



## The Role of Mediation in Increasing Intellectual Capital Based Innovative Behavior

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### Abstract

The purpose of this study was to determine the effect of learning organizations and leader-member exchange on innovative work behavior through work engagement. The sample of this study were 105 employees of the Central Java TVRI Public Broadcasting Institution. Sampling using the Probability Sampling technique that is proportionate random sampling. Data collection methods in this study used a questionnaire or questionnaire. The method of data analysis in this research is regression analysis and path analysis using IBM SPSS version 21 analysis tools. The results of this study indicate that there is a positive and significant direct effect between learning organizations and leader-member exchange on innovative work behavior. The results of this study also show the effect of a positive and significant indirect relationship between learning organizations and leader-member exchange on innovative work behavior with work engagement as a mediating variable.

### INTRODUCTION

In the current era of globalization, individuals, groups and even organizations are required to always innovate if you want to survive in a tight and strong competition. Rapid technological development requires organizations to always compete in competition by maintaining competitive human resources and having high loyalty (Susanto & Wulansari, 2015). Superior human resources with high quality are the demands of every organization to be able to achieve the goals set (Sudarma, 2012). Human resources are now seen not only as labor but as valuable assets or assets because they are considered as the main factors that determine success for a company or organization (Ratri & Palupiningdyah, 2014; Putri & Martono, 2015).

Due to the globalization of the world raises many challenges and changes in all aspects that must be faced and overcome properly which in this case requires individuals or human resources who are sensitive to change (Siagian, 2009).

Nowadays organizations are demanded to be more innovative in order to be able to survive and compete in competing with other organizations (Farida, 2016). Organizations that have innovative behavior will more easily respond to all the challenges that exist in their environment more quickly and better (Damanpour & Gopalakrishnan, 1998). One way for organizations to be more innovative is to maximize the ability of employees to innovate or develop new ideas (Agarwal, 2014). Innovative work behavior is individual behavior leading to the exploration of opportunities, issuing, maintaining and implementing creative ideas into new products, processes and procedures that benefit the organization (De Jong & Den Hartog, 2010). Innovation is a major factor that is used as an organizational success in order to create and maintain competitive advantage (Momeni, Ebrahimpour, & Ajirloo, 2014). In an economy that is driven by current knowledge, maximizing the innovative potential of employees has become a

top priority in every organization (Johnston & Bate, 2013), so that increasing competitive advantage in organizations can be realized as one form of competence differentiator as well as an important factor for obtaining an organization's success (Yuniawan, Putri, & Udin, 2017).

Ideas or initiatives issued by employees will be something offered to organizations in achieving competitive advantages such as differentiation and improvement of products or services (Park, Song, Yoon, & Kim, 2014). With the increasing importance of intellectual capital in all business sectors, it is expected to develop and provide effective interventions that encourage employees to engage in innovative behavior in the workplace. Innovative work behavior is influenced by several factors such as organizational learning, leadership and work group relationships (Scott & Bruce, 1994; Škerlavaj, Song, & Lee, 2010; Young, 2012).

To improve innovative behavior in the workplace, it is necessary to have a learning process from the organization that is continuously given to employees to improve individual abilities and create new knowledge and insights for employees (Jensen, 2005). Someone who has more knowledge and is able to manage it well will affect the performance given to the organization (Arizki, 2017). Organizational learning can be defined as the learning process of an organization that is carried out continuously whether carried out individually or in groups to develop the potential possessed in order to achieve organizational goals (Senge, 1990; Marquardt, 1996). Organizations will quickly adapt when they have human resources who are able to learn quickly to changes that occur outside or inside the organization (Marquardt, 1996). One factor that is considered to have an influence on innovative work behavior is leadership (Scott & Bruce, 1994). Leadership is the process of directing and influencing individuals who are interconnected with both individual goals and organizational goals (Martono, 2013). Leadership has a very important role in improving the quality of resources in organizations (Aji & Palupiningdyah, 2016). Influence given by the leader to employees will be able to improve employee performance which will indirectly be able to improve employees' innovative work behavior (Fauzi, 2012).

Leader Member Exchange (LMX) is a relationship that occurs between two different people at different levels or levels in an organization between leaders and subordinates (Robbins & Judge, 2015). Robbins and Judge (2015) state that as a result of time pressure, the leader

establishes a special relationship with a group of several followers. The success of an organization requires a good and harmonious relationship and interaction between leaders and subordinates so that the company's goals will be achieved quickly (Sembodo & Nrh, 2014).

