

Impact of Proactive Personality on Innovative Work Behavior and Task Performance: The Role of Work Engagement and Transformational Leadership in the Energy Industry Sector

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Abstract

The relationship between proactive personality has a significant effect on IWB moderated by leadership style and employee engagement This study aims to examine whether leadership style has a direct effect on IWB. To facilitate the process of reviewing research results, the research design used was hypothesis testing, to test the effect of the independent variable, namely proactive personality, on the dependent variable, namely innovative work behavior. In addition, the mediating variable is job satisfaction and the moderating variable is transformational leadership. The data used in this research is cross sectional data on companies in the energy industry sector. In this study, it consists of 4 (four) variables, namely the independent variable or independent variable, the dependent variable or the dependent variable, and the mediating variable and moderating variable.

Keywords

work engagement; proactive personality; innovative work behavior and task performance; transformational leadership; energy industry Sector



I. Introduction

The rapid development of modernization in industry in this era seems to provide dynamic challenges for companies. Global and disruptive challenges facing organizations today require an organization to have a proactive strategy to respond quickly to these challenges and changes (Nesterkin, 2013; Paulsen et al., 2013).

Answering this challenge certainly requires an innovative environment, both from the new strategies created within the organization and its employees. Even in a growing company or a large company, innovation is very important, it even tends to be crucial for the sustainability of the company. Only companies that are organized and have an innovative employee environment are able to survive, prosper and continue to thrive in an era that is faced with various business upheavals. It is well recognized that employee innovation can drive innovation at the organizational level and promote organizational success (Mytelka and Smith, 2002).

Many researchers have found that employees' innovative behavior depends on many factors, including leadership (Javed et al., 2019), personality (Zuraik et al., 2020) and organizational climate (Imran et al., 2010). Both researchers and practitioners consider the increasing role that leadership plays in today's work context in terms of motivating employees to innovate. Their main goal was to identify effective ways to persuade employees to display creative and IWB, at an individual level, through transformational leadership (Piccolo and Colquitt, 2006).

The findings of Florin et al., 2019 revealed that they found a positive correlation between transformational leadership and innovative work behavior. This leadership style has been shown to positively influence the idea generation and implementation of employee ideas.

In addition, proactive personality is a significant dispositional precursor to increase creativity or “the “new generation and potentially useful ideas” in organizational contexts (Zhou and George, 2001, p. 683). Because every human being is different and each has different personality traits, these personality traits have a tremendous effect on organizational performance (Sagha et al., 2017).

Proactive personality plays an important role in innovative work behavior and increases results in a positive way. Furthermore, employee engagement has a significant effect on outcomes with the proposed moderating relationship, which means that it is very important to instill work engagement through a proactive personality, so the moderating role of transformational leadership moderates the relationship between proactive personality and employee engagement (Mubarak & Khan et al., 2021).) based on the previous findings above regarding the relationship between proactive personality has a significant effect on IWB moderated by leadership style and employee engagement, this study will also examine whether leadership style has a direct effect on IWB..

II. Review of Literature

2.1 Proactive Personality and IWB

Proactive personality is the main factor that predicts innovative work behavior in employees (Pons, Ramon, & Ramon, 2016). Proactive personality is defined as an individual's tendency to display proactive behavior (Bateman & Crant, 1993). Proactive behavior is an act of taking the initiative to improve the surrounding environment or create a new, better environment by challenging the status quo of an organization, not passively accepting the situation (Crant, 2000). In other words, proactive behavior is behavior that can directly change the surrounding environment.

2.2 Transformational Leadership

Leadership has often been researched as a determinant of innovation. Kim and Yoon (2015) found that transformational leadership is positively related to the degree to which employees perceive a culture of innovation. The findings of this study also show that a climate for creativity through increased recognition of employee creativity, flexibility to change, and resources for innovation is significantly related to employees' perceptions of an innovation culture. It was further explained that there is a variance in the extent to which employees perceive a culture of innovation in the organization. The success of leadership is partly determined by the ability of leaders to develop their organizational culture (Arif, 2019).

2.3 Employee Engagement

Employees are a vital asset of an organization; hence, employee welfare is required to engage in a healthy work environment in almost all depositional arrangements (Leiter and Bakker, 2010).

In a study conducted by Macey and Schneider (2008), job involvement was defined as the state of various engagements (eg state involvement, engagement nature and engagement behavior), which proves that the characteristics of engagement are open to various practical and theoretical researches. This allows proactive personality traits to be assessed on a broad basis in terms of employee citizenship and job involvement. proactive

Employees take on new challenges by demonstrating personal innovative initiative and striving to face obstacles to performing well in an organization.

