

**THE EFFECT OF TRANSFORMATIONAL LEADERSHIP,  
MOTIVATION FOR ACHIEVEMENT, AND JOB SATISFACTION  
ON CIVIL SERVANTS' INNOVATION BEHAVIOR IN THE  
MERAUKE REGENCY GOVERNMENT**

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**Abstract**

*The Merauke Regency Government has a mandate to continue to improve public service innovation. However, budget limitations, the availability of supporting infrastructure, and the lack of skilled human resources are the main obstacles in implementing innovation behavior within the Merauke Regency Government. According to the literature, several factors affect innovation behavior in an organization. This study seeks to analyze the influence of transformational leadership style, motivation for achievement, and job satisfaction on innovation behavior in civil servants within the Merauke Regency Government. With data from 114 civil servants in the Merauke Regency Government processed with SEM-PLS, this study found that transformational leadership and job satisfaction had a positive and significant effect on the innovation behavior of civil servants in the Merauke Regency Government, while motivation for achievement had no significant effect. Based on these results, the proposed policy recommendations are to increase transformational leadership and job satisfaction within the Merauke Regency government.*

**Keywords:** Transformational Leadership, Achievement Motivation, Job Satisfaction, Innovation Behavior

## 1. INTRODUCTION

According to Government Regulation Number: 38 of 2017 concerning Regional Innovation, Regional Innovation aims to improve the performance of local government implementation. Innovations carried out in this context are services to the community that are reflected in the procedures or processes and services provided to the community. These procedures or processes and services are a benchmark for innovative behavior. One example is in the form of e-government which utilizes digital technology to help government activities and public services (Bastian et al., 2022; Panjaitan et al., 2023). Such innovations are important to improve the operational efficiency of local governments (Sukirno, 2017).

However, for civil servants within the Merauke Regency Government, implementing such innovative behavior is not easy. Budget limitations, the availability of supporting infrastructure (e.g., public service facilities, roads, internet), and lack of skilled human resources are the main obstacles in the implementation of innovation behavior within the Merauke Regency Government. This is why innovation within the Merauke Regency Government is still relatively lagging compared to other local governments in Indonesia.

According to the literature, there are several factors that affect innovation behavior in an organization. These factors include transformational leadership, motivation for achievement and job satisfaction. However, several empirical studies have shown that the relationship between these variables and innovation behavior is not conclusive. For example, a study conducted by Wardhani and Gulo (2017) concluded that there is no notable impact on innovation behavior from transformational leadership. Putri (2019) and Waskito (2017) also found that motivation for achievement has no effect on innovation behavior. Conversely, some research has highlighted a strong and beneficial connection between transformational leadership, drive, and workplace contentment in enhancing innovative habits (Aditya & Ardana, 2016; Afsar et al., 2014; Dahri & Aqil, 2018; Hadi & Tola, 2019; Julhanif, 2020; Kresnandito, 2012; Octavia & Ratnaningsih, 2017; Parashakti et al., 2016).

This research seeks to explore how transformational leadership, drive for accomplishment, and contentment at work impact the innovative tendencies of employees in the Merauke Regency Administration. Based on the background and objectives of the research that have been described above, the hypotheses that will be tested in this study are:

H1: Transformational leadership has an effect on civil servants' innovation behavior.

H2: The motivation for achievement has an effect on employee innovation behavior.

H3: Job satisfaction affects the innovative behavior of civil servants.

## **2. LITERATURE REVIEW**

### **2.1. Transformational leadership**

Transformational leadership, sometimes referred to as charismatic leadership, involves inspiring employees to surpass their typical performance through a compelling vision and supportive environment. This type of leadership fosters feelings of trust, admiration, and respect among employees towards their leaders, resulting in increased motivation and effort. Instead of adhering to traditional expectations, employees under transformational leadership are encouraged to push past their perceived limits. This leadership approach, which has gained popularity in recent years, focuses on the leader's role in reshaping the values, beliefs, and needs of their team members. Unlike leadership styles that seek to preserve the existing state of affairs, transformational leadership is centered on driving organizational change (Handoko & Tjiptono, 1996).

Transformational leadership involves how followers perceive the actions of their leaders in terms of acknowledging their efforts, valuing group goals, addressing higher level needs, and considering individual factors. This leadership style focuses on inspiring dedication to organizational objectives and empowering followers to pursue those objectives with confidence. Additionally, transformational theory explores how leaders can reshape organizational culture and structure to align with management tactics aimed at reaching organizational goals (Anggraeni & Santosa, 2013).

Transformational leadership based on Hater in Wahyuddin (2001) is a dynamic and influential leader plays a crucial role in guiding the organization towards success. In order to be transformational, leaders should be able to connect their vision for the future with their team members, prioritizing their needs above their own. Bass in Anggraeni and

Santosa (2013), characterizes transformational leadership as the capacity of leaders to alter the workplace setting, inspire work ethic, and shift work behaviors and beliefs of their team members in order to enhance performance and reach organizational objectives.