Psychological aspects that link between variables in this study are work engagement. Work engagement is defined as a positive, fulfilling, work-related attitude and is characterized by enthusiasm, dedication, and appreciation (Schaufeli & Bakker, 2004). Organizations must maintain reciprocal relationships with employees so that employees will feel attached to their work, provide the best for the organization and be enthusiastic about the work given by the organization (Sembodo & Nrh, 2014).

TVRI Public Broadcasting Institution Central Java Station or commonly known as LPP TVRI Central Java Station is a regional television station established by the Indonesian Republic Television for Central Java Province which was established on May 29, 1996. LPP TVRI is a public broadcasting institution whose job is to carry out public service broadcasting activities with reference to Public Policy namely Law No. 32 of 2002. LPP TVRI Central Java Station was appointed as a reference for the public and one of the factors of social glue and integrated individuals, groups and communities through a diverse, innovative and varied broadcast program with due regard to ethical quality standards.

Based on survey data from Audiences viewer level, LPP TVRI Central Java Station is not included in the Top 10 television channels that are in demand by the people of Semarang. The results of a pre-study conducted by researchers to find out innovative behaviors in LPP TVRI Central Java Station stated that the employees were still low in defending their ideas. It also indicates that the innovative work behavior of LPP TVRI Central Java Station Central Java employees is still low. The existence of community stigma which states that LPP TVRI Central Java Station programs are very monotonous and boring, makes researchers interested in knowing the factors that gave rise to the stigma.

## Hypotheses Development

### The Effect of Learning Organizations on Innovative Work Behavior

To compete and grow in a market driven by knowledge, organizations must utilize the latest market intelligence, consumers and emplo-

yees through innovative but effective ideas, actions and learning (Garvin, David, Edmondson, Amy, & Gino, 2008). Slater and Narver (1995) define learning organizations as organizations that continually and proactively acquire, process, and disseminate knowledge that adds value about markets, products, technology, and business processes. Jensen (2005) emphasizes the importance of the ability to create knowledge of learning organizations by encouraging employees to turn information into new knowledge and insights.

Research conducted by Škerlavaj (2010) shows the results that organizational learning has a positive and significant effect on innovative work behavior. This is consistent with research conducted by Hirst, van Knippenberg, and Zhou (2009) which states that organizational learning culture influences the process of innovation. However, different from the results of research conducted by Park, Soon, Yoon, and Kim (2014) which the results of his research stated that there is no influence between organizational learning. H1: Learning Organizations has an influence on Innovative Work Behavior

### **The Effect of Leader-Member Exchange on Innovative Work Behavior**

Robbins and Judge (2013) state that LMX theory is a theory that supports the creation of leaders inside groups and outside groups. De Jong and Den Hartog (2007) states that innovative work behavior as or individual behavior is suggested at the initiation or initiation and introduction of new ideas, production processes or procedures that are useful in work, group or organizational rules.

The rationale of the LMX theory is that in an organization, leaders develop different types of relationships with subordinates (Robbins & Judge, 2013). An exchange between leaders and members is said to be good if there is a good relationship between the two. The task of a leader is to provide direction, input, motivate, and others. If the leader-member exchange is high, the employee's innovative behavior will increase. However, on the contrary if the leader-member exchange is low then the innovative behavior of employees tends to decrease.

Research conducted by Agarwal (2014) shows the results that leader member exchange has a positive and significant effect on innovative work behavior. This is in line with research conducted by Kheng, June, and Mahmood (2013) which states that leader member exchanges have a positive correlation effect on innovative

work behavior. This shows that leader member exchange is important in enhancing employees' innovative work behavior. However, different results of research conducted by Taştan and Davoudi (2015) which states that leader member exchange does not have a significant effect on innovative work behavior.

H2: Leader-Member Exchange has an influence on Innovative Work Behavior

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

Employees who feel attached to their work have a high level of enthusiasm and are very enthusiastic about their work. Nusatria and Suharnomo (2015) stated that when employees are tied to a company, employees have an awareness of the business, so that it will make employees give all their best abilities to the company. Employees who feel attached to their work will find it difficult to leave their work, because for employees the work can be motivating (Martono & Wulansari, 2018). In addition, engaged employees will produce jobs that are more productive and profitable for the company.

