

RESEARCH ARTICLE

THE IMPACT OF LEADERSHIP AND MOTIVATION ON INNOVATIVE WORK BEHAVIOR / IS WORKING FROM HOME REALLY MORE INNOVATIVE?

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Abstract— This study aims to examine the influence of leadership and employee motivation on innovative work behavior and to explain the relationship between employee motivation and innovative work behavior due to the Work-from-Home policy as a moderator. The number of samples in this study were 100 employees. To test the empirical model, the analysis used Partial Least Square Structural Equation Modeling (PLS-SEM). The results showed that there is a direct influence of leadership on motivation, which means that leadership can increase motivation; Leadership has a direct effect on Innovative Work Behavior, meaning that leadership can increase Innovative Work Behavior; There is a direct influence of motivation on innovative work behavior, meaning that motivation can increase innovative behavior; Furthermore, there is an indirect influence of Leadership on Innovative Work Behavior through Motivation as a mediating variable, meaning that leadership can indirectly increase innovative behavior through work motivation, but with the Work-from-Home policy as a moderating variable it does not strengthen the influence of employee motivation to encourage innovative work behavior. The implication is: if a leader is good it will be followed by an increase in employee motivation, if motivation increases it will be followed by an increase in employee innovative behavior. However, the role of the Work-from-Home policy as a moderating variable weakens the influence of employee motivation variables on innovative work behavior.

Keywords: Innovative Work Behavior, Employee Motivation, Leadership, Work from Home

JEL Classifications: B2, D3, G2

I. INTRODUCTION

In minimizing the spread of the virus that causes Covid-19, the President, as the highest leader of the country, urged to create a work from home system, which was followed by a number of leaders of institutions or companies by issuing a work from home policy. Responding to the situation and information that continues to develop related to the spread of Covid-19, working from home or work from home certainly has the same obligations and responsibilities as working from the office. However, in practice, implementing work from home has challenges and obstacles that are not easy, because not all sectors of work can be done from home. Demands for innovative behavior at work also arise along with needs that can affect the implementation of work from home such as absence of work tools, communication, lack of coordination, limited reach, and so on. The leadership of a company or institution requires a certain strategy in terms of monitoring the implementation of control over the implementation of organizational tasks and functions, namely by encouraging an increase in innovation work behavior.

Innovative performance improvement is carried out by enhancing smart work patterns built by intrinsic motivation (Widodo, 2014). Group innovation can generate benefits such as successful innovation, greater clarity and

commitment to team goals, increased leadership clarity within the team, more efficient and effective teamwork, and increased acceptance of future innovations (Janssen, Van De Vliert, & West, 2004). Leaders at all levels can help create an environment conducive to learning and creativity (Yulk, 2013). Leadership is closely related to creativity (Zaitouni & Ouakouak, 2018). The leadership style of a company will determine the amount of innovation that will be produced. Research (Suifan, Abdallah, & Janini, 2018) concluded that transformational leadership styles can affect employee creativity. Business owners or leaders in organizations can develop these leadership styles to drive innovative work behavior among employees (Etikariena, 2020). Serving leadership also turns out to have an effect on innovative behavior (Zeng & Xu, 2020; Su, Lyu, Chen, & Zhang, 2020). Everyone is required to be creative and able to innovate. Employees who have innovative behavior are needed so that the company is always dynamic to achieve the targets set by the company. Creativity affects job performance (Zaitouni & Ouakouak, 2018). Something that uses creativity and innovation will actually bring about new profitable opportunities. Under these conditions, a leader who has the ability to adapt, react quickly to environmental changes, is needed, and actively creates change. The decision of a company or institution to implement a work from home system is an innovation in flexible management.

