
RESEARCH ARTICLE

The Role of Learning Orientation in Moderating the Influence of Transformational Leadership and Organizational Culture on Innovative Work Behavior of PT Telkom Employees

Putri Marwanita Ramdini¹ ✉ and Ratri Wahyuningtyas²

^{1,2}*Faculty of Economics and Business, Telkom University, Bandung, Indonesia*

Corresponding Author: Putri Marwanita Ramdini, **E-mail:** putrimarwanita@gmail.com

ABSTRACT

The increasing competition in the Indonesian telco industry is currently getting heavier. This was marked by a shrinking market share from 68.4% to 64.8% from the first quarter of 2018 to the third quarter of 2020. The net market share loss was 3.6%. To increase the company's market share, innovations are needed in creating new ideas, realizing, and implementing these ideas in terms of products, services, or work methods of employees. With the innovations made, it is hoped that there will be an increase in market share for the company so that the targeted revenue is achieved. The purpose of this study is to analyze the effect of transformational leadership and organizational culture on innovative work behavior and to analyze the influence of transformational leadership and organizational culture moderated by learning orientation. The study used a quantitative approach with associative methods. Data collection techniques use primary data types using questionnaires. The sample in this study is a permanent employee of PT Telkom. To find the results of this research, researchers used data analysis using the Lisrel SEM Model.

KEYWORDS

Market Segmentation, Innovative Action, Transformational Leaders And Organizational Culture

ARTICLE INFORMATION

ACCEPTED: 31 August 2023

PUBLISHED: 08 September 2023

DOI: 10.32996/jbms.2023.5.5.2

1. Introduction

Innovative behavior is an individual action that leads to the interests of the company, in which employees introduce and apply their new ideas to benefit the company (Hadi et al., 2020). An employee who has innovative behavior will be very critical and will always try anything to bring up something new in the surrounding environment so that it is more useful and has added value. Someone who behaves innovatively will try to solve problems in a more effective and efficient way (Hadi et al., 2020). According to Carmeli & Spreitzer (2009), the development of employees in the workplace is determined by innovative behavior. The findings of the study by Porath et al. (2012), which claim that inventive conduct is one of the aspects that support employees' development, provide further credence to this assertion. For a firm to be productive and endure, its employees must exhibit creative behavior. Additionally, individuals' creative conduct at work might help the organization function at its peak (Korzilius et al., 2017).

This innovative behavior is what Telkom needs in order to maintain its existence and continue to increase Telkom's market share amid increasingly fierce competition between companies. Tight competition in the telecommunications industry was marked by a shrinking market share from 68.4% to 64.8% from the first quarter of 2018 to the third quarter of 2020. The loss in net market share of 3.6% was partly due to competitors such as XL, PT Indosat Ooredoo Hutchison Tbk (Indosat Ooredoo Hutchison), which is the result of a merger between PT Hutchison, owner of the operator Tri, and PT Indosat Tbk (Kristina, 2021). Today's telecommunications business is highly competitive, and in order to increase market share, only companies that innovate continuously can survive, grow, and gain a sustainable competitive advantage (Lim et al., 2022). In this case, it becomes imperative

for companies to rely on the innovative behavior of employees. According to (Hadi et al., 2020), Innovative behavior ranges from idea creation and idea realization to idea implementation in terms of products, services, or work methods. Innovative behavior is a deliberate effort by employees to devise, advocate for, and introduce new ideas in the workplace (Hadi et al., 2020).

PT Telkomsel has currently carried out several innovative actions, such as holding an innovation competition (business case competition) that produces new products/business ideas and processes that aim to see how far the innovative level of employees is at work. Participants in this innovation competition are organic employees of PT Telkomsel, where they submit business proposals that will be evaluated by the assessment team to see how effectively the ideas put forth can provide a competitive advantage for PT Telekomunikasi Seluler. This program aims to encourage the innovative attitudes of employees of PT Telekomunikasi Seluler to be further explored. However, based on the results of an interview with Ms Eka M Annisah, Manager of Learning and Knowledge Operations of PT Telkomsel, on January 20, 2023, it was found that the level of employee participation was still low to take part in business case competitions. This is an indication that the innovative work behavior of PT Telkomsel employees is still low and not optimal. Apart from that, the company also held an into action/Polaris, which was conducted by TINC (Planning and Transformation Unit/PnT), where employees were given space to express their innovative attitude through brilliant ideas so they could work more productively. Based on data for 2022, there are 442 employees, or around 8.10% of the total employees, who have submitted innovations to the Ino Action/Polaris Ideation Program at Telkomsel. The company also collects creative ideas from T-flyers (as PT Telkomsel employees are called) by making resolutions that can be written on the action board of the working T-flyers division. The Action Board will also receive a direct response from the CEO by regularly greeting T-flyers in their respective work units. This is done in order to maximize the work culture to suit T-Flyers' wishes in order to support innovative behavior at work. But in fact, only a few employees are interested in writing ideas, ideas, or criticisms on the action board, even though the action board will immediately receive a review by the CEO.