2.4 IWB and Task Performance

Innovative employees collect and consider various information to generate new ideas and to improve existing processes (Tesluk, Farr, & Klein, 1997). Thus, they are more likely to be willing to learn to find and develop new ideas to solve problems at hand, thereby improving task performance (Amabile, 1996). Indeed, employees' willingness to learn has been recognized as important for job performance (Walumbwa, Cropanzano, & Hartnell, 2009), because learning motivates employees to acquire new skills needed to perform tasks (Argote, 1999; McGrath, 2001). Interestingly, this perspective is similar to the challenge-stress framework in that: meta-analytic evidence suggests that challenge stressors increase employee motivation and, subsequently, their performance (LePine, Podsakoff, & LePine, 2005).

2.5 Conceptual framework

The conceptual framework in this study can be described as follows:

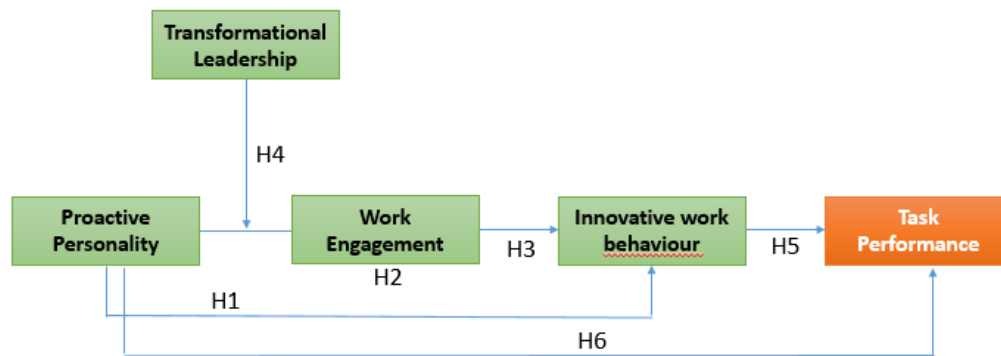


Figure 1. Conceptual Framework

- H1. Proactive personality has a significant positive relationship with innovative work behavior.
- H2. Job involvement has a mediating effect on the relationship between proactive personality and innovative work behavior.
- H3. Job engagement is positively related to innovative work behavior
- H4. Transformational leadership has a moderating effect on the relationship between proactive personality and innovative work behavior.
- H5. Innovative work behavior is directly related to Task Performance.
- H6. Proactive personality has a positive relationship to task performance.

2.6 Hypothesis Development

In 2000, British Prime Minister Tony Blair emphasized that the heart of a successful business is creativity and innovation. Company performance and organizational effectiveness are driven by innovative work behavior and a proactive personality (Crant, 2000). Proactive personality is an important trait to bring innovation to an organization because proactive personality is the ability to analyze current business situations and the capacity to change the environment so that individuals can benefit from these positive changes (Unsworth and Parker, 2003). The most important indicator of an employee is a proactive personality (Li et al., 2010).

Based on the above arguments, this study proposes that proactive personality is very important for innovative work behavior.

- H1. Proactive personality has a significant positive relationship with innovative work behavior.

One of the characteristics of work engagement is behavioral engagement, and it is one of the most important traits required for a successful organization to provoke innovative work behavior among employees. Therefore, employers should structure employee work engagement to reach a satisfactory level to achieve innovative work behavior. According to De Jong and Den Hartog (2010), innovative work behavior is a vital aspect to sustain the organization in the long term, thus reflecting the need to achieve employee innovative work behavior through a proactive personality and work involvement. By devising and achieving innovative work behaviors, organizations can gain a competitive advantage in the growing global marketplace. Innovation in the workplace can be done by giving all employees the right to express their creative ideas, thereby increasing engagement in the workplace (Agarwal, 2014; Agarwal et al., 2012).

It has been proven through previous research that employees can hold their emotional processes in a strong state through the mediating role of work engagement on the relationship between proactive personality traits and innovative work behaviors in a healthy workplace (Agarwal et al., 2012). This shows that work engagement is a powerful and dedicated way to connect employees with a clear identification of their job to perform tasks.

By incorporating their proactive personality, many things can be changed to achieve innovative work behavior in the workplace. In addition, many studies have proven the impact of job involvement on job resources and innovative work behavior (Schaufeli and Salanova, 2008; Richardsen et al., 2006; Rich et al., 2010). However, the mediating role of job involvement has not been assessed on the relationship between proactive personality. H2. Job involvement has a mediating effect on the relationship between proactive personality and innovative work behavior.

When job involvement is high among employees, they start to take the initiative and try to take advantage of the untapped opportunities to make the organization successful (Crawford et al., 2010). Moreover, these employees due to their high levels of energy, enthusiasm, dedication and involvement in work, go beyond their call of duty by engaging in discretionary, non-obligatory, and civic behavior (Sahin et al., 2014).

