

# The Mediating Role of *Innovative Work Behavior* on the Leader Member Exchange and *Job Satisfaction* at Indonesian Food & Beverage Services Industry during Covid 19

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## Abstract

*Indonesian tourism, especially in the Greater Jakarta area, is not only famous for buildings, monuments, but with high diversity, Jabodetabek offers delicious culinary tours that serve special foods from all corners of the archipelago. To be able to face stiff competition in the business world, from the point of view of the current food and beverage provider organization leaders need to innovate in their work to produce employees who are satisfied with their work, so the purpose of this study is to analyze the effect of LMX on Job Satisfaction mediated by Innovative work behavior by using The quantitative method is a questionnaire via google form with a total of 249 respondents. Sample is 249 respondents. The analytical method used is SEM - AMOS 24. The results showed that LMX had a significant positive effect on IWB and Job Satisfaction, while IWB has no effect on Job Satisfaction and also IWB cannot mediate the effect of LMX on Job Satisfaction.*

## Keywords

leader member exchange;  
innovative work behavior ; job  
satisfaction



## I. Introduction

The rapid progress of science and technology today, especially information technology, has a positive impact on tourism in Indonesia. The ease of access and information on tourism destinations that spread quickly and the increase in people's incomes caused the number of trips made by tourists, both domestic tourists (wisnus) and foreign tourists (tourists) in Indonesia to increase. The increase in the number of tourist visits requires the availability of adequate facilities and infrastructure and supports tourism activities.

The availability of facilities that support tourism activities such as accommodation provision services, food and drink providers, tourist transportation services, and travel agents is very important. The business of providing food and drink today can be one of the means for the emergence of a tourism icon in a region. This can be realized through regional culinary tourism which has an impact on tourist satisfaction when visiting an area.

To develop tourism activities in a destination, adequate business support for food and drink providers is needed. The support is not only of the available quantity but also of adequate quality, so that it can serve tourists well. In the end it can impress tourists and want to come back.

Data from the Central Statistics Agency (BPS) shows that the gross domestic product (GDP) at constant prices in the accommodation and food and beverage supply sector is IDR 78.3 trillion in the second quarter of 2021. The number grew 21.58% compared to the same quarter the previous year. This positive growth is the first time this has occurred in

the past year. Previously, the accommodation and food and drink supply sector contracted since the second quarter of 2020. In addition, GDP growth in the accommodation and food and drink supply sector was the second highest in the second quarter of 2021.

The Jabodetabek area is not only famous for buildings, monuments, but with high diversity Jabodetabek offers delicious culinary tours that serve special foods from all corners of the archipelago. To be able to survive in the fierce competition in today's food and drink business world, organizations need to continuously innovate in their services (Garg and Dhar, 2016).

The success of leadership is partly determined by the ability of leaders to develop their organizational culture. (Arif, 2019). Organizational leaders recognize that they must continuously innovate on internal products and processes, Given the importance of employee innovative work behavior for organizational sustainability and effectiveness, greater efforts are made to uncover the factors that drive innovative work behavior (Dorenbosch *et al.*, 2005).

LMX is one of the most influential factors in increasing the innovative behavior of employees (Bani-Melhem *et al.* (2020). High quality LMX positively affects the innovative behavior of employees due to the fact that employees in the exchange get challenging assignments, leader support and encouragement to dealing with risks in the work environment, which is favorable for promoting behavioral innovation (Tierney, 2008).

LMX where a good relationship between superiors and subordinates will have an impact on subordinates, such as job satisfaction, commitment, role performance, and organizational citizenship behavior because employees who have good relationships with their superiors will feel satisfied (Ariani, 2012).

The purpose of this research is to:

1. Analyzing the effect of LMX on *innovative work behavior*
2. Analyzing the effect of LMX on *Job Satisfaction*
3. Analyzing the influence of *innovative work behavior* on *Job Satisfaction*
4. Analyzing the effect of LMX on *Job Satisfaction* mediated by *Innovative work behavior*

## II. Review of Literature

### 2.1 LMX

LMX theory as a process, focuses on the relationship between leaders and followers. According to this theory, leaders form different relationships with different subordinates in their workplace resulting in different work groups. These different working groups consist of subordinates with high and low exchange quality. High quality relationship, based on reciprocal/social exchange of like, trust, obligation, and respect along with formal monetary exchange, whereas low quality LMX, based on only monetary exchange between leader and employee, a transaction takes place in exchange of time and money. money, where employees are considered as employed or out-of-group employees (Kahn & Malik, 2017).