Several innovative programs that have been made by PT Telkomsel in an effort to improve employee innovative behavior have not yet yielded optimal results. This can be seen from the total number of employees participating in the business case competition, Polaris idea program, and conveying their ideas through a simple method, namely the action board. In fact, in a fairly competitive condition like today, breakthroughs, ideas, and new ideas are urgently needed so that work productivity can increase so as to produce a competitive advantage for the Company. One of the factors that can influence employee innovative work behavior is the leadership factor; leadership has been proven to influence employee innovative behavior (Jung et al., 2008). Among the many aspects of leadership, transformational leadership behavior is considered the most relevant indicator of innovation (Choi et al., 2016). Transformational leaders psychologically empower followers and can inspire innovative behavior in employees (Kao et al., 2015). This is as stated by (Suifan et al., 2018) that transformational leaders can make employees feel valued by the organization, and when employees feel very close to the leadership, employees tend to be emotionally attached to the organization, and this condition will encourage employees to try to give the best results through innovative work behavior.

PT Telkomsel's management efforts in supporting transformational leadership in the corporate environment, among others, by recommending self-learning for leaders such as Onboarding New Hires as Managers, Leading Others Effectively, Building High Performing Teams (Source: Interview with Manager Learning and Knowledge Operations on 20 January 2023). Management also provides broad opportunities for managers to carry out Talent Acquisition, namely the process of acquiring someone who is talented. PT Telkomsel's management efforts to improve transformational leadership in the corporate environment have also been carried out, among others, by creating five transformational leadership programs consisting of Coaching & Mentoring, Business Case, Leaders Talk, Digital Leadership, New Manager Development programs (source: Interview with Manager Learning and Knowledge Operations on January 20, 2023).

Organizational culture is a crucial aspect that affects innovation significantly, in addition to transformational leadership characteristics. Every organization may grow and thrive by paying attention to its organizational culture. Organizations must create and execute a culture of innovation that enables workers to get the skills necessary to succeed in the marketplace in order to produce sustainable value. To build a positive culture in the corporate environment, in line with the Ministry of SOEs, PT Telkomsel implements AKHLAK core values (trustworthy, competent, harmonious, loyal, adaptive, and collaborative) as outlined in the ACTION work culture (agility, customer-centric, innovation, open mindset, and networking) as a new way of working, this is also part of the transformation carried out by all Telkomsel people as the company's future goals. Measuring the success of organizational culture at PT Telekomunikasi Seluler is carried out using the ACHI (Akhilak Culture Health Index) survey method, which is a parameter for implementing AKHLAK, which in 2021 shows the results of PT Telkomsel's corporate index score of 65.70% with the desired standard score being 70, 00% (source: Telkomsel's ACHI Result in 2021) This shows that the target core values desired by the company have not been achieved. The achievement results are not much different from 2022, which is only 68.5%, which shows that the success of the organizational culture at PT Telekomunikasi Seluler is still below management's expectations because it is still below the company's target value of 70%.