Work involvement provides an individual's motivation to accept challenging situations without losing focus and dedication. Since innovative work behavior is challenging due to the amount of effort required to actually implement innovative ideas, energy levels, mental resilience, focus, enjoyment, engagement and internal drive to create impact, will help individuals to engage in innovative endeavors. Job involvement increases employees' willingness to share their work-related knowledge with other organizational members and/or actively suggest new ideas for their organization (Kim and Park, 2017), and turn new ideas into successful applications (i.e. work behavior). innovative). Thus, employees who demonstrate engagement in their work are more likely to display innovative work behaviors by suggesting and implementing ideas that can bring about improvements in existing processes and create new and untapped opportunities. With this, we hypothesize as follows:

H3. Job engagement is positively related to innovative work behavior

If a strong leadership influence is not present in an organization, it depicts an incomplete picture of the situation at work. In the absence of strong leadership, there is less chance that employees will work as needed. Therefore, past findings indicate that transformational leadership strongly influences employee personal behavior, job satisfaction and creativity in employee behavior (Nielsen et al., 2008). The literature

provides empirical evidence that employees with high self-determination in the workplace are significantly influenced by transformational leadership and create a positive relationship between transformational leadership and proactive personality (Den Hartog and Belschak, 2012).

Previous studies have also shown that employees' innovative work behavior dynamically changes different phases of transformational leadership. It includes various levels of intellectual communication, vision and strong motivation to support employees, apart from stimulating their creative behavior (Afsar et al., 2014). Transformational leadership has the ability to influence greater than the alternative leadership type (transactional leadership). For example, transformational leadership has been found to lead to the highest levels of job satisfaction and motivation, while lower levels of burnout in organizations (Bass and Avolio, 1996), thereby stimulating high levels of innovative work behavior in organizational environments (Afsar et al., 2014). innovative work behavior. With this, we hypothesize as follows:

Previous studies have proven that transformational leadership serves as a moderator to exert a greater influence on the relationship between proactive personality and innovative work behavior (Zhu et al., 2009; Engelen et al., 2015). It has been suggested that transformational leadership affects the effectiveness of other team members, subordinates and employees to utilize their proactive personality in instigating an innovative work environment (Gardner and Avolio, 1998; Shamir et al., 1998). Transformational leadership characteristics that are very influential ensure their moderate influence on proactive personality and innovative work behavior relationships (Jansen et al., 2008). Therefore, the following hypothesis is proposed:

H4. Transformational leadership has a moderating effect on the relationship between proactive personality and innovative work behavior.

Innovative employees collect and consider various information to generate new ideas and to improve existing processes (Tesluk, Farr, & Klein, 1997). Thus, they are more likely to be willing to learn to find and develop new ideas to solve problems at hand, thereby improving task performance (Amabile, 1996). Indeed, employees' willingness to learn has been recognized as important for job performance (Walumbwa, Cropanzano, & Hartnell, 2009), because learning motivates employees to acquire new skills needed to perform tasks (Argote, 1999; McGrath, 2001). Interestingly, this perspective is similar to the challenge-stress framework in that: meta-analytic evidence suggests that challenge stressors increase employee motivation and, subsequently, their performance (LePine, Podsakoff, & LePine, 2005).

In summary, although research linking employee innovative behavior to task performance is rare, several studies have found a positive relationship between innovative behavior and job performance (Gong et al., 2009; see also Gilson, Mathieu, Shalley, & Ruddy, 2005, at the level of team). With these findings, we also expect a positive relationship between employees' innovation behavior and their task performance. Then the hypothesis is as follows:

H5. Innovative work behavior is directly related to Task Performance.

Proactive personality and task performance are important factors in their performance in the workplace, especially in service settings (Choi and Hwang, 2019). Frequent interactions not only increase the uncertainty that service employees have to deal with but also make it more difficult leaders to effectively monitor and control every step of the service process (Van Dyne et al., 2000). Proactive personality describes a stable

behavioral tendency to seek opportunities, follow up, take the initiative, and until significant change occurs (Seibert et al., 2001). That is, proactive personality is the mediating role of the organization attachment 271 is goal-oriented and not constrained by environmental influences, persistent in achieving closure to a goal and seeking new experiences and activities. Employees with a proactive personality actively initiate changes to achieve their work goals. Proactive individuals with high creativity are very effective in seeking better ways to solve work problems (Bateman and Crant, 1993; Han et al., 2019). They work actively to seek new information and practices to improve their performance (Bateman and Crant, 1993). They are motivated to update their knowledge and skills, identify new work processes and create a more friendly and productive work environment to accomplish tasks (Kim et al., 2009). This behavior is important for the efficiency of achieving specified job tasks which then exceed normal job expectations (Seibert et al., 2001).

