
TRANSFORMATION STYLE LEADERSHIP , MOTIVATION WORK AND CULTURE WORK IN PUSH INNOVATION EMPLOYEE

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ABSTRACT

In the middle competition and demands innovation in management destination tour nature, employees sued for always creative and adaptive in face challenge operational and needs visitors. Through study this, researcher intend to for research influence style leadership transformational, motivational work and culture work to behavior work innovative employees at Hutan Pinus Puncak Becici, Bantul Regency. Approach study apply approach quantitative through technique census. Stages data acquisition is carried out through questionnaire Likert scale from one up to five points, and analyzed use *Partial Least Squares* (PLS) via application SmartPLS. These results prove that style leadership transformational, motivational work and culture work give strong and significant influence to behavior work innovative employee. Third variables the in a way simultaneous capable explains 50.2% of the variation behavior work innovative. Among the third, culture work become the most influential factor. The results of results study this confirm relevance and urgency from role inspirational leadership, motivation high work, as well as culture adaptive and collaborative organization in push behavior innovative employees, especially in the sector tourist nature. Research results expected can made into reference for manager destination tour in designing strategy development source power people who are oriented towards innovation and sustainability organization.

Keywords: Behavior Work Innovative ; Culture Work ; Leadership Style Transformational ; Motivation Work

INTRODUCTION

In context an organization that continues developing, innovation become element crucial for maintain power competitiveness and sustainability organization. Behavior work innovative employees who are included in activity designing new ideas, promotions, and implementation idea the own role important in increase performance organization as well as his abilities adapt to dynamics environment

(Afsar and Umrani 2020). However thus, behavior innovative this no appear in a way automatically, but rather influenced by a number of factor organization like style leadership, motivation work and culture work (Anindita and Lestari 2024).

Factors like style leadership transformational, motivational work and culture work become element important in create behavior work innovative in the environment

organization (Purnomo Hadi, Tola, and Akbar 2019). This is also relevant in sector tourist natural like Hutan Pinus Puncak Becici, where success is organization very depends on ability employee in adapt, innovate, and deliver quality service to visitors (Jameel et al . 2025). Acts as a primary tourism highlight, Hutan Pinus Puncak Becici challenge in maintain power pull tour at a time increase performance as well as creativity his employees. Based on observation early, found that part employee still show level motivation low work, especially in matter initiative and ability for innovate in service to visitors. Conditions this potential influence effectiveness operational and quality service, so that required strategy leadership and development culture capable work push motivation intrinsic as well as creativity employees. Besides that, the implementation culture supportive work innovation not optimal, it looks from lack of collaboration and communication cross divisional creating new ideas for development tour (Lukitasari and Etikariena 2024).

Transformational leadership style is considered an effective approach to fostering creativity and innovation. Transformational leaders are able to inspire a shared vision, provide intellectual stimulation, and show personal attention to each individual, thereby encouraging employees to think creatively and take initiative (Purnomo Hadi et al. 2019). Transformational leaders do not only rely on transactional relationships based on rewards, but also foster trust, commitment, and awareness of organizational values (Fitriyani 2018). In addition, transformational

leadership style is also considered an effective approach in creating a supportive work environment, where employees feel valued and motivated to give their best contribution. Thus, transformational leadership plays an important role in building an adaptive, innovative, and positive change-oriented organization.

On the other hand, both intrinsic and extrinsic work motivation serve as the main drivers that spur employees to engage in innovative activities. Work motivation is an internal or external force that influences a person's level of enthusiasm, direction, and persistence in achieving work goals (Megarani, Dewu, and Utami 2024; Pratama 2020). According to Robbins and Judge (2018), motivation is a process that explains the intensity, direction, and persistence of individuals in their efforts to achieve a goal. On the other hand, both intrinsic and extrinsic work motivation serve as the main drivers that spur employees to engage in innovative activities. Individuals with high levels of motivation tend to strive to find new solutions and improve their performance (Venketsamy and Lew 2024). Intrinsic motivation arises from personal satisfaction, such as a sense of accomplishment and responsibility, while extrinsic motivation is influenced by external factors such as salary, rewards, or recognition (Ryan and Deci 2000). Employees with high work motivation will demonstrate loyalty, responsibility, and a strong desire to contribute to the progress of the organization (Venketsamy and Lew 2024).