LMX model of leadership making ( Graen & Uhl-Bien, 1995 ), the process begins with the “foreign” phase, in which the leader and followers come together as strangers occupying interdependent organizational roles. With the increasing reliance on work groups in organizations, interactions among team members are becoming more important in terms of organizational performance.

The leader-member relationship is critical to the future of an organization, because in a dynamically changing world, the survival of the organization depends on the strength of the culture and the bonds between leaders and members of this kin. A leader is a person who can manage an organization and lead its members to achieve common goals. However, it is not always about the leader's efforts to build strong bonds, because the leader-member relationship is a process of exchange, both the leader and the members must be active in this process (Tarim, 2018).

LMX theory not only focuses on the characteristics of effective leaders in an organization, but focuses more on the quality of the relationship between leaders and subordinates, where the main idea of LMX is how LMX quality is related to positive outcomes for leaders, followers, groups, and organizations at generally (Megheirkouni, 2017).

Two types of relationship quality in LMX are in-group and out-group. In-group is defined by high quality exchange. This high-quality exchange is built through the development of interpersonal trust that goes beyond formal employment contracts. Once this is done, members experience higher levels of satisfaction and effectiveness at work as a result of mutual influence, more open and honest communication, greater access to resources and more extra role behaviors. On the other hand, out-groups are those who not part of the leader's inner circle. Members have low-quality relationships with leaders, with little access to supervisors, limited organizational information, fewer resources and experience higher turnover.

The existence of in-group and out-group will certainly harm the organization in the long run. That is why a leader needs to make members feel equal to each other to build a trust-based organization and to make equality apply to everyone in the organization, and leaders must spend emotional energy (Tarim, 2018). Graen & Uhl-Bien (1995) say that the central concept of the theory is that an effective leadership process occurs when the leader and followers are able to develop a mature leadership relationship (partnership) that brings many benefits in this relationship. LMX also focuses on the quality of the exchange between employees and managers and this is based on the level of emotional support and the exchange of resource values (Atatsi *et al* , 2019).

## **2.2 Innovative Work Behavior**

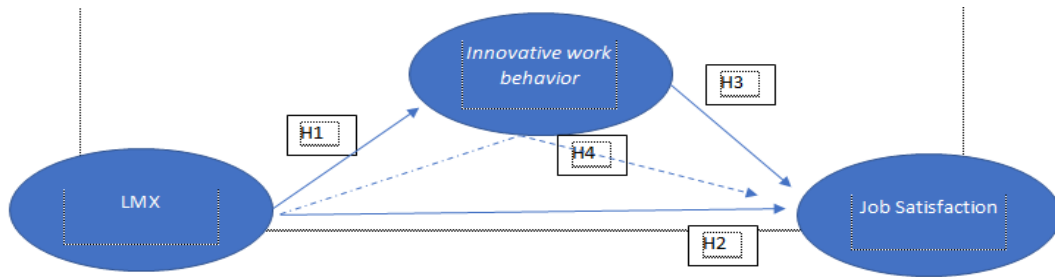
Human behavior is influenced by cognitive/rational and emotional processes, cognitive and emotional interactions are important in developing a comprehensive understanding of employee innovative behavior (Bani-Melhem *et al* ., 2020). Innovative behavior as the production or adoption of useful ideas and implementation of ideas, and starts with the introduction of problems and the generation of ideas or solutions, thereby bringing value to the organization and acting as a medium to increase market efficiency and customer loyalty (Garg and Dhar, 2016).

To be competitive in the business environment, service companies must facilitate the innovative potential of their employees . Innovative behavior is the employee's intentional introduction or adoption of new ideas, products, and processes for their work roles, teams, or organizations (Kim and Koo, 2017).

## **2.3 Job Satisfaction**

Job satisfaction can be defined as the extent to which people like or dislike their work or state of mind which is determined by the extent to which individuals perceive their work (Sang *et al.*, 2019). Job satisfaction can also be a positive or favorable reaction to job evaluations and work experiences.

## 2.4 Hypothesis Framework



**Figure 1.** Hypothesis Framework

### 1. LMX on *Innovative work behavior*

*Innovative work behavior* is a construction in which employee creativity occurs and is divided into two stages. The first is the creation of an idea to solve the problem, and the second stage is the practical implementation of the innovative idea. For the first stage, namely the creation of ideas, problems are needed while for the implementation of the creative ideas (second stage), moral, ethical, financial and judgmental support is very important (Kahn and Malik, 2016).