Basically, innovation is largely determined by the ability of company leaders to discover, develop, maintain, and exploit the potential for innovation, including motivating employees to actualize their full potential. Technological development has become a necessity in communicating today. Leaders take responsibility for securing a fast and smooth transition of information among their team members and for fostering an environment that enhances trust and encourages motivation. Suifan et al., (2018) found that transformational leaders increase the feeling of employees being supported and valued by the organization. When employees feel deeply connected to their manager, they tend to bond emotionally with their organization (Suifan et al., 2018). The essence of remote working emphasizes situations in managing employees through communication and trust and relationships where there is a common goal, mutual respect and care. Closely related from a psychological point of view, the support of a leader affects employee innovation implementation behavior (Yang, Hao, & Song, 2020). A leader needs to know when and how to provide direction. Humble leadership has a positive effect on employee innovation behavior (Zhou & Wu, 2018). In a crisis situation, a leader needs to start with an element of empathy and humility, because it is not known how long this pandemic will pass, supported by research conducted by Usmanova, Yang, Sumarliah, Khan, & Khan (2020) which found that motivational words can strengthen the relationship between knowledge sharing behavior and innovative work behavior. It may be that work from home is not a short-term policy trend, this work arrangement will last (Wojcak, Bajzikova, Sajgalikova, & Polakova, 2016) with an estimated number of work from home workers to increase dynamically in the future. The existence of innovative means that support its implementation, it is necessary to examine whether workers think that this mode makes employees more motivated to innovate, or even with this work from home policy, they feel that the old mode is more encouraging motivation and innovation.

Innovative Work Behavior

Previous research has used different variables to measure innovative work behavior associated with leadership as a predictor (Hughes, Lee, Tian, Newman, & Legood, 2018), namely by looking at their leadership style (Berraies & Zine El Abidine, 2019; Etikariena, 2020).), such as those using a transformational leadership style (Al-Husseini & Elbeltagi, 2016; Masood & Afsar, 2017; Afsar & Umrani, 2019; Khasanah & Hiram, 2019; Hadi et al., 2019; (Løvaas, Jungert, Van den Broeck, & Haug, 2020; Liu & Niu, 2020), there are also those who use a serving leadership style (Zeng & Xu, 2020; Su et al., 2020). Employee innovative work behavior is evaluated in a dynamic environment (Hou et al., 2019) It is further highlighted that the adoption of innovative work behavior as a mediator to obtain higher performance (Purwanto, Asbari, Prameswari, Ramdan, & Setiawan, 2020). Overall, research has shown a significant relationship between leadership and innovative work behavior. Furthermore, a positive relationship between leadership and employee intrinsic motivation was found in previous studies (Løvaas et al., 2020).

Innovative work behavior is a series of work activities that are gradually carried out by workers in developing and improving effective work behavior (De Jong & Den Hartog, 2010). These stages include the following activity stages. First, know and understand the scope of work and the potential problems faced and those that may occur. Second, have a high awareness of the quality of work and creatively seek solution actions. Third, build cooperation and joint commitment to realize the proposed innovative improvements in the group work process. Fourth, applying the proposed improvements in work. These behavioral stages are a process that employees must go through in developing innovative work behaviors (De Jong & Den Hartog, 2010).

Innovative work behavior is defined by (De Jong & Den Hartog, 2007) as "individual behavior directed at the initiation and deliberate introduction of new ideas, processes, products or procedures and is useful in work, group or organizational roles (p. 19). " This is a complex work behavior that consists of generating, promoting, and

implementing new ideas intended in a work, group or organizational role, which aims to improve organizational performance (Janssen, 2005). The three stages of innovative work behavior occur sequentially in a complete process (Scott & Bruce, 1994) and at each stage the individual can engage in one or a combination of these different behaviors at one time. When a person comes up with new ideas about remaining work-related problems, he needs to seek support for implementing those ideas through idea promotion and he is also expected to realize new ideas by applying them in a work role, their group or their entire organization. complete the entire work innovation process (Van der Vegt & Janssen, 2003). In general, innovative work behavior includes thinking about problems in existing work methods, unmet needs of people, or indications that trends may change (De Jong & Den Hartog, 2007). In line with the research, we intend to examine whether leadership impacts employee innovative work behavior through different mechanisms.