High employee engagement will increase innovative work behavior. That is, employees who feel attached to their jobs tend to think and create innovative ideas at work. Research conducted by Agarwal (2014) shows that work engagement has a positive and significant effect on innovative work behavior. The same research results found by Park et al., (2014) stated that work engagement has a positive effect on innovative work behavior.

H3: Work Engagement has an influence on Innovative Work Behavior

### **Work Engagement mediates the effects of Learning Organizations and Leader-Members Exchange on Innovative Work Behavior**

Individuals who have work involvement will be more persistent and proactive in carrying out their work because they feel they get fulfillment or satisfaction from the work itself and the processes, systems, and support provided by the organization, which creates positive attitudes and perceptions of learning (Salanova, Schaufeli, & Bakker, 2008). Individuals with high levels of work involvement are expected to look for learning opportunities and develop their skills. The innovation process also requires collective involvement in reflective discussion, decision making, and feedback (Amabile, 2016).

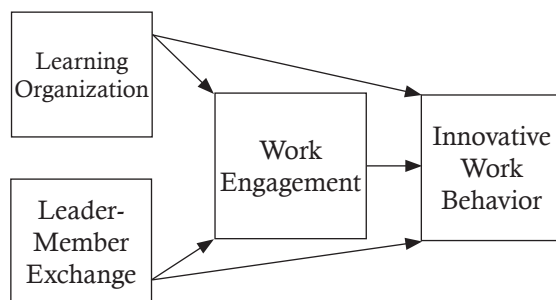
Zhang and Bartol (2010) highlighted that employees' confidence in their personal ability

to achieve the goal of facilitating their creativity by enabling them to devote their time and energy to their work. Hakanen, Schaufeli, and Ahola (2008) also found that individual work involvement promotes personal initiative, and consequently affects innovation. When people are involved in work, they feel positive emotions that lead to thinking and implementing ideas that are creative and exploratory (Fredrickson, 2001). These findings indicate that work involvement appears to play a mediating role in the relationship between learning organizations and innovative behavior.

A high leader member exchange relationship and high innovative work behavior will easily make employees feel attached to their work. The relationship of leader member exchange to innovative work behavior will increase if through work engagement variables. Research conducted by Agarwal (2014) shows that work engagement partially mediates between leader member exchanges on innovative work behavior. There is the same research conducted by Agarwal, Datta, Blake-Beard, and Bhargava (2012) showing that work engagement partially mediates between leader member exchanges on innovative work behavior.

H4: Learning Organizations influence Innovative Work Behavior through Work Engagement.

H5: Leader-Member Exchange influences Innovative Work Behavior through Work Engagement.



**Figure 1.** Research Model

## METHOD

The sample in this study was 105 LPP TVRI Central Java employees. Sampling was carried out using probability sampling technique, namely proportionate random sampling. The method used in the data collection process is the questionnaire method. The method of data analysis uses regression analysis and path

analysis. Data analysis using SPSS software version 21.

The variables in this research are Learning Organization, Leader-Member Exchange, Work Engagement, and Innovative Work Behavior. Innovative work behavior is individual behavior that leads to the start and introduction of new ideas, processes, products and procedures that are beneficial to the De Jong and Den Hartog (2007) organization. Innovative work behavior is measured by indicators according to De Jong and Den Hartog (2007) where one of the items in the statement reads "I am thinking about problems that occur where I work".

Learning Organizations are organizations where people continually expand their capacity to create desired goals, where new and broader mindsets must be nurtured, collective aspirations left free and people continually learn for how to learn together (Senge, 2006). Learning Organization Indicators in this study use indicators according to Garvin, David, Edmondson, Amy, and Gino (2008).

Leader-Member Exchange is the relationship of the leader and its members. This variable was measured using indicators used by Liden and Maslyn (1998), namely affection, loyalty, contribution, and professional respect, one of the statement items saying "My boss will defend me when I dare to admit mistakes."

Work engagement is a positive and satisfied state of mind that employees feel about work done so that it is difficult to be separated from their work (Schaufeli, Salanova, González-romá, & Bakker, 2002). Work engagement can be measured using three indicators according to Schaufeli et al., (2002) namely sincerity, dedication and appreciation.

## Validity and Reliability Test

Validity test is used to measure the validity or validity of a questionnaire (Ghozali, 2013). A question item is declared valid if the value of  $r$  is calculated  $> r$  table (0.361). The number of respondents in the validity test of this study was 30 respondents. So the value of  $df$  is 28 by calculation,  $df = 30 - 2 = 28$ . The validity test in this study was carried out using SPSS version 21.

