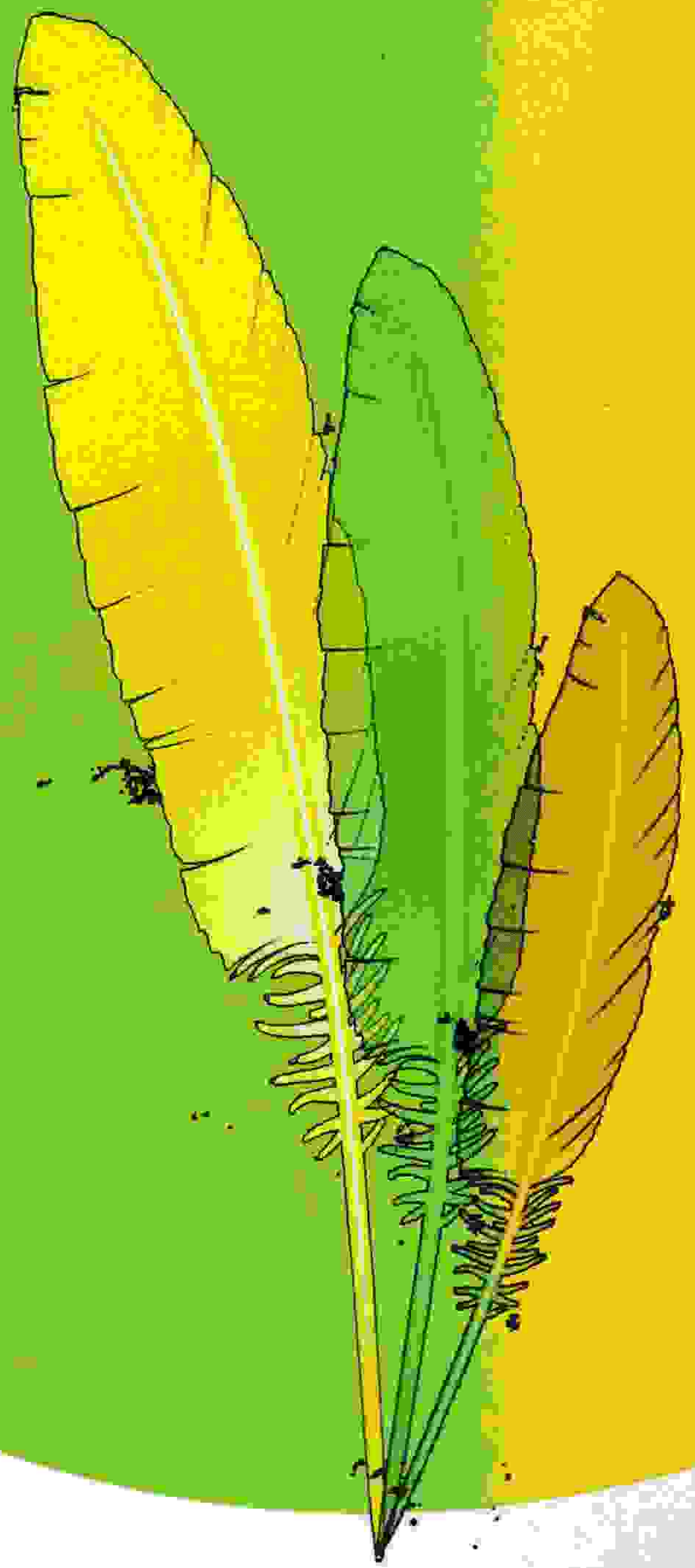
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Jl. Mayjen Haryono No. 165 Malang. Phone. +62-341-558224, 562154 Fax. +62-341-558224
Email: jurnaljam@gmail.com, jurnaljam@ub.ac.id Website: www.jurnaljam.ub.ac.id

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EFFECT OF LEADER MEMBER EXCHANGE AND PERCEIVED ORGANIZATIONAL SUPPORT ON INNOVATIVE WORK BEHAVIOR OF STAR RATED HOTEL EMPLOYEES