Employee Motivation

Research (Scott & Bruce, 1994) shows what motivates an individual's innovative behavior. Previous research has proven the important role of motivation in the relationship between leadership and innovation, creativity and innovative work behavior.

Motivation is stated by (McShane & Von Glinow, 2015: 33) which explains the notion of motivation is a power within a person that affects the direction, intensity, and persistence of voluntary behavior (McShane & Von Glinow, 2015: 33). Then McShane & Von Glinow (2015: 127) discusses Abraham Maslow's theory of motivation known as the Hierarchy of Needs Theory by classifying motivation into five levels which he calls needs: physiological (physiological, need for food, air, water, housing, etc. .), safety (sense of security and stability), belonging (affection, the need for action and affectionate relationships with others), esteem (the need to be respected and respect for social staff), and self-actualization (actualization self, self-fulfillment, realization of one's potential), and is achieved gradually. These five things are the dimensions of this research.

- H1: Leadership has a positive effect on Employee Work Motivation.
- H2: Employee motivation has a positive effect on Innovative Work Behavior.

Leadership

The leadership discussed in this study is limited to the definition of leadership put forward by (Daft, 2015: 5) which explains that the notion of leadership is the influence of the relationship between leaders and followers who want real change and results that reflect common goals.

By using the Path-goal Model theory in Daft (2015: 77) which classifies four leader behaviors, this study will use indicators of the type of behavior of a leader which is classified as follows.

- (1) Supportive leadership, showing concern for the welfare and personal needs of subordinates. This leadership behavior is open, friendly, approachable, and the leader creates a team climate by treating subordinates as equals or equals.
- (2) Directional leadership, clearly directing subordinates to do what they have to do. This leadership behavior includes planning, scheduling, formulating performance goals and standards of behavior, as well as emphasizing compliance with regulations and policies.
- (3) Participatory leadership, consulting with subordinates about the decisions to be taken. This leadership behavior includes asking for opinions / opinions and suggestions, encouraging participation in decision making, often holding meetings with subordinates.
- (4) Leadership that is achievement-oriented, setting clear goals by challenging subordinates. This leadership behavior emphasizes superior performance and improved performance compared to current performance. The leader shows self-confidence in his subordinates and teaches his subordinates to continue learning in order to achieve higher achievement.

Idealized influence is defined as the ability to act as a role model in which the leader becomes admired, respected and trusted. Intellectual stimulation is a leader's ability to arouse followers to question decisions and tackle challenging tasks. Individual consideration is about paying personal attention to follower differences and personal growth, and linking follower needs to the organizational mission through ongoing coaching and feedback. Inspirational motivation involves encouraging followers to believe in their ability to achieve compelling visions by inspiring and motivating them.

- H3: Leadership has a positive effect on Innovative Work Behavior.

Working from Home as Moderator

The Flexible Working Arrangement system, namely the ability of employees to make choices to design basic aspects of professional life, especially regarding where, when, and how long the work is carried out (Hill & Caroll, 2014).

- H4: The positive relationship between employee motivation and innovative work behavior is stronger because of the work from home policy.

METHODOLOGY

Based on the hypothesis compiled, the model formed is as illustrated by Figure 1.

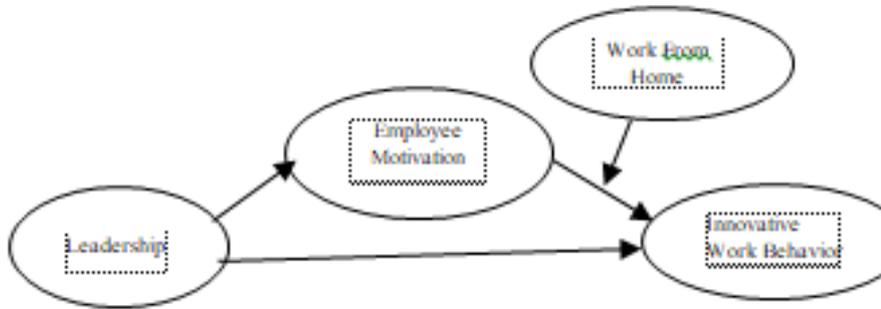


Figure 1. Conceptual Framework

Research Method

This study uses quantitative, descriptive and verification methods. Data obtained by distributing questionnaires. As many as 100 respondents of employees who have worked at home during the Covid-19 pandemic. The data obtained is processed using the SmartPLS application.

