CREATING HUMAN CAPITAL-BASED INNOVATION AND TRANSFORMATIONAL LEADERSHIP WORK BEHAVIOR IN HIGHER EDUCATION

Siti Istikhoroh 1  
Mutiara Rachma Ardhiiani 2  
Edy Sulistiawan 3  
Yuni Sukandani 4  
I Gede Dharma Utamayasa 5

ABSTRACT

Purpose: The motive of this look at become to investigate the impact of human capital on innovation paintings conduct, the impact of transformational management on innovation paintings conduct, and examine the position of transformational management to boom the impact of human capital on innovation paintings conduct for academics of personal universities in Surabaya.

Theoretical Framework: Innovation behavior and its implementation for all members of the organization are needed by all types of organizations including universities. Along with the rapid rate of environmental change and the increasing intensity of global market competition, individual level innovation and organizational level innovation are needed as the main source of competitive advantage.

Method: Research data was collected by distributing questionnaires to 96 lecturers with the position of Head of Department at Private Higher Education in Surabaya. Data evaluation changed into accomplished the use of the Structural Equation Model-Partial Least Square (SEM-PLS).

Results and conclusion: The effects of the look at show that 1) human capital influences innovation work behavior, 2) transformational leadership influences innovation work behavior, 3) transformational leadership increases the magnitude of human capital's influence on innovation work behavior for lecturers of private tertiary institutions in Surabaya.

Research and implications: With good human capital, lecturers have an analytical thinking pattern and are able to solve complex problems. In the field of pursuit, lecturers are able to design up-to-date learning models, learning materials that are in accordance with scientific developments, develop research roadmaps, and service models that are in accordance with community needs. Under these conditions, lecturers have a major contribution in improving the performance of higher education institutions.

Originality/value: A positive coefficient value indicates that when the transformation of leadership is felt by high-level lecturers, they will be inspired and stimulated to look for new, more innovative ways to do and complete their work.

Keywords: Human Capital, Transformational Leadership, Innovation Work Behavior.

1 Accountancy Department, Universitas PGRI Adi Buana Surabaya, Surabaya, Java, Indonesia. E-mail: istikhoroh_siti@unipasby.ac.id Orcid: https://orcid.org/0000-0003-0900-7669
2 Accountancy Department, Universitas PGRI Adi Buana Surabaya, Surabaya, Java, Indonesia. E-mail: mutiara@unipasby.ac.id Orcid: https://orcid.org/0000-0002-6908-8165
3 Management, Department, Universitas PGRI Adi Buana Surabaya, Surabaya, Java, Indonesia. E-mail: edy.s@unipasby.ac.id Orcid: https://orcid.org/0000-0002-8656-436X
4 Accountancy Department, Universitas PGRI Adi Buana Surabaya, Surabaya, Java, Indonesia. E-mail: yunis@unipasby.ac.id Orcid: https://orcid.org/0000-0003-0506-6906
5 Physical Education Department, Universitas PGRI Adi Buana Surabaya, Surabaya, Java, Indonesia. E-mail: dharmautamayasa@unipasby.ac.id Orcid: https://orcid.org/0000-0002-5307-7285
RESUMO

Objetivo: O objetivo desta pesquisa é investigar o impacto do capital humano sobre a conduta de inovação na pintura, o impacto da gestão transformacional sobre a conduta de inovação na pintura e examinar a posição da gestão transformacional para aumentar o impacto do capital humano sobre a conduta de inovação na pintura para acadêmicos de universidades particulares em Surabaya.

Estrutura teórica: O comportamento de inovação e sua implementação para todos os membros da organização são necessários para todos os tipos de organizações, inclusive universidades. Juntamente com a rápida taxa de mudança ambiental e a crescente intensidade da concorrência no mercado global, a inovação em nível individual e a inovação em nível organizacional são necessárias como a principal fonte de vantagem competitiva.

Método: Os dados da pesquisa foram coletados por meio da distribuição de questionários a 96 professores com o cargo de Chefe de Departamento no Ensino Superior Privado em Surabaya. A avaliação dos dados foi realizada com o uso do Modelo de Equação Estrutural - Mínimos Quadrados Parciais (SEM-PLS).

Resultados e conclusões: Os efeitos da análise mostram que 1) o capital humano influencia o comportamento do trabalho de inovação, 2) a liderança transformacional influencia o comportamento do trabalho de inovação, 3) a liderança transformacional aumenta a magnitude da influência do capital humano no comportamento do trabalho de inovação para professores de instituições privadas de ensino superior em Surabaya.

