

Transformational leadership, organisational climate, and internal locus of control on innovative work behaviour in hospitality sector of rural area

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Abstract

Studying innovative work behaviour in the Industrial Age 4.0 is an interesting research issue. Using an internal locus of control as a moderator, this study seeks to understand how transformational leadership and organisational climate might promote innovative work behaviour. One hundred and twenty-five respondents participated in this quantitative research, where they were selected based on a purposive sampling method. A cross-sectional survey was conducted to collect the data utilising established instruments looking into the perspectives of the respondents about transformational leadership, organisational climate, innovative work behaviour, and internal locus of control. Data analyses were conducted using SPSS 24 version, where descriptive and inferential analyses, multiple linear analysis and moderated regression analysis (MRA) were undertaken. Based on the analysis, the study's results showed that transformational leadership has a negative and small impact on innovative work behaviour. Organisational climate and internal locus of control were found to positively and moderately impact innovative work behaviour. However, the internal locus of control is needed to moderate the impact of transformational leadership on innovative work behaviour. Based on these results, the hotel industry needs to consider transformational leadership attitudes to create innovative behaviour in human resources, especially in this industry. In addition, it is hoped that future research in this area can be focused on different types of job and gender to produce even better results.

Keywords:

hotel industry; innovative work behaviour; internal locus of control; organisational climate; transformational leadership.

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Introduction

The business environment is changing quickly, and an organisation or company needs to innovate to survive (Epstein et al., 2018). The Covid-19 pandemic and the era of the industrial revolution 4.0 (IR4.0) have forced organisations or companies to employ employees with innovative work behaviour to survive and be competitive in their current business or work environment. For example, the Covid-19 pandemic substantially contributed to a crisis where companies were forced to change by reducing workers or employees, which is now common in Indonesia. Instead of focusing on quantity, organisations or companies focus more on the employees' quality, as for IR4.0. The growth of hotels in rural city is very rapid. One of the factors promoting the growth of the tourism industry is the hotel industry. Hotels collaborate with other venues for entertainment, recreation, travel, and other activities by emphasising the benefits of the hotel so that it may stand out as a unique attraction (Koutroukis et al. 2022).

Innovation is a very important for an organisation or company in today's competitive and dynamic environment (Sekerlavaj et al., 2019). Innovation is essential for organisations because innovative work behaviour helps achieve a competitive advantage. The innovative work behaviour of an employee plays an essential role in contributing to the organisation's innovation as a whole. As a result, innovative work behaviour is critical to running and surviving an organisation or company (Khan et al., 2019). Spiegeleare & Gyes (2014) explain that innovative work behaviour is about workers' behaviour, focusing on the generation, introduction, and application (within a role, group, or organisation) of new and potentially beneficial ideas, processes, products, or procedures. Grosej et al. (2019) added that innovative work behaviour is critical to success and sustainability in a business or company environment, an analysis that makes employee innovative work behaviour important.

According to Walumbwa et al. (2005), leadership or the attitude of a leader becomes one of the factors in influencing innovative work behaviour. The decision to follow a leader is an active process based on the extent to which the leader represents followers' perceptions and values. The leader's decisions become a driver in changing and improving innovative work behaviour. The proper and effective type of leadership in increasing innovative behaviour is transformational leadership (Bass & Riggio, 2006). Previous research shows that transformational leaders are more effective than transactional leaders in

increasing innovative behaviour (Afsar & Saeed, 2017). Transformational leaders influence individuals and teams by modelling and communicating the vision and motivating followers or employees to achieve it (Zhang et al., 2021).

