

**THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP TOWARDS
INNOVATIVE WORK BEHAVIOR MEDIATED BY MOTIVATION TO
LEARN:
A STUDY AT PT. AAM YOGYAKARTA**

Thesis



Compiled By:

Korvilina R. Alamanda

17122818

**INTERNATIONAL BUSINESS MANAGEMENT PROGRAM
FACULTY OF BUSINESS AND ECONOMICS
ATMA JAYA YOGYAKARTA UNIVERSITY
2021**



UNIVERSITAS ATMA JAYA YOGYAKARTA
Fakultas Bisnis dan Ekonomika

Letter of Statement

No. 694/J/I

Based on the Thesis Defense results that has been held on Monday, 5 July 2021 with the following examiners:

- | | |
|---|----------|
| 1. M. Parnawa Putranta, MBA., Ph.D. | Chairman |
| 2. Tegar Satya Putra, SE., M.Sc. | Member |
| 3. Debora Wintriarsi H, SE., MM., M.Sc. | Member |

The examiners team has decided that:

Name : Korvilina Rheeabita Alamanda
Student Number : 171223818
Program : International Business Management

Has passed

Thesis Revision

The thesis revision has been reviewed and confirmed by all examiners.

This letter of statement is made for Yudisium/Graduation of Bachelor of Management in Faculty of Business and Economics Universitas Atma Jaya Yogyakarta.

Dean,



Drs. Budi Suprpto, MBA., Ph.D

APPROVAL PAGE

THESIS

Compiled By:

KORVILINA RHEEABITA ALAMANDA

171223818

TITLED:

**THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP TOWARDS
INNOVATIVE WORK BEHAVIOR MEDIATED BY MOTIVATION TO
LEARN:**

A STUDY AT PT. AAM YOGYAKARTA

2021

Approved by the Advisor to be proposed to Atma Jaya University Yogyakarta
Yogyakarta, 12th June 2021

Thesis Advisor



Tegar Satya Putra, SE., M.Sc

AUTHENTICITY ACKNOWLEDGEMENT

The one who signed below:

NAME : Korvilina Rheeabita Alamanda
STUDENT NUMBER : 171223818
MAJOR : International Business Management
FACULTY : Business and Economics
THESIS TITLE : The Influence of Transformational Leadership
Towards Innovative Work Behaviour Mediated by
Motivation to Learn: A Study at PT. AAM Yogyakarta

Stating that this thesis that has been completed is my own work and does not contain the work of others except for some parts that require it as a reference with the proper procedures for writing scientific papers.

Yogyakarta, June 12th 2021



Korvilina R. Alamanda

ACKNOWLEDGEMENT

It is with great and genuine pleasure to express my deep sense of thanks and gratitude to everyone involved in helping me fulfil this thesis as one of the academic requirements in order to complete and obtain my Bachelor's Degree in the International Business Management Program of Universitas Atma Jaya Yogyakarta. The title proposed for this thesis is:

**THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP TOWARDS
INNOVATIVE WORK BEHAVIOR MEDIATED BY MOTIVATION TO
LEARN:
A STUDY AT PT. AAM YOGYAKARTA**

I have learned tremendously during the writing of this thesis due to the help of several people for their endless support in the completion of this thesis. I would like to express my deep sense of thanks to:

1. My thesis advisor, Mr. Tegar Satya Putra, SE., M.Sc for believing in me and guiding me with patience throughout my thesis writing process.
2. My family, my father, mother, and sisters, Aya and Anggi. Despite all of us living in different countries, I never stopped feeling the love and

encouragement through every single struggle and achievement. I appreciate every single one of you.

3. My friends from the International Business Management Program, Abel, Devina, Aryo, Prita, Aldriant, Monica, Rivando, Adinda, Nicholas, Angel, Devi, Stefanny, and Distra for accompanying me and motivating me to complete my thesis as well as making my 4 years of university memorable.
4. My friends and the special people involved outside university, Audra, Saania, Ahmed, and Cindy for the constant love, help, and support. I am forever grateful to have you all by my side.

Finally, the writer of this thesis realizes it is still not perfect and the writer accepts wholeheartedly every criticism and suggestions that will help improve the knowledge and the overall improvement of this study for future research needed.