Pesquisa e implicações: Com um bom capital humano, os professores têm um padrão de pensamento analítico e são capazes de resolver problemas complexos. No campo da busca, os professores são capazes de projetar modelos de aprendizagem atualizados, materiais de aprendizagem que estejam de acordo com os desenvolvimentos científicos, desenvolver rotas de pesquisa e modelos de serviço que estejam de acordo com as necessidades da comunidade. Nessas condições, os professores têm uma contribuição importante para melhorar o desempenho das instituições de ensino superior.

Originalidade/valor: O valor positivo do coeficiente indica que, quando a transformação da liderança é sentida pelos professores de alto nível, eles serão inspirados e estimulados a procurar maneiras novas e mais inovadoras de fazer e concluir seu trabalho.

Palavras-chave: Capital Humano, Liderança Transformacional, Comportamento de Trabalho Inovador.
Creating Human Capital-Based Innovation and Transformational Leadership Work Behavior in Higher Education

Therefore, the best way to build innovation performance and ensure the effectiveness of organizational performance in the long term is to utilize organizational resources, especially Human Resources (J. De Jong & Den Hartog, 2010). Several studies have shown that the reaction of Human Resources to innovation determines the success of the organization in the present and the next (Choi & Price, 2005).

Along with the rapid rate of environmental change and the increasing intensity of global market competition, individual level innovation and organizational level innovation are needed as the main source of competitive advantage. Markets and communities become more technologically oriented, so it just does not pay for any organization to try to do everything itself (Lubna et al, 2023). An organization's ability to always produce innovation is a key factor for an organization to be able to survive in conditions of intense competition (Sari & Palupiningdyah, 2020). Empirical evidence explains that many innovation techniques are initiated by an organization but end in failure when implemented due to lack of acceptance and use by members of the organization (Clayton, 1997). Choi & Price (2005) argues that innovation does not only belong to the organization, so its implementation does not only run at the organizational level but must reach the individual level.

Innovation behavior and its implementation for all members of the organization are needed by all types of organizations including universities. The reason for the development of society, in its functional part, is the product of how the established government system has been facing and solving the needs and requirements at a given historical moment (Luis et al, 2023). The role of universities as knowledge-based organizations that aim to produce competent resources in the field of knowledge development (Constantin, 2009), has the potential to be agents of change in society. Universities can adopt the concept of business organization innovation as an important indicator of organizational management (Chang, Lee, Wei, & Huang, 2018). Innovation activities are seen as the key to sustainable business survival, and the organization will encourage each department and members from various levels of the organization to work harder to improve the organization's innovation performance (Chang et al., 2018). Innovation behavior and its implementation to all members of the organization, required by all types of organizations including universities. The role of universities as knowledge-based organizations that aim to produce competent resources in the field of knowledge development (Constantin, 2009), has the potential to be agents of change in society. Universities can adopt the concept of business organization innovation as an important indicator of organizational management (Chang et al., 2018). Innovation activities are seen as the key to sustainable business survival, and organizations will encourage every department as well as members from various levels of the organization to work harder to improve organizational innovation performance (Chang et al., 2018).

The main mission of tertiary institutions through the experience of the Tri Dharma of Higher Education places lecturers as the main resource as the driving force of all activities in Higher Education (BAN-PT, 2019), which at the level of Strategic Management science is categorized as human capital. Lecturers who are able to build good innovation performance will be able to improve organizational weaknesses, as well as provide good expectations about organizational performance in the future (Afsar & Umrani, 2020). Lecturers' skills in creating new ideas to support success in a sustainable manner are increasingly recognized by organizations (D. Ratnasari & Wulansari, 2019), including universities.

In its application, lecturers cannot directly behave innovatively at work. This is because there are several factors that are thought to influence the innovation work behavior of lecturers. Therefore, it is important for organizations to identify factors that can improve lecturers' innovation work behavior (Afsar & Umrani, 2020). One of them is the leadership factor which is predicted to have the most influence and can increase the innovation behavior of lecturers at work (Bushra, Usman, & Naveed, 2011). A leader has the ability to encourage the innovation
ability of lecturers to achieve organizational goals (Shunlong & Weiming, 2012). In addition, leaders function as catalysts in bringing and maintaining innovation behavior at individual, team, and organizational levels as a whole (Faraz et al., 2018).

The involvement of lecturers to behave innovatively at work will vary depending on the leadership style of their superiors (Afsar & Umrani, 2020). Transformational leadership which is one of the various leadership styles has attracted the attention of a large number of researchers for decades in terms of its influence on innovation work behavior (Hansen & Pihl-Thingvad, 2019; M. A. Khan, Ismail, Hussain, & Alghazali, 2020; S. K. Khan, Memon, & Ramayah, 2018; Naqvi, 2017; Skudiene, Augutytė-Kvedaravičienė, DemeSkö, & Suchockis, 2018; Torres, Espinosa, Dornberger, & Acosta, 2017). Transformational leaders generate lecturer dedication via sharing values, supplying a positive outlook and fostering powerful verbal exchange among organizational contributors in addition to selling an good enough surroundings for innovation. An individual who has put trust in his superiors is more likely to feel that he is really empowered by the leader and is relatively easier to work on innovation (Masood & Afsar, 2017).