Previous studies have shown that proactive personality and volunteer service behavior both emphasize going beyond immediate role requirements. Proactive personality is also associated with a sense of responsibility for constructive change, or the degree to which a person feels personally responsible for redefining performance (McCormick et al., 2019). Therefore, proactive employees tend to actively assist their organizations and engage in actions that go beyond the prescribed tasks. Employees with a proactive personality are more motivated to contribute, which is likely to increase their willingness to make discretionary contributions in the form of: contextual performance (Crant, 2000). Proactive employees invest more in their work to turn individual and organizational goals into reality by demonstrating more often citizenship behavior (Campbell, 2000). For example, a proactive personality is shown to have a positive impact on individual participation in organizational improvement initiatives and can effectively improve the work behavior of additional employees (Liguori et al., 2013). So we hypothesize as follows:

H6. Proactive personality has a positive relationship to task performance.

III. Research Method

3.1 Research Design

To facilitate the process of reviewing research results, the research design used was hypothesis testing, to test the effect of the independent variable, namely proactive personality, on the dependent variable, namely innovative work behavior. In addition, the mediating variable is job satisfaction and the moderating variable is transformational leadership.

The data used in this research is cross sectional data on companies in the energy industry sector. In this study, it consists of 4 (four) variables, namely the independent variable or independent variable, the dependent variable or the dependent variable, and the mediating variable and moderating variable.

3.2 Variables and Measurement

To simplify this research, the measurements used a 5-point Likert scale, namely:

- 1 = strongly disagree
- 2 = disagree
- 3 = quite agree
- 4 = agree
- 5 = strongly agree

The following is the measurement of each variable as follows:

a. Proactive personality

The ten-item scale, developed by Seibert et al. (1999), was used to measure proactive personality. Examples of items for a proactive personality are "I am constantly looking for new ways to improve my life," and "Wherever I am; I have been a powerful force for constructive change." Cronbach's reliability of proactive personality for this study was 0.77.

b. Transformational Leadership

Transformational leadership was measured using a seven-item scale from Carles et al. (2000). Sample items included "providing encouragement and recognition to staff" and "encouraging thinking about problems in new ways and questioning assumptions." Cronbach's reliability on transformational leadership is 0.73.

c. Work Engagement

A 17-item scale, developed by Schaufeli et al. (2002), applied to measure job involvement. Examples of work engagement items are "At my job, I feel full of energy," and "At my job, I feel strong and energized." Cronbach's reliability of job involvement for this study was 0.83.

d. Innovative Work Behavior

A 9-item scale, developed by Janssen (2000), was used to measure the innovative work behavior of employees. Some examples of innovative work behavior items are "Generating original solutions to problems" and "Introducing innovative ideas into the work environment in a systematic way". Cronbach's reliability on innovative work behavior for this study was 0.88.

e. Task Performance

We used the seven-item scale by Williams and Anderson (1991) to measure task performance ($\alpha = 0.79$). The answer choices ranged from 1 (strongly disagree) to 5 (strongly agree). Sample items include "This employee adequately completed the assigned task" and "... satisfies formal job performance requirements."

3.3 Data Collection Method

The data collection method used data collection techniques with questionnaires. Questionnaire is a data collection technique that is done by giving a set of questions to respondents. The data collection method used cross sectional with the unit of analysis was the employees of PT. Pertamina Hulu Rokan Regional 1 Sumatra.

3.4 Sampling Method

The sampling method used is by using purposive sampling, where the total population used as a sample in this study is the company PT. Pertamina Hulu Rokan Regional 1 Sumatra. The first part of the questionnaire consists of a variable scale instrument that is selected limited to the demographic characteristics of the respondents such as age category, position, length of service, and gender. Determination of the number of samples using the provisions of Hair et al., (2014), where the maximum number of samples is at least five times to ten times more than the number of question items to be

analyzed, and the sample size will be accepted if it has a ratio of 10:1. There are 50 question items, so the required sample size is at least $50 \times 5 = 250$ samples.

