


Innovative Behavior : Effect of Ethical Leadership and Work Motivation

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Article Info	ABSTRACT
Keywords: Ethical Leadership, Work Motivation, Innovative Behavior	The company is a place where employees carry out company production. Every company has a goal, one of which is making a profit, and to achieve this company goal requires human resources who are able to develop and have high creativity. This research aims to examine the influence of ethical leadership and work motivation on innovative behavior. The results showed that ethical leadership and work motivation had no effect on innovative behavior so that the hypothesis was rejected. This is because poor leadership policies lead to policies that do not benefit employees and low work motivation leads to less productivity. The research method used is quantitative research. Data collection in this study used an online which was given to all employees of PT.Sentralsari Primasentosa Tbk cabang Demak. The research was conducted on all company employees with a sample of 112 respondents. The sampling method in this research used non-probability sampling with census sampling techniques (saturated sampling). Data processing was assisted with SPSS (Statistical Products for Service Solutions) software. The results of this study indicate that ethical leadership and work motivation have no effect on innovative behavior.
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INTRODUCTION

Currently, the increasingly fierce competition in the business world requires companies to continue to improve their competitiveness in order to pursue their own progress. The company is a place where employees carry out company production. Every company has a goal, one of which is to make a profit, and to achieve the company's goals, it requires human resources who are able to develop and have high creativity. One of the factors that support employee development is innovative behavior. Innovative behavior is a social change that inhibits creative attitudes so that an attitude change process occurs. People who behave innovatively are people who always think critically every day and always try to change their environment (Alviani & Nuvriasari, 2023).

An important factor in fostering innovative behavior is employee perceptions of the support provided by the organization. Perceived organizational support is an employee's perception of the extent to which the organization cares about his contribution and welfare. Based on researcher observations, PT Sentral Sari Primasentosa Tbk Demak branch has several problems, namely low innovative behavior among employees due to various factors

such as lack of access to information to create positive changes and lack of ideas to develop (F. Susanti & Lizarti, 2021).

Leaders as the most influential person in organizational tasks and their people (subordinates) make a significant contribution to the innovative behavior of individuals in the organization (Soebardi, 2020). Ethical leadership is a term that emphasizes the need to use ethical considerations as the basis for decision-making or action (Gea, 2014). Ethical people are the core of ethical leadership, ethical people are part of the ethics of ethical leadership, and ethical managers are the second pillar of ethical leadership (Mulyadi, 2021). Without leadership or guidance, the connection between personal goals and corporate goals becomes fragile (weak) because individuals work only to achieve personal goals, while companies work to achieve common goals. Therefore, if the company wants to achieve its goals, then leadership is needed at least as an external motivation to align individual goals with company goals (Rizal et al., 2022).

Low work motivation will cause less productivity. To achieve high productivity, a method that motivates employees at work is needed. Motivation is an encouragement to a series of human behavior processes to achieve goals. There are two types of motivational stimuli, namely intrinsic motivation and extrinsic motivation (Putra & Frianto, 2018). Intrinsic motivation refers to motivation that comes from within the individual and encourages a person to achieve goals, which can be called motivational factors while extrinsic motivation refers to motivation that comes from outside the self and also determines a person's behavior in life, called the hygiene factor theory (Potu et al., 2021).

PT Sentralsari Primasentosa Tbk Demak branch has several problems, namely low innovative behavior among employees due to various factors such as lack of access to information to create positive changes and lack of creative ideas to be developed. In addition, poor leadership policies lead to policies that do not benefit employees, such as employee reduction. This can make employees feel uncomfortable at work, thus greatly affecting their performance in company production, and can also make employees decide to leave the company. Work motivation is also problematic in this company, such as low work motivation which causes less productivity. Providing motivation appropriately will be able to generate enthusiasm, passion and sincerity of work in an employee.

From the results of previous studies, there are several researchers who show that ethical leadership has a positive and significant effect on innovative behavior, namely research conducted by Kim et al. (2021) and Asif et al. (2023). However, in contrast to research conducted by Anita et al. (2021), the findings show that there is no effect of ethical leadership on innovative work behavior. In research conducted by Susanti and Lizarti, (2021) and Fathiyah et al. (2022) stated that work motivation has a positive and significant effect on innovative behavior, while research conducted by Rajak and Soleman, (2022) stated that motivation has no effect on innovative work behavior and Klæijnsen et al. (2018) found a weak influence between motivation on innovative work behavior. This research has two objectives. First, to examine the effect of ethical leadership on innovative behavior. Second, examine the effect of work motivation on innovative behavior.