Based on the validity test that was done showed that all instruments in this study were valid because  $r$  count  $> r$  table. That is, all the hit  $r$  values of the question items in this study are greater than the  $r$  table values or greater than 0.361.

In addition to the validity test there is also a reliability test conducted in this study. A variable is declared reliable (reliable) if it has a Cron-



bach Alpha value > 0.70. This reliability test was processed using SPSS version 21.

Based on the reliability test, the Cronbranch's Alpha value of the Learning Organization variable was 0.945, Leader-Member Exchange 0.931, Work Engagement was 0.87 and Innovative Work Behavior was 0.917. All Cronbranch's Alpha values of the four variables are greater than 0.70, so it can be concluded that the research items are reliable.

## RESULT AND DISCUSSION

### Descriptive Analysis

This analysis was conducted to determine the general perception of respondents regarding the variables studied. This analysis was carried out using index number analysis techniques to illustrate respondents' perceptions of the questions raised (Ferdinand, 2014). Based on the results of research that has been done, obtained descriptive analysis as in Table 1.

**Table 1.** Descriptive analysis Results

Variable	Index	Category
Learning Organization	66.5	Medium
Leader-Member Exchange	65.8	Medium
Work Engagement	64.6	Medium
Innovative Work Behavior	62.9	Medium

Based on the results of the analysis that has been done, all variables in this study fall into the medium category. This shows that the respondents in this study need to improve learning organizations and leader-member exchanges to improve innovative work behavior of LPP TVRI Central Java employees. In addition, the agency also needs to increase the work engagement of TVRI employees so that employees can work wholeheartedly to realize the goals of the organization.

### The Effect of Learning Organizations on Innovative Work Behavior

Based on the results of research that has been done can be seen in Table 2 that the results of learning organization variables have a significance value of 0,000 < 0.05. These results indicate that H1 was accepted. That is, learning organizations have a positive and significant influence on Innovative Work Behavior. The positive influence shows that the higher the learning organization of employees of TVRI Central Java Station, the higher the innovative work behavior of employees. Conversely, the lower the level of organizational learning perceived by employees, the lower the level of employee's innovative work behavior. The results of the regression equation analysis show the value of the learning organization regression coefficient is 0.388 meaning that when the condition of the learning organization increases 1% will affect the improvement of innovative work behavior conditions by 38% in the positive direction. The results

**Table 2.** Results of Multiple Linear Regression Tests

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients	Standardized Coefficients		T	Sig.
	B	Std. Error	Beta		
(Constant)	-2.686	2.415		-1.112	0.269
LO	0.560	0.130	0.388	4.303	0.000
LMX	0.327	0.094	0.284	3.457	0.001
WE	0.494	0.131	0.283	3.758	0.000

a. Dependent Variable: IWB

of this study are in line with previous studies conducted by Škerlavaj et al., (2010) which states that organizational learning has a positive and significant effect on innovative work behavior.

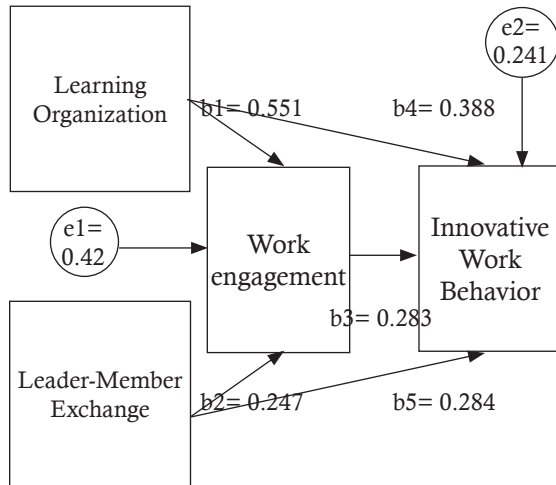


Figure 2. Path Analysis Results

#### The Effect of Leader-Member Exchange on Innovative Work Behavior

Table 2 shows that the significance value of the Leader-Member Exchange variable is  $0.001 < 0.05$ . This shows that H2 was received. So it can be concluded that the Leader-Member Exchange positively and significantly influences the innovative work behavior of LPP TVRI Central Java employees. The positive influence shows that the higher the leader-member exchange of LPP TVRI Central Java station employees, the higher the innovative work behavior of employees. Conversely, the lower the level of leader-member exchange felt by employees, the lower the level of employee's innovative work behavior.

