engagement within the company, both in terms of employee welfare, comfort and employee satisfaction at work.

**The Effect of Work Environment on Innovative Work Behavior**

Based on the test results, it can be seen that the Work Environment cannot significantly affect Innovative Work Behavior. This shows that the Padang City Tourism Office needs to pay attention to the implementation of a good Work Environment so that Innovative Work

Behavior has increased. So what must be done by the management is: 1) The working conditions of everything around the workers that can influence themselves in carrying out the duties charged. 2) Teamwork collaborative efforts of a group to achieve a common goal or complete a task in the most effective and efficient way in a group. 3) Work Facilities everything that is used and used in the form of facilities and infrastructure that can support the implementation of employee work so as to facilitate the completion of tasks. 4) A sense of security is a basic need of all human beings and can only be obtained through "a relationship full of warmth and based on trust".

If the management pays attention to the working conditions of employees, teamwork, work facilities needed by employees and the sense of security felt by employees, it will have an impact on: 1. Conducive working conditions will make employees less stressed, enthusiastic in carrying out their work and always arrive on time. 2. Good teamwork will form high work productivity, good social relations between employees and efficient communication between employees and superiors. 3. Adequate facilities and infrastructure in the company can make it easier for employees to complete their work. 4. Warmth and comfort will have an impact on work behavior, employee thinking patterns and also the loyalty of the employee.

This is not in line with the analysis of respondents' responses or opinions regarding the Work Environment and Innovative Work Behavior variables. All employees can carry out work activities, which can have a positive impact on work continuity and negative impacts in carrying out their duties that can affect themselves at work this can increase Innovative work behavior.

The results of this study are not in accordance with the previous research literature conducted by (L. F. A. A. Dewi et al., 2018) and (NARDO et al., 2018) which both prove that the Work Environment affects Innovative Work Behavior significantly. And well the work environment will create a high Innovative Work Behavior. So it is hoped that the organization will continue to create a good Work Environment within the company, both in terms of security, comfort and facilities provided.

### **The Influence of Transformational Leadership on Innovative Work Behavior**

Based on the test results, it can be seen that Transformational Leadership affects Innovative Work Behavior significantly. This shows that the Padang City Tourism Office has implemented good Transformational Leadership so that Innovative Work Behavior has increased. So what the management must do is: 1) Confidence is the energy accumulated due to the openness of feelings; there is desire, there is unwantedness, memory feels stronger, the energy of trust increases to turn into the energy of belief, and there is the impulse to choose a certain sense or a certain way. Memory feels strong 2) A goal, goal, goal, or matalamat is an idea of a future or outcome that is desired, imagined, planned, and intended to achieve for a person or group of people. People strive to achieve goals in a limited time by setting deadlines. 3) Commitment, is a condition in which an employee takes the side of a particular organization and his goals and desires to maintain membership in that organization. 4) Ethical Consequences is an understanding of normative ethics that emphasizes that the truth of an action must be judged by the effect of the act. 5) A decision can be considered as an outcome or output of a mental or cognitive process that leads to the selection of a path of action among several available alternatives. Any decision-making process always results in one final choice.

If the management pays attention to the beliefs, goals, commitments, consequences and decisions of the leadership, it will have an impact on: 1. Trust from employees to their superiors in carrying out their duties and responsibilities at work, 2. Careful planning from employees regarding the targets they will achieve in supporting their work. 3. The

employee's loyalty to the company which leads to a high level of employee loyalty to the organization. 4. The creation of an attitude of discipline and character from employees. 5. The solving of existing problems, and can help the work of employees is the impact of wise decision making on the part of management.

This is in line with the analysis of respondents' responses or opinions regarding the variables Transformational Leadership and Innovative Work Behavior. Methods that are able to facilitate, encourage employees in increasing or changing awareness of problems and how to solve these problems will make employees feel loyal at work. So that the creation of good transformational leadership will be able to create high Innovative Work Behavior. Therefore, it is recommended to companies to maintain transformational leadership behavior in the organization.

The results of this study are in accordance with the previous research literature conducted by (Dwijayanti & Dewi, 2015) and Niko Sudibjo (2022) which both prove that Transformational Leadership affects Innovative Work Behavior significantly. And well Transformational Leadership will create a high Innovative Work Behavior. This research is also in line with research conducted by (Ariyani & Hidayati, 2018) (Nurdin et al., 2020) (Asbari et al., 2019).(Nurdin et al., 2020)(Asbari et al., 2019)

### **The Effect of Work Engagement on Transformational Leadership**

The test results obtained, it can be seen that Work Engagement does not significantly affect Transformational Leadership. This shows that Padang City Tourism Office have Work Engagement which is good so as to create improvement Innovative Work Behavior in Padang City Tourism Office Employees. So what the management must do is: 1) Passion: a very strong feeling experienced by every employee to do a job. 2) Dedication: a sacrifice of energy, mind, and time for the success of an effort or goal in work. 3) Absorption: Energy absorption by employees obtained by the motivation given.

If the management pays attention to employee morale, employee dedication at work and absorption of information received by employees, it will have an impact on: 1. High work motivation, so that employees can complete work on time and expected results 2. The creation of employee loyalty so that employees willingly sacrifice their energy, mind and time at work 3. The delivery of information from the management so that there is a decrease in miss communication at work and a decrease in stress at work. This can interpret Padang City Tourism Office still does not significantly affect work engagement towards Transformational Leadership.