Ethical Leadership

Ethical leadership is the moral principles and behavior that form the basis of a person's actions, so that the person's actions are seen as commendable by employees and increase the dignity of that person. Ethical leadership is often associated with honesty, reliability, responsibility, loyalty, and self-control (DjelaDjela et al., 2016). Indicators of ethical leadership include defining success through results and processes, disciplining employees who violate ethics, and making fair and balanced decisions (Pomo et al., 2023).

Leaders who support creativity and innovation can play a supporting role in communicating the identity of employees' creative roles so that employees can work creatively. Leader support for creativity is defined as employees' perceptions of the extent to which leaders encourage, recognize, respect, and value creativity (Masianoga & Chakauya, 2023). According to DjelaDjela et al. (2016) Ethical leadership includes several important elements: (1) Leadership involves a group or organizational situation in which others are involved and the leader and members interact, (2) The presence or absence of skills, (3) The existence of a process by which superiors influence subordinates, (4) The existence of common goals to be achieved. Ethical leadership is the essence of management, but the essence of leadership is relationships. Therefore, from the above explanation we can conclude that leadership is the ability to influence the behavior of a person or group of people in order to achieve a certain goal in a certain situation.

Work Motivation

According to Hasibuan and Bahri, (2018), work motivation means that something that gives rise to encouragement and enthusiasm at work, or in other words something that drives a person's work enthusiasm. Motivation is the reason contained in an individual to carry out an activity or work (Wardani and Mansyur, 2023). Nurdin and Djuhartono, (2021) Motivation is a driving force that motivates members to be ready and willing to mobilize their expertise, skills, energy, time, and other capacities to carry out various activities and fulfill their responsibilities.

According to Wau, (2022) Motivation is closely related to the efforts and encouragement that arise from within a person and are carried out to achieve a goal that a person wants and achieve the desired goal. For employees, using work motivation tools can increase morale, increase work productivity, stimulate employees' love of work, and increase employee participation in the organization. On the other hand, providing work motivation to the organization is a means to improve the efficiency and effectiveness of the entire organization. To achieve success, we need to consider what we can do to encourage individuals to do their best for the benefit of the organization and their own interests. In other words, motivation is what moves people. Providing motivation is about ensuring that people move in the desired direction. Therefore, the goal of motivation is to create a sense of ownership to align members' wants and needs (Hanafi & Zulkifli, 2018).

Innovative Behavior

According to Etikariena, (2020) Innovative work behavior is defined as behavioral steps to create, introduce and consciously implement new ideas within the framework of a work role, group, or organization. Innovative behavior refers to the overall behavior of

individuals that leads to the creation, introduction, and application of something new and beneficial at all levels of the organization. New and beneficial endeavors include the development of new product ideas and technologies, as well as changes in administrative procedures to improve working relationships. Applying new ideas and technologies to work processes to significantly improve efficiency and effectiveness (Logahan et al., 2014). Aditya and Ardana, (2016) describes several characteristics of innovative behavior including the tendency to develop new ideas, tolerance for ambiguity, desire to be efficient, and orientation towards innovation and achievement.

According to Firdausiah and Etikariena, (2021) Employees tend to show innovative behavior when they feel their efforts are balanced or they receive fair rewards or benefits. They are also very cautious in showing innovative behavior because they consider such behavior harmful to the organization or the employee's position within the company. Innovative work behavior has several prerequisites, such as gender as a factor that distinguishes innovative work behavior between individuals. Men show more innovative work behavior than women. This can occur due to differences in job roles and job levels in an organization or company. Men tend to benefit more from the existing stereotype that men are more suitable for high positions than women. As a result, women tend to lack opportunities to apply innovative behaviors in the workplace, because they do not have them or cannot apply them easily.

Research Hypothesis

The relationship between ethical leadership and innovative behavior

According to Puspito et al. (2023) Ethical leadership is about demonstrating normative behavior through personal actions and interpersonal relationships and encouraging this behavior from subordinates through two-way communication, reinforcement, and decision making. Ethical leaders set an example for their employees because employees can learn by observing their leaders, modeling their values and attitudes, and instilling expected behaviors in them. Therefore, managers have the power to influence employees and encourage appropriate behavior. This shows that leaders can build relationships with employees through an ethical leadership style and foster a sense of commitment among employees (Sabir, 2021).

According to researchers conducted by Kim et al. (2021) and Asif et al. (2023), it shows that ethical leadership has a positive and significant effect on innovative behavior. If ethical leadership is improved, it has a very large effect on innovative behavior. Based on this, the hypothesis in this study is as follows:

H1: ethical leadership has a positive and significant effect on innovative behavior.