The results of the regression equation analysis show the value of leader-member exchange regression coefficient is 0.284 meaning that when the condition of leader-member exchange increases 1% will affect the improvement of innovative work behavior conditions by 28% in the positive direction.

The results of this study are in line with previous research conducted by Agarwal (2014) on two service organizations based in West India which stated that leader-member exchange has a positive and significant effect on improving innovative work behavior.

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

Table 2 shows that the significance value of the work engagement variable is  $0.000 < 0.05$ .

This shows that H3 is accepted. So it can be concluded that work engagement has a positive and significant effect on innovative work behavior.

The positive influence shows that the higher work engagement felt by LPP TVRI Central Java Station employees, the higher the innovative work behavior of employees. Conversely, the lower the level of work engagement felt by employees, the lower the level of employee innovative work behavior. The results of the regression equation analysis show the value of work engagement regression coefficient is 0.283 meaning that when conditions of work engagement increase by 1% will affect the decline in innovative working behavior conditions by 28% in the positive direction. The results of this study are consistent with research conducted by Agarwal (2014) showing that work engagement has a positive and significant effect on innovative work behavior.

#### The Effects of Learning Organizations and Exchange Leader-Members on Behavior through Work Engagement

In figure 2 the path model explains the effect of mediating variables on the relationship between the independent variable and the dependent variable. Based on Figure 2 it can be seen that the direct effect between learning organizations and innovative work behavior is 0.388, while the indirect effect is 0.543. So it can be seen that the total indirect effect is  $0.543 > \text{direct effect } 0.388$ , it can be concluded that work engagement in this study has mediating influence and supports H4.

The results indicate that work engagement is proven to mediate the relationship between learning organizations on innovative work behavior. This means that the influence of learning organizations on innovative work behavior will be greater if it is balanced with the work engagement possessed by every employee of LPP TVRI Central Java Station. This study is in line with research conducted by Park et al. (2014) which states that work engagement is able to mediate the influence of learning organizations on innovative work behavior.

When learning organizations increase by 1%, it will directly influence the improvement of innovative work behavior by 28%, but when the influence of learning organizations is mediated by work engagement, it will affect an increase in innovative work behavior by 54%. Based on Figure 2, it can be seen that the direct influence between Leader-member exchange and innovative work behavior is 0.284, while the indirect effect is 0.354. So it can be seen that the total indirect effect is  $0.354 > \text{direct effect } 0.283$ , it can be con-

cluded that work engagement in this study has a mediating influence and supports H5. This means that the influence of leader-member exchange on innovative work behavior will be greater if it is balanced with the work engagement possessed by every employee of LPP TVRI Central Java Station.

The research is in line with research conducted by Agarwal (2014) which states that work engagement is able to mediate the influence of leader-member exchange on innovative work behavior. When the leader-member exchange is 1%, it will directly influence the improvement of innovative work behavior by 28%, but when the influence of leader-member exchange is mediated by work engagement, the influence that occurs on innovative work behavior will be as much as 35%.

## CONCLUSION AND RECOMMENDATION

The conclusion from this study is that all of the research hypotheses were accepted. This shows that learning organizations and leader-member exchanges have positive effects on innovative work behavior of LPP TVRI Central Java employees, and work engagement is proven to mediate the influence of learning organizations and leader-member exchanges on innovative work behavior of LPP TVRI Central Java employees. So that the higher learning organizations and leader-member exchanges perceived by employees can increase employee engagement, which in turn will also be able to increase the innovative behavior of LPP TVRI Central Java employees in the workplace.

The agency's step in improving learning organizations can be done by increasing coordination meetings such as the Meeting Meeting or TVRI Broadcast Planning Forum to equalize perceptions among members in achieving the vision and mission and goals of each group in the organization. The steps of agencies that can be sought to increase leader-member exchange in the work environment is by increasing the cohesiveness of work groups such as gathering. Efforts that can be made by agencies to increase employee engagement are by improving work systems or adding training such as Journalism Training for reporters or other training for employees in accordance with their respective fields so as to be able to add to the pleasure and pride in the work done.

In this study, of course there are still many limitations, such as the sample used only at LPP TVRI Central Java employees, so that for future research it is expected to be able to conduct

research on the same aspects by expanding the sample and taking different objects for example on private broadcasting stations. Future studies are expected to explore variables that can influence innovative work behavior such as job characteristics (Park et al., 2014).

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