In addition, work culture can support employee innovation. A

positive work culture is a system of values, norms, and behaviors shared by members of an organization that influences the way they work and interact (Gumilar, Ratnasari, and Zulkifli 2020). A supportive work culture, characterized by openness, mutual trust, collaboration, and tolerance for mistakes, can create a work atmosphere conducive to the emergence of new ideas without fear of failure (Husodo 2018). According to Dahri and Aqil (2018), a strong organizational culture can be the foundation for innovative behavior because it provides direction and meaning for the actions of organization members. A work environment that is open to change and values the contributions of each individual will encourage employees to experiment and take risks (Dahri and Aqil 2018). Conversely, a rigid and controlling work culture can stifle creativity and reduce the spirit of innovation. Therefore, developing a supportive work culture is an important element in strengthening an organization's innovative capabilities.

Factors like style leadership transformational, motivational work and culture work has lots investigated in relation with behavior work innovative, however, the results studies previously show findings that are not consistent. Some studies indicates style leadership transformational give real contribution to behavior work innovative employees, because capable push creativity and learning organization (Udin and Shaikh, 2022; Prasetyo et al. 2024). Meanwhile another study found weak influence or no significant because low award

towards innovative ideas in organization (Liu et al. 2019). In aspect motivation work, some study show influence positive to behavior innovative because motivation intrinsic push individual for generate new ideas (Alabood and Manakkaettil 2023). Meanwhile, it's on study other research on motivation work personal no show influence significant to behavior work innovative, writer explain that motivation just not yet enough for cause behavior innovative without existence factor supporters like climate innovative, source power, and mentor support (Dai et al. 2022). Likewise, the culture work proven can strengthen behavior innovative through mark collaboration and openness (Astrama et al. 2020). As for results study conducted by Cardina and Negara (2022) show that culture work no impact significant to behavior work innovative, researcher explain that culture existing work not yet capable in a way direct encourage and motivate employee for behave innovative.

Although lots study has examine variables the in a way separate, still there is limitations proof empirical testing influence combination between style leadership transformational, motivational work and culture work to behavior work innovative employees, in particular in context organization tourism in Indonesia (Rizki et al. 2019 ; Wahyunianti Dahri and Aqil, 2018). Every context local own characteristics typical culture and structure different organizations, so that research in the environment like Hutan Pinus Puncak Becici become important for get greater

understanding deep about connection the intervariable. The inconsistency of previous research results shows that the relationship between transformational leadership style, work motivation, and work culture on innovative work behavior still needs to be retested. Therefore, this study aims to analyze the influence of transformational leadership style, work motivation, and work culture on the innovative work behavior of employees. This study is expected to reveal the most dominant factors in encouraging employee innovation and provide practical contributions to managers and policy makers in designing effective strategies to enhance innovative work behavior. Theoretically, this study contributes to the development of literature on organizational behavior and innovation. Meanwhile, the results of this study are expected to serve as a reference in strengthening leadership practices and work culture, particularly in the public and tourism sectors.

METHOD

Approach quantitative with technique survey applied to research this aim test hypothesis that has been made in a way objective and measurable. Location study located in the Hutan Pinus Puncak Becici, District Dlingo, Bantul Regency, with a focus on analyze connection between style leadership transformational, motivational work and culture work to behavior work innovative. Population in studies this consists of from 90 people, involving both permanent and non permanent employees in Hutan Pinus Puncak Becici. Determination sample use

technique census, namely all over member population used as sample study because the amount relatively small and possible for done study in a way as a whole (Sugiyono 2023). So, the whole population of 90 respondents made into sample study.

