

THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP AND INTRAPRENEURSHIP BEHAVIOR ON INNOVATIVE WORK BEHAVIOR IN THE BUSINESS SUPPORT DIRECTORATE OF TIC (TESTING, INSPECTION, CONSULTATION) COMPANIES IN INDONESIA

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ABSTRACT

This study explores the influence of transformational leadership and intrapreneurship behavior on innovative work behavior within the Business Support Directorate of a TIC (Testing, Inspection, Consultation) company in Indonesia. The organization is undergoing a significant transformation in response to rapid global changes and the need for innovation. Through a quantitative explanatory research approach, data was collected from permanent employees using a total population sampling method. Multiple linear regression analysis revealed that both transformational leadership and intrapreneurship behavior positively influence innovative work behavior. In particular, intrapreneurship behavior exhibited a stronger impact. The study highlights the importance of fostering leadership and intrapreneurial qualities to drive innovation and maintain a competitive edge in the TIC industry. The findings offer practical recommendations to enhance organizational innovation, employee engagement, and adaptability for sustainable business success.

KEYWORDS Transformational Leadership, Intrapreneurship Behavior, Leadership Impact



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INTRODUCTION

Currently, the world is entering a transition period from pandemic to endemic, and economic and industrial sectors, including in Indonesia, are recovering. Rapid global change is a challenge and opportunity for companies, including Surveyor Indonesia, which together with ID Survey is one of the top assurance groups in Asia Pacific. To answer this challenge, innovation and intrapreneurship are the main

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focus, supported by management that is committed to the transformation of innovation values to all employees.

Building intrapreneurship requires an organizational environment that encourages innovation and full support from management. Companies must adopt an ideal long-term strategy to survive and thrive amidst market changes. Organizational transformation, especially in structure, is needed to overcome the challenge of fragmentation of decision-making, which has been hampering efficiency and innovation. TIC (Testing, Inspection, Consultation) Company is committed to developing a long-term transformation roadmap 2020-2024 to create a more agile and adaptive organization.

The COVID-19 pandemic has had a major impact on the company's operations and finances, forcing the company to accelerate business transformation. In 2021, TIC established the Strategic Transformation Office to manage the transformation process, focusing on business portfolio management, organizational structure changes, and asset and human resource optimization. The role of transformational leaders is emphasized to motivate employees, encourage intrapreneurship, and ensure the success of the transformation.

Through the concept of "New Ways of Working", TIC focuses on developing human capabilities as a key asset. This transformation has improved the company's financial performance with a CAGR of 8.72% in 2020-2023, higher than the TIC industry average in Asia Pacific. To maintain this momentum, the company continues to drive innovation and collaboration across all work units.

Surveys on employee engagement and satisfaction show positive improvements, although challenges remain in the areas of leadership and career development. Therefore, companies need to create more space for innovation and ensure that employees are actively involved in the transformation process. Management support through rewards and recognition of employee contributions is essential to encourage innovative behavior and achieve long-term company sustainability.

A TIC (Testing, Inspection, Consultation) company is undergoing an organizational transformation with a focus on five main agendas, namely Business & Portfolio Management, Business Processes, Human Resources & Capabilities, Communication Strategy, and Asset Optimization. Transformational leadership is expected to inspire and motivate employees to innovate, while the change from a silo-based organizational structure to a matrix is expected to improve efficiency and cross-functional collaboration. However, the effectiveness of these changes and the influence of transformational leadership on employee innovative behavior still need to be evaluated. This study aims to analyze the influence of transformational leadership and intrapreneurial behavior on employee innovative behavior in the Business Support Directorate of TIC Company, with the hope of providing practical recommendations that support a culture of innovation and adaptation to sustainably improve the company's competitiveness.

There are several previous studies that examine the effect of Transformational Leadership and Intrapreneurship Behavior on Innovative Work Behavior. Previous research has discussed the influence of transformational leadership and intrapreneurial behavior on innovative work behavior, with various studies showing

that transformational leadership affects innovation through mediation such as knowledge sharing, work enthusiasm, and learning organizational culture. Some studies have also found that innovative culture and organizational learning play an important role in improving firm performance. However, research that specifically explores the influence of transformational leadership and intrapreneurial behavior on innovative work behavior in the Business Support Directorate of TIC companies in Indonesia has not been conducted, thus becoming the focus of this study.