A comprehensive understanding of the influence of transformational leadership and organizational culture requires further research. There is a need to research moderating factors (Choi et al., 2015). This was also stated by Aryee et al. (2012), who stressed the need to examine the link between transformational leadership and innovative behavior using both mediators and moderators. In order to close the study gap mentioned above, the researchers used learning orientation as a mediating variable to explain how organizational culture and transformational leadership affect innovative work behavior. This is as explained by (Jyoti & Dev, 2015) that employees with a high level of learning orientation tend to have a strong motivation to learn and develop themselves. Transformational leaders who are able to facilitate and encourage learning will be more effective in encouraging innovative work behavior in employees with a high learning orientation. Learning orientation can also strengthen the influence of organizational culture on employees' innovative work behavior. The implementation of learning orientation at PT Telkomsel can be seen from the attitude of employees in seeking new knowledge, improving skills, and adapting to change. In this context, a strong learning orientation can help employees to be more innovative in their work. The role of learning orientation as a moderating variable in strengthening the influence of leadership on innovative work behavior was also found (Khari & Bali, 2022). Next, research by Nurhidayah & Nugrohoseno (2022) also found that learning orientation is proven to be able to positively moderate the influence of leadership on innovative work behavior.

2. Literature Review

2.1 Organizational Behavior

The goal of the field of research known as organizational behavior is to comprehend, clarify, anticipate, and alter how people behave in an organizational setting (Wagner & Hollenbeck, 2020). Three straightforward levels may be used to describe organizational behavior studies as a scientific field: micro (individual), meso (group), and macro (organization) (Barbour et al., 2018). By definition, organizational behavior is the study of human conduct within a social system (organization) and how that behavior affects individual, group, and organizational performance (Robbins & Judge, 2018). This implies that organizational behavior explores the reasons behind people's actions in the workplace.

2.2 Transformational leadership

According to Obeidat et al. (2018), Those who practice transformational leadership encourage followers to work toward a shared objective, articulate compelling visions and goals, push team members to accomplish them, foster a culture of trust and confidence, and inspire team members to approach challenges from novel angles. Through a process known as transformational leadership, managers and staff members assist one another in reaching greater standards of morality and drive. Transformational leaders inspire their team members by cultivating a strong moral ethos for their job (Haq & Novitasari, 2020). Leadership has traditionally been defined as those who communicate, develop, and foster a common vision that, in the end, directs the business in new directions and also produces organizational success through personal rather than strategic vision (Nasidi et al., 2019) Employees are encouraged to go beyond self-interest and self-actualization under transformational leadership. He asserts that this kind of leader heightens subordinates' awareness of matters pertaining to significance, development, self-actualization, and values (Mansor et al., 2017).

2.3 Organizational culture

Shayah & Zehou (2019) Organizational culture is defined as the shared values, presumptions, myths, conventions, and objectives of the organization. According to Amstrong (2020), Organizational or corporate culture is a framework of values, conventions, beliefs, attitudes, and assumptions that, although they may not have been explicitly stated, impact how individuals behave and carry out tasks in a company. The emphasis of this concept is on the connection between organizational culture and the subjective elements of what transpires in the organization. It speaks about abstract concepts, such as values and conventions, which permeate all or a portion of a business but may not be explicitly stated, addressed, or even taken into consideration. Organizational culture is the set of guiding ideals, norms, customs, and procedures that all members of the organization adhere to and that set them apart from other organizations (Robbins & Coulter, 2016). Furthermore (Gibson et al., 2016), There are drawbacks to using organizational culture as a lens to analyze both individual and collective behavior in companies. In addition, Gibson defines organizational culture as what nurses feel and how this perception creates patterns of beliefs, values, and expectations.

2.4 Learning Orientation

The notion of learning orientation has been examined in the marketing literature, and it expresses the fundamental learning attitudes that are essential to profit development as a performance indicator. According to RBV theory, the goal of learning orientation is to foster knowledge and insight through a dedication to learning, sharing vision, and openness that enables businesses to produce goods that are valuable, uncommon, and difficult to copy, as well as to take advantage of innovative ideas more quickly and effectively to produce superior goods (Wahyuni & Giantari, 2019). Organizational actions that produce, understand, use, and store information and knowledge for a competitive advantage are referred to as "learning orientation" (Mahmoud et al., 2016). Learning orientation is mastery of knowledge and skills by means of learning and experience. It is an

important operational resource because it allows an organization to maintain a competitive advantage by continuously developing the capacity to manipulate market information more quickly than competitors (Vij & Farooq, 2015). Companies with a strong learning orientation tend to be more willing to take risks and not just stick to past strategies (Palumian et al., 2021).