Employees will respond more innovatively to organizational problems when they feel that their efforts toward novelty are being judged fairly. Employees who feel a fair balance between the supervisor's persuasion about their work efforts, will respond by engaging in *innovative work behavior*.

The results of research conducted by Bani-Melhem *et al.* (2020), Kahn and Malik (2016) stated that LMX has a positive effect on *innovative work behavior*.

Based on the arguments above, the following hypothesis can be formulated:

H1: LMX affects *Innovative work behavior*

### 2. LMX on Job Satisfaction

High quality LMX not only has an effective positive impact on subordinate job satisfaction but also organizational results. The results of this study are in accordance with the same concept given by Herzberg (1959) in "the theory of job satisfaction". He argues that job satisfaction and dissatisfaction are different sets of working conditions that are influenced by different factors. Utilizing multiple regression analysis Schriesheim *et al.* (1998) showed that delegation and LMX both had a significant effect on subordinate performance and job satisfaction.

More explicitly, high quality relationships are strongly associated with subordinate satisfaction and many adverse effects may arise for leader member relationships characterized by low quality, low quality LMX is relatively associated with low levels of job satisfaction (Coglycer *et al.* 2009, Le Blanc *et al.* 2012, Schyns & Wolfram, 2008). Locke Herzberg's critique, Hygiene-Motivation Theory, provides a new theory. He criticized that Herzberg paid too much attention to physical needs. Locke's theory of job satisfaction and states that the human mind and body are very closed. Through the processing of the human mind discovers his psychological needs and needs. Finally he concludes that individual needs may be similar but value is not, what one does to gain and/or retain. So job satisfaction also seems to depend on values and goals. The LMX literature shows that high quality LMX can affect job satisfaction (Suharnomo & Kartika, 2018, Bhatti *et al.* 2015). Based on the arguments above, the following hypothesis can be formulated:

H2: LMX affects *Job Satisfaction*

### 3. Innovative work behavior towards Job Satisfaction

Job satisfaction is shown through an employee's feeling of pleasure towards work and the fulfillment of psychological needs such as autonomy, competence, and the need for relatedness such as support from the workplace or environment (Deci *et al.* , 2001). When someone can complete a job, innovative work behavior is shown by competence in carrying out the task. By being able to do a task, especially by incorporating some new innovative ideas in it, one will feel satisfied. A creative individual generally has the competence to face some of the challenges at work. Previous research found that there is a strong relationship between innovation and job satisfaction (Carmeli *et al.* , 2006; Tsai, 2014). Based on the arguments above, the following hypothesis can be formulated:

H3: *Innovative work behavior affects Job Satisfaction*

### 4. LMX on Job Satisfaction mediated by Innovative work behavior

Good leader and member relationships allow receiving more resources, broader responsibilities, more autonomy, trust and support. However, if the trust in the leader is low, the relationship between LMX and IWB ( *innovative work behavior* ) will decrease, it is different if the trust in the leader is high, the relationship between LMX and IWB will increase. In this study, *innovative work behavior was used* as a mediation to determine the relationship between LMX and employee performance. Yuan and Woodman (2010) argue that employee behavior can be determined by the results of their performance. Even though the innovation is small, it will still show innovative work behavior which of course can affect individual performance as well as performance related to the company. The results of research from Sari and Kistiyanto (2020), based on sources of analysis and data processing as well as discussions carried out where the *leader member exchange* has a significant and significant influence on employee performance through *innovative work behavior* . So *innovative work behavior* can mediate the influence between *leader member exchange* and employee performance. Based on the arguments above, the following hypothesis can be formulated:

H4: *LMX effect on Job Satisfaction mediated by Innovative work behavior*

## III. Research Method

Population: all employees who work in the food and beverage industry. Samples: employees who work in the food and beverage industry in Jabodetabek, a total of 260 respondents, which were processed by 249 respondents.

### 3.1 Scale and Measure

The structured questionnaire consists of three parts containing 51 statements using a five-point Likert scale. A scale of 1 indicates strongly disagree and a scale of 5 indicates strongly agree. Questionnaires were circulated via *google form* and filled out *online* . LMX adapted from Bani- Melhem *et al* (2020) using 7 statement items; *Job Satisfaction* was adapted from Heimerl *et al* (2020) using 35 statement items and *Innovative work behavior* was adapted from Bani- Melhem *et al.* (2019) using 6 statement items.