The research hypothesis is a temporary statement that needs to be tested for validity. Hypotheses reveal the relationship between variables, usually consisting of independent and dependent variables, which must be tested empirically. In this study, the hypothesis examines the relationship between transformational leadership and intrapreneurial behavior as independent variables, with innovative work behavior as the dependent variable in the Business Support Directorate of TIC Company. Based on the literature review, the three hypotheses proposed are: (1) transformational leadership has a positive effect on innovative work behavior; (2) intrapreneurial behavior has a positive effect on innovative work behavior; and (3) the two variables together have a positive effect on innovative work behavior.

Based on this, the researcher aims to identify areas that need to be improved to encourage a more innovative and adaptive work culture in TIC (Testing, Inspection, Consultation) Company. This research is not only important to understand how innovation and empowerment can be improved, but also to provide practical recommendations that can help companies achieve sustainable competitive advantage. Transformational leadership and intrapreneurship behavior have great potential to encourage work innovation behavior in TIC (Testing, Inspection, Consultation) Company. However, to achieve optimal results, companies need to ensure that all employees feel supported and empowered to innovate. Researchers conducted quantitative research by conducting a survey with the title "The Influence of Transformational Leadership and Intrapreneurship Behavior on Innovative Work in the Business Support Directorate at Tic (Testing, Inspection, Consultation) Company in Indonesia."

RESEARCH METHOD

The research approach used in this research is the explanatory method, which aims to explain the influence between variables with a quantitative approach. This approach involves numerical data collection and statistical analysis to test the proposed hypothesis. The data collection technique was carried out through a questionnaire, in which respondents were asked to answer questions based on a Likert scale. This scale is used to measure the intensity of respondents' agreement with the statements given.

In this study, data was collected from permanent employees in the Business Support Directorate of TIC (Testing, Inspection, Consultation) Company, using the total population sampling technique. This method ensures that the entire employee population is involved in data collection. Data analysis was conducted through multiple linear regression tests to determine the relationship between the independent variables (Transformational Leadership and Intrapreneurship Behaviour) and the dependent variable (Innovative Work Behaviour).

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Data analysis includes classical assumption tests to ensure the validity of the regression model, including multicollinearity tests, hypothesis testing with the t test, and simultaneous testing with the F test. The coefficient of determination (R^2) is used to measure the model's ability to explain variations in the dependent variable. Researchers also use adjusted R^2 to evaluate the best regression model in explaining the relationship between variables. The results of this analysis are expected to provide a deep understanding of the effect of the independent variable on the dependent variable.

RESULT AND DISCUSSION

The research was conducted in the Business Support Directorate of a TIC Company in Indonesia by involving the entire population of 87 respondents, using a saturated sample technique. The selection of respondents in this directorate was based on their role in drafting the company's transformation regulations. From the analysis, the majority of respondents were aged 25-35 years (58.75%), with a relatively balanced gender ratio between men (55%) and women (45%). Most respondents have a tenure of between 5-10 years (48.75%), while there are no respondents with a tenure of less than 1 year.

Validity and Reliability Test Results

a. Validity Test Results

Variables	Statement	r count	r table	Description
Transformational Leadership (X1)	TL1	0,773	0,219	Valid
	TL2	0,829	0,219	Valid
	TL3	0,832	0,219	Valid
	TL4	0,840	0,219	Valid
	TL5	0,836	0,219	Valid
	TL6	0,757	0,219	Valid
	TL7	0,817	0,219	Valid
	TL8	0,832	0,219	Valid
Intrapreneurship Behavior (X2)	IB1	0,743	0,219	Valid
	IB2	0,620	0,219	Valid
	IB3	0,770	0,219	Valid
	IB4	0,780	0,219	Valid
	IB5	0,828	0,219	Valid
	IB6	0,747	0,219	Valid
	IB7	0,856	0,219	Valid
	IB8	0,828	0,219	Valid
	IB9	0,649	0,219	Valid
Innovative Work Behavior (Y)	IBW1	0,512	0,219	Valid
	IBW2	0,663	0,219	Valid
	IBW3	0,771	0,219	Valid
	IBW4	0,793	0,219	Valid
	IBW5	0,784	0,219	Valid

IBW6	0,843	0,219	Valid
IBW7	0,802	0,219	Valid
IBW8	0,847	0,219	Valid
IBW9	0,771	0,219	Valid

This validity test uses *pearson correlation*, namely by calculating the correlation between values obtained from questionnaire questions. Validity test criteria by comparing r_{hitung} and r_{tabel} , where items can be declared valid or valid if the value of $r_{hitung} > r_{tabel}$ with a significance value of 0.05. To measure r_{tabel} from the number of research samples as many as 80 respondents, the df (N-2) value is 78, with the provisions of r_{tabel} at a significance value of 0.05 through a two-way test so that a value of r_{tabel} of 0.219.