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Oscarius Yudhi Ari Wijaya
Management Study Program - Academy of Secretary and Management Indonesia (ASMI) Surabaya

Abstract: This research aimed to determine the effect of Leader-Member Exchange (LMX) on Innovative Work Behavior (IWB) mediated by Perceived Organizational Support (POS) variable. This research used purposive sampling as a sampling technique. Samples of this study were 243 star rated hotel employees in Surabaya of the non-managerial level. Data collection was done by distributing a questionnaire. All returned questionnaires were analyzed using GCSA-based Structural Equation Modeling. The results revealed that LMX had a positive and significant effect on POS, POS had a positive and significant effect on IWB, and LMX had a positive and significant effect on IWB.

Keywords: *Leader-Member Exchange, Perceived Organizational Support, Innovative Work* Behavior

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Corresponding Author: Oscarius Yudhi Ari Wijaya, Management Study Program- Academy of Secretary and Management Indonesia (ASMI) Surabaya, E-mail: artaprima@gmail. com, *DOI: http://dx.doi.org/ 10.21776/ub.jam.2018. 016.04.03*

Many factors determine the success of a company to survive in a business competition, one of which is innovation (Danaei and Iranbakhsh, 2016). The primary purpose of innovation is to obtain a competitive advantage for a company (Conto et al., 2016, Popa, et al., 2011, and Porter, 1992). Concerning the hospitality industry, continuous innovation is a significant factor needed to compete in a highly competitive market, since innovation is an aspect that is easily imitated (Crick and Spencer, 2011, Dzhandzhugazova *et al.*, 2016, and Najda-Janoszka and Kopera, 2014). Hotels must always be creative and innovative in their services, processes, and procedures, resulting from increasing market competitiveness (Danaei and Iranbakhsh, 2016). The hotel industry has various alternatives to determine services or products that can provide added value to customers (Verma et al., 2002). Hotels must consider added benefit for customers before introducing an innovation in a service or product (Victorino et al., 2005). Thus, innovation can be assumed as a major influence in improving hotel operational (Oktavio, 2017 and Wong andLadkin, 2008).

One of a company's efforts to make innovation becomes a work culture is through increasing employee creativity that can lead to the ability to innovate (Jong and Hartog, 2007,Tushmanand Nadler, 1986, andUrbancova, 2013). Nowadays, many practitioners and academics view innovation spirit possessed by employees as a factor that influences company success (Axtell, et al., 2000, Garcia-

Morales, et al., 2008,Urbancova, 2013, and Ven, 1986). Theory of innovation states that creativity is a foundation of innovation implementation (Amabile and Pratt, 2016). One concept that links innovation and employee behavior is "innovative work behavior" (IWB). IWB usually includes exploration of opportunities and the creation of new ideas (behaviors related to creativity), but can also include behaviors that are directed at applying a change, applying new knowledge or improving processes to improve personal and business performance. Some factors that can influence the IWB are Leader-Member Exchange (LMX) and Perceived Organizational Support (POS). LMX focuses on the process of relations between superiors and subordinates. The better the quality of LMX, the more creativity and innovative behavior of employees (Ta^{o}tanand Davoudi, 2015) will improve. Whereas POS is assumed as a guarantee from the company to support employees when carrying out their work effectively (Eisenberger et al., 1986 and Rhoades and Eisenberger, 2002). Eisenberger, et al. (1990) added that POS could provide stimulation for increasing IWB.

To the researcher's best knowledge, although there has been quite many research on employees' innovative behavior at work, a few researchers were conducted specifically on examining the innovative behavior of hotel employees. This recent research aimed to bridge that gap in examining the determinants of hotel employees' innovative behaviors. Innovative hotel employees will provide a great advantage for a company because this innovative behavior directly or indirectly contributes to achieving organizational goals (Jong and Hartog, 2007, andTsai, 2011).Based on such an explanation, this research attempted to observe Innovative Work Behavior (IWB) of hotel employees in association with Leader-Member Exchange (LMX) and Perceived Organizational Support (POS). This research focused on how LMX and POS affected the IWB of hotel employees. Thus, this research was built by the following research formulations: a) Does LMX have an effect on POS?; b) Does POS affect IWB?; c) Does LMX affect IWB?