Transformational leadership is a state of motivation that is generated by individual reactions to intrinsic task factors that are not generated by extrinsic factors (Amabile, 1983). And is the maximum superior (powerful) management style, makes use of logical reasoning, is active, effective, results-orientated and directs personnel to offer new values and behaviors to the organization (Chang et al., 2018). This is in keeping with studies of Hansen & Pihl-Thingvad (2019, Khan, Aslam, & Riaz (2012) and Skudiene et al. (2018) which determined that transformational management fashion is greater powerful than different management patterns in shaping lecturers' revolutionary paintings behavior. Transformational management is future-orientated with the aid of using listening to planning, open-minded and energetic (Naqvi, 2017). One of the maximum critical traits of transformational management is the constructing of agree with among lecturers, leaders, and corporations who percentage the identical imaginative and prescient in developing a collective feel of organization (Torres et al., 2017).

2 LITERATURE REVIEW

2.1 Innovative Work Behavior

Innovative conduct is described as person moves that result in the emergence, creation and alertness of some thing new and profitable (Kleysen & Street, 2001). Something this is worthwhile consists of the improvement of recent product thoughts, modifications in administrative methods geared toward enhancing paintings members of the family or the software of recent thoughts or generation for powerful and green paintings processes (Kleysen & Street, 2001). Innovative conduct is all person conduct this is directed to produce, introduce, and observe new things, that are beneficial at diverse ranges of the organization. Innovative conduct is regularly related to worker creativity, however absolutely the 2 have distinctive behavioral constructs. Creativity may be visible within the first degree of the modern conduct technique to generate new thoughts, while modern conduct has a greater complicated technique due to the fact those thoughts will arrive on the software degree. Meanwhile, according to (Salge & Vera, 2012) which follows the definition of productive innovation, that innovation refers to a wider range of innovative approaches, from social innovation to recent organizational, political perspectives, and institutional. In phrases of innovation, the definition of innovation seems to be comparable in lots of signs along with product, service, process (Hartley, 2005) or enterprise version within the public and personal sectors.
Jong & Hartog (2003) detailed innovative behavior in carrying out the innovation process into four stages: 1) Seeing opportunities; see opportunities for employees to identify various opportunities / opportunities that exist, 2) Generate ideas; in this phase, employees issue new concepts with the aim of improvement, 3) Strive for; The factor right here is to expand and put into effect ideas, personnel should have behaviors that check with results, 4) Apply, inclusive of worker conduct aimed toward building, testing, and advertising new services. This is associated with making improvements within the shape of recent paintings tactics or in habitual tactics which are normally carried out.

2.2 Human Capital

Olaniyan & Okemakinde (2008) define human capital theory as knowledge and skills acquired by people as capital in skills and technical education. Human capital is an investment product that is considered good and generates income (Davenport, 1999), as it includes 3 key factors in humans, specifically skills, attitudes, and highbrow intelligence (Bontis, Dragonetti, Jacobsen, & Roos, 1999). Bontis & Serenko (2009) stated that human capital is the lifeblood of highbrow capital, the supply of innovation and improvement, however it is a part this is tough to measure. Human capital displays the organization's collective capacity to provide the exceptional answers primarily based totally at the know-how possessed via way of means of means of the human beings withinside the organization, so that you can boom if the organization is capable of use the know-how possessed via way of means of means of its employees.

Human capital has 5 components, particularly person capability, person motivation, leadership, the organizational climate, and workgroup effectiveness (Mayo, 2000). Each element has a specific function in developing the company's human capital in an effort to decide the fee of a company. Therefore, thinking about the big function of HR withinside the company, the company's control should be extra proactive in making its HR as human capital that desires to accept interest and non-stop improvement according with the dynamics of the enterprise environment.

2.3 Transformational Leadership

Leadership in accordance to (Pride, Hughes, & Kapoor, 2014) is the cappotential to steer others, a pacesetter can use his electricity to steer the conduct of others. Transformational management is a fashion of management that conjures up fans to position apart their non-public hobbies and has top notch influencing abilities (Robbins & Judge, 2008). According to Wahjono (2010) transformational leadership contains four components, namely: (1) Idealized Influence from the leader is to dream, believe and form high standards of effort equalization (2) Inspirational Motivation will be a provision followers in facing challenges to achieve goals (3) Intellectual Stimulation from transformational leadership helps followers to answer assumptions and to generate more creative solutions to the problems faced (4) Individualized Consideration from transformational leadership treats each subordinate as an individual and accompanying, monitoring and cultivating opportunities.