3.5 Data Analysis Methods (SEM)

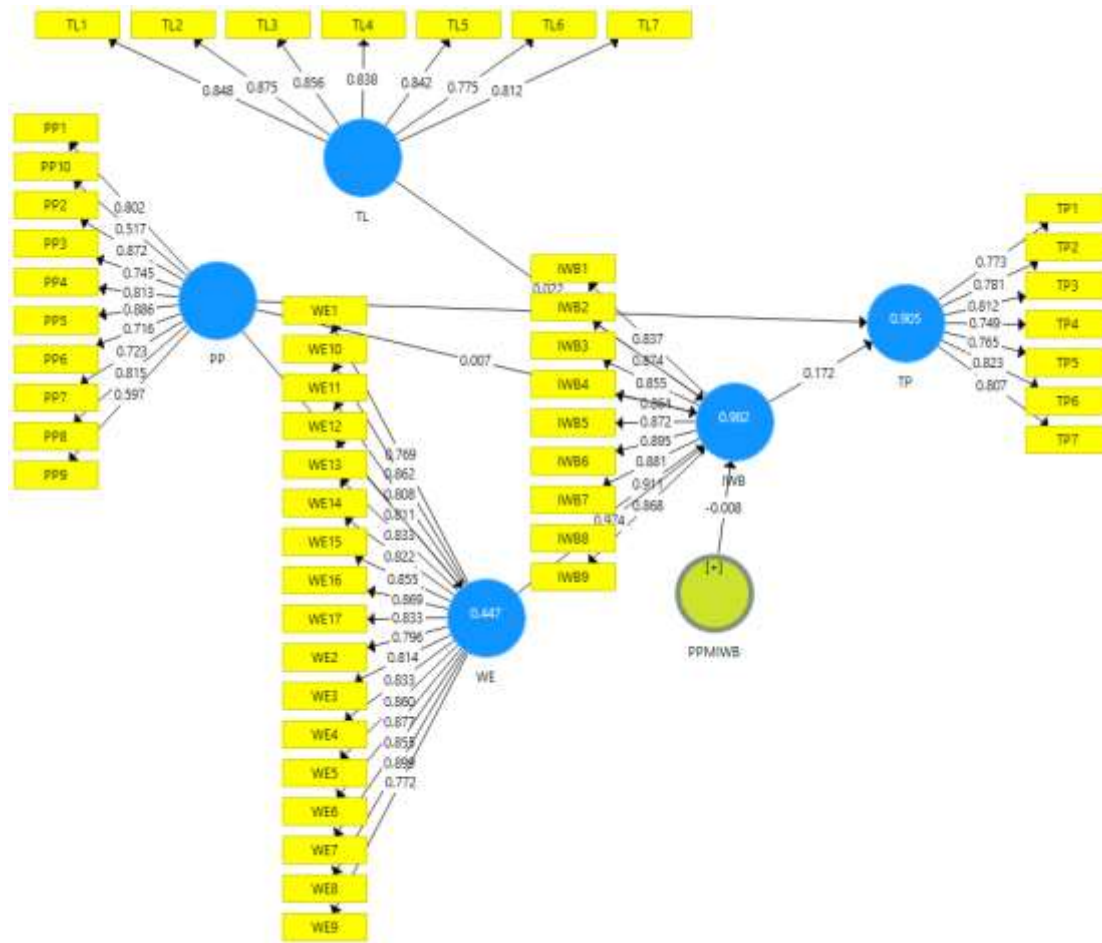
The analytical method used to test the hypothesis proposed in this study is using the structural equation modeling method (Hair et al., 2018). Two techniques were used: evaluation of the outer and inner models and the indirect effect using the bootstrap method to examine the mediating effect (Henseler et al., 2009). In this study, the authors use the Smart-PLS application to process data from the questionnaires that have been collected.

IV. Results and Discussion

Characteristics of Respondents The characteristics of the prescription based on gender showed that 68.4% were male, and 30.1% were female. Characteristics of respondents based on age showed that those aged between 21-30 years were 53.3%, aged between <25 4.3% and from 25-35 years is 72.7%, from 35 to 45 years is 12.0%, and between 45 to 56 years is 11.0%. The characteristics of respondents according to work units indicate that as many as 20.1% are in PT. Pertamina and 79.9% are in PT. PLN.

The characteristics of respondents according to the latest education showed that 13.9% had a vocational education (SMK) 15.8% had a D1 / D2 / D3 education, as many as 57.9% had a Bachelor's degree (S1), and as many as 12% have a Master's degree (S2). Characteristics of respondents according to tenure showed that the work period of less than 5 years was 13.4%, between 5-10 years was 53.6%, between 10-15 years was 19.6%, the work period was 15-20 years as much as 6.2%, and the work period was more than 20 years as much as 7.2%.

4.1 Measurement Model Test (Outer Model)



The convergent validity of the outer loading value in this study was declared valid or all feasible because no indicator had an outer loading value below 0.50, so that further analysis could be carried out. Discriminate validity shows that the loading value of each indicator against the construct is greater than the cross-loading value, so in this case, it can be concluded that all latent variable constructs already have better discriminant validity than indicators in other blocks.