2.5 Innovative Work Behavior

Etymologically, innovation is a human effort to use ideas, imaginative abilities, various stimuli, and individuals around them in developing new products or services for themselves and their environment. Innovative work behavior is individual behavior aimed at the stage of introducing or trying to introduce new and useful ideas, processes, products, or processes into jobs, groups, or organizations (Ahmad et al., 2018). Individuals, groups of people, or companies, as well as community groups as a whole, define innovation as the ability to create new ideas, products, and processes and to apply new ideas to create additional value embodied in the form of processes, products, administration, or management (Maisaroh et al., 2022). A job's innovation process might be initiated by the new concept itself or by employees, business partners, friends, and management. There is then a procedure for sharing such thoughts with others. If the proposal can be realized and authorized, the planning step for execution can begin (Rizki et al., 2019). In line with that, Alsughayir (2017) said that An individual's purposeful conduct to propose and/or execute new ideas, products, processes, and procedures for his or her work position, unit, or organization is referred to as creative work behavior.

3. Methodology

In order to explain how one variable affects or is accountable for changes in other variables, this study uses a quantitative technique with an explanatory or causal design (Cooper & Schindler, 2017). Organizational culture and transformational leadership are the two independent factors in this study. Creative work behavior and learning orientation are the dependent variables and the moderating variables. In this survey, there are 5535 PT Telkom employees in Indonesia (Annual Report, 2022). Probability sampling is the chosen sampling technique. Using a simple random sample (simple random sampling), the researcher issued questionnaires directly to the respondents who were chosen as samples using the sampling methodology or procedure described above. By determining the sample size using the Slovin approach, the authors of this study restricted the population, which consisted of the 5535 employees of PT Telkom (Sugiyono, 2017). Based on the calculation of the Slovin sample size formula above, the sample size used in this study was 373 respondents who are permanent employees of PT Telkom and have worked for at least 2 years. The research data employs primary data as a source of data collection, which is accomplished by directly distributing questionnaires to the respondents in this study, namely personnel of PT. Telkom, after which the respondent provided a response to the statement provided. The Structural Equation Model (SEM) method was employed in this investigation, along with a measurement model created with the Lisrel software.

4. Results and Discussion

4.1 Confirmatory Factor Analysis Test (CFA)

A validity test seeks to ascertain if an indicator can accurately measure the hidden variable. The significance of the relationship between a latent variable and its indication can be used to assess an indicator's validity (Ghozali & Fuad, 2008). Construct validity consists of convergent validity and discriminant validity (Bahri & Zamzam, 2015). The value of the standardized loading factor serves as a signal for validating the test items. Values for the standardized loading factor must be higher than 0.5, and the t value must be higher than 1.96 (Ghozali & Fuad, 2008). The results of the validity test were obtained from the first stage, namely confirmatory factor analysis (CFA), which can be seen in Table 1 below.

Variable	Indicator	Loading Factor	Conclusion
Transformational Leadership (X1)	KT1	0,75	Valid
	KT2	0,70	
	KT3	0,72	
	KT4	0,70	
	KT5	0,82	
	KT6	0,71	
	KT7	0,79	
	KT8	0,75	
	KT9	0,76	
Organizational culture (X2)	BO1	0,86	Valid
	BO2	0,74	
	BO3	0,84	
	BO4	0,71	
	BO5	0,84	
	BO6	0,71	

Variable	Indicator	Loading Factor	Conclusion
	BO7	0,87	
	BO8	0,73	
	BO9	0,86	
	B11	0,84	
	B13	0,84	
	B16	0,87	
	B20	0,84	
	Learning Orientation (Z)	LO1	
LO2		0,80	
LO3		0,83	
LO4		0,78	
LO5		0,88	
LO6		0,74	
LO8		0,72	
LO11		0,88	
Innovative Performance Behavior (Y)	PKI1	0,78	Valid
	PKI2	0,79	
	PKI3	0,80	
	PKI4	0,79	
	PKI5	0,79	
	PKI6	0,72	
	PKI7	0,84	
	PKI8	0,74	
	PKI9	0,81	

Table 1 Validity Test Results
Source: LISREL results 8.70 (2023)

All statement items or indicators in the variables in this study were found to be genuine since they had a standardized loading factor value larger than 0.5, which was discovered after deleting a number of invalid indicator items. As a result, it is possible to draw the conclusion that all of the factors for transformational leadership, organizational culture, learning orientation, and innovative performance behavior are valid.

