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The Role of the Organizational Climate for Innovation on the Influence of Leadership on Innovative Work Behavior

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Abstract: During the pandemic, which has changed a lot of people's behavior (work, study, and online shopping), it is very demanding that employees have new ideas (innovations) for the sustainability of the company. Innovation is essential for the development, sustainability, and competitiveness of companies in today's economy. Although the importance of leadership for the innovation process has been recognized, understanding of the relationship between leadership style and the level of innovation in work teams is still limited. This study analyzes the positive influence of charismatic leadership, transformational leadership, and transactional leadership on innovative work behavior mediated by the organizational climate for innovation. The novelty of this research is to investigate leadership from two different theories. The two leadership theories are the influence theory (charismatic leadership) and relationship theory (transformational and transactional leadership). The unit of analysis used in this study is the individual, namely the respondents who are employees of the state-owned enterprises of the Republic of Indonesia. The design in this study uses hypothesis testing (hypotheses testing). The statistical method to be used is the structural equation model (SEM) method with the help of Amos 24 software. From the results of the study, it was found that only the organizational climate for innovation affected innovative work behavior. However, the Organizational Climate for Innovation can act as a mediator for Charismatic Leadership and Transactional Leadership for Innovative Work Behavior. Thus, to improve the innovative work behavior of the employees of the State-Owned Enterprises of the Republic of Indonesia, an innovative cultural climate is needed. Managers need to be open to new ideas, encourage employee creativity, and create employee freedom/autonomy in decision-making.

Keywords: charismatic leadership, transformational leadership, transactional leadership, innovative work behaviour, organizational climate for innovation.

组织创新氛围对领导力对创新工作行为影响的作用

摘要：在改变了很多人的行为（工作、学习、网购）的疫情期间，非常需要员工对公司的可持续发展有新的想法（创新）。在当今经济中，创新对于公司的发展、可持续性和竞争力至关重要。尽管领导对于创新过程的重要性已得到认可，但对领导风格与工作团队创新水平之间关系的了解仍然有限。本研究分析了魅力型领导、变革型领导和交易型领导对由创新组织氛围介导的创新工作行为的积极影响。这项研究的新颖之处在于从两种不同的理论来研究领导力。两种领导理论是影响理论（魅力型领导）和关系理论（变革型和交易型领导）。本研究使用的分析单位是个体，即受访者是印度尼西亚共和国国有企业的雇员。本研究的设计



采用了假设检验 (假设检验) 。要使用的统计方法是借助阿摩司书 24 软件的结构方程模型 (扫描电镜) 方法。从研究结果可以看出, 只有创新的组织氛围会影响创新工作行为。然而, 创新的组织氛围可以作为创新工作行为的魅力型领导和交易型领导的中介。因此, 要提高印尼共和国国有企业员工的创新工作行为, 需要创新的文化氛围。管理者需要对新想法持开放态度, 鼓励员工的创造力, 并在决策中创造员工的自由/自主权。

关键词：魅力型领导、变革型领导、交易型领导、创新工作行为、组织创新氛围。

1. Introduction

Innovation is an indispensable factor in enabling organizations to adapt to rapid changes [1]. Research has shown that innovation benefits organizational performance because organizations can then respond to challenges more quickly and are better at exploiting new products and market opportunities [2]. Therefore, leaders must strive to create an environment that encourages the innovative work behavior of their subordinates [3].

Although the importance of leadership for the innovation process has been recognized, understanding of the relationship between leadership style and the level of innovation in work teams is still limited [4]. According to [5], many factors can increase employee innovative work behavior, but leadership is considered the most important factor that encourages the emergence of innovative behavior among employees. Thus, leadership is often suggested as one of the main stimulants that triggers the behavior. This is because a leader can create attitudes and conditions that evoke innovative work behavior of employees and thereby achieve the desired results of creativity [6, 28]. Charismatic leaders can inspire followers through willingness to take risks and commitment to a vision for change and can also energize followers to reach higher goals and objectives [7]. The role of a leader in influencing innovative work behavior of employees can vary from being a transactional leader to being a transformational leader [8]. [9] stated that when technical experience is required for the innovation process, transactional leadership may be more effective, but when the innovation process emphasizes people, it is necessary to influence others through motivation to achieve common goals, then transformational leadership can be more appropriate because it takes into account the emotions, values, and beliefs of collaborators.