Data collection was carried out use coordinated by manager and questionnaire conducted with participants at Hutan Pinus Puncak Becici. Method this used because give high flexibility in reach respondents in a way ongoing. Approach this expected can maintain adequate representation from all over employees in the environment organization, so that the data obtained can represent condition current and in line with a research focus. In the research this, questionnaire developed use Likert scale one up to five points, with provision that score 1 represents very no agree, while a score of 5 represents very agree. Questionnaire this measure four variables main in research, namely style leadership transformational, motivational work, culture work and behavior work innovative leadership style transformational measured with three twelve statement items like "manager make me proud become part from his team" (Dubinsky et al. 1995). Furthermore motivation work measured with nine statement items for example "to be success in do work is something you want i do for itself" (Oliver and Anderson 1994). Culture work measured with seven statement items such as "organization this very responsive and easy adapt with change" (Lee 2025), and behavior work innovative measured with seven statement items like "boss" i consult

with i about change important " (De Jong and Den Hartog 2010)

Data processed with PLS (Partial Least Squares) method uses application SmartPLS as analysis tools because in accordance for amount relatively small samples and models with connection between other complex variables. Evaluation done through puter model (validity and reliability indicators) and inner model (test of relationship intervariable

latent). Testing hypothesis done use bootstrapping procedure for know influence style leadership transformational, motivational work and culture work to behavior work innovative, in line with study previously confirmed existence correlation positive between third variables the (Hair, Hult, and Ringle 2017).

RESULTS AND DISCUSSION

Characteristics Respondents

Table 1. Characters Respondents

Characteristics Respondents		Amount	Percentage
Gender	Woman	66	73.33%
	Man	24	26.67%
Age	<21	12	13.33%
	21-30	56	62.22%
	31-40	21	23.33%
	41-50	1	1.11%
Last education	Junior high school/ equivalent	3	3.33%
	High school/ equivalent	36	40.00%
	Diploma (D1/D2/D3/D4)	21	23.33%
	S-1	28	31.11%
	S-2	2	2.22%
Length of Service	1-3 Years	26	28.89%
	4-6 Years	21	23.33%
	>6 Years	43	47.78%
Employee Status	Permanent employee	79	87.78%
	Temporary employee	11	12.22%
Marital status	Not marry yet	47	52.22%
	Marry	41	45.56%
	Widow / widower	2	2.22%
Total		90	100%

Source : smartPLS 2025 output

Respondents categorized based on age, type gender, marital status, level education, length of service, and

employment status. Based on Table 1, research this involving respondents men and women , where women

dominate amount respondents. The majority respondents aged 21 to 56 years, with status marry and not marry yet to education level starting from high school/ equivalent up to S-1/

Bachelor's degree. The majority have a working period between <1 year up to <6 years and working as permanent and temporary employee.

Validity and Reliability Test

Table 2. Validity and Reliability Test Results

Variables	Cronbach's Alpha	Item	Outer Loading
Leadership Style Transformational	0.930	GKT1	0.731
		GKT2	0.727
		GKT3	0.736
		GKT4	0.735
		GKT5	0.727
		GKT6	0.811
		GKT7	0.719
		GKT8	0.724
		GKT9	0.723
		GKT10	0.733
		GKT11	0.755
		GKT12	0.709
		GKT13	0.743
Motivation Work	0.904	MK1	0.722
		MK2	0.710
		MK3	0.820
		MK4	0.749
		MK5	0.782
		MK6	0.728
		MK7	0.730
		MK8	0.736
		MK9	0.784
Culture Work	0.907	BK1	0.747
		BK2	0.792
		BK3	0.757
		BK4	0.810
		BK5	0.877
		BK6	0.758
		BK7	0.861
Behavior Work Innovative	0.883	PKI1	0.738
		PKI2	0.738
		PKI3	0.709
		PKI4	0.774
		PKI5	0.831
		PKI6	0.770
		PKI7	0.804