### 3.2 Data Analysis Method

The analytical method used in this research is *Structural Equation Model* (SEM) with the help of AMOS 24 software.

### 3.3 Characteristics of Respondents

Data was collected by distributing questionnaires where questionnaires were distributed to employees who work in the food and beverage industry in Jabodetabek. Explanations from respondents in the study will be discussed in the table below:

**Table 1.** Characteristics of Respondents

Category	Frequency	Percentage
<b>Age</b>		
< 20 Years	7	2.8%
20 - 25 Years	60	24.1%
26 - 30 Years	98	39.4%
31 - 35 Years	65	26.1%
36 - 40 Years	10	4.0%
41 - 45 Years	7	2.8%
> 50 Years	2	0.8%
<b>Gender</b>		
Man	172	69.1%
Woman	77	30.9%
<b>Length of work</b>		
< 1 Year	25	10.0%
13 years old	102	41.0%
35 years old	29	11.6%
> 5 Years	93	37.3%
<b>Level of education</b>		
High school or equivalent	130	52.2%
S1	116	46.6%
S2	3	1.2%

Source: Processed Research Data (2022)

Based on Age, the majority of respondents were aged between 26-30 years which consisted of 98 respondents or 39.4% of the total respondents. In addition, there were 65 respondents (26.1%) aged 31-35 years, 60 respondents (24.1%) from the age of 20-25 years, 10 respondents (4%) aged 36-40 years and each 7 respondents (2.8%) are less than 20 years old and 41-45 years old and 2 respondents (0.8%) are over 50 years old.

Based on gender, the majority of respondents were men consisting of 172 respondents or 69.1% of the total respondents, besides that there were 77 respondents (30.9%) were women.

Based on years of service, the majority of respondents, consisting of 102 respondents or 41% of the total respondents, have worked for 1-3 years. In addition, there are 93 respondents (37.3%) who have worked for more than 5 years, 29 respondents (11.6%) have worked 3-5 years and 25 respondents (10%) have worked less than 1 year.

Based on education level, the majority of respondents have a high school education or equivalent consisting of 130 respondents or 52.2%. In addition, there are 116 respondents (46.6%) with undergraduate education and 3 respondents (1.2%) with master's education

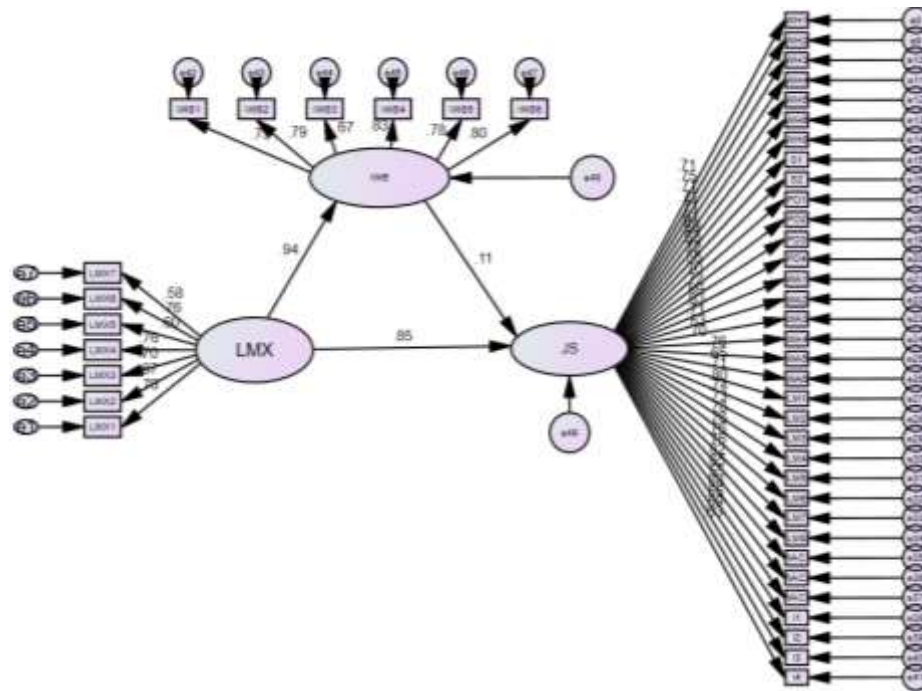


Figure 2. Structural Model

### 3.4 Hypothesis Test

Significant or not significant seen from the value at alpha 0.05 (5%) where the results of hypothesis testing can be seen in the table below