4.2 Reliability Test

According to Surranto and Limakrisna (2013), the reliability test was conducted to assess the degree of consistency of the measurement findings when the same symptoms and measuring tools were used for many measures. According to Hair et al. (2018), construct reliability measures how consistently each observable variable is addressed by the questions and statements in the questionnaire. In SEM modeling, the composite reliability (CR) approach is used for reliability testing.

Variable	Indicator	Loading Factor	CR	Conclusion
Transformational Leadership (X1)	KT1	0,75	0,918	Reliable
	KT2	0,70		
	KT3	0,72		
	KT4	0,70		
	KT5	0,82		
	KT6	0,71		
	KT7	0,79		
	KT8	0,75		
	KT9	0,76		
Organizational culture (X2)	BO1	0,86	0,962	Reliable
	BO2	0,74		
	BO3	0,84		

Variable	Indicator	Loading Factor	CR	Conclusion
	BO4	0,71		
	BO5	0,84		
	BO6	0,71		
	BO7	0,87		
	BO8	0,73		
	BO9	0,86		
	B11	0,84		
	B13	0,84		
	B16	0,87		
	B20	0,84		
Learning Orientation (Z)	LO1	0,81	0,943	Reliable
	LO2	0,80		
	LO3	0,83		
	LO4	0,78		
	LO5	0,88		
	LO6	0,74		
	LO8	0,72		
	LO9	0,81		
Innovative Performance Behavior (Y)	PK11	0,78	0,935	Reliable
	PK12	0,79		
	PK13	0,80		
	PK14	0,79		
	PK15	0,79		
	PK16	0,72		
	PK17	0,84		
	PK18	0,74		
	PK19	0,81		

Table 2 Reliability Test Results
Source: LISREL results 8.70 (2023)

From the table above, it can be explained that all variables (Transformational Leadership, Organizational Culture, Learning Orientation, and Innovative Performance Behavior) have a construct reliability value of > 0.07 . There are results indicating that all variables are reliable. It can be understood that all indicators used are appropriate to be used to measure each of these variables. Thus, the data used in this study has proven reliable to be used to measure research variables with construct reliability values that exceed standardized values. So, it can be stated that the data in this study can be used for further analysis to answer the research hypothesis.

4.3 Hypothesis testing

The structural equation model (SEM) analysis approach, which incorporates aspects of the model appropriateness index test and the critical ratio (CR) test, was employed in this study to assess the hypothesis.

4.3.1 Overall Model Fit.

Starting with the statistical goodness-of-fit index (GFI) indication from the LISREL output, the structural model analysis in SEM tests the overall model's fit (Hair et al., 2018). Overall, the summary in Table 3 below shows a summary of the crucial values of the overall model fit test.

Size Degree of Match	Definition of Model Fit	Mark	Acceptable match rate	Inf
Goodness of Fit Indices (GFI)	A measure of the accuracy of the inner model menghasilkan <i>observed</i> matriks kovarians.	0,92	GFI \geq 0,9	Good Fit

Size Degree of Match	Definition of Model Fit	Mark	Acceptable match rate	Inf
<i>Root Mean Square Error of Approximation (RMSEA)</i>	Measures the deviation of parameter values in a model with its population covariance matrix.	0,07	RMSEA ≤ 0,08 (good fit)	<i>Good Fit</i>
<i>Normed Fit Index (NFI)</i>	Is one additional original fit index.	0,91	NFI > 0,90	<i>Good Fit</i>
<i>Adjusted GFI (AGFI)</i>	Calculation of the level of complexity of different models/adjusting the effect of degrees of freedom on a model.	0,91	AGFI ≥ 0,90	<i>Good Fit</i>
<i>Comparative Fit Index (CFI)</i>	It is an extended fit index, which is an improved version of the normal index fit.	0,92	CFI > 0,90	<i>Good Fit</i>
<i>Incremental Fit Index (IFI)</i>	Used to address parsimony and sample size problems, which are associated with NFI.	0,91	IFI > 0,90	<i>Good Fit</i>
<i>Relative Fit Index (RFI)</i>	Used to measure fit where the value is 0 to 1.	0,91	RFI > 0,90	<i>Good Fit</i>

Table 3. Model fit test results
Source: LISREL results 8.70 (2023)