This study refers to previous studies conducted [4], [9]. Research [4] analyzes the effect of charismatic leadership on innovative work behavior, while research [9] analyzes the effect of transformational leadership and transactional leadership on innovative work behavior mediated by organizational climate for innovation.

2. Literature Review

Charismatic leaders challenge followers to experiment with putting new ideas, processes, products, and procedures into practice, i.e., to demonstrate innovative behavior [4]. Charismatic leaders promote creativity through creative role models. Study [4] believes that charismatic leadership is useful for increasing employee innovative behavior. Meanwhile, the working atmosphere and external incentives provided by the organization can compensate for the loss of individual energy in innovative activities, and increase employee interest and investment in work [9]. Based on the above, the following hypotheses can be developed:

H1: Charismatic leadership has a positive effect on innovative work behavior.

H2: Charismatic leadership has a positive effect on the organizational climate for innovation.

Transformational leadership creates an appropriate environment for employees seeking to engage in innovative work behaviors, especially since such behaviors are complex and risky due to the uncertainty in the success of ideas [10]. Transformational leadership inspires followers to put aside personal interests and has extraordinary influencing abilities [11]. Transformational leaders develop subordinates' sense of self-efficacy [12]. Thus, followers who are inspired by transformational leaders will recognize exactly what is expected to be achieved and are willing to exert any effort to contribute to the achievement of organizational goals [13]. Therefore, in the end, the search for innovative solutions in completing tasks will be reflected in the innovative behavior of employees [14]. Furthermore, the influence of transformational leaders triggers followers to imitate the behavior of the former in the pursuit of new and creative ideas [15]. The positive relationship between transformational leadership and innovation stems from leaders holding the capacity to stimulate the intrinsic motivation of their followers to initiate creative and innovative outcomes [16]. Based on the above, the following hypotheses can be developed:

H3: Transformational leadership has a positive effect on innovative work behavior.

H4: Transformational leadership has a positive effect on the organizational climate for innovation.

In the transactional leadership style, the leader identifies the desire to complete the task and how to do the work, which will hinder employee work behavior innovation [10, 29]. Likewise, according to [17], transactional leadership may have a negative impact on employees' innovative work behavior because their leadership style is more employee-oriented. In contrast, one study found that transactional leaders also encouraged employees to have innovative work behaviors to about the same degree that transformational leadership practiced [9]. Therefore, it can be hypothesized:

H5: Transactional leadership has a negative effect on innovative work behavior.

H6: Transactional leadership has a negative effect on the organizational climate for innovation.

According to [18], perceived support for organizational innovation and supervisor support are positively related to IWB. [19] found a significant relationship between pro-innovation organizational climate, quality of interaction between leaders and collaborators, and IWB. Organizations that have a strong innovative climate tend to create new ideas and predict individual innovation in the company [20]. Therefore, it can be hypothesized:

H7: The organizational climate for innovation has a positive effect on innovative work behavior.

With an organizational climate, in which innovation is valued, employees will experience more job satisfaction, find their work more meaningful, and have more positive attitudes toward their company [19]. According to [20], Transformational leadership has the most influence on motivation to learn, so that it can motivate in seeking opportunities to develop new skills and development. Research [9] conducted in Colombia shows that there is evidence of organizational climate mediating the relationship between transformational leadership styles and transactional leadership styles on innovative work behavior. Based on the above, the following hypotheses can be developed:

H8: The organizational climate for innovation mediates the effect of charismatic leadership on innovative work behavior.

H9: The organizational climate for innovation mediates the effect of transformational leadership on innovative work behavior.

H10: The organizational climate for innovation mediates the effect of transactional leadership on innovative work behavior.

3. Methods

The unit of analysis used in this study is the individual, namely the respondents who are employees of the state-owned enterprises of the Republic of Indonesia. The research time horizon is cross-sectional, meaning that information is collected only once, even

though it may be carried out for a certain period [21]. The design in this study uses a hypotesting test. In this study, the samples were taken using non-probability sampling where the sampling is subjective and based on special considerations by not giving each member the same opportunity to be used as a sample. The sampling method used in this study was a purposive sampling technique, namely sampling using appropriate criteria needed in a study [21]. The determination of sample size based on [22], which states that it is preferable to have 100 respondents or greater.

The source of this research uses primary data. The data were collected using a questionnaire technique, namely by giving written questions to the respondents. Furthermore, the respondents provided responses to the questions given. Researchers use a Likert scale of 1-5 where scale 1 is strongly disagree, 2 means disagree, 3 means quite agree, 4 means agree, and 5 means strongly agree. The questionnaire was distributed online using the Google form at <https://forms.gle/bKMu17mySvs8pY3V8>. Through the online questionnaire, the data were collected from 149 respondents.