Table 1. Fornell-Larcker Criterion

	IWB	PP	PPMIWB	TL	TP	WE
IWB	0.873					
PP	0.668	0.757				
PPMIWB	0.022	-0.092	1.000			
TL	0.571	0.428	0.058	0.836		
TP	0.725	0.943	-0.052	0.496	0.788	
WE	0.991	0.669	0.030	0.561	0.718	0.834

IWB : Innovative work behavior

PP : Proactive Personality

PPWEIWB : Proactive Personality mediated with Work Engagement to Innovative Work Behaviour

TL: Transformational Leadership
 TP: Task Performance
 WE: Work Engagement

Discriminant validity can be tested by comparing the AVE value with the correlation between other constructs in the model, if the root value of AVE > 0.50, then the discriminant validity is achieved.

Table 2. AVE values

	Average Variable Extracted (AVE)
IWB	0.763
PP	0.573
PPMIWB	1.000
TL	0.698
TP	0.620
WE	0.696

The results of the AVE value of five variable are valid because five measurements are above 0.50 and one resulted below 0.50.

Composite Reliability

Table 3. Composite Reliability and Cronbach's Alpha

	Cronbach's Alpha	Composite Reliability
IWB	0.961	0.967
PP	0.914	0.929
PPMIWB	1.000	1.000
TL	0.928	0.942
TP	0.898	0.920
WE	0.973	0.975

The results of measuring the composite reliability and Cronbach's alpha indicated that all variables for the composite reliability value had a value above 0.500, while the Cronbach's alpha value had a value above 0.70. These results indicate that if all variables are declared reliable or the variables in this study have become a fit measurement tool.

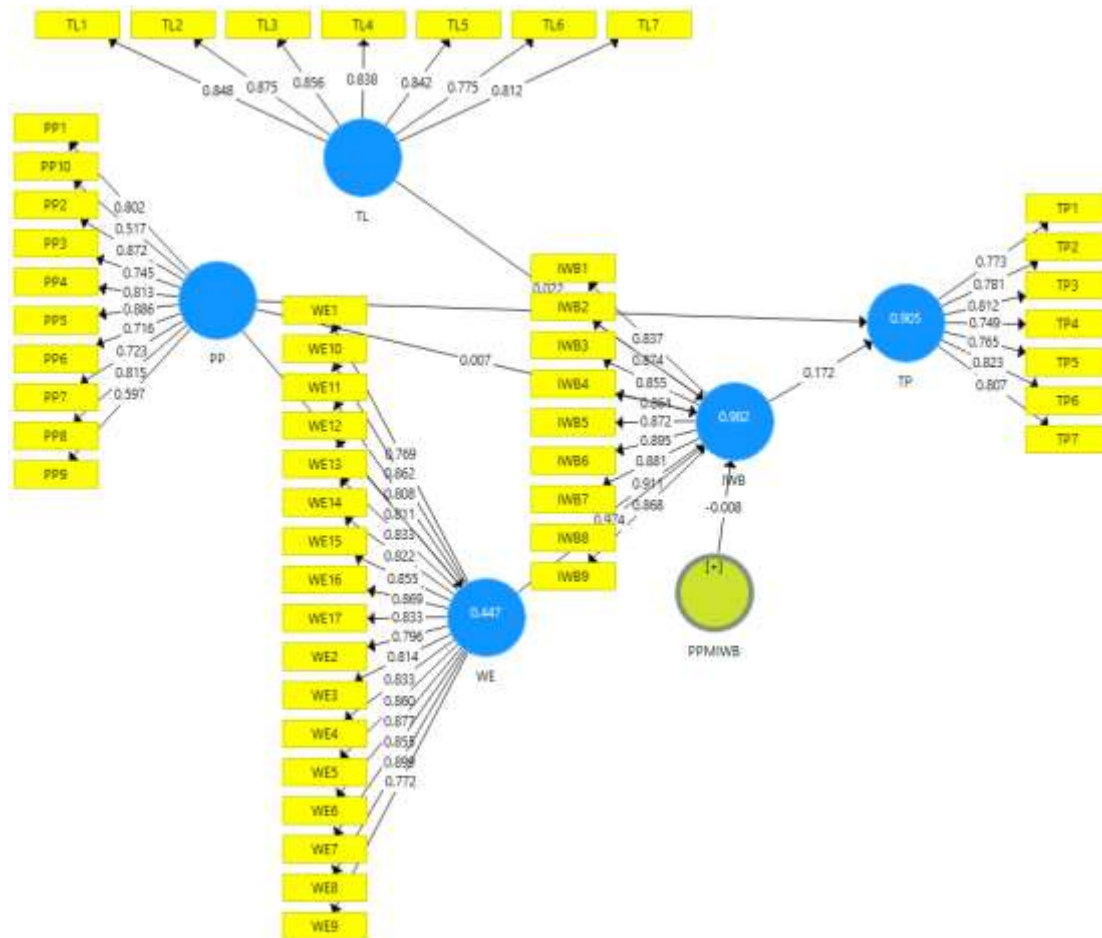
4.2 Structural Model Test (Inner Model)