From previous studies, there is a gap in the results of McCann & Sparks (2019) that transformational leadership is closely related to and positively affects innovative work behaviour. Transformational leadership is more effective in innovative work encouraging employee behaviour by contributing ideas or creativity. It is supported by Zhang et al. (2021) who show that transformational leadership encourages employees to implement the dimensions of innovative work behaviour which is very helpful in developing human resources in various types of organisations or companies. It is also supported by Purwanto et al. (2020), Khan et al. (2020), and Grosej et al. (2019) who present the relationship between transformational leadership and innovative work behaviour still differs in study results. Al-Shammari & Khalifa (2019) and Gutu (2020) state that the relationship between transformational leadership and innovative work behaviour is insignificant. The analysis found that examined more workers or employees who worked individually. The research stated a positive or significant relationship between the two examined workers or employees who worked in teams or groups. With the difference in the findings, the research gap is the foundation of the problem related to the relationship between these variables.

According to Manik & Megawati (2019), organisational climate is an opportunity to develop human resources through aspects of changing attitudes and behaviour, which can adapt to current and future challenges. An organisational climate is an invisible social force that moves humans or people in an organisation to carry out work activities. A robust organisational climate supports the goals of the organisation or company. The organisational climate also has an essential role in managing an organisation because of the complete similarity and perception of the importance of living together. The organisational climate has an essential role in managing HR, improving HR behaviour, and encouraging innovative work behaviour (Al-Shobaki et al., 2018).

Study of the relationship between organisational climate and innovative work behaviour shows a significant favourable influence supported by Susrini et al. (2019) and Absari et al. (2019). The more positive the organisational climate, the more innovative work behaviour will be carried out and realised positively. However, it is different from the results of research from Wardhani & Gulo (2017). According to them, organisational climate has no significant effect on innovative work behaviour.

Another factor that influences innovative work behaviour is internal locus of control (McCann & Sparks, 2019). Zhang et al. (2021) state that the direct relationship between the internal locus of control and innovative work

behaviour is weak and insignificant. The internal locus of control also cannot moderate the relationship between transformational leadership and innovative work behaviour. However, [Skuidene & Suchokis's \(2018\)](#) stated that internal locus of control has a significant direct relationship with innovative work behaviour. It is supported by [Wang et al. \(2019\)](#), the locus of control moderates the relationship between transformational leadership and innovative work behaviour. Therefore, this study aims to know the relationship of transformational leadership on innovative work behaviour that moderated by internal locus of control which also become the novelty of study.

Literature review

Innovative work behaviour

Innovative work behaviour refers to individuals who intentionally develop, introduce, and implement new ideas, processes, or products ([Veenendaal et al., 2019](#)). [Bos-Nehle's \(2017\)](#) also believes that all individual actions aim to generate, process, and implement new ideas to increase the organisation's effectiveness and success. Furthermore, innovative work behaviour is a process that begins with identifying problems and ends with finding and implementing organisational solutions ([Nuryakin et al., 2021](#); [Nguyen et al., 2019](#)).

Innovative work behaviour is the deliberate creation, introduction, and application of new ideas or concepts in work roles, groups, or organisations to benefit or improve the performance of individuals, groups, or organisations. Individual behaviour involves introducing and implementing new ideas, products, processes, or procedures that combine certain benefits for individuals, groups, organisations, and society. Therefore, innovative work behaviour is the behaviour or actions of individual workers who intentionally create and implement ideas to benefit performance and improve the performance processes of individuals and organisations ([Skudiene et al., 2018](#)).

Transformational leadership

[Rosenbach et al. \(2018\)](#) argue that transformational leadership motivates followers to work long hours and spend more money than expected. Transformational leadership changes followers' morals, ideals, and values while motivating them to work harder than expected ([Choi et al., 2016](#)). Transformational leaders use their charisma and vision to affect change in their followers and create personal motivation within themselves. Transformational leadership is a managerial style that prioritises supervision, organising, assigning, controlling, and monitoring individual performance. Hence, transformational leadership can be defined or interpreted as leadership where the leader changes the individual followers by changing morals and values and motivating followers to work better than expected ([Kohan et al, 2018](#)).