The results of the model fit test show that the RMSEA is 0.07, which is less than 0.08, so it is said to be a good fit model. The normal fit index (NFI) obtained from model testing is 0.91 > 0.9, so the model is said to be a good fit (Ghozali & Fuad, 2008). According to Bentler (1990) in Ghozali & Fuad (2008), the comparative fit index (CFI) value is 0.92, which indicates that the model is a good fit. A model is considered to be good if it has a CFI value that is between 0.9 and 1, also known as a fit model. The achievement of an incremental fit index (IFI) value of 0.91, which, in accordance with Byrne (1998) in Ghozali & Fuad (2008), is less than the cut-off level of 0.90, confirms the outcomes of the fit model. Consequently, the model fits the data well.

According to Ghozali & Fuad (2008), the relative fit index (RFI) runs from 0 to 1, with a value near 1 indicating a fit model. The model used in this study received an NFI value of 0.91 and an RFI value of 0.91, putting it near enough to 1 to be considered fit. The model was considered to be well-fitting since the goodness of fit indices (GFI) and adjusted GFI (AGFI) obtained from model testing were 0.91 and 0.91, respectively, and both were less than 0.9.

The study model is consistent with empirical situations, according to these findings. This image shows the structural model:

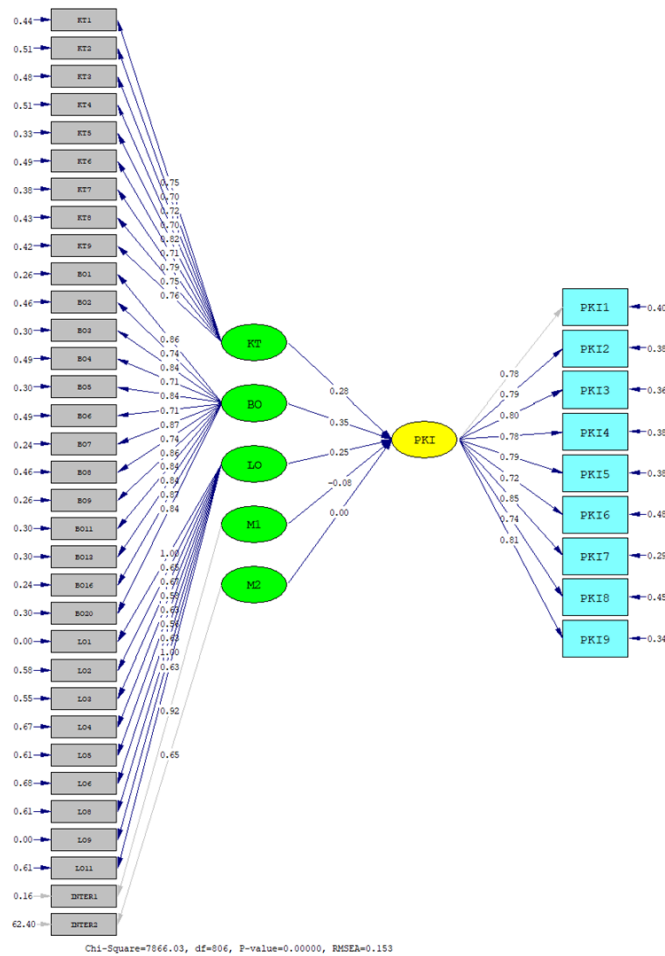


Figure 1 Structural Model Results
Source: LISREL results 8.70 (2023)

Multiple model fit metrics (Goodness of Fit Test, GOF) were used to conduct the model fit test. The three criteria that make up the GOF measure are absolute, comparative, and parsimony measurements. The model utilized in this study does not fulfill the criterion for an excellent fit; it may be deduced from various test results about the model appropriateness test index.

4.3.2 Hypothesis test

According to Hair et al. (2014), the critical value/critical ratio (CR) used in this study's hypothesis testing was 1.96 at a 95% confidence level or 5% error. Figure 2 below displays the test results from this study.