The variables in this study consist of dependent variables, independent variables, and mediating variables. The dependent variable is Innovative Work Behavior; independent variables are Charismatic Leadership, Transformational Leadership, and Transactional Leadership; the mediating variable is the Organizational Climate for Innovation. Innovative Work Behavior is measured by five dimensions from [23]: opportunity exploration, idea generation, information investigation, fighting for ideas, application and implementation. Each of these dimensions has three indicators. Charismatic Leadership is measured by four indicators sourced from [24]. Transformational Leadership is measured by seven indicators developed from [25]. Transactional Leadership is measured by three dimensions of [25]: monetary rewards, non-monetary rewards, and contingent sanctions. Each of these dimensions has 3 indicators. The Organizational Climate for Innovation mediation variable is measured by seven indicators developed by [26].

4. Results and Discussion

The validity test and reliability test were carried out using the Statistical Product and Service Solution (SPSS) version 25 computer aid. The results of testing the validity of the statement items on the questionnaire for each variable were based on the Corrected Item Total Correlation value or the value $r > 0.3$ or $r > 0.2$ [27]. If the value of $r > 0.3$, this means that the statement item/indicator is valid. Based on the results of the analysis, the value of the Corrected Item-Total Correlation > 0.3 , this means that the item/indicator statement is valid. Likewise, the results of the

reliability test show that the value of Cronbach's alpha > 0.6 means that the instrument can be said to be reliable.

Before analyzing the hypothesis, the overall fit of the models must be assessed first to ensure that the model can describe all causal influences. If one of the goodness of fit (GoF) criteria has been met, then the model used can be said to be feasible for further testing.

Table 1 Model conformity index (Developed by the authors, 2023)

GoF Index	Criteria	Result	Conclusion
X2 – Chi Square	Expected Small	1453.706	Model Not Fit
Significance	> 0.05	0.000	
Probability			
RMSEA	≤ 0.1	0.000	Model Fit
IFI	≤ 0.90	0.905	Model Fit
TLI	≤ 0.90	0.897	Marginal Fit
CFI	≤ 0.90	0.904	Model Fit

Based on the table above, there are good fit indices, namely: RMSEA, IFI and CFI. Thus, it can be continued in the next analysis.

The statistical method uses the Structural Equation

Model (SEM) method. SEM is a model that has a combination of factor analysis, multiple regression, and correlation. In this study, researchers used the Amos Software Version 24 to process the data.

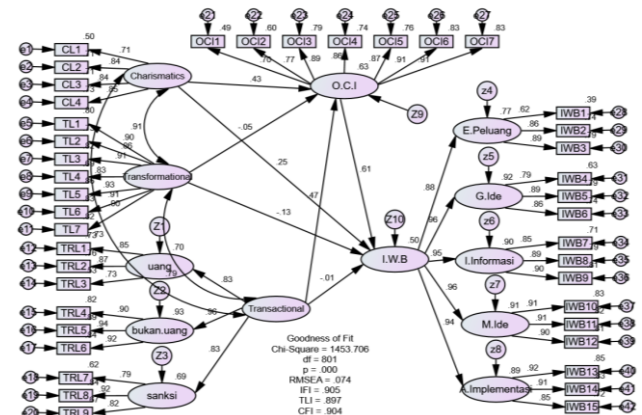


Fig. 1 Structural Models (standardized estimates) (Developed by the authors, 2023)

The results of the calculation of the hypothesis test can be seen in the following table.

Table 2 Hypothesis test results (Developed by the authors, 2023)

Path	Coefficient	C.R	P	Decision
Charismatic Leadership → Innovative Work Behaviour	0.165	1.131	0.258	Not Supported
Charismatic Leadership → Organizational Climate for Innovation	0.386	2.213	0.027	Supported
Transformational Leadership → Innovative Work Behaviour	-0.066	-0.569	0.569	Not Supported
Transformational Leadership → Organizational Climate for Innovation	-0.035	-0.243	0.808	Not Supported
Transactional Leadership → Innovative Work Behaviour	-0.004	-0.057	0.954	Not Supported
Transactional Leadership → Organizational Climate for Innovation	0.379	4.022	0.000	Supported
Organizational Climate for Innovation → Innovative Work Behaviour	0.446	4.225	0.000	Supported
Charismatic Leadership → Organizational Climate for Innovation → Innovative Work Behaviour	0.259	1.960	0.049	Supported
Transformational Leadership → Organizational Climate for Innovation → Innovative Work Behaviour	-0.030	-0.243	0.808	Not Supported
Transactional Leadership → Organizational Climate for Innovation → Innovative Work Behaviour	0.289	2.913	0.004	Supported