Previous studies have examined the relationship between leadership and employee innovation (Zhang et al., 2021). Transformational leadership is viewed as a supporting element of trust between leaders and employees, allowing them to contribute new ideas and suggest ways to improve the quality of work functions and organisational processes (Al-Shammari & Khalifa, 2019). Subsequently, transformational leader behaviour (including a vision for an innovative organisation and stimulating employees to engage in intellectual activity) inspires employees, which positively impacts employees' innovative behaviour (Li et al., 2019). As a result, employees' innovative work behaviour improves with higher or more positive transformational leadership practices (Absari et al., 2020). Transformational leaders also encourage their followers to challenge the status quo and encourage them intellectually to seek innovative solutions to existing problems. This predictor was also proven in research on manufacturing industry employees in India, that there is a relationship between significant and positive results between transformational leadership and innovative work behaviour in the work environment (Pradhan & Jena, 2019). Based on this explanation, the following hypothesis is developed.

H1: Transformational leadership has a positive effect on innovative work behaviour.

Organisational climate

Al-Shobaki et al. (2018) describe the organisational climate as an aggregation of elements and characteristics of internal organisations and environments that can be realised through individual and team interactions and organisational change. In Kohan, et al (2018) perspective, the organisational climate can be defined as a set of measurable characteristics that employees and residents experience directly and indirectly. Mettert (2021) stated that organisation climate means members attach to events, policies, practices, procedures, and behaviours they see as valued, supported, and expected. Organisational climate can be defined as the conditions and perceptions of members in an internal organisation or organisational environment that influence the behaviour of members and things within the organisation (Rizqi & Qamari, 2022).

Organisational climate is an opportunity to develop human resources by changing attitudes and behaviours, which are expected to be adaptable to current and future challenges (Manik & Megawati, 2019). An excellent organisational climate will undoubtedly result from well-executed teamwork. The creation of an excellent organisational climate leads to good communication between co-workers or members of the organisation and the leadership, which leads to innovative work behaviour. As a result, the generation of new ideas or processes within the organisation or company will be implemented to facilitate the achievement of organisational or company

goals (Wardhani & Gulo, 2017). Susrini et al. (2019) assert that organisational climate significantly impacts the emergence of innovative work behaviour for employees or members. Absari et al. (2019) conducted a study in industry 4.0, shows a significant relationship between organisational climate and innovative work behaviour. The higher application of organisational climate will trigger the implementation of innovative work behaviour among employees (Waheed et al., 2019). The explanation forms the following hypothesis.

H2: Organisational climate has a positive effect on innovative work behaviour.

Internal locus of control

Skudiene et al. (2018) defines an internal locus of control as an individual's belief that an event or something that occurs depends on their behaviour and skills. It is consistent with Zhang's (2021) definition of internal locus of control as a personal belief based solely on one's actions and abilities. Internal locus of control refers to the belief that one is responsible for events in one's life. Therefore, the internal locus of control refers to the perception or belief (individuals/members) that events occur due to their actions (Anwar & Rahman, 2020).

Meanwhile, the external locus of control leads to a tendency to interpret stressful life events as conditions that are out of control. It contributes to an increase in a person's anxiety which can have a long-term impact. In other words, multiple traumatic experiences in childhood promote the development of a state of cognitive-affective attribution of externality, which ultimately increases a person's risk of post-traumatic anxiety (Atilola et al., 2021; Barlow et al., 2013).

An internal locus of control is an individual's or a group's perception or belief that an event or thing results from their actions. Both the internal locus of control and external factors contribute to individual members' innovative work behaviour. Someone with an internal locus of control is always involved in improving innovation (Skudiene et al., 2018). Transformational leadership style, psychological empowerment, and internal locus of control have affirmative relationship and significant impact on innovative work behaviour there is moderating role of internal and locus of control in the relationship of leadership and the innovative work behaviour (Zhang et al., 2021).

H3: Internal locus of control has a positive effect on innovative work behaviour.