3 METHOD

3.1 Conceptual Framework

To get a clear picture of the relationship between variables, here is a picture of the conceptual framework of the research:
3.2 Hypothesis Development

3.2.1 The effect of human capital on innovation work behavior

Human capital is a middle asset in an business enterprise, such as know-how, skills, experience, competence, attitude, commitment, and man or woman private characteristics (Bontis & Serenko, 2009; Sälllebrant, Hansen, Bontis, and Hofman-Bang, 2007). Human capital displays the collective capacity of an business enterprise to provide the fine answers primarily based totally on the present know-how in the business enterprise. Mayo (2000) describes 5 additives of human capital, particularly man or woman capability, man or woman motivation, the organizational climate, workgroup effectiveness, and leadership. By having positive human capital, a lecturer is thought for you to broaden revolutionary paintings behavior. For instance being capable of layout specific mastering models, behavior studies in numerous fields of science, and perform network carrier well.

Based in this description, the primary hypothesis (H1) evolved on this examine is that human capital has a high-quality impact on innovation paintings behavior.

3.2.2 The influence of transformational leadership on innovation work behavior

To accelerate the achievement of organizational goals, a leader must pay more attention to how to foster innovation work behavior for the employees he leads (Ratnasari & Sudarma, 2019). A leader who can meet individual needs will encourage lecturers to reciprocate with greater creativity and innovation work behavior, including Higher Education (Afsar, Badir, & Saeed, 2014). Higher education leaders can adopt transformational leadership theory, which makes past experiences and personal interests of lecturers as motivation so that lecturers are more enthusiastic about achieving the organization's vision and mission (Afsar et al., 2019). Therefore, a piece unit chief who has the traits of a charismatic transformational chief, who's capable of offer inspiring motivation to teachers, then is capable of offer highbrow stimulation to teachers, and might supply character interest to every lecturer will affect teachers to be concerned in innovation behavior. This is because, the character of a work unit leader who has a charismatic personality and can influence lecturers personally will find it easier to gain...
lecturers' trust, so that lecturers will also find it easier to behave in innovation work. This statement is supported by previous research which concluded that transformational leadership has a positive effect on lecturers' innovation work behavior (Afsar et al., 2014; Hansen & Pihl-Thingvad, 2019; M. A. Khan et al., 2020; Skudiene et al., 2018; Zhang, 2010).

Based in this description, the second one hypothesis (H2) evolved on this observe is that transformational management has a high-quality impact on innovation paintings behavior.

3.2.3 The influence of human capital on innovative work behavior with transformational leadership as moderating variable

When an individual's conduct is ruled with the aid of using transformational management, his movements will display extra balance and endurance in an effort to bring about extra modern performance (Saeed, Afsar, Shahjehan, & Imad Shah, 2019). When academics are intrinsically encouraged primarily based totally on their non-public abilities, academics will do their paintings significantly and receive new methods which are conducive to growing creativity and innovation (Benevene, Kong, Barbieri, Lucchesi, & Cortini, 2017). People are inclined to interact in non-obligatory organizational regulations, voluntarily to act as residents with co-people simplest if the character is intrinsically encouraged, that the conduct is critical for themselves and collectively (Masood & Afsar, 2017). Transformational management permits a lecturer to be inclined to are looking for new innovative and modern methods which are beneficial to do and are associated with the lecturer's paintings. Therefore, transformational management can boom the value of human capital's have an effect on on innovation paintings conduct. This assertion is according with preceding studies which states that excessive transformational management will boom lecturer motivation to create modern paintings conduct work (Benevene et al., 2017; Bibi & Afsar, 2018; Faraz et al., 2018; Masood & Afsar, 2017).

Based in this description, the 0.33 hypothesis (H3) advanced is that transformational management will increase the have an effect on of human capital on progressive paintings behavior

3.3 Operational Definition and Variable Measurement

3.3.1 Innovation work behavior

Innovation work behavior is the ability of a person to develop and apply creative ideas that have been created in the form of new products/services, technology, systems, or procedures that provide new benefits for groups and organizations. Innovation work behavior is measured using 6 statement items from the Jong & Hartog (2010) indicator.

3.3.2 Human capital

Human capital is a middle asset in an organization, together with knowledge, skills, experience, competence, attitude, commitment, and person non-public characteristics (Bontis & Serenko, 2009). Human Capital is measured using 5 statement items from the indicators of (Jensen et al., 2019).