In the table above, it can be seen that the calculated r value on the transformational leadership (X1), intrapreneurship behavior (X2), and innovative work behavior (Y) variables is greater than the r table value of 0.219, so it can be declared valid as a measuring instrument for the variables studied and can be used in further tests.

b. Reliability Test

Variables	Cronbach's Alpha	Determination Value	Description
Transformational Leadership (X1)	0,927	0,60	Reliable
Intrapreneurship Behavior (X2)	0,906	0,60	Reliable
Innovative Work Behavior (Y)	0,901	0,60	Reliable

The reliability test used the *Cronbach alpha* method, where the provisions used for the *Cronbach alpha* value > 0.60 . If the *Cronbach alpha* number is close to one, the higher the reliability. From the table above, it is known that the *Cronbach's Alpha* value of the transformational leadership (X1), intrapreneurship behavior (X2), and innovative work behavior (Y) variables is greater than the value of the provision, namely 0.60. So all respondents' answers were consistent in answering statements that measured the research variables on the questionnaire. So it can be said to be reliable and can continue the next test.

Classical Assumption Test Results

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		80
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.75523426
Most Extreme Differences	Absolute	.098
	Positive	.048
	Negative	-.098
Test Statistic		.098
Asymp. Sig. (2-tailed)		.155 ^c

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.

To find out whether the data in the regression model can be said to be normal, it can be seen through the Kolmogorov Smirnov (K-S) test. It can be seen from the Kolmogorov Smirnov value which is more than 0.05, meaning that the residual data is normally distributed. From the table above, it is known that the asymp.sig (2-tailed) p-value is greater than 0.05, namely $0.155 > 0.05$. In the table, the value of Asymp Sig. (2 tailed) to compare with the density value ($\alpha = 0.05$). From the Asymp,Sig.(2 Tailed) value of 0.155, it can be concluded that the data used in this study are normally distributed data. So that this data can be tested further.

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Multicollinearity Test

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	8.278	3.547		2.334	.022		
	Transformational Leadership	.358	.065	.444	5.546	.000	.996	1.004
	Intrapreneurship Behaviour	.473	.065	.587	7.329	.000	.996	1.004

a. Dependent Variable: Innovative Work Behaviour

From the table above, it can be seen that the tolerance value of the transformational leadership variable is 0.996 which is greater than 0.10 and the VIF value of the transformational leadership variable is 1.004 which is less than 10. For the intrapreneurship behavior variable, the tolerance value is 0.996 which is greater than 0.10 and the VIF value of 1.004 is less than 10. This shows that the two independent variables of this study have a tolerance value greater than 0.1 and a VIF value smaller than 10, which means that the regression model does not occur multicollinearity or there is no correlation between variables.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.861	2.207		.843	.402
	Transformational Leadership	-.009	.040	-.025	-.217	.828
	Intrapreneurship Behaviour	-.005	.040	-.013	-.118	.906

a. Dependent Variable: Abs_Res

In this test there are provisions that if the result $\text{sig} > 0.05$ indicates that there are no symptoms of Heteroscedasticity and it can be concluded that a good model is that there is no Heteroscedasticity. If the probability value $\text{sig} > 0.05$ then there are no symptoms of heteroscedasticity in the regression model. From the table above, it can be seen that the significance value (Sig.) on the transformational leadership variable (X1) of 0.828 shows that it is more than 0.05 ($\text{Sig.} > 0.05$). The intrapreneurship behavior variable (X2) of 0.906 shows that it is more than 0.05 ($\text{Sig.} > 0.05$). This means that the variables in this model are safe from heteroscedasticity or no heteroscedasticity occurs.