Effective transformational leadership will positively impact members' innovative work behaviour (Groselj et al., 2019). Li et al. (2016) explained that internal locus of control, moderates the relationship between transformational leadership and innovative work behaviour. Skudiene et al. (2018) explained

that there is a substantial and significant influence of internal locus of control moderation between the transformational leadership relationship with innovative work behaviour. From this explanation, a moderation hypothesis is formed, which is developed as follows.

H4: Internal locus of control positively moderates the influence of transformational leadership on innovative work behaviour.

Research methods

The population in this study are employees of hotels located in rural in Indonesia. The hotel that became the object of study was a 4-star hotel, because in that city, there were no hotels with a 5-star classification. There are three hotel which approved as study objects. This study uses census with a total of 130 respondents. The respondents are hotel employees who work in several divisions, i.e., human resource development, front office, food and beverages, accounting, sales marketing, housekeeping, and engineering.

The survey was conducted using an online questionnaire (Google-Form), because the hotel only allowed e-questionnaires. This study determined that employees who were allowed to fill out the questionnaire were those who had worked for at least 1 year, with the assumption that employees' work behaviour would have more confidence if they had work experience, so that 125 people participated in filling out the questionnaire.

Figure 1 shows conceptual framework of this study. Figure 1 shows that there are four variables that are the focus of this study: innovative work behaviour with 9 indicators, transformational leadership consisting of 10 indicators, organisational climate with 7 indicators, and internal locus of control using 4 indicators. All operational definitions along with reference sources as presented in Table 1. A 7-point Likert scale was used in this study (Lin, 2007).

Figure 1
Conceptual framework

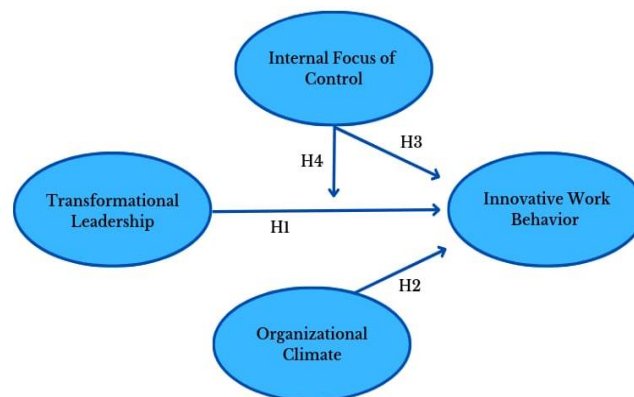


Table 1
Variable Operationalisation

Variable	Source	Indicator
Innovative work behaviour: the behaviour or actions of individual workers who intentionally create and implement ideas or creativity to provide benefits to performance and improve performance processes both individually and in organisations.	Skudiene et al. (2018)	Creating a solution to a problem. Finding new ways and approaches. Pay attention to the problems that are around. Always looking to improve general things. Make colleagues feel enthusiastic. Able to solve problems. Introducing innovative ideas systematically. Contribute to the implementation of ideas. Try and develop new things.
Transformational leadership: leadership that can encourage individual followers by changing morals, values, and motivating followers to work better than expected.	Al-Shammari & Khalifa (2019)	Talk about what is important to employees. Consider needs and capabilities. Have a vision and picture of the future. Creating new ways of solving problems. Looking for new opportunities Seeing the problem from a different angle. Assist in self-development. Think independently. Consider the moral and ethical consequences. Build respect.
Organisational climate: perceptions of organisational members about what is going on in the organisation's internal environment, influencing the behaviour of each member of the organisation that distinguishes an organisation from other organisations.	Al-Shobaki et al. (2018)	Jobs that are clearly defined and structured. Know the duties and responsibilities. Knowing who has the authority to make decisions. Communication between colleagues and superiors goes well. Co-workers who are helpful and supportive. Involved in the decision-making process. Award for performance
Internal locus of control: someone who believes that their own behaviour determines their lives and deeds or who holds themselves responsible for the success or failure of their own actions or talents	McCann & Sparks (2019)	Confidence that you can make an idea or plan work. Luck is not a success factor. Success and achievement are the results of one's Actions. Failure is the result of one's actions.