Yogyakarta, June 11th 2021



Korvilina R. Alamanda

TABLE OF CONTENTS

| | |
|------------------------------------|------|
| TITLE PAGE | i |
| APPROVAL PAGE | ii |
| AUTHENTICITY ACKNOWLEDGEMENT | iv |
| ACKNOWLEDGEMENT | v |
| TABLE OF CONTENTS..... | vii |
| LIST OF TABLES AND FIGURES..... | xi |
| LIST OF APPENDIXES | xii |
| ABSTRACT..... | xiii |
| CHAPTER I..... | 1 |
| INTRODUCTION..... | 1 |
| 1.1 Research Background..... | 1 |
| 1.2 Problem Identification | 3 |
| 1.3 Research Scope | 4 |
| 1.4 Research Objectives | 4 |
| 1.5 Research Benefits | 4 |
| CHAPTER II..... | 6 |
| LITERATURE REVIEW..... | 6 |

| | |
|--|-----------|
| 2.1 Theoretical Background | 6 |
| 2.1.1 Leadership | 6 |
| 2.1.2 Transformational Leadership | 8 |
| 2.1.3 Motivation to Learn | 9 |
| 2.1.4 Innovative Work Behaviour | 11 |
| 2.2 Previous Studies | 12 |
| 2.3 Hypothesis Development | 15 |
| 2.3.1 The Direct Relationship between Transformational Leadership and Innovative Work Behaviour | 15 |
| 2.3.2 Motivation to Learn as a Mediating Factor of Innovative Work Behaviour | 16 |
| 2.4 Conceptual Framework | 17 |
| CHAPTER III | 18 |
| RESEARCH METHODOLOGY | 18 |
| 3.1 Research Type | 18 |
| 3.2 Research Location | 18 |
| 3.3 Sample | 19 |
| 3.4 Sampling Method | 20 |
| 3.5 Data Collection and Measurement Methods | 21 |

| | | |
|----------------------|---|-----------|
| 3.5.1 | Transformational leadership..... | 22 |
| 3.5.2 | Innovative work behaviour | 24 |
| 3.5.3 | Motivation to learn..... | 25 |
| 3.5.4 | Demographics | 25 |
| 3.6 | Research Instrument Testing Methods..... | 27 |
| 3.6.1 | Validity Test..... | 27 |
| 3.6.2 | Reliability Test..... | 28 |
| 3.7 | Data Analysis Method..... | 28 |
| 3.7.1 | Descriptive Analysis and Statistic..... | 28 |
| 3.7.2 | Regression Analysis..... | 29 |
| CHAPTER IV | | 31 |
| DATA ANALYSIS | | 31 |
| 4.1 | Research Results | 31 |
| 4.2 | Measuring Instrument..... | 31 |
| 1.2.1 | Validity Test Result | 31 |
| 4.2.2 | Reliability Test Result..... | 34 |
| 4.3 | Descriptive Analysis | 34 |
| 4.4 | Descriptive Statistic..... | 38 |
| 4.5 | Linear Regression | 41 |