Hypothesis Test Results

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.278	3.547		2.334	.022
	Transformational Leadership	.358	.065	.444	5.546	.000
	Intrapreneurship Behaviour	.473	.065	.587	7.329	.000

a. Dependent Variable: Innovative Work Behaviour

From the *Coefficients* table above, the regression equation results are as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$$

$$Y = 8.278 + 0.358X_1 + 0.473X_2 + e$$

Based on the linear regression test results above, it can be interpreted as follows:

The constant value is 8.278, meaning that if the value of the independent variables (transformational leadership and intrapreneurship behavior) is equal to 0, the value of innovative work behavior is 8.278. While the transformational leadership coefficient value is 0.358, meaning that if the transformational leadership variable increases by 1 number, it will increase the innovative work behavior variable by 0.358. This shows that the transformational leadership variable contributes positively to innovative work behavior.

The coefficient value of intrapreneurship behavior is 0.473, meaning that if the intrapreneurship behavior variable increases by 1 number or 1%, it will increase the innovative work behavior variable by 0.473 or 47.3%. This shows that the intrapreneurship behavior variable contributes positively to innovative work behavior. Judging from this beta value, it can be seen that the intrapreneurship behavior variable has the largest contribution compared to the transformational leadership variable. From this equation, it can be concluded that transformational leadership and intrapreneurship behavior have a positive effect on innovative work behavior.

Test t

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.278	3.547		2.334	.022
	Transformational Leadership	.358	.065	.444	5.546	.000
	Intrapreneurship Behaviour	.473	.065	.587	7.329	.000

a. Dependent Variable: Innovative Work Behaviour

a. Effect of Transformational Leadership (X1) on Innovative Work Behavior (Y)

Based on the table above, the resulting value t_{hitung} for the transformational leadership variable (X1) of 5.546. Then the value is compared with the value t_{tabel} derived from the calculation of $df = (n-k-1)$ or $(80-2-1)$ then obtained 77 with a significance of 0.05 of 1.664. If $t_{count} > t_{table}$ then there is a significant influence between X1 and Y, and vice versa if $t_{count} < t_{table}$ then there is no significant influence between X1 and Y, in this $t_{count} = 5.546 > t_{table} = 1.664$. This means that there is an influence between transformational leadership on innovative work behavior.

Furthermore, it is also seen that the probability value of t, namely sig. is 0.000 while the significant level α previously set is 0.05, then the sig value of $0.000 < 0.05$, meaning that there is a significant influence between transformational leadership on innovative work behavior.

b. Effect of Intrapreneurship Behavior (X2) on Innovative Work Behavior (Y)

Based on the table above, the resulting value t_{hitung} for the intrapreneurship behavior variable (X1) of 7.329. With then the value is compared with the value t_{tabel} derived from the calculation of $df = (n-k-1)$ or $(80-2-1)$ then obtained 77 with a significance of 0.05 of 1.664. If $t_{count} > t_{table}$ then there is a significant influence between X2 and Y, and vice versa if $t_{count} < t_{table}$ then there is no significant influence between X2 and Y, in this $t_{count} = 7.329 > t_{table} = 1.664$. This means that there is an influence between intrapreneurship behavior on innovative work behavior.

Furthermore, it is also seen that the probability value of t, namely sig. is 0.000 while the significant level α previously set is 0.05, then the sig value of $0.000 < 0.05$, meaning that there is a significant influence between intrapreneurship behavior on innovative work behavior.

Test f

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	252.001	2	126.000	39.863	.000 ^b
	Residual	243.387	77	3.161		
	Total	495.387	79			

a. Dependent Variable: Innovative Work Behaviour

b. Predictors: (Constant), Intrapreneurship Behaviour, Transformational Leadership

Based on the table above, the calculated f value for the transformational leadership and intrapreneurship behavior variables is 39.863 for an error of 5% two-party test and $dk = n - k - 1$ ($80 - 2 - 1 = 77$), obtained f table 3.12. If $f_{count} > f_{table}$ then there is a significant influence between X1 and X2 on Y, and vice versa if $f_{count} < f_{table}$ then there is no significant influence between X1 and X2 on Y, in this case $f_{count} = 39.863 > f_{table} = 3.12$. This means that there is a positive influence between transformational leadership and intrapreneurship behavior on innovative work behavior.

Furthermore, it can also be seen that the probability value of f, namely sig, is 0.000 while the previously set α significance level is 0.05, so the sig value of 0.000 $< \alpha$ 0.05, so that H_0 is rejected, this means that there is a significant positive influence between transformational leadership and intrapreneurship behavior on innovative work behavior.