Based on the table above, it is known that Hypothesis 1 is not supported, Hypothesis 3 is not supported, Hypothesis 4 is not supported, Hypothesis 5 is not supported, and Hypothesis 9 is not supported because the p value > 0.05. Hypotheses 2, 6, 7, 8, and 10 are supported because the p value < 0.05.

The results of the first hypothesis test show that Charismatic Leadership does not increase Innovative Work Behavior. The results of the first hypothesis test are not the same as the results of previous studies conducted [4], [9]. Charismatic leaders who have an emotional impact on employees, and can inspire employees to do more than they usually do, and even energize employees to achieve higher goals and objectives, apparently do not increase innovative work behavior among Indonesian state-owned enterprises employees. In other words, the behavior of employees of Indonesian state-owned enterprises, who generate and implement new and useful ideas to benefit individuals, groups, or organizations, is not influenced by Charismatic Leadership.

The results of the second hypothesis test show that

Charismatic Leadership increases the Organizational Climate for Innovation: freedom/employee autonomy in decision-making, challenging work for employees, openness to new ideas, an effective system for recognizing new ideas, superiors' accepting positive creative suggestions from employees and encouraging employee creativity to do the job. This means that the Organizational Climate for Innovation of Indonesian state-owned enterprises can be created with leaders who have a charismatic leadership style. For this reason, Indonesian state-owned enterprises must strive for and support leaders who have a charismatic leadership style because: they can become role models for their employees, they are trusted by their employees to solve problems in the company, they are respected by their employees, and they are proud of them.

The results of the third hypothesis test show that Transformational Leadership does not increase Innovative Work Behavior. The results of the third hypothesis test are not the same as the results of previous studies conducted [15], [16] The ability of transformational leaders to bring about significant

changes in both employees and the organization, having the ability to lead changes in organizational vision, strategy, and culture and promoting innovation in products and technology, apparently did not increase innovative work behavior of employees of Indonesian state-owned enterprises. In other words, the behavior of employees of Indonesian state-owned enterprises, who produce and implement new and useful ideas to benefit individuals, groups, or organizations, is not influenced by Transformational Leadership.

The results of the fourth hypothesis test show that Transformational Leadership does not increase the Organizational Climate for Innovation. The ability of transformational leaders to bring about significant changes in both employees and the organization, having the ability to lead changes in organizational vision, strategy, and culture and promoting innovation in products and technology, apparently did not increase the Organizational Climate for Innovation of Indonesian state-owned enterprises. In other words, the innovation climate in Indonesian state-owned enterprises is in the form of employee freedom/autonomy in decision-making, challenging work for employees, openness to new ideas, an effective system for identifying new ideas, and superiors' positively accepting suggestions, creativity from employees, superiors' encouraging employee creativity to do work, not influenced by Transformational Leadership.

The results of the fifth hypothesis test show that Transactional Leadership does not increase Innovative Work Behavior. The extent to which transformational leaders strengthen good employee performance and punish bad employee work, apparently does not increase innovative work behavior of employees of Indonesian state-owned enterprises. This means that even though the transactional leader can recognize the needs and wants of employees and can explain how these needs and wants will be met in return for doing certain tasks, it will not affect the innovative work behavior of the employees of Indonesian state-owned enterprises. In other words, the behavior of employees of Indonesian state-owned enterprises, who generate and implement new and useful ideas to benefit individuals, groups, or organizations, is not influenced by Transactional Leadership.

The results of the sixth hypothesis test show that Transactional Leadership increases the Organizational Climate for Innovation. Organizational Climate for Innovation in Indonesian state-owned enterprises comprises employee freedom/autonomy in decision-making, challenging work for employees, openness to new ideas, effective system for recognizing new ideas, superiors' accepting creative suggestions from employees and encouraging the creativity of employees to do the job. This means that the Organizational Climate for Innovation of Indonesian State-Owned Enterprises can be created with leaders who have a

transactional leadership style. The results of this study support the results of previous research, which found that transactional leaders also encourage employees to have innovative work behavior at almost the same level as that practiced by transformational leadership [9]. For this reason, Indonesian State-Owned Enterprises should seek and support leaders who have a transactional leadership style because: leaders can recognize the needs and desires of employees, and fulfill them in exchange for money, not money, or even with negative consequences (sanctions).