The relationship between work motivation and innovative behavior

According to Prayoga, (2023) Motivation is an effort that directs someone to do something to achieve the desired goal. It has been stated that motivation can be interpreted as an effort to encourage someone to do something, motivation can be said to be an internal and external driving force for someone to carry out a certain activity in order to achieve a goal (Maulana et al., 2016). Employees who have high motivation tend to be able to increase innovative behavior. It can be concluded that work motivation plays an

important role in encouraging employee innovative behavior and ultimately can affect employee performance.

According to Susanti and Lizarti, (2021) and Fathiyah et al. (2022), work motivation has a positive and significant effect on innovative behavior. If work motivation is increased, then employee innovative behavior can increase because work motivation greatly affects creativity and innovation. So this study formulates the following hypothesis:

H2: work motivation has a positive and significant effect on innovative behavior.

The research model can be described as follows:

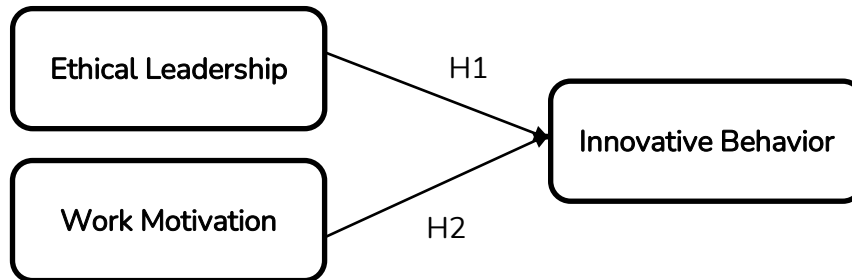


Figure 1. Research Model Framework

METHODS

The research method used is quantitative research. The research variables are ethical leadership and work motivation as independent variables, and innovative behavior as the dependent variable. The population in this study were employees of PT Sentralsari Primasentosa Tbk. Demak Branch with a sample of 112 respondents. The sampling method in this study uses non-probability sampling with census sampling technique (saturated sampling). The data collection technique used an online questionnaire in the form of a Google Form given to employees of PT Sentralsari Primasentosa Tbk Demak Branch. Data processing is assisted by SPSS (Statistical Products for Service Solutions) software and variable measurement is carried out using a 1-5 linkert scale. The testing stages carried out include validity test, reliability test, multiple linear regression analysis, coefficient of determination (R²), F test and hypothesis testing.

RESULTS AND DISCUSSION

Characteristics of Respondents

Respondent characteristics are a profile of the object of research that can provide interpretation of the results of research on factors that influence ethical leadership and work motivation on innovative behavior. An overview of the characteristics of respondents at PT Sentralsari Primasentosa Tbk Demak Branch is grouped by gender, age, education and length of service. Based on the data on the characteristics of respondents can be seen in table 1 below:

Table 1. Characteristics of Respondents

No	Characteristics	Frequency	Percentage
1.	Gander		
	Man	70	62,5 %
	Women	42	42 %
2.	Age		
	19-23 Years	29	25,9 %
	24-29 Years	34	30,4 %
	30-34 Years	23	20,5 %
	> 35 Years	26	23,2 %
3.	Education		
	Junior High School	28	25,0 %
	Senior High School	58	51,8 %
	Other	26	23,2 %
4.	Length of Work		
	< 5 Tahun	47	42,0 %
	5-10 Tahun	45	40,0 %
	> 10 Tahun	20	17,9 %

Data source: SPSS output processed, 2023

The total sample used in this study was 112 respondents. Based on the table above, it can be seen that the most respondents were men, namely 70 people or 62.2% compared to women who were only 42 people or 37.5%. This shows that the male gender is a greater proportion than female employees who work at PT Sentralsari Primasentosa Tbk Demak Branch. This is because for jobs that require physical labor, men are generally seen as better than women. For the age of respondents, it can be seen that the largest number is 24-29 years old, namely 34 people or 30.4%, followed by the age of respondents 19-23 years as many as 29 people or 25.9%. This shows that the age of employees at PT Sentralsari Primasentosa Tbk Demak Branch is still relatively young and their work enthusiasm is still relatively high.

Based on the level of education, the largest number of respondents were those with a high school / vocational high school education, namely 58 people or 51.8% of the total number of respondents. This shows that most of the employees of PT Sentralsari Primasentosa Tbk Demak Branch have secondary education, this is because workers in the production division do not need higher education. The last characteristic is length of service. Most of the respondents had a work period of less than 5 years, namely 47 people or 42.0%, for respondents with a work period of 5-10 years as many as 45 people or 40.2%, while respondents with a work period of more than 10 years were 10 people or 17.9%. It can be concluded that not every employee is able to work with a tenure of more than 10 years in one company.