Instrumental testing was carried out to reflect on the variables used in the study. The validity test and the reliability test were the two tests used to assess the instrument's quality. The Pearson's Correlation Product Moment approach was used to test the validity of this study by correlating the total score of the

question items from each variable. If the significance level is <0.05 , the instrument is pronounced valid. In this study, the Cronbach Alpha statistical test was used to assess the reliability of each variable. A construct or variable is deemed to be dependable if it has a Cronbach Alpha value greater than >0.70 (Ghozali, 2018). The findings of this study's tests reveal that all indicators are legitimate and that each variable produces dependable results shows in Appendix 1.

In the reliability test, The Cronbach Alpha coefficient is 0.874. According to the criteria used by Frost (2019), the instrument used in this study is reliable because the Cronbach Alpha value is >0.70 . It explains the construct of questions given to the variables of transformational leadership, organisational climate, internal locus of control and innovative work behaviour so that each question item in the questionnaire can be used in the measurement.

This study employs a quantitative data analysis technique using SPSS v24 software, where Multiple Linear Analysis (MLA) was undertaken to prove the hypothesis and determine its significance. The t-test was also used in this study for hypothesis testing because it examines the effect of the independent variable on the dependent variable. The coefficient of determination and the F-test will be tested first to determine the strength of the model used in this study. Meanwhile, the Moderated Regression Analysis (MRA) test was used in this study to test the moderation hypothesis (Ghozali, 2018).

Data analysis and result

Respondent's profile

The descriptive analysis of the respondents is shown in Appendix 2. The results show that 62% are male. The millennial generation (20 to 28 years) is 38%. Most of the respondents (62%) has high school education. There are 4% respondents have postgraduate education in the management level. Most of the respondents worked for less than five years (48%).

Appendix 3 shows the normality test of the data in this study which carried out using the Kolmogorov-Smirnov One-Sample statistical test, showing the significance value of Asymp. Sig (2-tailed) is 0.200 or indicates the probability value is >0.05 . It proves that the data of all variables are normally distributed. Appendix 4 shows the multicollinearity test in the study comparing the value of Tolerance and VIF is used to see the presence or absence of multicollinearity, the tolerance value of all variables is greater than 0.1, and the VIF value is less than <10 . The regression model does not occur in multicollinearity problems.

Heteroscedasticity testing was carried out using a scatterplot graph. The presence of heteroscedasticity can be seen by pattern on the graph. Figure 2 shows that there is no clear pattern and the dots spread above and below the number 0 on the Y axis, so there is no heteroscedasticity.

Figure 2
The heteroscedasticity test result

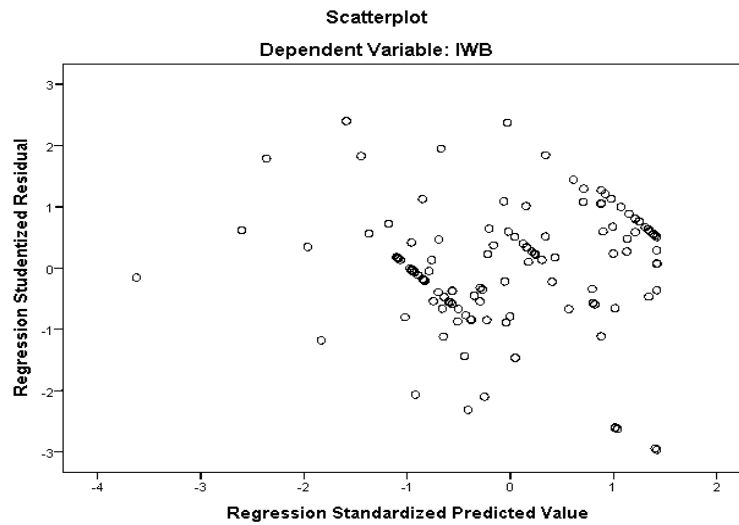


Table 2
Result of multiple regression test and MRA

Model	Variable	Beta	Sig.
1	Transformational leadership	0.116	0.198
	Organisational climate	0.392	0.000
	Internal locus of control	0.407	0.000
2	Transformational leadership*internal locus of control	0.112	0.821