This study is not in line with the responses of some respondents regarding the Work Engagement and Transformational variables. This research was conducted on organizations that have employees who require employees to work according to their respective assignments and determinations, meaning work engagement in the Tourism Office The city of Padang has become a reasonableness that causes work engagement to have no effect on transformational leadership in the organization.

The results of this study are in line with research from (Ariyani & Hidayati, 2018) that work engagement affects transformational leadership. So this creates a new opinion, that the existence of differences from the object of research can create a different research result due to employee behavior, different environments, different organizational cultures and treatment from different leaders. Some studies that have found the influence of work engagement on transformational leadership are (Ratnaningtyas et al., 2021) and (Fridawati & Nugrohoseno, 2021).

### **The Effect of Work Environment on Transformational Leadership**

The test results show that the Work Environment affects Transformational Leadership significantly. This means that the Padang City Tourism Office has a perception of an unfavorable Work Environment that can improve the Transformational Leadership of the Padang City Tourism Office. This in i m e shows n that the Padang City Tourism Office needs to pay attention to the Implementation of Work Environment its good so Innovative Work Behavior Mengalam i peningkatan. So what must be done by the management is: 1) The working conditions of everything around the workers that can influence themselves in carrying out the duties charged. 2) Teamwork collaborative efforts of a group to achieve a common goal or complete a task in the most effective and efficient way in a group. 3) Work Facilities everything that is used and used in the form of facilities and infrastructure that can support the implementation of employee work so as to facilitate the completion of tasks. 4) A sense of security is a basic need of all human beings and can only be obtained through "a relationship full of warmth and based on trust".

If the management pays attention to the working conditions of employees, teamwork, work facilities needed by employees and the sense of security felt by employees, it will have an impact on: 1. Conducive working conditions will make employees less stressed, enthusiastic in carrying out their work and always arrive on time. 2. Good teamwork will form high work productivity, good social relations between employees and efficient communication between employees and superiors. 3. Adequate facilities and infrastructure in the company can make it easier for employees to complete their work. 4. Warmth and comfort will have an impact on work behavior, employee thinking patterns and also the loyalty of the employee.

This study is not in line with the responses of some respondents regarding the variables of Work Environment and Transformational Leadership. This research was conducted in a Work Environment that has been determined by standard operating procedures, so that the work environment at the Padang City Tourism Office is appropriate and becomes a reasonable organization. This means that the work environment does not affect the transformational leadership that will be provided by the organization.

The results of this study are not in line with the research conducted by (R. A. Kurniawan & Ranikusna, 2019) and (NARDO et al., 2018) that the work environment affects transformational leadership. So this creates a new response where differences in objects will create different results.

### **The Effect of Work Engagement on Innovative Work Behavior through Transformational Leadership**

The test results show that Work Engagement significantly affects Innovative Work Behavior through Transformational Leadership. This means that the Padang City Tourism Office has good Work Engagement that makes Transformational Leadership and encourages the improvement of Innovative Work Behavior positively. This is in line with the analysis of respondents' responses regarding the variables Work Engagement, Transformational Leadership and Innovative Work Behavior. The Padang City Tourism Office, which is considered functional, is able to increase employee productivity, employee motivation and creativity in improving the quality of work in order to encourage Innovative work behavior in the work environment.

The results of this study are in accordance with research from (Ariyani & Hidayati, 2018) which both show that Work Engagement affects Innovative Work Behavior through Transformational Leadership significantly.

The Effect of Work Environment on Innovative Work Behavior through Transformational Leadership Based on the test results, it is stated that the Work Environment

does not affect Innovative Work Behavior secara signifikan melalui Transformational Leadership. This in imengartikan bahwa Work Environment yang is commonly done by the Padang City Tourism Office does not have an influence which means by Transformational Leadership so that a cannot increaseatkan Innovative Work Behavior. The results of this study are not in accordance with the research from (NARDO et al., 2018) where the results of the study show that the work environment affects Innovative Work Behavior through Transformational Leadership secara signifikan.

## CONCLUSION

From this study, it can be concluded that: (1) Work Engagement affects Innovative Work Behavior. This means that the better the Work Engagement in the Padang City Tourism Office, the more it will be able to increase the Innovative Work Behavior in the organization. (2) Work Environment affects Innovative Work Behavior. This means that the better the perception of the Work Environment in the Padang City Tourism Office maka akan mampu meningkatkan Innovative Work Behavior in the organization. (3) Transformational Leadership affects Innovative Work Behavior. This means that the better the Transformational Leadership at the Padang City Tourism Office then it will be able to improve Innovative Work Behavior in the organization. (4) Work Engagement affects Transformational Leadership. This means that the better the Work Engagement of Samsung smartphones, the more it will be able to increase Transformational Leadership. (5) Work Environment has no effect on Transformational Leadership. This means that when the perception of the Work Environment does not increase, transformational leadership will not increase. (6) Work Engagement affects Innovative work behavior with transformational leadership. So that with the increase in work engagement towards transformational leadership, it will encourage Innovative work behavior in the Padang City Tourism Office (7) Work Environment has no effect on Innovative Work Behavior through Transformational Leadership. This means that the perception of Work Environment yang not being an improvement cannot make Transformational Leadership increase so that Transformational Leadership also does not occur an improvement.

The suggestions that can be given are as follows: (1) To improve Innovative Work Behavior and Transformational Leadership the Padang City Tourism Office is required to pay attention to Work Engagement at the employee emotional level, employee activity, reliability and loyalty official. (2) In terms of Work Environment, to improve Innovative Work Behavior and Transformational Leadership of the Padang City Tourism Office, the main thing that needs to be done is to pay attention to comfort, completeness of inventory, facilities provided by the organization.

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