Instrument Testing

Validity Test

According to (Hair et al., 2019) validity is the extent to which a measurement accurately reflects its purpose. Ensuring validity starts with a thorough understanding of what is being measured and ensuring that the measurement is done correctly and as accurately as possible. However, accuracy does not guarantee validity. Validity testing aims to measure whether the statements in the questionnaire made are valid or not. A questionnaire is considered valid if the statements in the questionnaire reveal something that the questionnaire wants to measure. In this study, the level of effectiveness was measured by $KMO > 0.7$ and loading factor > 0.5 . This validity test was carried out three times. This was done because it experienced cross loading. The results of the validity test carried out in this study are in the table as below

Table 2. Validity Test Result

variable	indicator	KMO	Component			Description
			1	2	3	
Ethical Leadership	KE1			0,626		Valid
	KE2			0,692		Valid
	KE3			0,765		Valid
	KE4			0,672		Valid
	KE5			0,534		Valid
	KE6			0,663		Valid
	KE7			0,536		Valid
	KE8			0,533		Valid
	KE9			0,548		Valid
	KE10			0,579		Valid
Motivasi Kerja	MI1		0,616			Valid
	MI2		0,549			Valid
	MI3	0,778	0,528			Valid
	MI4		0,569			Valid
	MI5		0,529			Valid
	MI6		0,646			Valid
	MI7		0,589			Valid
	MI8		0,569			Valid
	MI9		0,555			Valid
	MI12		0,533			Valid
	MI13		0,556			Valid
ME15		0,692			Valid	
ME16		0,653			Valid	
ME17		0,665			Valid	
ME18		0,666			Valid	
ME19		0,615			Valid	
ME21		0,710			Valid	

variable	indicator	KMO	Component	Description
Perilaku Inovatif	ME23	0,578		Valid
	ME24	0,617		Valid
	ME25	0,613		Valid
	PI1		0,662	Valid
	PI2		0,673	Valid
	PI3		0,765	Valid
	PI4		0,672	Valid
	PI5		0,640	Valid

Data source: SPSS output processed, 2023

Reliability Test

According to (Hair et al., 2019) reliability is the extent to which the observed variable measures true and error-free values. For example, if the same measurement is made repeatedly, then a more reliable measurement will be more consistent than a less reliable measurement. Researchers should always evaluate the variables they use and choose more reliable variables when valid alternative measures are available. Reliability testing is carried out using the Cronbach's alpha test with the criteria for the calculation results > 0.7, it can be said that the research variables are reliable. The results of the reliability test can be seen in table 3, where the Cronbach's alpha value on the ethical leadership variable is 0.841, the work motivation variable Cronbach's alpha value is 0.902 and the Cronbach's alpha value of the innovative behavior variable is 0.761. So it can be concluded that all variables in this study are said to be reliable.

Table 3. Reliability Test Result

Variable	Cronbach's Alpha	criteria	Description
Ethical Leadership	0,841	>0,7	Reliabel
Motivation Work	0,902	>0,7	Reliabel
innovatif Behavior	0,761	>0,7	Reliabel

Data source: SPSS output processed, 2023

Multiple Linear Regression Analysis

Multiple linear regression analysis is used to determine how much influence the independent variables, namely ethical leadership (X1) and work motivation (X2) have on the dependent variable, namely innovative behavior (Y) which can be seen in the following table:

Table 4. Multiple Linear Regression Test Result

variable equation	Model test			hypothesis test		Description
	Adjusted R Square	F	Sig.	Koefisien (β)	sig.	
The Effect of Ethical Leadership on Innovative Behavior	0,036	3.086	0,050	0,164	0,084	Hypothesis 1 Rejected

variable equation	Model test	hypothesis test		Description
The Effect of Work Motivation on Innovative Behavior		0,142	0,133	Hypothesis 2 Rejected

Data source: SPSS output processed, 2023

Research Model Test

Coefficient of Determination (R²)

It can be seen in table 4, it is known that the coefficient of determination (Adjusted R Square) is 0.036. This value means that ethical leadership and work motivation are able to contribute to innovative behavior by 3.6% while the remaining 96.4% is another variable that affects innovative behavior.

F test

It is known that the calculated F value in table 4, is 3.086 with a significance value of 0.050. This means that the significant value is greater than 0.05. These results indicate that ethical leadership and work motivation have no influence on innovative behavior.

Hypothesis Test

Hypothesis Test Results

In table 4, the hypothesis test results can be explained as follows:

H1 : The Effect of Ethical Leadership on Innovative Behavior

Based on the ethical leadership variable above, it has a significance level of 0.084 which means > 0.05. So it can be concluded that H1 is rejected, so the hypothesis states that ethical leadership has no effect on innovative behavior.