Determination Coefficient Test

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.713 ^a	.509	.496	1.77788

a. Predictors: (Constant), Intrapreneurship Behaviour, Transformational Leadership

b. Dependent Variable: Innovative Work Behaviour

From the table above, it can be seen in the table the acquisition of the *R Square* value in the coefficient of determination test is 0.509. This means that the independent variables, namely transformational leadership and intrapreneurship behavior (X) can contribute an influence of 50.9% to the variable innovative work behavior (Y), while the remaining 49.1% is influenced by other variables not in this study.

Discussion of Research Results

Effect of Transformational Leadership on Innovative Work Behavior

Based on the results of data analysis, transformational leadership (X1) has a significant influence on innovative work behavior (Y). Transformational leadership is identified through eight statements (TL1 to TL8) with calculated r values ranging from 0.757 to 0.840, all of which exceed the r table value of 0.219, indicating high

validity. The reliability test also showed strong results with a Cronbach's Alpha value of 0.927, well above the 0.60 cut-off.

The results of hypothesis testing through the t-test show a t-count value of 5.546, which is greater than the t-table of 1.664 ($5.546 > 1.664$), and a significance value of 0.000, which is smaller than 0.05 ($0.000 < 0.05$). This indicates that transformational leadership contributes significantly to increasing innovative work behavior. Leaders who apply a transformational leadership style can inspire and motivate employees to think creatively and innovatively, increasing their ability to create new solutions and improve work processes.

Effect of Intrapreneurship Behavior on Innovative Work Behavior

Intrapreneurship behavior (X2) also showed a significant positive influence on innovative work behavior (Y). This variable was measured through nine statements (IB1 to IB9) with calculated r values ranging from 0.620 to 0.856, all higher than the r table of 0.219, confirming the validity of the measuring instrument. The reliability test showed a Cronbach's Alpha value of 0.906, signifying high consistency in respondents' answers.

Hypothesis testing through the t-test resulted in a t-count value of 7.329, which is greater than the t-table of 1.664 ($7.329 > 1.664$), and a significance value of 0.000, which is smaller than 0.05 ($0.000 < 0.05$). This shows that intrapreneurial behavior significantly affects innovative work behavior. Employees who possess intrapreneurial traits tend to be more proactive in identifying new opportunities, taking measured risks, and innovating in their work, thus driving an overall increase in innovative performance in the workplace.

The Effect of Transformational Leadership and Intrapreneurship Behavior on Innovative Work Behavior

The results of linear regression analysis show that the two independent variables, transformational leadership (X1) and intrapreneurship behavior (X2), together have a positive and significant effect on innovative work behavior (Y). The F-count value of 39.863 is greater than the F-table of 3.12 ($39.863 > 3.12$), and the significance value of 0.000 is less than 0.05 ($0.000 < 0.05$), indicating a significant influence of the two variables on innovative work behavior.

The regression equation obtained is:
$$Y = 8,278 + 0,358X_1 + 0,473X_2 + e$$

The regression coefficient shows that transformational leadership has a positive contribution of 0.358 to innovative work behavior, while intrapreneurship behavior has a greater contribution of 0.473. This means that every one unit increase in transformational leadership will increase innovative work behavior by 0.358 units, while a one unit increase in intrapreneurship behavior will increase innovative work behavior by 0.473 units.

The coefficient of determination (R^2) test of 0.509 indicates that 50.9% of the variability in innovative work behavior can be explained by the two independent variables, while the remaining 49.1% is influenced by other factors not included in this study.

CONCLUSION

This study concludes that transformational leadership and intrapreneurship behavior have a significant influence on innovative work behavior in the Business Support Directorate of a TIC Company in Indonesia. Transformational leadership is proven to inspire employees to think creatively and innovatively, while intrapreneurial behavior also plays an important role in encouraging innovation in the workplace. The combination of the two factors together increases innovative work behavior with significant contributions based on regression analysis.

To increase innovative work behavior, companies are advised to develop transformational leadership programs, create an environment that supports intrapreneurial behavior, and facilitate collaboration and open communication between functions. In addition, regular evaluation of leadership programs and intrapreneurial behaviors is needed to continuously optimize results. Support in the form of resources and access to the latest technology are also important so that employees can effectively implement innovative ideas.

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