## **2.2. Motivation for Achievement**

According to Mustaghfirin in Nursalina and Budiningsih (2014), a person's motivation for achievement is an internal push to strive for higher levels of success compared to previous accomplishments and those of others, while also feeling motivated by the challenges presented by their tasks. Achievement motivation is a hard effort to improve or maintain self-skills as high as possible in all activities by using standards of excellence as a comparison. The standards of excellence can be in the form of perfection of tasks and previous presentations and also as presentations for others (Heckhausen in Purwanto (1997)).

## **2.3. Job satisfaction**

Job satisfaction does not depend on the level of effort put in by an individual, but rather on their overall enjoyment of the job. It is influenced by various factors such as personal feelings towards the job, salary, potential for growth, management, colleagues, and workload (Nabawi, 2019). Referring to Nimran (2001), job satisfaction is when an individual evaluates their workplace and the conditions of their job to determine if it meets their expectations, desires, and needs. Based on the previous definitions, it can be inferred that employees experience job satisfaction when their work environment fulfills their requirements, resulting in a positive psychological state.

Job satisfaction is an overall sentiment that a person holds towards their work (Robbins, in Almigo (2004)). In line with Robbins' view, Luthans (1995) stated that employee satisfaction with their job reflects how they believe their work contributes to the overall success of the organization. It signifies that the benefits received from their job align with their key priorities. Job satisfaction is influenced by an employee's values and expectations surrounding their job. In essence, job satisfaction is a reflection of an individual's attitude and their perception of their work performance.

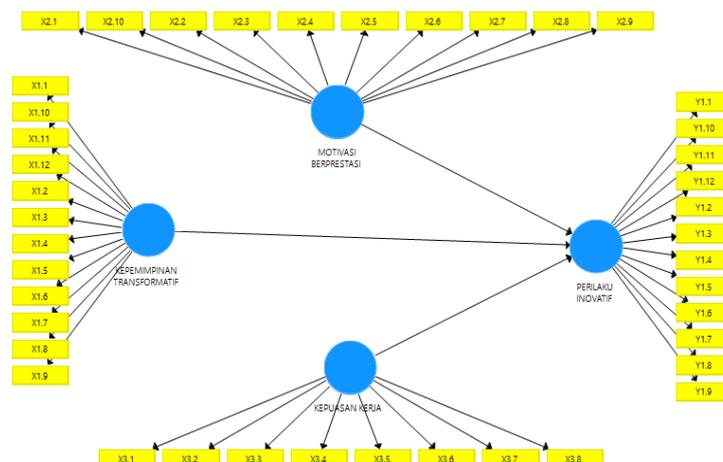
## **2.4. Innovation Behavior**

The ability of an organization to innovate is an important factor in creating and maintaining competitive advantage. Through innovation, organizations will be able to respond to challenges, survive, and grow more easily (Atwater & Carmeli, 2009). In this regard, employee innovative behavior is an important thing that influences the sustainability of the organization because it is capable of creating innovative concepts that align with current needs and trends. Individual innovative behavior in an organization will increase if supported by effective leadership (Sudiyani et al., 2021)

### 3. RESEARCH METHODS

In a study, it is certainly important to have a method used as a basis for answering research questions (Patmasari, 2022; Renyaan, 2023). Therefore, the research conducted utilizes a quantitative approach. The study's sample size was carefully selected using a purposive sampling approach, which involved choosing three echelon 3 and echelon 4 officials from 38 Regional Apparatus Organizations (OPD) in the Merauke Regency Government, leading to a total of 114 respondents. Questionnaires were distributed to gather data from participants. The online format allowed respondents to easily answer questions by accessing the shared link.

The testing of the research hypothesis was conducted using the Structural Equation Model (SEM) method, specifically utilizing Partial Least Square (PLS). There are two forms of measurement models, namely 1) Reflective measurement models depicted by the direction of the arrows on the path diagram from factor variables to indicators; and 2) Formative measurement models depicted by the direction of the arrows on the path chart from the direction of the indicator to the factor variable (Hair et al., 2011; Hair Jr et al., 2017).



**Figure 1. Structural Model in This Study**

PLS-SEM involves two categories of validity: convergent validity and discriminatory validity. Convergent validity suggests that a group of indicators accurately reflects a single latent variable and the latent variable it represents. If the value of the Average Variance Extracted (AVE) > 0.5, then all construct indicators are valid or meet the requirements of convergent validity (Hair et al., 2011; Perdana et al., 2023). According to our findings, the indicators of the constructs are all deemed valid or satisfy the criteria for convergent validity, as indicated by the AVE value exceeding 0.5.

Meanwhile, to measure the discriminant validity, it can be seen from the Fornell Larcer Criterion, Cross Loading, and Heterotrait Monotrait Ratio (HTMT). If the HTMT value < 0.90, then a construct has good discriminant validity (Hair et al., 2011; Perdana et al., 2023). Our results show that each construct has a Heterotrait Monotrait Ratio (HTMT) value < 0.90. Therefore, it can be inferred that each concept possesses strong discriminant validity.