RESULT AND DISCUSSION

Respondent (Descriptive Statistic)

		Respondent Identification	
		Descriptive Statistics	
		N	%
Gender	Male	36	36
	Female	64	64
Age	18 - 25 years old	10	10
	26 - 39 years old	58	58
	40 - 59 years old	32	32
Education	High School	1	1
	Diploma (D1-D4)	7	7
	Undergraduate Degree	51	51
	Master Degree	41	41
Occupation	Civil Servants	48	48
	State Owned enterprise employee	5	5
	Private Employee	31	31
	Teacher/Lecturer	16	16
Income	< IDR 2,000,000	1	1
	IDR 2,000.000–2,500,000	6	6
	IDR 2,550.000–3,000,000	5	5
	IDR 3,050.000–5,900,000	36	36
	> IDR 6,000,000	52	52
Income when Work From Home	Still the same	70	70
	Lower than before	25	25
	Higher	2	2
	Uncertain	3	3

Measurement Model

Outer Model Test

In the initial stage, testing the PLS model aims to determine the existence of inter-construct collinearity and predictive ability of the model (Sarstedt, Ringle, & Hair, 2017). Evaluation of this model can be seen from the following indicators:

- Reliability Indicator

Reliability indicators aim to assess whether the measurement indicators for latent variables are reliable or not. Determining indicators is reliable or not can be seen from the value of outer loading of each indicator. A loading value above 0.7 indicates that the construct is able to explain more than 50% of the indicator variance (Wong, 2013).

Table 1.Final Outer Loading

Variable	Outer Loading
L 1	0.844
L 2	0.745
L 3	0.780
L 4	0.819
L 5	0.744
L 6	0.855
L 8	0.722
L 11	0.748
L 12	0.786
L 13	0.723
L 14	0.757
L 15	0.788
L 16	0.752
L 18	0.724
L 19	0.837
L 20	0.872
L 21	0.846
L 22	0.854
L 23	0.894
L 24	0.867
M 1	0.786
M 2	0.732
M 3	0.789
M 4	0.789
M 5	0.720
M 6	0.796
M 8	0.773
M 10	0.773
M 11	0.850
M 12	0.888
M 14	0.778
M 15	0.776
M 16	0.791
IWB 1	0.867
IWB 2	0.864
IWB 3	0.887
IWB 4	0.877
IWB 5	0.902
IWB 6	0.922
IWB 7	0.912
IWB 8	0.889

Variable	Outer Loading
IWB 9	0.902
IWB 10	0.902
IWB 11	0.934
IWB 12	0.893
IWB 13	0.913
IWB 14	0.834
IWB 15	0.891
IWB 16	0.882
WFH 1	0.826
WFH 2	0.763
WFH 4	0.821
WFH 5	0.837
WFH 6	0.733
WFH 7	0.851
WFH 8	0.864
WFH 9	0.828

Table 1 shows that the outer loading value for all variables are above 0.7 which means the construct is able to explain more than 50% of the indicator variance.

- Internal Consistency Reliability

Internal Consistency Reliability measures how capable indicators measure their latent constructs (Sarstedt et al., 2017). The value used is composite reliability and Cronbach's alpha. For composite reliability values, (Sarstedt et al., 2017) reveals that values between 0.6 - 0.7 are considered to have good reliability, and for the expected Cronbach's alpha value above 0.7 (Ghozali & Latan, 2015).