3.3.3 Transformational leadership

Transformational management is the maximum effective and essential management fashion as it makes use of logical reasoning, is active, effective, results-orientated and directs
human sources to offer new values and behaviors to the organization (Chang et al., 2018). Transformational leadership is future-oriented by paying attention to planning, open-minded and energetic (Naqvi, 2017). Transformational leadership is measured using 7 statement items from the indicators of Jensen et al. (2016).

4 RESULTS AND DISCUSSION

Table 1 suggests that the best common solution for the Innovative Work Behavior indicator is the assertion "I frequently try and persuade human beings to assist my revolutionary ideas" of 4.06. This assertion became agreed through 43% of respondents and 16% of respondents strongly agreed. This condition indicates that lecturers are happy when they are given the opportunity to channel their ideas.

Table 1. Description of the respondents' answers based on the Innovative Work Behavior variable
Average descriptive score = 3.99 (Rounded = 4)

<table>
<thead>
<tr>
<th>No.</th>
<th>Statement</th>
<th>SD</th>
<th>DS</th>
<th>D</th>
<th>A</th>
<th>SA</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>I'm often looking for new work methods to improve performance quality</td>
<td>0</td>
<td>5</td>
<td>36</td>
<td>48</td>
<td>7</td>
<td>4.01</td>
</tr>
<tr>
<td></td>
<td></td>
<td>0%</td>
<td>5%</td>
<td>38%</td>
<td>50%</td>
<td>7%</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>I regularly give you new answers to resolve problems</td>
<td>0</td>
<td>7</td>
<td>34</td>
<td>47</td>
<td>8</td>
<td>3.97</td>
</tr>
<tr>
<td></td>
<td></td>
<td>0%</td>
<td>7%</td>
<td>35%</td>
<td>49%</td>
<td>8%</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>I regularly attempt to persuade humans to guide my revolutionary thoughts</td>
<td>0</td>
<td>12</td>
<td>28</td>
<td>41</td>
<td>15</td>
<td>4.06</td>
</tr>
<tr>
<td></td>
<td></td>
<td>0%</td>
<td>13%</td>
<td>29%</td>
<td>43%</td>
<td>16%</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>I regularly systematically introduce my revolutionary thoughts into practice</td>
<td>0</td>
<td>9</td>
<td>30</td>
<td>47</td>
<td>10</td>
<td>3.96</td>
</tr>
<tr>
<td></td>
<td></td>
<td>0%</td>
<td>9%</td>
<td>31%</td>
<td>49%</td>
<td>10%</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>I regularly make a contribution to the implementation of recent thoughts of the organization</td>
<td>0</td>
<td>2</td>
<td>31</td>
<td>49</td>
<td>14</td>
<td>4.02</td>
</tr>
<tr>
<td></td>
<td></td>
<td>0%</td>
<td>2%</td>
<td>32%</td>
<td>51%</td>
<td>15%</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>I regularly positioned a variety of attempt into the improvement of recent things</td>
<td>0</td>
<td>6</td>
<td>32</td>
<td>42</td>
<td>16</td>
<td>3.91</td>
</tr>
<tr>
<td></td>
<td></td>
<td>0%</td>
<td>6%</td>
<td>33%</td>
<td>44%</td>
<td>17%</td>
<td></td>
</tr>
</tbody>
</table>

Source: Primary data processed in 2022

Table 2 suggests that the best common solution for the human capital indicator is the assertion "I want to create or locate new approaches to do tasks" of 4.10. This assertion become agreed with the aid of using 54% of respondents and 16% of respondents strongly agree. This circumstance shows that the academics use their creativity in finishing the Tri Dharma of Higher Education. This can cause the overall performance of academics to be higher and could have a high quality effect on college overall performance.

Table 2. Description of respondents' answers based on the Human Capital variable
Average descriptive score = 4.03 (Rounded = 4)