THEORETICAL REVIEW

The definition and concept of IWB were classified into several dimensions. Janssen (2000), states that IWB refers to employees' efforts that knowingly make innovations in their daily work to provide new useful results, so IWB includes all employees' activities, both physical and cognitive, which are carried out solitary or in social settings (e.g., having discussion with colleagues to find collaborative solutions and promoting ideas). Therefore, employees can be involved in achieving several of these tasks simultaneously and repeatedly (Scott and Bruce, 1994).

Furthermore, related literature reveals that discussing IWB cannot be separated from discussing its three characteristics, namely personality characteristics (Hurt, et al., 1977and McAdam and McClelland, 2002), organization situational characteristics (Jong and Hartog, 2010), and social behavioral psychological characteristics (Dorenbosch, et al., 2005,Shalleyand Perry-Smith, 2001).Scott and Bruce (1994), even develop a conceptualization of IWB based on Kanter's research (1988), and propose three different dimensions of innovation, namely idea generation, championing, and implementation. Carmeli, et al. (2006), explain that the process of IWB starts from identifying problems faced by employees, developing new ideas as answers or solutions, to ultimately implementing the best ideas. Some other researchers, such as Jong and Hartog (2010), and Spiegelaere, et al. (2012), also adopt more dimensions of IWB concept. Nevertheless, it has been agreed that IWB concept consists of employee creativity, new idea generation, and its implementation, and beneficial for the development of product, service, process, and procedure as well (Anderson, et al., 2004).

In this recent research, approach on IWB concept is a behavioral approach that includes social, organizational, motivational and psychological processes. Hurt,et al. (1977), pioneer of research on IWB, explains that the attitude of willingness to change that is owned by an employee is a key aspect for individual innovation growth in a workplace. A number of other researchesalso observed how differences between individual characteristics,

individual cognitive and self efficacy such as tendency to innovate, intrinsic interest, mastery orientation, and problem solving style (Bandura, 1977, Bunce and West, 1995, Dorenbosch, et al., 2005;Janssen andYperen, 2004, and Yuan, et al., 2010) play a role in the formation of IWB.

One factorthat can influence IWB (Innovative Work Behavior) is Leader-Member Exchange (LMX), referring to the research conducted by Yuan,etal. (2010), Xerri (2012), and Tastanand Davoudi (2015).Historically, LMX theory originally called as Vertical Dyad Linkage (VDL) (Dansereau, et al., 1975). This VDL theory attracted other researchers' attention until after the emergence of LMX term in GraenandUhl-Bien's study (1995). Kim and Taylor (2001) state that LMX theory is based on two main theories: role theory and social exchange theory (Dansereau, et al., 1975,Dieneshand Liden, 1986,andSparroweand Liden, 1997). The role theory focuses on the process of establishing good relations between employer and employee so that work can be completed through role formation and exchange in an organizational context

(Dansereau,et al., 1975). Meanwhile, social exchange theory explains how an employer and his or her employees try to start and continue the relationship between these two (Sparrowe and Liden, 1997). For this, employer and employee must offer something considered as valuable, and each party must see thisexchange as something that is reasonable and fair (Graen and Scandura, 1987) in the form of specific commodities, such as information and emotional support (Graen and Uhl-Bien, 1995). The higher the perceived value of that commodity, the higher is the quality of the LMX relationship. A high LMX quality will make possible for employer and employee to form respect and more (Dienesh and Liden, 1986,Gregurasand Ford, 2006, and Liden andMaslyn, 1998). In addition, a better and improved LMX quality will further improve employees' creativity and innovative behaviors (Ta°tan and Davoudi, 2015).