Table 2. Cronbach's Alpha, rho_A, Composite Reliability, and Average Variance Extracted (AVE) Value

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Leadership	0.970	0.972	0.972	0.640
Motivation	0.949	0.953	0.955	0.622
Innovative Work Behavior	0.983	0.984	0.984	0.796
Working From Home	0.928	0.932	0.941	0.666

Table 2 shows the Cronbach's alpha value obtained for all variables greater than 0.7 and for the composite reliability value the value for all variables is above 0.7, so we can assume that model is considered to have good reliability.

- Internal Consistency Reliability

Convergent validity is determined based on the principle that the measurements of a construct should be highly correlated (Ghozali & Latan, 2015). Judging from the value of Average Variance Extracted (AVE). The expected AVE value is equal to 0.5 or more, which means that the construct can explain 50% or more of the item variance. From table 1 it can be seen that the AVE value obtained for each variable is above 0.5.

- Discriminant Validity

Discriminant validity aims to determine the reflective indicator is a true good measure of the construct based on the principle that each indicator must have a high correlation to the construct. Different construct gauges should not be highly correlated (Ghozali & Latan, 2015). In the SmartPLS 3.2.8 application, the discriminant validity test was carried out using the value of cross loadings, and Fornell-Larcker Criterion (Henseler, Ringle, & Sarstedt, 2015).

Table 3. Cross Loadings

	L	M	IWB	WFH
L 1	0.844	0.694	0.534	0.465
L 2	0.745	0.641	0.507	0.400
L 3	0.780	0.669	0.520	0.354
L 4	0.819	0.649	0.476	0.424
L 5	0.744	0.526	0.442	0.387
L 6	0.855	0.705	0.515	0.491
L 8	0.722	0.729	0.656	0.502
L 11	0.748	0.676	0.631	0.531
L 12	0.786	0.624	0.584	0.580
L 13	0.723	0.537	0.452	0.293
L 14	0.757	0.558	0.502	0.337
L 15	0.788	0.613	0.536	0.390
L 16	0.752	0.607	0.541	0.374
L 18	0.724	0.595	0.606	0.371
L 19	0.837	0.636	0.626	0.529
L 20	0.872	0.685	0.659	0.586
L 21	0.846	0.689	0.668	0.603
L 22	0.854	0.649	0.632	0.522
L 23	0.894	0.688	0.629	0.561
L24	0.867	0.693	0.653	0.506
M 1	0.531	0.786	0.613	0.607
M 2	0.519	0.732	0.552	0.540
M 3	0.604	0.789	0.592	0.573
M 4	0.622	0.789	0.548	0.531
M 5	0.536	0.720	0.549	0.482
M 6	0.600	0.796	0.596	0.576
M 8	0.806	0.773	0.630	0.485
M 10	0.568	0.773	0.478	0.371
M 11	0.743	0.850	0.626	0.521
M 12	0.710	0.888	0.682	0.485
M 14	0.627	0.778	0.727	0.479
M 15	0.655	0.776	0.802	0.543
M 16	0.681	0.791	0.818	0.573
IWB 1	0.678	0.774	0.867	0.506
IWB 2	0.611	0.725	0.864	0.452
IWB 3	0.641	0.730	0.887	0.485
IWB 4	0.622	0.730	0.877	0.476
IWB 5	0.654	0.771	0.902	0.532
IWB 6	0.662	0.760	0.922	0.568
IWB 7	0.597	0.713	0.912	0.519
IWB 8	0.691	0.783	0.889	0.618
IWB 9	0.676	0.736	0.902	0.667
IWB 10	0.655	0.749	0.902	0.624
IWB 11	0.691	0.772	0.934	0.659
IWB 12	0.609	0.687	0.893	0.612
IWB 13	0.647	0.723	0.913	0.617
IWB 14	0.567	0.562	0.834	0.607
IWB 15	0.612	0.681	0.891	0.712
IWB 16	0.615	0.671	0.882	0.693
WFH 1	0.621	0.632	0.612	0.826
WFH 2	0.547	0.559	0.566	0.763
WFH 4	0.417	0.496	0.549	0.821