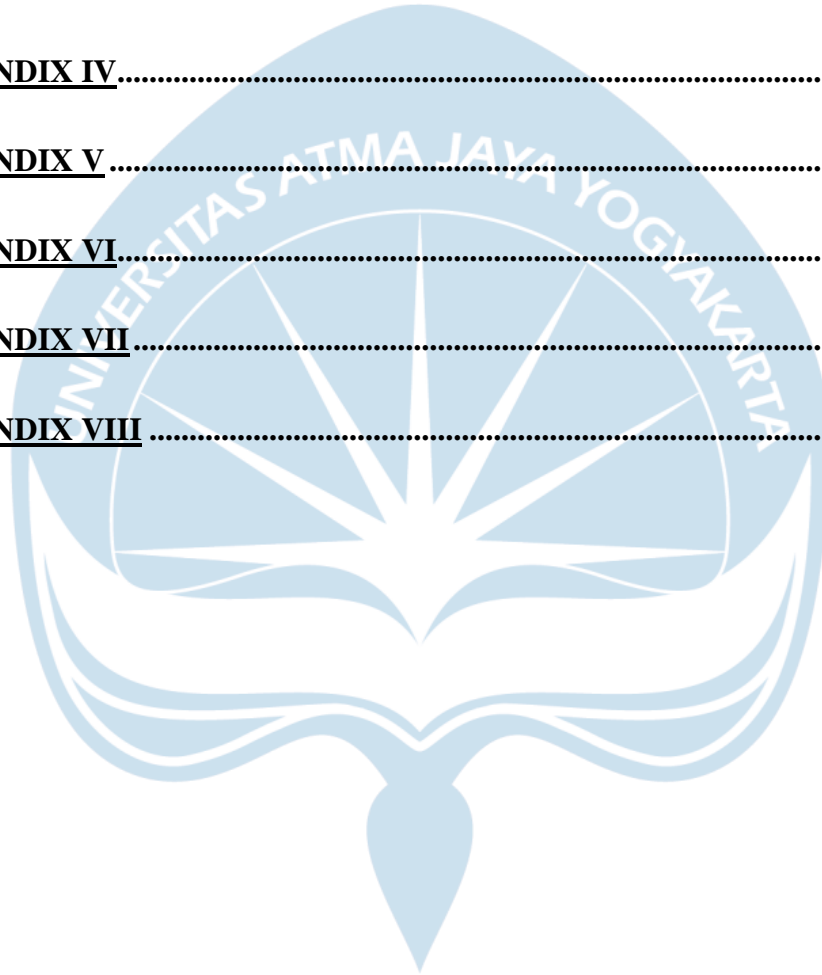
| | |
|---|-----------|
| 4.5.1 The Influence of Transformational Leadership Towards Innovative Work Behaviour | 42 |
| 4.5.2 Motivation to Learn Mediates the Relationship Between Transformational Leadership and Innovative Work Behaviour | 43 |
| 4.6 Discussion..... | 45 |
| 4.6.1 Transformational leadership positively influences innovative work behaviour (H1) | 45 |
| 4.6.2 Motivation to learn mediates the relationship between transformational leadership and employees' innovative work behaviour (H2) | 46 |
| CHAPTER V | 47 |
| CONCLUSION..... | 47 |
| 5.1 Conclusion..... | 47 |
| 5.2 Managerial Implication | 48 |
| 5.3 Research Limitations | 49 |
| 5.4 Future Research Suggestion..... | 49 |
| REFERENCES..... | 50 |

LIST OF TABLES AND FIGURES

| | |
|---|----|
| Table 2.1: Previous Studies..... | 13 |
| Table 3.1: Transformational Leadership Questionnaire..... | 22 |
| Table 3.2: Innovative Work Behaviour Questionnaire | 24 |
| Table 3.3: Motivation to Learn Questionnaire..... | 25 |
| Table 3.4: Demographic Questionnaire | 26 |
| Table 4.1: Validity Test Result | 31 |
| Table 4.2: Reliability Test Result | 34 |
| Table 4.3: Descriptive Analysis | 35 |
| Table 4.4: Descriptive Statistic | 38 |
| Table 4.5: Transformational Leadership and Innovative Work Behaviour Regression | 42 |
| Table 4.6: Transformational Leadership and Motivation to Learn Regression | 43 |
| Table 4.7: The Effect of Motivation to Learn as a Mediation Between Transformational Leadership and Innovative Work Behaviour..... | 42 |
| Figure 2.1: Conceptual Framework | 17 |
| Figure 4.1: The Effect of Motivation to Learn as a Mediation Between Transformational Leadership and Innovative Work Behaviour..... | 44 |

LIST OF APPENDIXES

| | |
|-----------------------------------|-----|
| <u>APPENDIX I</u> | 57 |
| <u>APPENDIX II</u> | 66 |
| <u>APPENDIX IV</u> | 77 |
| <u>APPENDIX V</u> | 93 |
| <u>APPENDIX VI</u> | 100 |
| <u>APPENDIX VII</u> | 106 |
| <u>APPENDIX VIII</u> | 109 |



**THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP TOWARDS
INNOVATIVE WORK BEHAVIOR MEDIATED BY MOTIVATION TO
LEARN: A STUDY AT PT. AAM YOGYAKARTA**

Korvilina Rheeabita Alamanda

171223818

ABSTRACT

The purpose of this research is to see the influence of transformational leadership towards innovative work behaviour with motivation to learn as a mediation at PT. AAM Yogyakarta, due to the changes through the phenomenon of industry 4.0. More specifically, how much of an influence and how transformational leadership positively affects innovative work behaviour especially with how motivated the employees are to learn. This research is expected to give a deeper understanding of the importance of transformational leadership in a company.

This research was done using a quantitative method, which results in statistical calculation forms. The data used were collected from questionnaires given to a minimum of 30 full time employees of PT. AAM Yogyakarta due to their longer experience working in the company as well as familiarity with the company and its operations. The result of this research indicated that transformational leadership does affect innovative work behaviour positively especially with the presence of motivation to learn as a mediation.

Keywords: *transformational leadership, innovative work behaviour, motivation to learn*