Aside from LMX, another factor that can influence Innovative Work Behavior is POS. Employees' dedication and loyalty to the company should be appreciated since these aspects bind employees emotionally(Mathieu and Zajac, 1990andMowday, et al., 1982). Organizational support theory assumes that employees will generally form trust in the extent to which the organization values employee contributions and cares for their welfare (Eisenberger, et al., 1990and Shore and Wayne, 1993). POS is also assumed as a company's guarantee to support employees when carrying out their work effectively and during a stressful situation (Eisenberger, et al.,1986 and Rhoades and Eisenberger, 2002). Clark and Mills (1993), explain two types of relationship between employee and company, namely communal relationship and exchange relationship. The communal relationship is characterized by the main concern for others' welfare, while exchange relationship is dominated by a sense of equality between what will be gained with what is given in a relationship. However, a relationship between employee and company cannotonly be explicitly classified between exchange relationships or communal relationships. Eisenberger,et al. (1990), also add thatorganizational support can stimulate employees' innovative behaviors. For example, they can advise their company to improve efficiency to complete their work (process innovation).

LMX and POS itself has a positive and mutually influential relationship with each other, as proven by the research conducted by Wayne, et al.(1997), Rhoades, et al. (2001), and Rhoades and Eisenberger (2002). Employees who have good interaction with their employer usually tend to think that the company has contributed to and care for their welfare and happiness. Therefore, it is assumed that the higher the quality of exchange between employer and employee, the higher also is the employee's perception of company support.

Based on the above explanation on LMX, POS, and IWB, this current research was conducted to test the following hypotheses:

H_1 : LMX has a positive and significant effect on POS

H_2 : POS has a positive and significant effect on IWB

H_3 : LMX has a positive and significant effect on IWB

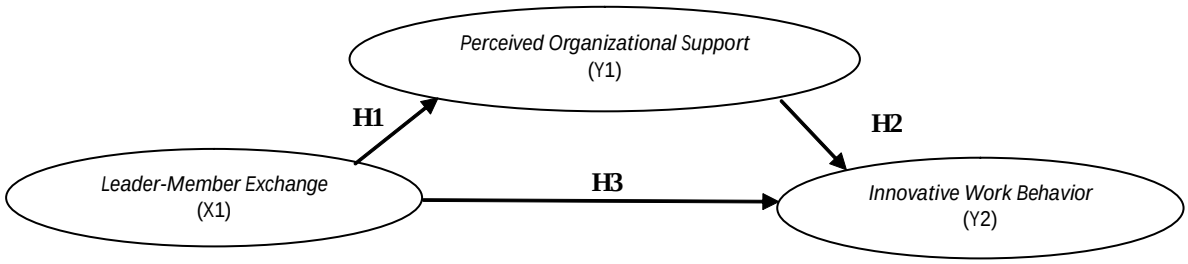


Figure 1 Research Model

METHOD

This research used purposive sampling as a sampling technique under consideration that the selected respondents are considered to represent the population (Allen, 1971, Campbell, 1955, and Guarteand Barrios, 2006). The respondents in this study were permanent employees of five star-rated hotels in Surabaya with at least one year working experience. Data collection was done by distributing a questionnaire from February to March 2018 (two months). The questionnaire was Likert-scale with choice interval 1 to 5, where option 1 (the smallest) is for "strongly agree"and option 5 (the biggest) is for "strongly disagree".

The population of this study was permanent employees of one-star to five-star rated hotel in Surabaya. By referring to the data from Statistics Indonesia of East Java Province (BPS Provinsi Jawa Timur, 2017), the number of star rated hotels in Surabaya is 68 hotels (see Table 1).

From the data of star hotels shown in Table 1, the researcher then spread five questionnaires for each star hotel through their HRD department, so the total number of the questionnaire distributed was 340 questionnaires. After that, the HRD department selected five hotel employees with a status of non-managerial permanent employees with at least one year working experience to complete the questionnaire. Of the 340questionnaires distributed, 243 completely-filled questionnaires were returned to the researcher and could be used as data, which means that the rate of participation was 71.47%.