	L	M	IWB	WFH
WFH 5	0.364	0.436	0.472	0.837
WFH 6	0.430	0.492	0.415	0.733
WFH 7	0.455	0.542	0.498	0.851
WFH 8	0.466	0.545	0.538	0.864
WFH 9	0.467	0.573	0.580	0.828

The expected value of cross loadings is greater than 0.7 and construct correlation with the measurement item is greater than the other constructs. Table 3 shows that value of cross loadings is greater than 0.7 and construct correlation with the measurement item is greater than the other constructs, which means that each indicator correlates highly with the construct.

Another method for assessing discriminant validity in PLS is to look at the Fornell-Larcker Criterion value. If the AVE square root value of each construct is greater than the correlation value between constructs and other constructs in the model, it can be said that the model has good discriminant validity values (Fornell and Larcker, 1981 in Wong, 2013). Table 4 shows this, so it can be concluded that the model has good discriminant validity.

Table 4. Fornell-Larcker Criterion

	IWB	L	M	Moderating Effect	WFH
IWB	0.892				
L	0.718	0.800			
M	0.813	0.809	0.789		
Moderating Effect	-0.013	-0.036	0.065	1.000	
WFH	0.655	0.583	0.660	-0.037	0.816

Inner Model Test

After testing the outer model, the next step is to test the inner model or predictive ability of the model. Model prediction capabilities can be assessed from two criteria, namely the coefficient of determination (R^2), and Cross-validated redundancy (Q^2).

- Coefficient of Determination

This value is a way to assess how large an endogenous construct can be explained by exogenous constructs. The expected value is between 0 and 1.

Table 5 Coefficient of Determination

Construct	R Square	R Square Adjusted
Innovative Work Behavior	0.694	0.681
Employee Motivation	0.655	0.651

From table 5, Coefficient of determination (R^2) of this model is 0,794 which categorized the value as moderate (Ghozali & Latan, 2015).

- Cross-validated Redundancy

This value is used to know predictive relevance. Expected Q^2 value is greater than 0, indicating that model has an accurate predictive relevance to certain constructs (Sarstedt et.al., 2017).

Table 6 Cross-validated Redundancy

	SSO	SSE	Q^2
IWB	1,600.000	792.162	0.505
L	2,000.000	2,000.000	
M	1,300.000	818.487	0.370

	SSO	SSE	Q ²
Moderating Effect	100.000	100.000	
WFH	800.000	800.000	

It can be seen in table 6 that the model has a Q² value greater than 0, which means that the model has accurate predictive relevance to the construct.

Model Fit

To measure the model fit in SmartPLS, the value of the Standardized Root Mean Square Residual (SRMR) is used which is the difference between the observed correlation and the model that states the correlation matrix. Thus, it is possible to assess the magnitude of the average difference between the observed and expected correlations as the absolute size of the (model) match criteria. The expected value is a value less than 0.1 or 0.08 is a fit criterion.

Table 7 Model Fit

	Saturated Model	Estimated Model
SRMR	0.084	0,091

From table 7, SRMR of this model is 0,091, so the model can be categorized fit.

Path Coefficient

After the model has been tested, measurements of path coefficients are carried out between constructs to see the significance and strength of the relationship, as well as to test the hypothesis.

Table 8 Path Coefficient

	O	M	STDEV	T Stat	P Values
Moderating Effect (WFH)->IWB	-0.035	-0.033	0.047	0.761	0.447
L->M	0.809	0.815	0.031	26.070	0.000
L->IWB	0.137	0.134	0.129	1.067	0.287
M->IWB	0.576	0.588	0.132	4.350	0.000
WFH->IWB	0.193	0.184	0.090	2.148	0.032

Hair, et al.(2017)states that the path coefficients values range from -1 to +1, where the closer the +1 the relationship between the two constructs is stronger, and the closer the relationship to -1 indicates that the relationship is negative. For the significance seen from P Values whose value is smaller than 0.005.