Table 2. Hypothesis Testing Results

Hypothesis	Standardized Estimate	P-Value	Decision
H1: LMX affects <i>Innovative work behavior</i>	0.983	0.000	Ha 1 accepted
H2: LMX has an effect on <i>Job Satisfaction</i>	0.854	0.000	Ha 2 accepted
H3 : <i>Innovative work behavior</i> has an effect on <i>Job Satisfaction</i>	0.113	0.480	Ha 3 rejected
H4 : LMX has an effect on <i>Job Satisfaction</i> mediated by <i>Innovative work behavior</i>	0.106	0.731	Ha 4 rejected

Source : Results Processed Data . 2022

## IV. Results and Discussion

### 4.1 Effect of LMX on *Innovative work behavior*

The test results of *LMX* on *Innovative work behavior* show that there is a positive and significant effect of *Innovative work behavior*, this shows that *LMX* is a factor that can affect *Innovative work behavior* . This shows that the more positive the practice of *LMX* in the company, the more it can encourage *innovative work behavior* . Employees will respond more innovatively to organizational problems when they feel that their efforts toward novelty are being judged fairly. Employees who feel a fair balance between the supervisor's persuasion about their work efforts, will respond by engaging in *innovative*

*work behavior*. The results of this research are in line with the research conducted by Bani-Melhem *et al* . (2020), Kahn and Malik (2016) stated that LMX has a positive effect on *innovative work behavior*.

#### **4.2 Effect of LMX on Job Satisfaction**

The test results show that LMX has a positive and significant influence on *Job Satisfaction* where this shows that LMX is a factor that can affect *Job Satisfaction* . where good LMX practice will increase *Job Satisfaction* . The results of this study are in line with previous research from Suharnomo & Kartika (2018), Bhatti *et al* (2015) which showed a positive influence of LMX on *Job Satisfaction*.

#### **4.3 Influence of Innovative work behavior on Job Satisfaction**

The test results show that *innovative work behavior* is not a factor that can affect *job satisfaction*. When someone can complete a job, innovative work behavior is shown by competence in carrying out the task. By being able to do a task, especially by incorporating some new innovative ideas in it, one will feel satisfied. A creative individual generally has the competence to face some of the challenges at work. However, the results of the study show that there is no effect of *Innovative work behavior* on *Job Satisfaction* because not all employees in this industry have the space to make major innovations such as for example waitresses so that innovation at work is not an important factor in employee job satisfaction. This study is not in line with the research conducted by Carmeli *et al* . (2006) and also Tsai (2014) which shows the influence of *Innovative work behavior* on *Job Satisfaction*.

#### **4.4 LMX effect on Job Satisfaction mediated by Innovative work behavior**

The results showed that *Innovative work behavior* cannot mediate the effect of LMX on *Job Satisfaction*. This can happen because the direct influence of LMX on Job satisfaction is large and significant and also the influence of *innovative work behavior* has no effect on *Job Satisfaction*.

## **V. Conclusion**

Based on the results of the analysis and discussion of the data, the researchers obtained the following conclusions:

1. *LMX* has a positive and significant influence on *innovative work behavior*
2. *LMX* has a positive and significant effect on *Job Satisfaction*
3. *Innovative work behavior* has no effect on *Job Satisfaction*
4. *Innovative work behavior* cannot mediate the effect of LMX on *Job Satisfaction*.

#### **Managerial Implications**

The managerial implication that can be made from this research is that LMX can affect *innovative work behavior* and also *Job Satisfaction* . Therefore managers in the company need to increase LMX in the company. What can be done is that superiors need to dig deeper and recognize the potential of employees. This can be done by observing carefully, discussing and conducting psychological tests to determine the potential of employees. *Innovative work behavior* also needs to be improved where managers can give employees greater freedom to try new techniques or ways of working.



## Limitations

The limitations in this study are

1. This research is only limited to the food and beverage industry in Jabodetabek
2. This research is only limited to LMX variables, *innovative work behavior* and *Job Satisfaction*

## Suggestion

1. Further research can conduct research in other industries such as service companies.
2. Other research can consider other variables such as organizational commitment.

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