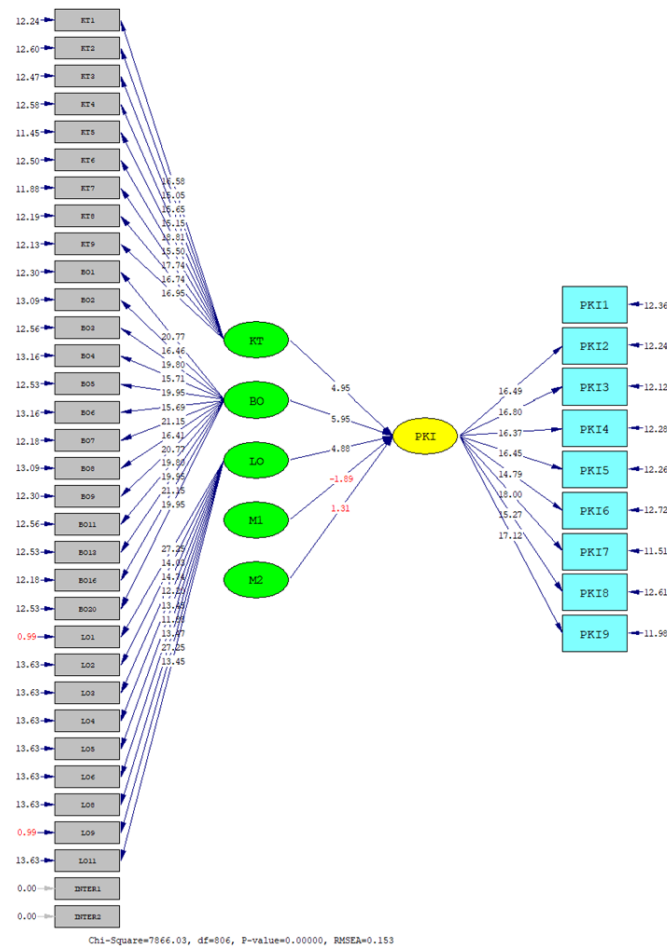


Figure 2 Hypothesis Testing Results
Source: LISREL results 8.70 (2023)

Based on the picture above, a hypothesis analysis can be carried out by looking at the critical ratio (CR) value contained in the LISREL output table shown in the following table. Then, the structural equation obtained can be seen in Figure 2.

$$PKI = 0,28 KT + 0,35 BO + 0,25 LO - 0,08 LO*KT + 0,00 LO*KT$$

Variable Relations	P-Values	Critical Ratio (CR)	Conclusion
KT → PKI	4,95	1,96	H1 Accepted
BO → PKI	5,32	1,96	H2 Accepted
LO → KT → PKI	-1,89	1,96	H4 Rejected
LO → KT → PKI	-1,31	1,96	H5 Rejected

Table 4 Hypothesis Test Results
Source: LISREL results 8.70 (2023)

4.3.2.1 First Hypothesis

The effect of transformational leadership on innovative performance behavior results in a coefficient value with a positive association of 0.28 and P-Values of 4.95 > 1.96, according to the findings of the experiment testing the first hypothesis in Table 4. We may thus draw the conclusion that Transformational Leadership significantly and favorably influences Innovative Performance Behavior at PT Telkomsel. This demonstrates that boosting employee engagement is one of transformational leadership's objectives. These results support the research conducted by Lee et al. (2018) and Maria et al. (2017), who revealed that transformational leadership is positively related to innovative performance. In line with the findings of Masa'deh et al. (2016), the Emulation of motivation and empowerment as a result of transformational leadership significantly impacts workers' creative work behavior.

4.3.2.2 Second Hypothesis

The effect of organizational culture on innovative performance behavior leads to a coefficient value with a positive connection of 0.35 and P-Values of $5.95 > 1.96$, as shown by the results of testing the second hypothesis in Table 4. Thus, it can be said that Organizational Culture at Telkomsel significantly and favorably affects Innovative Performance Behavior. This demonstrates how the organizational culture encourages creativity and fosters the creation of fresh concepts so that these individuals are inspired to operate with novel methods. The results of tests conducted by research (Rizki et al., 2019) show that there is an influence between organizational culture and innovation behavior. This is contrary to the results of research conducted by Adiaty (2020), showing that organizational culture has no effect on employee innovation.