Table 1 The Number of Star Rated Hotel in Surabaya

No.	Classification of Hotels	Amount	%
1	1 star	5	11.9
2	2 star	3	5.1
3	3 star	33	42.4
4	4 star	20	28.8
5	5 star	7	11.9
	Total	**68**	**100**

Source: BPS of East Java Province (2017)

All returned questionnaireswere processed using GSCA-based (General Structured Component Analysis) Structural Equation Modeling analysis method. The output generated from this GSCA analysis was a measure of fit on measurement model, structural model, and overall model (Hwang and Takane, 2004).

Three variables were examined in this research: LMX (X_1) as an exogenous variable, POS (Y_1) as an intervening endogenous variable and IWB (Y_2) as an endogen variable. To measure the LMX variable, the researcheradopted twelve indicators used in the study of Liden and Maslyn (1998). Whereas POS variable was measured using twelve indicators adopted from the study of Eisenberger,et al.(1986). IWB as the last variable was measured by ten indicators from the study of Jong and Hartog (2010).

RESULTS AND DISCUSSION

Respondents of this study were classified based on gender, age, education level, year of service, and department or division at work as presented in Table 2.

Table 2 Characteristics of Respondents

Jenis Kelamin	Jumlah	%	Masa Kerja	Jumlah	%
Pria	164	67.49%	1-5 tahun	193	79.42%
Wanita	79	32.51%	6-10 tahun	33	13.58%
Usia	**Jumlah**	**%**	≥ 11 tahun	17	7%
≤ 25tahun	77	31.69%	**Departemen / Divisi**	**Jumlah**	**%**
26-35 tahun	117	48.15%	Room Division	67	27.57%
36-45 tahun	42	17.28%	F&B	72	29.63%
46-55 tahun	7	2.88%	Sales & Marketing	55	22.63%
Level Pendidikan	**Jumlah**	**%**	Accounting	2	0.82%
SMA/SMK	103	42.39%	Engineering	6	2.47%
Diploma	93	38.27%	HRD	31	12.76%
S1	36	14.81%	Security	2	0.82%
S2	11	4.53%	Purchasing	8	3.29%
Total Responden = 243					

Sumber: Data diolah (2018)

Measurement Model

In this section, all indicators of each variable were tested for their validity and reliability, as reflected in the results of Convergent Validity, Discriminant Validity, and Internal Consistency Reliability (Hwang and Takane, 2015).

Table 3 Convergent Validity

Variable	Loading		
	Estimate	SE	CR
Exchage Leader-Member (X_1)	**AVE = 0. 6 72, Alpha = 0.812**		
$X_{1.1}$	0.641	0.057	11.19 *
$X_{1.2}$	0.853	0.023	37.2 *
$X_{1.3}$	0.755	0.050	15.12 *
$X_{1.4}$	0.807	0.029	28.17 *
$X_{1.5}$	0.708	0.048	14.84 *
$X_{1.6}$	0.664	0.059	11.24 *
$X_{1.7}$	0.737	0.066	11.19 *
$X_{1.8}$	0.809	0.053	15.24 *
$X_{1.9}$	0.831	0.038	21.96 *
$X_{1.10}$	0.804	0.039	20.55 *
$X_{1.11}$	0.790	0.044	17.98 *
$X_{1.12}$	0.837	0.032	26.16 *

Perceived Organizational Support (Y_1)	AVE = 0.837, Alpha = 0.891		
$Y_{1.1}$	0.752	0.07	10.75 *
$Y_{1.2}$	0.859	0.036	23.66 *
$Y_{1.3}$	0.745	0.085	8.77 *
$Y_{1.4}$	0.72	0.072	9.99 *
$Y_{1.5}$	0.81	0.044	18.51 *
$Y_{1.6}$	0.752	0.064	11.81 *
$Y_{1.7}$	0.853	0.037	23.01 *
$Y_{1.8}$	0.82	0.044	18,6 *
$Y_{1.9}$	0.855	0.035	24.65 *
$Y_{1.10}$	0.875	0.042	21.0 *
$Y_{1.11}$	0.758	0.079	9.62 *
$Y_{1.12}$	0.912	0.035	26,4 *
Innovative Work Behavior (Y_2)	**AVE = 0.801, Alpha = 0.752**		
$Y_{2.1}$	0.712	0.052	13.64 *
$Y_{2.2}$	0.731	0.042	17.36 *
$Y_{2.3}$	0.728	0.052	13.88 *
$Y_{2.4}$	0.794	0.041	19.44 *
$Y_{2.5}$	0.855	0.033	26.06 *
$Y_{2.6}$	0.806	0.033	24.44 *
$Y_{2.7}$	0.869	0.023	37.89 *
$Y_{2.8}$	0.887	0.024	36.68 *
$Y_{2.9}$	0.883	0.026	33.62 *
$Y_{2.10}$	0.904	0.019	46.67 *