H1: Leadership has a positive impact on Employee Motivation.

For the first hypothesis, from table 8, it can be seen that the path coefficient obtained for Leadership on Employee Motivation is 0.815 and P values 0.0; which means that H1 can be accepted or Leadership has a positive impact on Employee Motivation and the effect is significant.

H2: Employee Motivation has a positive impact on Innovative Work Behavior.

For the second hypothesis, also from table 8, it can be seen that the path coefficients obtained for Employee Motivation to Innovative Work Behavior is 0.588 and P values are 0.0; which means that H2 can be accepted or Employee Motivation has a positive impact on Innovative Work Behavior and the effect is significant.

H3: Leadership has a positive impact on Innovative Work Behavior.

For the third hypothesis, from Table 8 it can be seen that the path coefficient obtained for Leadership on Innovative Work Behavior is 0.134 and P values is 0.287; which means that there is not enough evidence to accept H3 or Leadership has a positive impact on Innovative Work Behavior but the effect is not significant.

Table 9 Total Effect

	O	M	STDEV	T Stat	P Values
Moderating Effect (WFH)->IWB	-0.035	-0.033	0.047	0.761	0.447
L->M	0.809	0.815	0.031	26.070	0.000
L->IWB	0.604	0.613	0.068	8.921	0.000
M->IWB	0.576	0.588	0.132	4.350	0.000
WFH->IWB	0.193	0.184	0.090	2.148	0.032

- H4: A positive relationship between employee motivation and innovative work behavior becomes stronger due to work from home policy.

Based on the Total Effect table, it can be seen that the T-statistic (0.761) < 1.96 means that the work from home policy does not moderate the effect of employee work motivation on innovative work behavior, so the hypothesis for the moderating effect is not supported. Thus it can be concluded that the policy of working from home has no effect on employee motivation to increase innovative work behavior. Furthermore, because of its negative value, it means that working from home can weaken the ability of motivated employees to increase innovative work behavior.

The discussion of this hypothesis is intended to provide problem-solving solutions so that this research can contribute to institutions or companies to survive during a pandemic.

1. The Relationship between Leadership and Employee Motivation

H1: Leadership has a positive effect on employee work motivation

The acceptance of this hypothesis indicates that there is an influence between leadership on employee work motivation. Thus, leadership that has been carried out by the head of the institution or business leadership can directly influence the creation of employee motivation. Employee motivation built by the leader or manager will make employees able to survive in increasingly fierce competition. The leaders of a company or institution must realize that motivating employees can make employees have the desire to continue to innovate. The results of this study are in line with the results of research conducted by (Noviyanti, Syofyan, & Evanita, 2019) who also found that there was a strong positive influence between leadership on employee motivation, especially when using leadership styles, supporting Alghazo & Al-Anazi's research (2016) who found transformational leadership style affects employee motivation.

2. The Relationship between Employee Motivation and Innovative Work Behavior

H2: Employee motivation has a positive effect on Innovative Work Behavior

The acceptance of this hypothesis indicates that there is a positive influence between employee motivation on innovative work behavior. Thus employee motivation obtained from the behavior of the leader can directly influence the improvement of innovative work behavior. When viewed from the respondents' answers, it can be concluded that there is a relationship between employee work motivation and innovative work behavior. Leaders of companies or institutions realize that in order to increase innovative work behavior, company leaders must first develop employee motivation. The results of this study support the statements contained in the study (Saether, 2019) which states that there is a positive influence between employee motivation and innovative work behavior and motivation is an antecedent of innovative work behavior.