<table>
<thead>
<tr>
<th>No.</th>
<th>Statement</th>
<th>SD</th>
<th>DS</th>
<th>D</th>
<th>A</th>
<th>SA</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>I enjoy finding solutions to complex problems</td>
<td>0</td>
<td>12</td>
<td>30</td>
<td>46</td>
<td>8</td>
<td>4.01</td>
</tr>
<tr>
<td></td>
<td></td>
<td>0%</td>
<td>13%</td>
<td>31%</td>
<td>48%</td>
<td>8%</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>I enjoy engaging in analytical thinking</td>
<td>0</td>
<td>11</td>
<td>29</td>
<td>43</td>
<td>13</td>
<td>4.03</td>
</tr>
<tr>
<td></td>
<td></td>
<td>0%</td>
<td>11%</td>
<td>30%</td>
<td>45%</td>
<td>14%</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>I enjoy creating or discovering new ways to do tasks</td>
<td>0</td>
<td>5</td>
<td>24</td>
<td>52</td>
<td>15</td>
<td>4.10</td>
</tr>
<tr>
<td></td>
<td></td>
<td>0%</td>
<td>5%</td>
<td>25%</td>
<td>54%</td>
<td>16%</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>I am happy if I can contribute to improving the performance of my work unit</td>
<td>0</td>
<td>13</td>
<td>27</td>
<td>39</td>
<td>17</td>
<td>3.95</td>
</tr>
<tr>
<td></td>
<td></td>
<td>0%</td>
<td>14%</td>
<td>28%</td>
<td>41%</td>
<td>18%</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>I enjoy creating new ideas or solutions</td>
<td>0</td>
<td>3</td>
<td>26</td>
<td>51</td>
<td>16</td>
<td>4.04</td>
</tr>
<tr>
<td></td>
<td></td>
<td>0%</td>
<td>3%</td>
<td>27%</td>
<td>53%</td>
<td>17%</td>
<td></td>
</tr>
</tbody>
</table>

Source: Primary data processed in 2022

Table 3 suggests that the very best common solution for the transformational management indicator is the declaration "My management is making an attempt to make the agency paintings collectively toward the imaginative and prescient of the agency" of 4.14. This
declaration became agreed through 45% of respondents and 26% of respondents strongly agreed. This situation suggests that academics need their leaders which will carry tertiary establishments in a higher course according with the imaginative and prescient of tertiary establishments.

Table 3. Description of respondents' answers based on Transformational Leadership variables

<table>
<thead>
<tr>
<th>No</th>
<th>Statement</th>
<th>SD</th>
<th>DS</th>
<th>D</th>
<th>A</th>
<th>SA</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>My leader embodies a clear vision for the future of the organization</td>
<td>0</td>
<td>5</td>
<td>36</td>
<td>48</td>
<td>7</td>
<td>4.04</td>
</tr>
<tr>
<td>2</td>
<td>My leader clearly defines the vision for the future of the organization</td>
<td>0%</td>
<td>4%</td>
<td>28</td>
<td>53</td>
<td>11</td>
<td>4.14</td>
</tr>
<tr>
<td>3</td>
<td>My leader makes ongoing efforts to generate enthusiasm for the organization's vision</td>
<td>0%</td>
<td>4%</td>
<td>29%</td>
<td>55%</td>
<td>11%</td>
<td>4.01</td>
</tr>
<tr>
<td>4</td>
<td>My leader has clear predictions about the organization's position in the next five years</td>
<td>0%</td>
<td>10%</td>
<td>38%</td>
<td>48%</td>
<td>15%</td>
<td>3.92</td>
</tr>
<tr>
<td>5</td>
<td>My leader tries to get lecturers to accept a common goal for the organization</td>
<td>0%</td>
<td>12%</td>
<td>39%</td>
<td>48%</td>
<td>18%</td>
<td>3.95</td>
</tr>
<tr>
<td>6</td>
<td>My leader strives to make the organization work together towards the organization's vision</td>
<td>0%</td>
<td>6%</td>
<td>23%</td>
<td>45%</td>
<td>25%</td>
<td>4.02</td>
</tr>
<tr>
<td>7</td>
<td>My leader tries to explain to the lecturers how to contribute to achieving organizational goals</td>
<td>0%</td>
<td>9%</td>
<td>38%</td>
<td>26%</td>
<td>21%</td>
<td>3.74</td>
</tr>
</tbody>
</table>

Average descriptive score = 3.97 (Rounded = 4)

Source: Primary data processed in 2022

Information to table of 2, 3, and 4: SA = Strongly agree, A = Agree, D = Doubt, DS = Disagree, SD = Strongly disagree

4.1 Measurement Model

The size version on this have a look at is used to check the validity of the variables and the reliability of the instrument. Construct validity suggests how nicely the results (scores) are acquired to outline a assembly whose check includes convergent validity and discriminant validity. The checking out version in query includes 3 variables, namely Human Capital (HC), Innovation Work Behavior (IWB), and Transformational Leadership (TL). The relationship between the three variables is presented in Figure 2 as follows:
4.2 Convergent Validity and Discriminant Validity Tests

Each indicator within the version have to meet convergent validity, which has a loading element price of > 0.5. If the price of every indicator has a loading element price > 0.5, then it could be used for in addition evaluation. Based on desk four it’s miles regarded that the AVE price of all variables is greater than 0.5.