Source : smartPLS 2025 output



Note : GKT = Leadership Style Transformational ; MK = Motivation Work ; BK = Culture Work ; PKI = Behavior Work Innovative

Table 2 shows measured validity test results through outer loading value proves that every indicator show values above 0.700 (ranging between 0.709-0.877). This show that each item contributes strong to the construction each and able represent variables in a way accurate. Item with the lowest loading factor,

such as GKT12 and PKI3 (0.709), very worthy maintained because the value is above minimum limit and no lower reliability overall. With thus, all indicator can declared valid and not there are items that need to be eliminated from the measurement model.

R Square

Table 3. R Square

	R-square	R-square adjusted
PKI	0.502	0.484

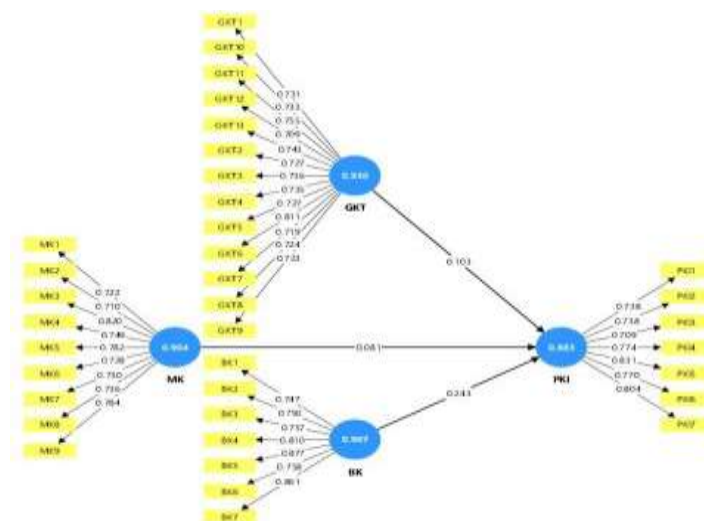
Source : smartPLS 2025 output

Caption : PKI = Behavior Work Innovative

Based on Table 3, the R Square value reaches 0.502, indicating that leadership style transformational variable, motivation work , and culture work in together capable explains 50.2% of the variation that occurs in behavior work innovative employees which means almost all over change in performance employee explained by the three the independent variable.

Furthermore, the Adjusted R Square value of 0.484 shows little

results more low from R Square, but still consistent. This value take into account amount independent variables and size sample in the model, so that give more estimates accurate and unbiased. The difference small between R Square and R Square Adjusted indicates that addition independent variables in the model are not cause overfitting, but rather truly give contribution to explanation variables independent.



Source : smartPLS 2025 output

Figure 1. Research Model of PLS Analysis Results

Description : GKT (Leadership Style) Transformational), MK (otivation Work),
BK (Culture) Work), PKI (Behavior Work Innovative)

Model Fit Test

Table 4. Fit Model

	Saturated model	Estimated model
SRMR	0.096	0.096
d_ULS	6.113	6.113
d_G	3,313	3,313
Chi-square	1278,470	1278,470
NFI	0.564	0.564

Source : smartPLS 2025 output

Referring to Table 4, the results of the *model fit* test show SRMR values for census and estimation models of 0.096, slightly above ideal limit 0.08 but still can accepted. The values of d_ULS (6.113) and d_G (3.313) indicate difference reasonable between matrix covariance of the model and actual data. The Chi-Square value (128.740) indicates difference between matrix

empirical and theoretical, but no become focus main in PLS-SEM because method this no depends on assumptions normal distribution. While that is NFI = 0.564 indicates adequate model fit good. In terms of overall, this model own sufficient suitability good and worthy used for testing connection intervariable.