CR * = significant at .05 level

Convergent Validity

Table 3 shows the results of data analysis, and it is known that correlation size between the indicator scores and the latent variable scores, as seen from the estimate loading factor valuefor each indicator, is more than 0.6 with the critical point value (CR) significant at the 5% error level. Therefore, the convergent validity of all indicators was considered as good (Hwang and Takane, 2015).

Discriminant Validity

Discriminant validity can be seen from a comparison between the root of AVE and correlation between latent variables as shown in Table 4. The results show that the value of the root of AVE was greater than each value of the correlation between variables, indicating that it met the criteria for good discriminant validity.

Table 4 Discriminant Validity

Variable	Leader-Member Exchange (X_1)	Perceived Organizational Support (Y_1)	Innovative Work Behavior (Y_2)
Leader-Member Exchange (X_1)	**0. 68 9 456523**	0.444 (0.054) *	0.513 (0.055) *
Perceived Organizational Support (Y_1)	0.444 (0.054) *	**0.7 2 53434 61**	0.576 (0.060) *
Innovative Work Behavior(Y_2)	0.513 (0.055) *	0.576 (0.060) *	**0. 73 7764 65 2**

CR * = significant at .05 level

Internal Consistency Reliability

Table 3 also shows that the groups of indicators measuring all three variables in this study have good internal reliability because of their *alpha* $\geq$ 0.6. LMX variable had an *alpha* of 0.689; POS variable had an *alpha* of 0.725; and IWB variable had an *alpha* of 0.738.

Structural Model

Table 5 Fit Model Test

Fit Model		Information
FIT	0.621	Fit
AFIT	0.614	Fit

In Table 5, FIT value shows number 0.621, which means that 62.1% of the variability of variable LMX, POS, and IWB can be explained by the model while the remaining 37.9% can be explained by other variables. Therefore, it can be concluded that this research model was fit. AFIT is similar to FIT. However, because of the variables affecting IWB were more than one, then AFIT (corrected FIT) was better used to interpret this research model.

The goodness of Fit Overall Model

The goodness of fit test for this research model is shown in Table 6, by looking at the values of GFI (unweighted least-squares) and SRMR (standardized root mean square residual). The GFI number was close to 1 and the SRMR number was close to 0, indicatingthat this research model was fit.

Table 6 Size of the *Goodness of Fit Overall Model*

Goodness of Fit		Information
GFI	0.921	Fit
SRMR	0.089	Marginal Fit (the model is quite appropriate)

Hypotheses Test Results

From Table 7, it is known that the three hypotheses of this study were accepted. LMX had a positive and significant effect on POS (H_1); POST had a positive and significant effect on IWB (H_2), and; LMX had a positive and significant effect on IWB (H_3).

Table 7 Path Coefficient Estimate of Structural Model

Path Coefficients			
	Estimate	**SE**	**CR**
LMX → POST	0.478	0.081	5.9 *
POS → IWB	0.575	0.060	9,62 *
LMX → IWB	0.536	0.074	7.24 *

CR * = significant at .05 level

DISCUSSION

Effect of LMX on POS

The parameter estimation of LMX effect on POS was 0.478 with a critical point value (CR) of 5.9. This means that LMX had a positive and significant effect on POS.