This method that the convergent validity take a look at is fulfilled, so it could be concluded that every latent variable can constitute an indicator. After the convergent validity take a look at is fulfilled, it’s miles persevered through carrying out a discriminant validity take a look at through searching on the correlation price among latent variables furnished that the correlation among signs and latent variables > correlation among signs and different latent variables (out of doors the block). Based at the assessment process, the very last direction evaluation version is obtained, as proven in Figure 2.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Average Variance Extracted (AVE)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Capital</td>
<td>0.538</td>
</tr>
<tr>
<td>Innovative Work Behavior</td>
<td>0.558</td>
</tr>
<tr>
<td>Transformasional Leadership</td>
<td>0.597</td>
</tr>
</tbody>
</table>

**Table 4. Convergent Validity Test Results**

**Source:** Prepared by the authors (2023)

4.3 Reliability Test

The reliability check changed into accomplished the use of Composite Reliability. It is stated to be dependable if the Composite Reliability price is > 0.7. The effects of the reliability check may be visible in Table five. Based on Table five it could be visible that every composite reliability price of every variable on this have a look at is > 0.7. Thus, it could be concluded that every one variables on this have a look at have top reliability.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Composite Reliability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Capital</td>
<td>0.777</td>
</tr>
<tr>
<td>Innovative Work Behavior</td>
<td>0.833</td>
</tr>
<tr>
<td>Transformasional Leadership</td>
<td>0.899</td>
</tr>
</tbody>
</table>

**Table 5. Reliability Test Results**

**Source:** Prepared by the authors (2023)

4.4 Hypothesis Test

The test begins by examining the direct effect between variables which can be seen in the path coefficients by evaluating them based on the coefficient values and t-statistics or p-values. The coefficient value is used to see the direction of the hypothesized relationship, namely positive or negative. While the t-statistic or p-value is used to determine the estimated value or the magnitude of the influence of the independent variables on the dependent variable.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Original Sample Size (O)</th>
<th>Sample Mean (M)</th>
<th>Standard Deviation (STDEV)</th>
<th>T Statistics (O/STDEV)</th>
<th>P Values</th>
</tr>
</thead>
<tbody>
<tr>
<td>HC -&gt; IWB</td>
<td>0.165</td>
<td>0.176</td>
<td>0.065</td>
<td>2.540</td>
<td>0.011</td>
</tr>
<tr>
<td>Moderating Effect (HC*IWB) - &gt; IWB</td>
<td>0.140</td>
<td>0.120</td>
<td>0.063</td>
<td>2.205</td>
<td>0.028</td>
</tr>
<tr>
<td>TL -&gt; IWB</td>
<td>0.803</td>
<td>0.797</td>
<td>0.058</td>
<td>13.939</td>
<td>0.000</td>
</tr>
</tbody>
</table>

**Table 6. Results**

**Source:** Prepared by the authors (2023)
The outcomes of the H1 check show that human capital has a advantageous impact on revolutionary paintings conduct with a coefficient price of 0.176, t-statistic of 2.540, and a importance of 0.011. The advantageous coefficient price of 0.176 shows that the have an effect on of the 2 is within the equal course and it may be stated that the better the human capital, the better the innovation paintings conduct. The first speculation which states that human capital has a advantageous and widespread have an effect on at the conduct of innovation paintings in personal universities is accepted.

The consequences of the H2 take a look at show that transformational management has a high quality impact on revolutionary paintings conduct with a coefficient fee of 0.803, t-statistic of 13.939, and a importance of 0.000. The high quality coefficient fee of 0.803 shows that the have an impact on of the 2 is within the equal route and it could be stated that the better the transformational management, the better the innovation paintings conduct. The 0.33 speculation which states that transformational management has a high quality and sizable impact on revolutionary paintings conduct in non-public universities is accepted.

The subsequent take a look at is to study the position of transformational management in moderating the impact of human capital on innovation paintings conduct. The effects of the H3 take a look at show that transformational management moderates the impact of human capital on innovation paintings conduct with a coefficient price of 0.140, t-statistic of 2.205, and a importance of 0.028. The 0.33 speculation which states that transformational management moderates the impact of human capital on innovation paintings conduct in non-public universities is accepted.

5 DISCUSSION

5.1 The Influence of Human Capital on Innovation Work Behavior

This study proves that human capital has a significant effect on innovation work behavior at private universities in Surabaya. A positive coefficient value indicates that when a lecturer's human capital is high, a lecturer has the ability to find new, more innovative ways to complete work. The results of this study are reinforced by the results of descriptive analysis on the human capital variable which states that the average value is 4.01 and the highest score is 4.10. This value means that in general the lecturers’ human capital is categorized as good. Lecturers find satisfaction in finding new ways to do and complete work. This feeling of pleasure can make lecturers more innovative in their work.