Hypothesis Testing

Table 5. Hypothesis Test Results

Hypothesis	Independent	Regression	Dependent	Original sample	T-statistics	P-value	Information
H1	GKT	→	PKI	0.257	3,410	0.001	Confirmed
H2	MK	→	PKI	0.243	2,158	0.031	Confirmed
H3	BK	→	PKI	0.400	2,463	0.014	Confirmed

Source : smartPLS 2025 output

Note : GKT = Leadership Style Transformational ; MK = Motivation Work ; BK = Culture Work ; PKI = Behavior Work Innovation

In Table 5, it shows all hypothesis influential positive and significant to behavior work innovative. The results show that variables style leadership transformational give impact positive and significant to behavior work innovative that is with the original sample value is 0.257, the T- statistic value is 3.410, and the P-value is 0.001

(<0.05). Meanwhile, the variable motivation work show that motivation work influential positive and significant to behavior Work innovative with The original sample value is 0.247, the T- statistic value is 2.158, and the P-value is 0.031 (<0.05). And for variables culture work show that culture work influential positive and significant to behavior work

innovative with the original sample value is 0.400, the T statistic value is 2.463, and the P-value is 0.014 (<0.05). From the results analysis that can be seen in Table 5, can be concluded bring all variables in study this give influence positive and significant to behavior work innovative. This is show that improvement in these three factors in a way direct capable increase behavior work innovative employees. For that, the implementation style inspirational leadership, encouragement motivation from self alone and a supportive environment own role important in push achievement optimal work.

DISCUSSION

The Influence of Leadership Style Transformational to Behavior Work Innovative

Test results hypothesis 1 in Table 5 shows that style leadership transformational (GKT) influence positive significant to behavior work innovative. Table 5 shows mark coefficient positive, which means the more tall implementation style leadership, increasingly behavior also increases Work innovative employees. These results confirm that leader transformational capable give inspiration, motivation, and individual attention can make environment conducive work for the growth of new ideas and behavior innovative employees. This is reflected in the statement items variables style leadership transformational "manager develop ways for motivating me" who have mark average highest (average = 4,900), indicating that part big employee feel existence effort real from leadership in give encouragement, passion, and inspiration work. Conditions this indicates that leader in

organization no only play a role in give guide work, but also in grow motivation, enthusiasm, and commitment employees. Meanwhile that, statement item with average lowest is "manager have a "sense of responsibility answer" he convey to me" (average = 3.777) which suggests that conveying a sense of responsibility answer and form confession direct from leadership to employee still not optimal. This is reflect that although leader has capable give motivation and inspiration, but aspect communication not quite enough answer as well as giving bait come back positive not yet walk in a way consistent. Findings this indicates that the more tall implementation style leadership transformational by a leader through giving inspiration, motivation, stimulation intellectual, as well as individual attention then the more behavior also increases work innovativeness shown by employees (Karimi et al. 2023). Furthermore, the results this is also consistent with study Edsel and Harjanti (2024) who emphasized that leader transformational own ability for push employee think in a way critical and discover solution new through the process intellectual stimulation *and* individualized consideration.

Influence Motivation Work to Behavior Work Innovative

Next, the results testing hypothesis 2 in table 5 shows that motivation work (MK) has an impact significant positive to behavior work innovative. This result support hypothesis that motivation work including factor important in push employee for behave innovative for example with more active looking for

new ideas, trying method work new, and implement change. High motivation can increase energy psychological, commitment individual to task, attention to improvement and persistence face obstacles, so that support behavior innovative. This is reflected in the statement items variables motivation work "to be success in do work is something you want me do for myself" who has mark average highest (average = 4,600), some big employee own strong internal drive for reach success work no solely because factor external like award or confession, but because satisfaction personal and sense of achievement self. Meanwhile, that statement item with average lowest is " i hope no need pension something day later so that can keep going work for pleasure" (average = 3.660). Shows that motivation work they still influenced in a way strong by external factors, for example not quite enough answer in operate work, needs economy, or expectation from leadership, compared to a sense of satisfaction personal in work. Research results this in line with Feldiannisa (2022) that employees who have tall tend use all over potential, knowledge and expertise for create innovation for development organization. Encouragement motivation this participate strengthen behavior work innovative. Findings this support hypothesis that motivation work be one of factor important in push employee for behave innovative, for example with more active looking for new ideas, trying method work new, and implement change, high motivation can increase energy psychological, commitment individual to task, attention to