The results of the seventh hypothesis test show that the Organizational Climate for Innovation increases Innovative Work Behavior. Organizational Climate for Innovation in Indonesian state-owned enterprises comprises employee freedom/autonomy in decision-making, challenging work for employees, openness to new ideas, effective system for recognizing new ideas, superiors' accepting creative suggestions from employees and encouraging the creativity of employees to do the job. This means that the Organizational Climate for Innovation in Indonesian state-owned enterprises can lead to the Innovative Work Behavior of its employees. The results of this study support the results of previous studies, which show that organizations that have a strong innovative climate tend to create new ideas, and predict individual innovation in companies [19]. For this reason, Indonesian State-Owned Enterprises should strive to create an innovative climate to create employee behavior that generates and implements new and useful ideas to benefit individuals, groups, or organizations.

The results of the eighth hypothesis test show that the Organizational Climate for Innovation functions as a mediator for the effect of Charismatic Leadership on Innovative Work Behavior. Organizational Climate for Innovation in Indonesian state-owned enterprises tested in this study includes employee freedom/autonomy in decision-making, challenging work for employees, openness to new ideas, the existence of an effective system for recognizing new ideas, superiors' positively accepting creative suggestions from employees and encouraging employee creativity to do the job. The results of this study support the results of previous research by [9], which was conducted in Colombia, showing evidence of organizational climate mediating the relationship between transformational leadership styles, transactional leadership styles, and innovative work behavior. Thus, it can be concluded that if the Organizational Climate for Innovation of Indonesian state-owned enterprises is high, it will strengthen the influence of Charismatic Leadership on Innovative Work Behavior. This means that the Organizational Climate for Innovation mediation variable here is a full mediation role because Charismatic Leadership will not affect Innovative Work Behavior without going through the Organizational Climate for Innovation.

The results of the ninth hypothesis test show that the

Organizational Climate for Innovation does not function as a mediator for the effect of Transformational Leadership on Innovative Work Behavior. Thus, it can be concluded that even though there is an Organizational Climate for Innovation in Indonesian State-Owned Enterprises, it will not affect the Transformational Leadership and Innovative Work Behavioral relations of employees. Meanwhile, the results of the tenth hypothesis test show that the Organizational Climate for Innovation functions as a mediator for the effect of Transactional Leadership on Innovative Work Behavior. Organizational Climate for Innovation in Indonesian state-owned enterprises tested in this study includes employee freedom/autonomy in decision-making, challenging work for employees, openness to new ideas, the existence of an effective system for recognizing new ideas, superiors' positively accepting creative suggestions from employees and encouraging employee creativity to do the job. The results of this study support the results of previous research by (9), which was conducted in Colombia, showing evidence of organizational climate mediating the relationship between transformational leadership styles, transactional leadership styles, and innovative work behavior. Thus, it can be concluded that if the Organizational Climate for Innovation of Indonesian State-Owned Enterprises is high, it will strengthen the effect of Transactional Leadership on Innovative Work Behavior. This means that the Organizational Climate for Innovation mediation variable here is a full mediation role because Transactional Leadership will not affect Innovative Work Behavior without going through the Organizational Climate for Innovation.

Charismatic Leadership, Transformational Leadership, and Transactional Leadership have no effect on Innovative Work Behavior (Hypotheses 1, 3, 5). This is not the same as the results of previous studies. Perhaps the difference in results is because the leadership in the Government of the Republic of Indonesia is undergoing many changes since the overthrow of the New Order in 1998. During the Old Order era, government leaders were led by a charismatic leader, namely Ir. Sukarno (1945-1965). Ir. Soekarno had an unyielding spirit and was willing to sacrifice for the unity and integrity and independence of his nation. However, based on the historical course of his leadership, such leadership traits lead to a central figure and an individual cult (kompasiana.com). During the New Order era, Suharto's government was characterized by authoritarian practices, in which the army played a dominant role. ABRI's dual-function policy provides an opportunity for the military to play a role in the political field in addition to its role as a means of national defense. Democracy has been suppressed for more than 30 years (1965-1998) in the name of internal security interests by limiting the number of political parties, applying censorship, and detaining political opponents. A significant number of

seats in Indonesia's two people's representative institutions go to the military, and all soldiers and civil servants can only vote for one ruling party, Golkar (kompasiana.com). Currently, democracy is far more democratic than before (the old order and the new order). The Indonesians can choose the President through direct elections. The president chosen by the people can only lead the government for two periods (10 years).