Table 4. Value of R Square

	R Square	R Square Adjusted
IWB	0.982	0.982
TP	0.905	0.904
WE	0.447	0.444

The result of the R Square value on the job satisfaction variable is 0.722 or 72.2% which is influenced by competence and perceived organizational support, while the remaining 27.8% is influenced by other variables so that the structural model formed is close to strong because the R Square value is close to 0.75. The results of the R Square value on the educational staff performance variable are 0.737 or 73.7% which is influenced

by competence, Perceived organizational support, and job satisfaction, while the remaining 26.3% is influenced by other variables in this case, the structural model formed is said to be close to strong because of the R-value. Square is approaching 0.75.



The value of Q Square predictive relevance can be measured by:

$$\begin{aligned}
 Q^2 &= 1 - (1 - R_{IWB}) \times (1 - R_{TP}) \times (1 - R_{WE}) \\
 &= 1 - (1 - 0.9822) \times (1 - 0.9052) \times (1 - 0.4472) \\
 &= 1 - (0.0178) \times (0.0948) \times (0.5528) \\
 &= 1 - (0.0011) \\
 &= 0.9989
 \end{aligned}$$

The results of the Q Square value in this study are 0.9989 or > 0 so that it can be said if the model has predictive relevance or shows that the structural model designed to explain Innovative work behaviour and work engagement mediated by task performance at PT. Pertamina and PT. PLN is proven to be good or relevant.

4.3 Hypothesis Testing

a. Direct Effect Test

Table 5. Direct effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
IWB -> TP	0.672	0.673	0.038	17.555	0.000
PP -> IWB	-0.087	-0.090	0.069	1.268	0.205
PP -> TP	0.173	0.175	0.044	3.906	0.000
PP -> WE	0.854	0.856	0.013	64.066	0.000
PPMIWB -> IWB	0.025	0.026	0.028	0.877	0.381
TL -> IWB	0.209	0.212	0.057	3.636	0.000
WE -> IWB	0.752	0.751	0.056	13.519	0.000

Hypothesis 1 (IWB->TP)

The results of hypothesis testing show the t statistical value of 17.555 > 1.96 and a P value of 0.000 < 0.05 (Accepted)

Hypothesis 2 (PP->TP(M)->IWB)

The statistical T value is 1.268 < 1.96 and the p value is 0.205 > 0.05 (Rejected)

Mediating effect T value is 0.877 < 1.96 and the p value is 0.381 > 0.05 (Rejected)

Hypothesis 3 (PP->TP)

The statistical T value is 3.906 > 1.96 and the p value is 0.000 < 0.05 (Accepted)

Hypothesis 4 (PP->WE)

The statistical T value is 64.066 > 1.96 and the p value is 0.000 < 0.05 (Accepted)

Hypothesis 5 (TL->IWB)

The statistical T value is 3.636 > 1.96 and the p value is 0.000 < 0.05 (Accepted)

Hypothesis 6 (WE->IWB)

The statistical T value is 13.519 > 1.96 and the p value is 0.000 < 0.05 (Accepted)

Table 6. Total Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
IWB -> TP					
PP -> IWB	0.642	0.644	0.051	12.642	0.000
PP -> TP	0.373	0.372	0.039	9.601	0.000
PPMIWB -> TP	0.017	0.017	0.019	0.881	0.379
TL -> IWB					
TL -> TP	0.140	0.144	0.042	3.356	0.001
WE -> IWB					
WE -> TP	0.505	0.506	0.049	10.371	0.000

b. Total Effect

Table 7. Total Effect

		Direct Influence	Indirect Influence	Total Effect
IWB -> TP	T-Statistic	17,555	0,000	17,555
	P-Value	0,000	0.024	0,000
PP -> TP -> IWB	T-Statistic	3,259	0,881	1,599
	P-Value	0.001	0.000	0,000
PP -> TP	T-Statistic	3,906	9,601	0.941
	P-Value	0,000		0,000
PP -> WE	T-Statistic	10,076	10.371	0,669
	P-Value	0,000		0,000
TL -> IWB	T-Statistic	3,636	0,000	3,636
	P-Value	0.010		0.010
WE -> IWB	T-Statistic	13,519	0,000	13,519
	P-Value	0.010		0.010

Based on the results of the total effect presented in table 7 shows that innovative work behaviour affected the task performance because the t statistical reached 17,555 in the total effect.