This finding supports the research of Ahmadi, et al. (2014), Casimir, et al. (2014), and Dulacand Coyle-Shapiro (2006) that claim that quality interaction between employer and employee will bring positive impact on POS. Employees who interact well with their employer often think that their company has contributed to and cared for their welfare and happiness. So, the higher the quality of that interaction, the better also is the perception of employees about their company's support. Eisenberger, et al. (1986), also add that managers or supervisors in a company generally are organizational officers to measure and evaluate contributions of employees and at the same time direct employees to be able to perform well in their work. Such forms of direction is a key to the emergence of POS (Wayne, et al., 1997).

This finding surely implies that hotel managers must maintain a good relationship between managers and employees to reach competitive excellence. To create this good relationship, the quality of interaction between managers and employees must be improved until reaching a comfortable workplace

situation. In addition to that, hotel managers must possess a strong commitment to expressing their support for employees.

Effect of POS on IWB

The parameter estimation value of POS effect on IWB was 0.575 with critical point value (CR) 9.62, means that POS had a positive and significant effect on IWB.

This finding supports the research of Young (2012), Agarwal (2014) and Afsar and Badir (2017) with the claim that organizational support can facilitate creative thinking process of employees which has an impact on increasing initiation and application of new ideas. Employees who feel fully supportby their company will usually reply to this support in the form of positive working behaviors such as IWB. Perceptions of employees on organizational support start to develop only if after they experiencevarious tangible results during the exchange process with the organization in their daily work (Rhoades,et al., 2001). So when this exchange leads to positive results, employees' extra role activities automatically begin to increase. When employees see and feel that their company shows concern, offers constructive feedback, and has the honest assessment on their performance, it will create a tendency for the employees to have creative ideas, explore opportunities that may solve current and future problems, and interpret their creative input into innovative input as well. Jong and Hartog (2007) explain that IWB is an ongoing process in which employees can generate new innovative ideas. Within this circumstance, employees will begin to occupy themselves with ideas implementation through building organization support and synergizing themselves with ideas from other employees. In other words, IWB needs organizational support in forms of freedom in the workplace, availability of resources, flexibility, and collectivity to share ideas to create a complete and strong integration (Afsar, et al.,2016 andJong and Hartog, 2010).

Effect of LMX on IWB

The parameter estimation value of LMX effect on IWB was 0.536 with a critical point value (CR) of 7.24, indicating that LMX had a positive and significant effect on IWB.

These findings support the research from Volmer et al. (2012), Atitumpongand Badir (2017) and Saeed, et al. (2018), where LMX is considered as one predictor of IWB, so high quality LMX is assumed as able to direct employees to behave innovatively. The impact of quality LMX can be explained in the Social Exchange Theory (Gregurasand Ford, 2006 andXerri, 2012). This theory states that interaction between employer and employee, as also perceived by the employee, illustrates the high and low quality of IWB. Employees can demonstrate their innovative behavior in work depends on the support given by their superiors through interaction created in the daily work environment. It means that the leaders who have a high closeness with their subordinates (care about the needs, expectations, and problems of employees), will cause employees to be more productive and innovative in their daily work activities.

CONCLUDING REMARK

From the findings of this research, variable LMX affects Innovative Work Behavior either directly or indirectly through POS as its intervening variable.In social exchange theory it is explained that when employees feel assisted and supported by their leaders; for example the attitude of the leader who cares for subordinates, likes to help, appreciates the contribution of subordinates; then employees tend to reply to the positive treatment of the leader in the future with positive actions as well as innovative behavior. Thus, the better the relationship between leaders and subordinates, the greater the likelihood that innovative employees will behave.

This research is not without limitations. Therefore, further research is needed with similar topics. All data used in this study were only based on perceptions of employees at the non-managerial level, so it is necessary to conduct similar research with data taken from managers or employers to get possible different results compared to this study. Besides that, other related research in the future can add more variables so that the relationship be-

tween LMX, POS, and IWB can be explained more comprehensively.

CONCLUSION

The effect LMX had a positive and significant effect on POS, POS had a positive and significant effect on IWB, and LMX had positive and significant effect on IWB.

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