The historical background of this leadership might lead to charismatic leadership, not being able to directly influence the innovative behavior of employees of Indonesian state-owned enterprises. However, if charismatic leadership can create an innovative organizational climate in Indonesian state-owned enterprises, the existence of this innovative climate can affect the innovative behavior of employees. These results are the same as transactional leadership. If transactional leadership can create an innovative organizational climate in Indonesian state-owned enterprises, the existence of this innovative climate can affect the innovative behavior of employees. Meanwhile, transformational leadership cannot directly or indirectly influence the innovative behavior of employees of Indonesian state-owned enterprises. Transformational Leadership is a leadership style that identifies the changes needed, develops a vision that will pave the way for the changes to be made, and executes the necessary plans for those changes to occur. Transformational leadership takes time to bring about the needed changes. Therefore, maybe transformational leadership is not suitable to be applied in organizations whose leaders only serve temporarily (< 5 years). If you look at the current government, President Jokowi (the 7th President of the Republic of Indonesia) has reshuffled his Cabinet 7 (seven) times in his 8 years of administration.

5. Conclusion

The results of this study provide the following theoretical implications:

1. Charismatic Leadership has no effect on Innovative Work Behavior, meaning that the higher/better Charismatic Leadership, the higher/better Innovative Work Behavior is not necessarily.

2. Charismatic Leadership has a positive effect on the Organizational Climate for Innovation, meaning that the higher/better the Charismatic Leadership, the higher/better the Organizational Climate for Innovation.

3. Transformational Leadership has no effect on Innovative Work Behavior, meaning that the higher/better Transformational Leadership, the higher/better Innovative Work Behavior is not necessarily.

4. Transformational Leadership has no effect on the Organizational Climate for Innovation, meaning that the higher/better the Transformational Leadership, the higher/better the Organizational Climate for Innovation

is not necessarily.

5. Transactional Leadership has no effect on Innovative Work Behavior, meaning that the higher/better the Transactional Leadership, the higher/better the Innovative Work Behavior is not necessarily.

6. Transactional Leadership has a positive effect on the Organizational Climate for Innovation, meaning that the higher/better the Transactional Leadership, the higher/better the Organizational Climate for Innovation.

7. The Organizational Climate for Innovation has a positive effect on Innovative Work Behaviour, meaning that the higher/better the Organizational Climate for Innovation, the higher/better the Innovative Work Behaviour.

8. The Organizational Climate for Innovation mediates the effect of Charismatic Leadership on Innovative Work Behavior, meaning that the higher/positive the Organizational Climate for Innovation, the stronger the effect of Charismatic Leadership on Innovative Work Behavior.

9. The Organizational Climate for Innovation does not mediate the influence of Transformational Leadership on Innovative Work Behavior, meaning that the higher/positive the Organizational Climate for Innovation, it will not necessarily strengthen the effect of Transformational Leadership on Innovative Work Behavior.

10. The Organizational Climate for Innovation mediates the positive influence of Transactional Leadership on Innovative Work Behavior, meaning that the higher/positive the Organizational Climate for Innovation, the stronger the influence of Transactional Leadership on Innovative Work Behavior.

Based on that, the managerial implications are:

1. State-owned enterprises must continue to improve the innovative cultural climate. Managers must maintain: open to new ideas, and encourage employee creativity to do the job. Managers must improve: employee freedom/autonomy in decision-making.

2. State-owned enterprises must continue to maintain charismatic leadership because employees have a lot of respect for charismatic leaders. Managers should improve charismatic leadership because it makes employees proud to work with the leader.

3. State-owned enterprises should continue to maintain transactional leadership with managers providing positive feedback to employees when they are performing well. Managers must increase transactional leadership by allowing employees to determine the rewards received.

6. Future Research

This research was conducted with a limited number of samples, and the samples were employees of Indonesian state-owned enterprises in the city of Jakarta. For further research, one can add the number

of samples and certain criteria, e.g., employees of the Indonesian state-owned enterprises in the tourism service industry, who were in suspended animation during the Covid-19 pandemic. After the pandemic, it begins to recover gradually, so it needs the support of leaders who can increase innovation. The addition of independent variables such as providing comprehensive rewards and providing training is also recommended for further research.

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