4.3.2.3 Third Hypothesis

Based on the results of testing the third hypothesis in Table 4 it shows that Learning Orientation moderates the effect of Transformational Leadership on Innovative Performance Behavior, resulting in a coefficient value with a negative relationship of -0.08 and P-Values of $-1.89 < 1.96$. Thus, it is concluded that Learning Orientation cannot moderate the effect of Transformational Leadership on Innovative Performance Behavior at PT Telkomsel. This explains that in this study, Learning Orientation cannot help employees in terms of developing an understanding of the environment and increasing employees about the right strategy. This is different from research conducted by Wahyuni & Giantari (2019) Mahmoud et al. (2016); learning orientation was found to be associated with increased innovation.

4.3.2.4 Fourth Hypothesis

The third hypothesis was tested, and the findings are shown in Table 4. It demonstrates that Learning Orientation moderates the influence of Organizational Culture on Innovative Performance Behavior, with a coefficient value with a positive connection of 0.00 and P-Values of $-1.31 < 1.96$. PT Telkomsel's organizational culture has an adverse impact on innovative performance behavior, it may be inferred, and learning orientation cannot mitigate this effect. As a result, the performance of creative employees cannot be enhanced by the Learning Orientation since it is unable to inspire employees to share their goals and dedication to open-minded learning. These results are different from the research conducted by Atitumpong & Badir (2018), which shows learning orientation has a positive and significant influence on Innovative Performance Behavior.

4.3.3 Determination Coefficient Test Results

The coefficient of determination has a value between 0 and 1. If the value is near 1, then the independent variables almost entirely satisfy the requirement for predicting the variation of the dependent variable. Table 5 below shows the outcomes of the test for the coefficient of determination.

Variable	R Square
Innovative Performance Behavior	0,56

Table 5 Test Results for the Coefficient of Determination
Source: LISREL Results 8.70 (2023)

It is known that the R-Square results of Innovative Performance Behavior aim to see how much the contribution of Transformational Leadership, Organizational Culture, and Learning Orientation variables show an R-Square value of 0.56 or 56%. According to this interpretation, innovative performance behavior is impacted by transformational leadership, organizational culture, and learning orientation to the tune of 56%, with other characteristics outside the scope of this study accounting for the other 44%.

5. Conclusion

According to the findings of testing the first hypothesis, transformational leadership at PT Telkomsel has a favorable and substantial impact on innovative performance behavior. The ability to communicate ideas freely is crucial for increasing innovative work behavior, and leaders with a transformational mindset inspire their followers by fostering this atmosphere (Choi et al., 2016). Additionally, the second hypothesis is supported by evidence showing that at PT Telkomsel, organizational culture has a favorable and significant impact on innovative performance behavior. The culture that exists in an organization has a great influence on the formation of a person's personality because organizational culture also stimulates the growth of creativity so as to foster innovative work behavior from members of the organization (Parashakti et al., 2016). The third hypothesis was tested, and the findings indicate that at PT Telkomsel, Learning Orientation is unable to control the impact of transformational leadership on innovative performance behavior. The fourth hypothesis was also tested, and it was shown that at PT Telkomsel, the impact of organizational culture on innovative performance behavior cannot be moderated by learning orientation. Individuals have an impact on an organization's propensity to have deep insights while developing new products when workplaces with high learning orientations enable employees to share vision, dedication to learning, and open-mindedness. According to Sawaeen & Ali (2020), learning orientation is an organizational culture that affects how likely a company is to create and use knowledge.

Transformational Leadership has a positive and significant effect on Innovative Performance Behavior at PT Telkomsel. It is hoped that the management of PT Telkomsel for Transformational Leaders will create an inspiring and challenging vision that can move employees to contribute to creating innovation. The vision must clearly communicate the company's direction and goals in achieving innovative excellence, providing space for employees to actively participate in the innovation process. Organizational Culture has a positive and significant effect on Innovative Performance Behavior at PT Telkomsel. The management of PT Telkomsel must create an inclusive environment where diverse views and perspectives are accepted and valued. An inclusive culture can build strong collaborations and create a climate that supports the development of innovative ideas. With regard to the Learning Orientation variable, the management of PT Telkomsel Company must encourage and provide access to training and development for employees. Training programs that focus on innovation, creativity and skills improvement will help improve employee learning orientation and can form creative and multidisciplinary teams consisting of employees with diverse backgrounds and skills.

Funding: This research received no external funding.

Conflicts of Interest: The authors declare no conflict of interest.

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