Hypothesis testing

The coefficient of determination R-square measures how well the research model can explain the variation in the dependent variable. This study's adjusted R square value is 0.660, indicating a 66% probability. The independent variables of transformational leadership, organisational climate, and internal locus of control can explain the dependent variable of innovative work behaviour. Other variables not included in this research model account for 34%.

Next, the t-test or partial test was used to determine how much influence the independent variables had on the variation of the dependent variable (as a result, multiple linear regression test). The value of t is calculated with a significance of 0.05 or 5% and degrees of freedom $df = n-1$, where n is the number of samples.

Finally, the Moderated Regression Analysis (MRA) has become a tool used because the conceptual framework of this study has an interactive relationship between variables or moderation. Table 2 presents the results of the multiple linear regression test and the MRA of this study.

The results reveal a partial lack of relationship between the transformational leadership variable and innovative work behaviour, as shown

in Table 2. Additionally, organisational climate and internal locus of control partially influence innovative work behaviour. The MRA coefficient value is 0.112, indicating that it is greater than 0.05 (Ghozali, 2013). Based on these findings, internal locus of control variable did not play a role in moderating the influence of transformational leadership on innovative work behaviour.

The effect of transformational leadership on innovative work behaviour

Transformational leadership has insignificant effect on innovative work behaviour (H1 rejected). This result is in line with Bednall et al. (2018) who show no direct influence between the transformational leadership relationship and innovative work behaviour. Sudibjo & Prameswari (2021) found different result with this study which shows a negative influence between transformational leadership and innovative work behaviour. Wilson-Evered et al. (2004) explain that transformational leadership should encourage the previously described actions to assist organisations or businesses in improving performance. Li et al. (2019) and Pradhan & Jena (2019) show that leadership empowers employees to think independently and increases their intellectual value by initiating innovative actions. However, these studies contradict the findings of this study. The implementation of transformational leadership is challenging due to many system changes, and lack of consistency between leader's attitude and action (such as adjustment to employee needs, vision socialization, self-development assistance) to improve innovative work behaviour.

The effect of organisational climate on innovative work behaviour

Organisational climate positively and significantly affects innovative work behaviour (H2 accepted). The results of this study are supported by Hassi et al. (2020) but different with Sengupta et al. (2023). The attitude of organisational climate is straightforward to apply because this action is a systematic daily activity within the organisation and can occur reflexively on unintentional triggers that positively affect the organisation. Organisational climate will influence the process of triggering or improving an employee's innovative work behaviour. The types of organisational climate such as human-centric climate, goal-oriented climate, rule-oriented climate, and innovation-oriented climate are proven to be determinants of innovative work behaviour.

The effect of internal locus of control on innovative work behaviour

The internal locus of control having a positive and significant effect on innovative work behaviour among hotel employees (H3 accepted). Internal locus of control has advantages regarding creativity and innovation (Kaur & Gupta, 2016). This study in line with Skudiene et al. (2018), who explained that internal locus of control has a significant effect on improving performance and encouraging innovative work behaviour. The study also explains the importance of the internal locus of control attitude in employees, because this attitude can be applied in all fields of work and helps the performance of employees and organisations or companies.

Internal locus of the control is an attitude that can encourage the development of innovative work behaviour. The attitude of internal locus of control in employees helps and triggers increased performance and encourage employees to behave innovatively. Attitudes such as belief in the success of ideas and plans, luck not being a factor in success, achievement being the result of one's actions, and failure being the result of one's actions can encourage employees to act innovatively. This demonstrates that the fear of failure and making mistakes motivates employees to innovate and share their knowledge in order to help the company grow.