The results of this study are in line with previous studies showing that human capital has a positive effect on innovation work behavior (Hansen & Pihl-Thingvad, 2019; Khan et al., 2020; Skudiene et al., 2018). With good human capital, lecturers have an analytical thinking pattern and are able to solve complex problems. In the field of pursuit, lecturers are able to design up-to-date learning models, learning materials that are in accordance with scientific developments, develop research roadmaps, and service models that are in accordance with community needs. Under these conditions, lecturers have a major contribution in improving the performance of higher education institutions.

5.2 The Influence of Transformational Leadership on Innovation Work Behavior

This observe proves that transformational management has a tremendous impact on innovation paintings conduct at personal universities in Surabaya. A fine coefficient fee suggests that after the transformational management felt through teachers is high, they may be stimulated and inspired to are searching for new, greater revolutionary methods to do and whole their paintings. This assertion is bolstered through the consequences of descriptive evaluation
at the transformational management variable within the appropriate class as it has a median fee of 3.99. The maximum score, that is same to 4.06, is defined through the assertion that the management continually presents reasons approximately the way to carry out so that it will recognize the imaginative and prescient and assignment of the employer. In transformational management, leaders offer the widest possibility for all individuals of the employer (particularly teachers) to act innovatively at paintings.

Empirically, the consequences of this observe are according with the consequences of Nasir et al. (2019) and Bibi & Afsar (2018), that transformational management has a fine and tremendous impact on innovation paintings conduct. The transformational management fashion is manifested, amongst others, through explaining the employer's imaginative and prescient and assignment, constructing enthusiasm for teachers to recognize the employer's imaginative and prescient and assignment, and predicting the placement of the employer within the future. When teachers sense satisfied and cushty at paintings, it's far viable for teachers to sense loose to create new thoughts or discover and practice greater revolutionary methods or techniques in doing and finishing paintings at paintings.

5.3 The Role of Transformational Leadership to strengthen the Linkage between Human Capital and Innovation Work Behavior

This study proves that human capital has an indirect effect on innovation work behavior through transformational leadership. These results can be interpreted that leaders can also provide motivation to encourage the enthusiasm of lecturers to remain innovative in their work and have good performance. The transformational leadership style can encourage lecturers to be able to develop new ideas to advance the institution in accordance with the college's vision and mission. Lecturers will have more opportunities to develop themselves and focus on organizational issues (Afsar et al., 2014). When lecturers feel that they are able to create new ideas in completing their work, this will give birth to innovative work behavior (Afsar et al., 2014).

Good leadership is leadership that can place lecturers and develop lecturer talents according to what they have, so that they can develop lecturer competencies according to their skills and education (Wright, Moynihan, & Pandey, 2012). In making decisions, leaders must be able to create accountability and integrity for each of their lecturers (Michaelis, Stegmaier, & Sonntag, 2010). If the transformational leadership model is well received by lecturers (Caillier, 2014) then it will be able to encourage lecturers' desire to carry out their duties and responsibilities optimally (Wright et al., 2012), where this desire can generate enthusiasm for lecturers to create innovative work behavior.

This research is empirically consistent with previous research which states that a transformational leadership style makes the leader charismatic and able to make lecturers more creative and innovative at work (Khan et al., 2020). This is because charismatic leaders can provide inspirational motivation for lecturers to feel optimistic about the vision and mission of higher education in the future, provide stimulation for lecturers to be more careful and creative in solving problems encountered at work, so that charismatic leaders are more effective at supporting behavior. lecturer innovation work. The results of this study are in line with previous studies which show that human capital has a positive effect on innovation work behavior (Hansen & Pihl-Thingvad, 2019; Skudiene et al., 2018).

6 CONCLUSION

A dynamic surroundings calls for each organisation to continually offer improvements so that you can continue to exist and be capable of compete with its competitors. This
Additionally applies to universities, specifically personal universities. Therefore, each man or woman within the organisation can behave in an modern manner at paintings. Innovation paintings conduct is one of the essential reassets to power organizational success. The studies performed at personal universities in Surabaya proves that 1) human capital has a widespread impact on innovation paintings conduct, 2) transformational management has a widespread impact on innovation paintings conduct, 3) transformational management strengthens the have an effect on of human capital on innovation paintings conduct. This research can be implied theoretically and practically. At the theoretical level, the research results enrich the study of Strategic Management Science, where innovation work behavior can be built through adequate human capital and transformational leadership styles. Meanwhile, at a practical level, higher education leaders have additional insights on how to manage lecturer human capital so that they are able to perform innovatively. Research and implications: With good human capital, lecturers have an analytical thinking pattern and are able to solve complex problems. In the field of pursuit, lecturers are able to design up-to-date learning models, learning materials that are in accordance with scientific developments, develop research roadmaps, and service models that are in accordance with community needs. Under these conditions, lecturers have a major contribution in improving the performance of higher education institutions.

REFERENCES