Proactive personality also affected the work engagement with innovative work behaviour which resulted from total effect for 13,519. This proves that proactive personality has a proven mediating effect on work environment in PT. Pertamina and PT. PLN where this research conducted.

V. Conclusion

1. Innovative Work Behaviour influence the Task Performance in PT. Pertamina and PT. PLN. The results of this hypothesis testing are accepted, which states that Innovative work Behaviour has an effect on the Task Performance of the employee in PT. Pertamina and PT. PLN. PT. Pertamina and PT. PLN must conduct various training to support the innovative work behaviour of educational its employee, both hard skills and soft skills. Competence for innovative work behaviour for employee plays a role in making it easier to carry out task performance that have been determined by the PT. Pertamina and PT. PLN. The proper Innovative work behaviour which apply for both company will able to prove the increase of revenue and the capability of the company. Especially in providing welfare and security at work by providing BPJS guarantees for both BPJS health and BPJS Ketenagakerjaan and giving rewards to educational personnel whose work periods are 10 years and above, but in Organizational support at the PT. Pertamina and PT. PLN needs to pay attention to indicators of superior concern/empathy for complaints from it's employee, especially in determining working hours. The job satisfaction felt by employee is good, but the salary indicator needs to be re-evaluated, the indicators of superiors who are able to provide technical assistance and motivation need to be improved. The performance of the educational staff is good, especially in the indicators in carrying out the duties of the employee, always prioritizing the interests of the corporate rather than personal interests and education personnel play an active role in the activities of the PT. Pertamina and PT. PLN Persero.

2. Competencies Influence Job Satisfaction of Educational Personnel, according to the results of this research which stated that proactive personality of employee in PT. Pertamina and PT. PLN affects the task performance of the employee in respective corporation. The ability in proactive personality possessed by the of employee in PT. Pertamina and PT. PLN is quite good because on the indicators of work that are in accordance with their personalities, there are already those who agree, but there are still educational staff whose main tasks and functions are not in accordance with their personality or educational background, besides that on the placement indicator education personnel in accordance with their expertise need to be considered because if this is neglected it will have an impact on the satisfaction or enthusiasm of education personnel to work.
3. Proactive personality support Influence the work engagement, in PT. Pertamina and PT. PLN Persero. The amount of support provided by the PT. Pertamina and PT. PLN Persero to enhance employee will affect work engagement. This shows that if PT. Pertamina and PT. PLN Persero want to get Work engagement from employee, the PT. Pertamina and PT. PLN Persero must focus on building proactive personality by providing support both in terms of facilities, comfort in work, justice, and appreciation. The employee's perception of the support of the PT. Pertamina and PT. PLN Persero is good, but the perception of superiors' support is not good because there are several complaints from employee that has not been heeded. PT. Pertamina and PT. PLN Persero is expected to provide a sense of empathy or give attention to education personnel, especially in support of superiors/leaders.
4. Transformative Leadership Affects the Innovative Work Behaviour of the employee's at the PT. Pertamina and PT. PLN Persero. The hypothesis that Transformative Leadership Affects the Innovative Work Behaviour of the of the employee's at the PT. Pertamina and PT. PLN Persero is accepted. Transformative leadership of the employee's at the PT. Pertamina and PT. PLN Persero is good, but the salary/reward indicator is still not good because there is a mismatch between workload and salary; besides that, there is some dissatisfaction in the placement of employee so that, it will affect employee innovative work behavior. Transformative leadership in career advancement proved accepted which elucidated from the willingness of PT. Pertamina and PT. PLN Persero to improve the leadership for respective employees through various ways e.g., knowledge sharing, blended learning, book chapter discussion, role case study, etc.
5. Work Engagement positively affect innovative work behavior of employee in PT. Pertamina and PT. PLN Persero. Work Engagement positively affect innovative work behavior of employee in PT. Pertamina and PT. PLN Persero is accepted. The work engagement of employee in PT. Pertamina and PT. PLN Persero is good, including skills in operating software (computers, office applications, etc.) and technical skills in the use of onlinebased service information systems at the PT. Pertamina and PT. PLN Persero. However, PT. Pertamina and PT. PLN Persero must provide training to increase competence. Job satisfaction in education personnel is good, However, in the provision of salaries/incentives, it is necessary to re-evaluate because there must be a match between workload and salary, and the placement indicator according to expertise must be considered. The performance of employee is already good, especially in indicators of being able to carry out the duties and functions of the applicable soup and capable of serving the improvement of data/applications of the corporate in accordance with procedures and regulations. These results indicate that to improve performance, it is necessary to increase the competence an so that the work engagement of the employee will create a sense of innovative work behavior.

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