H2 : The Effect of Work Motivation on Innovative Behavior

Based on the work motivation variable above, it has a significance level of 0.133 which means > 0.05. So it can be concluded that H2 is rejected. So the hypothesis states that work motivation has no effect on innovative behavior.

Discussion

The Effect of Ethical Leadership on Innovative Behavior

Ethical leadership is leadership that demonstrates normatively appropriate behavior through personal actions and interpersonal relationships and encourages this behavior in followers through two-way communication, reinforcement, and decision making (Na'im, 2022). Leaders are an important foundation for employees' wisdom, moral behavior, intelligence, creativity, and innovation, and they can strongly control the activation of their subordinates' self-image (Masianoga & Chakauya, 2023). A moral person is based on justice, honesty, compassion, trust, and sound ethical principles (Khan & Javed, 2018). Ethical leaders consider how employees are involved in the decision-making process, give employees autonomy in the workplace (including independence and freedom to set work schedules), and ensure that they do their jobs (Asif et al., 2023). When the problem of unethical leadership that occurs in business organizations is raised as a social issue, the need for ethical leadership by leaders of business organizations is increasingly emphasized (Kim et al., 2021).

Based on this study, it was found that ethical leadership at PT Sentralsari Primasentosa Tbk has no effect on innovative behavior, which means that H1 is rejected. Ethical leadership indicates that if ethical leadership is increased or decreased it will not affect innovative behavior. The cause of the absence of a positive and significant effect of ethical leadership on innovative behavior at PT. Sentralsari Primasentosa Tbk Demak Branch is due to a leadership style that can increase the emergence of innovation, but does not always predict innovative work behavior and also due to limited resources that hinder the development of innovation. This finding is supported by previous research related to the influence of ethical leadership on innovative work behavior that has been conducted by Anita et al. (2021) the findings show that there is no influence of ethical leadership on innovative work behavior.

The Effect of Work Motivation on Innovative Behavior

Motivation at work is expressed as the degree of individual willingness to try and maintain in order to achieve organizational goals. Employees have different competitive needs that are driven by different motivations. Employees who have motivation will be easy to share the knowledge that employees have which will have an impact on innovation (Mansyur & Suhana, 2023). Therefore, to maximize organizational performance, organizations and their managers need to understand the true motivations of their employees (Deressa & Zeru, 2019). There are two types of motivation: intrinsic motivation and extrinsic motivation. Intrinsic motivation is when a person is motivated to act because they are interested and satisfied with the activity, while extrinsic motivation is when a person takes the form of rewards or praise as a means to motivate a person to act. Derived from the activity, it produces external results (Hariadi & Muafi, 2022).

Work Motivation has no effect on innovative behavior at PT Sentralsari Primasentosa Tbk Demak Branch due to lack of appreciation by superiors and then feeling unmotivated to work and also because time and energy are not in accordance with abilities. The results of these findings are in line with the findings conducted by Rajak and Soleman, (2022) stating that motivation has no effect on innovative work behavior. In research Klaijnsen et al. (2018) also found a weak influence between motivation on innovative work behavior.

CONCLUSION

The purpose of this study was to determine the effect of ethical leadership and work motivation on innovative behavior. Based on the results of this study found that there is no effect of ethical leadership on innovative behavior. Ethical leadership indicates that if ethical leadership is increased or decreased it will not affect innovative behavior. The reason for the absence of a positive and significant effect of ethical leadership on innovative behavior at PT Sentralsari Primasentosa Tbk Demak Branch is because leadership styles can increase the emergence of innovation, but do not always predict innovative work behavior and also because of limited resources that hinder the development of innovation. In addition, work motivation also has no effect on innovative behavior. Work motivation indicates that if work motivation is increased or decreased, it will not affect innovative behavior. This is due to the lack of appreciation by superiors and then feeling unmotivated

to work and also because the time and effort are not in accordance with the ability. From this research it is suggested that companies can create ethical leadership that focuses on maintaining integrity, morals, and positive values in the organization. Ethical leaders must also be able to motivate employees. High motivation can influence innovative employee work behavior. Therefore, companies must produce a positive work environment and create good motivational capabilities to encourage the development of employee innovative skills. From the results of existing research, there are several internal and external factors that can cause motivation and ethical leadership to have no influence on innovative behavior. Some of these factors include job satisfaction, work engagement, work environment and compensation. Therefore, in future research it is important to investigate these factors to comprehensively understand the relationship between leadership, motivation and innovative behavior.

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