The effect of internal locus of control on innovative work behaviour moderate by transformational leadership

Internal locus of control does not moderate the effect of transformational leadership on innovative work behaviour (H4 rejected). The result is different with previous research that the internal locus of control should be able to interactively or positively influence the relationship between transformational leadership and innovative work behaviour (Howell & Avolio, 1993). However, this study's results align with Chen & Leung (2016) and Zhang et al. (2019), who researched various institutions and organisations. According to their findings, the internal locus of control does not mediate the relationship between transformational leadership and innovative behaviour. Technically, issues relating to employees' internal locus of control have yet to help strengthen transformational leadership relationships in order to improve employee performance and encourage the development of innovative attitudes in employees.

Conclusion

This study proves that transformational leadership has insignificant impact on innovative work behaviour. Meanwhile, the findings of the study of organisational climate and internal locus of control significantly impact innovative work behaviour. Organisational climate triggers innovative work behaviour and an internal locus of control that encourages and helps develop

innovative work behaviour in human resources. However, the internal locus of control has yet to provide interaction or moderation between the relationship between transformational leadership and innovative work behaviour.

Future research must consider the use of mediating or other moderating variables in future research, such as trust in leaders, empowerment, self-efficacy, intrinsic & extrinsic motivation, and technological advances. It is also interesting to include external locus of control since this study only research internal locus of control. Furthermore, the future study also could test the variables in different types of job and gender to enrich the result of study. Furthermore, the future study also could test the variables in different types of job and gender using ANOVA or SEM multigroup to enrich the result of study.

Author contribution

Rizq Adyatma Byantara: Knowledge architect, concept, data curation, distributing of data, analysis, methodology, validation, visualisation, writing original draft, review & editing. **Ika Nurul Qamari:** Conceptualisation, supervision, data curation, formal analysis, investigation, methodology, review & editing. **Mohd Shamsuri Md Saad:** Supervision, validation, review & editing.

Declaration of interest

The authors have revealed no possible conflicts of interest related to the research, writing, or publication of this paper. Everything given in this work has been unanimously agreed upon, and the authors guarantee the study results' originality.

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Appendix 1

Validity test

		TFL	OC	IloC	IWB
TFL	Pearson Correlation	1	.810**	.547**	.656**
	Sig. (2-tailed)		0.000	0.000	0.000
	N	125	125	125	125
OC	Pearson Correlation	.810**	1	.662**	.755**
	Sig. (2-tailed)	0.000		0.000	0.000
	N	125	125	125	125
IloC	Pearson Correlation	.547**	.662**	1	.729**
	Sig. (2-tailed)	0.000	0.000		0.000
	N	125	125	125	125
IWB	Pearson Correlation	.656**	.755**	.729**	1
	Sig. (2-tailed)	0.000	0.000	0.000	
	N	125	125	125	125

** . Correlation is significant at the 0.01 level (2-tailed).

Appendix 2

Profile of respondents (n=125)

Variable	Category	Count	Percentage
Gender	Male	78	62%
	Female	47	38%
Age	20 – <29	48	38%
	29 – <37	47	36%
	37 – <45	18	16%
	≥ 45	12	10%
Education	Senior high school graduate	76	62%
	Diploma	16	12%
	Undergraduate	28	23%
	Postgraduate	5	4%
Length of work	1 – <5 Years	60	48%
	5 – <10 Years	41	33%
	10 – <20 Years	21	17%
	≥ 20 Years	3	2%

Appendix 3

The normality test

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		125
Normal Parameters ^b	Mean	0.4841
	Std. Deviation	4.66556
	Absolute	0.067
Most Extreme Differences	Positive	0.047
	Negative	-0.067
Test Statistic		0.067
Asymp. Sig. (2-tailed)		.200 ^{c,d}

Appendix 4

The multicollinearity test

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	TFL	0.343	2.916
	OC	0.275	3.633
	IloC	0.562	1.78