3. The Relationship between Leadership and Innovative Work Behavior

H3: Leadership has a positive effect on Innovative Work Behavior

The acceptance of this hypothesis indicates that there is a positive influence between leadership on innovative work behavior. It was found in this study that the influence of leadership on innovative work behavior was greater through the motivation variable, when compared to the direct influence of leadership on innovative work behavior. Thus, a leader who increases employee motivation will find it easier to improve innovative work behavior. Innovative behavior is often equated with creative behavior. This research is in line with research (Ma & Jiang, 2018) which states that there is no single leadership style that is most appropriate to be applied but must combine leadership with psychological strengthening as a mediating variable to encourage employee creativity. Leaders of companies or

institutions are well aware that leadership is the key to the success of the company in achieving optimal innovative work behavior. The results of this study support the statements contained in the research conducted by (Sethibe&Steyn, 2018) which found that there is a strong positive relationship between leadership and all aspects of innovative work behavior. This research is also in line with research (Sethibe&Steyn, 2017) that there is a need for a combination of leadership styles to be able to realize innovative work behavior. In this study, although it was found that there was a direct influence of leadership on innovative work behavior, it was not significant. Meanwhile, if through motivation as a mediating variable, there is a leadership influence on innovative work behavior that is positive and significant. So the motivation in this study becomes a mediating variable that strengthens this relationship.

4. Work From Home Policy as Moderator

H4: The positive relationship between employee motivation and innovative work behavior is getting stronger because of the work from home policy.

The absence of this hypothesis indicates that it is found that the work from home policy does not affect employee motivation to increase innovative work behavior. However, because of its negative value, it can be interpreted that more or more work from home policies can weaken employee motivation to increase innovative work behavior. The results of this study do not fully support the statements contained in the study (Altindag&Siller, 2014) which examines the effect of flexible working arrangements on performance which shows a positive effect. From the results of this study, it was found that the influence of Work-from-Home policy was positive on innovative work behavior, but there was a negative moderating effect on the influence of motivation variables on innovative work behavior. The implication is that the Work-from-Home policy does not moderate the influence between employee motivation and innovative work behavior, indicating that the work from home policy weakens the positive relationship between employee work motivation and innovative work behavior.

This study proves that there is a positive influence between Work-from-Home policies on innovative work behavior, but the Work-from-Home policy is not a moderating variable in the influence of employee motivation on innovative work behavior. The results of this study indicate that the work from home policy does not have a moderate effect as indicated by a negative value on the moderating effect. The negative sign implies that the work from home policy is weakening the positive relationship between employee motivation and innovative work behavior. This research can prove that applying the work from home policy actually decreases the motivation of employees to have innovative work behaviors.

This study expands the existing literature by studying flexible working arrangements, the results of the analysis of the basic model in accordance with previous research that wants to improve performance (Mungania, Waiganjo, &Kihoro, 2016). First, the work from home policy reduces the non-work or unproductive habits of employees. The premise is that the work from home policy is a potential resource that makes a company or institution even more spurred on employee performance, but this is what makes companies generally less sensitive to the needs of more employees. Companies or institutions that implement work from home policies find it difficult to deal with changing employee needs. The work from home policy must be reflected by understanding the needs of employees who can be emulated by other HR developments in general.

Second, the more frequent or increased policy of working from home cannot provide employees with a better understanding of the process of creating innovation, so even without this policy employees have the motivation to innovate better in their work behavior.

Third, the investigation in this study shows that employees do not agree with the application of the work from home policy, even though ErdenBayazit&Bayazit (2019) found that flexible working arrangements can reduce work-life conflicts. This is indicated by the existence of questions that are considered unreliable regarding the policy of working from home, namely questions related to the level of desire to work anywhere. There were several respondents who answered low to this question. Even though the respondents in this study were more female, the results showed that it was not in line with previous research (Kim & Gong, 2016) that more female employees expected work from home.

CONCLUSION

From the results of this study it can be concluded that leadership has a positive effect on motivation, motivation has a positive effect on innovative work behavior, leadership also has a positive influence on innovative work behavior, motivation mediates the relationship between leadership and innovative work behavior. However, the influence of employee motivation on innovative work behavior will not actually be strengthened if the work from home policy is implemented.

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