improvement and persistence face obstacles, so that support behavior innovative (Tian 2024). Meanwhile, that motivation work also strengthens and plays a role important in bridge influence leadership to behavior work innovative, especially in organizations that have ambidextrous culture, namely capable adapt and experiment (Ariana and Etikariena 2024) .

Influence Culture Work to Behavior Work Innovative

Next, the results testing hypothesis 3 in table 5 is also confirmed where culture work (BK) has an effect positive and significant to behavior work innovative. This result means the more strong culture applied work in organization, increasingly high level behavior work innovativeness demonstrated by employees. This is reflected in the statement items variables culture work "organization this very responsive and easy adapt with changes" that have mark average highest (average = 4,830), employees evaluate culture work in the environment organization they nature adaptive and responsive to dynamics external. Condition this signify existence flexibility high organization, where change viewed as opportunity for learn and innovate, not as threat. Meanwhile, that statement item with average lowest is "part of big on site staff this own role in taking decisions that affect them." (average = 3.870) which indicates that participation employee in the process of taking decision still relatively low. From the results the looks that although organization own culture adaptive work, but aspect engagement and empowerment employee in determine direction policy or decision strategic

not yet fully realized. Findings study this disclose that culture work influential positive and significant to behavior work innovative, where culture strong organization capable grow involvement employees, who ultimately motivating they for show level more creativity and innovation tall in work (Setyawasih and Buchdadi 2022). Furthermore, the results study this support study previously stated that culture supporting organizations creativity, such as culture that emphasizes mark collaborative and learning sustainable, will strengthen behavior innovative employee (Handayani and Pendrian 2023).

CONCLUSION

Research result show that the three independent variables, namely transformational leadership style, work motivation, and work culture, have been proven to have a positive and significant influence on employee innovative work behavior. Based on the analysis from SmartPLS, in general simultaneously, third variables the contribute in explain 50.2% variations in changes in employee innovative work behavior, meanwhile the remaining 49.8 % is influenced by other factors outside this research model. This research was conducted on Employees of Hutan Pinus Puncak Becici, a natural tourist destination in Bantul Regency. In detail, transformational leadership style has a significant positive effect on innovative work behavior. The implementation of inspiring leadership, providing individual attention, and encouraging intellectual stimulation can increase employee confidence and courage in putting forward new ideas. Work motivation also has a significant

positive effect on innovative work behavior. Employees with high intrinsic motivation are encouraged to innovate because they feel the work they do is meaningful and provides personal satisfaction. Meanwhile, work culture has the most dominant impact on innovative work behavior in an adaptive, collaborative and willing work environment adapt self with change is a key factor in encouraging the emergence of innovative behavior among employees. Based on matter on the above, it can be concluded that transformational leadership style, work motivation, and work culture are the three main factors that contribute to increasing the innovative work behavior of employees at Hutan Pinus Puncak Becici. The application of an inspiring leadership style, providing autonomy in work, and creating a work culture that is open to new ideas will further strengthen the innovative spirit of employees in supporting the sustainability and competitiveness of this natural tourism destination. Suggestions for further studies are to add other variables that can influence job satisfaction, for example knowledge sharing. According to Dhaneswara and Pusparini (2023), knowledge sharing has a positive and significant influence on creativity, because the exchange of information and experience between employees is facilitated push formation thinking new and solutions Innovative. This process enriches employees' insights and thinking capacity, thereby increasing innovation in the workplace. Research implications indicate the importance of strengthening an innovative work culture, transformational leadership

style, and work motivation. Inspirational leadership, high motivation, and an adaptive and collaborative work culture will create

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