Additionally, there will be a conduct of a direct effect examination among constructs. Analyzing direct effects is beneficial for evaluating the theory surrounding the direct impact of a certain variable that impacts (exogenous) on the influenced variable (endogenous). The guidelines utilized include:

- a. Path Coefficient, refers to the direction of influence between variables. A positive path coefficient signifies that the relationship between variables is one-way, meaning that an increase in an exogenous variable will result in a corresponding increase in the endogenous variable. Conversely, a decrease in the exogenous variable will lead to a decrease in the endogenous variable.
- b. If the Probability Value (Significance) falls below 0.05, one can determine it holds importance. Conversely, when the P-Value is greater than 0.05, it indicates insignificance.

#### 4. RESULTS AND DISCUSSION

The outcomes of the algorithm computation yield the establishment of reliability and validity, as detailed in Table 1. The composite reliability values produced by all reflective constructs are transformative leadership variables (0.895), motivation for achievement (0.884), job satisfaction (0.825) and innovative behavior (0.912). The composite reliability score should be above 0.70 in order for the analysis results on all indicators to be considered trustworthy and pass the reliability assessment.

**Table 1. Results of Construct Reliability and Validity Calculation**

	<b>Cronbach's Alpha</b>	<b>rho_A</b>	<b>Composite Reliability</b>	<b>Average Variance Extracted (AVE)</b>
Transformative Leadership	0.865	0.874	0.895	0.521
Motivation to Achieve	0.846	0.859	0.884	0.522
Job Satisfaction	0.723	0.748	0.825	0.542
Innovative Behavior	0.894	0.902	0.912	0.513

Source: Data Processed Using SmartPLS, 2024

The calculation of path coefficient in Table 2 answers the hypothesis of this study, namely:

- a. The relationship between Transformative Leadership and Innovative Behavior has a positive path coefficient of 0.307 and a P-Value of 0.000 > 0.05. This result means that the P-Value value is greater than 0.05, meaning that the influence of Transformative Leadership on Innovative Behavior of Civil Servants in the Merauke Regency Government is positive and significant, so that the H1 Hypothesis is not rejected.
- b. The relationship between Job Satisfaction and Innovative Behavior has a positive path coefficient of 0.453 and a P-Value of 0.000 > 0.05. This result means that the P-Value value is greater than 0.05, meaning that the influence of job satisfaction on

- the innovative behavior of Civil Servants in the Merauke Regency Government is positive and significant, so that the H3 Hypothesis is not rejected.
- c. The relationship between achievement motivation and innovative behavior has a positive path coefficient of 0.146 and a P-Value of  $0.087 > 0.05$ . This result means that the P-Value value is greater than 0.05, meaning that the influence of Achievement Motivation on Innovative Behavior of Civil Servants in the Merauke Regency Government is positive and insignificant, so the H2 hypothesis is rejected.

**Table 2. Results for Path Coefficients and P-Values**

Direct Effect	Original Sample (O)	T Statistics ( O/STDEV )	P Values	Description
Transformative Leadership Towards Innovative Behavior	0.307	3.729	0.000	Significant
Job Satisfaction Towards Innovative Behavior	0.453	4.583	0.000	Significant
Motivation for Achievement Towards Innovative Behavior	0.146	1.717	0.087	Not Significant

Source: Data Processed Using SmartPLS, 2024

The explanation of the hypothesis test results is as follows. Improvements in transformative leadership variables will lead to an increase in the Innovative Behavior variable, with a 30.7% increase in Transformative Leadership. The results of the hypothesis test are consistent with earlier research carried out by Kresnandito (2012), Parashakti et al. (2016), Aditya and Ardana (2016), Octavia and Ratnaningsih (2017), Afsar et al. (2014), and Hadi and Tola (2019), all of which found that transformational leadership significantly affects innovation behavior.

The positive and significant outcomes of the connection between job satisfaction factors and Innovative Behavior were evident in the study. The impact was substantial, reaching up to 45.3%. These findings align with previous research by Dahri and Aqil (2018) and Julhanif (2020).

Meanwhile, if the motivation for achievement is increasing, it will not increase the innovative behavior of employees within the Merauke Regency government. The findings of this study align with previous research done by Putri (2019) and Waskito (2017) who found that achievement motivation does not significantly affect innovative behavior.

## 5. CONCLUSION

The main objective of the research is to assess how transformational leadership style, achievement motivation, and job satisfaction impact the innovation behavior of civil servants working in the Merauke Regency Government. The findings revealed that transformational leadership and job satisfaction positively and significantly influenced the innovation behavior of civil servants in the Merauke Regency Government, whereas achievement motivation did not have a significant impact. Therefore, the outcomes of this

study contribute valuable insights to the existing literature on the factors influencing innovation behavior, particularly focusing on transformational leadership and job satisfaction.

Taking into account the findings, the policy recommendations offered by the researcher are that Transformational Leadership needs to be improved at various levels of leadership because it is closely related to the growth and development of Innovative Behavior for each civil servant to foster joint innovation. In addition, the job satisfaction of Merauke Regency Government civil servants needs to be improved. Assistance, attention, and appreciation from leaders will be very useful for maintaining job satisfaction so that it will also foster civil servants' Innovation Behavior.

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