

The Role of Transformational Leadership Style, Work Motivation and Organizational Climate in Its Influence on Innovative Work Productivity

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Abstract. *This research aims to know influence leadership style transformational, work motivation and organizational climate on innovative work productivity among UD employees. Putra Agung Madiun partial nor simultaneous. Population in study This is employee UD. Son great Madiun amount 73 employee. Data taken use instrument questionnaire. Testing analysis data quality using validity tests and reliability tests. The data analysis method used is linear regression multiple. Hypothesis test using test coefficient regression wise damn (test t), significance test simultaneous and determinant coefficient. Result j of this research show that (1) Transformational leadership style has a positive and significant effect on innovative work productivity in UD. Son great Madiun.; (2) Motivation Work positive influence And significant to innovative work productivity at UD. Putra Agung Madiun; (3) Organizational climate has a positive and significant effect on innovative work productivity at UD. Putra Agung Madiun; (4) Transformational leadership style, work motivation And organizational climate significant effect on innovative work productivity at UD. Great Son of Madiun.*

Keywords: *Transformational Leadership Style, Work Motivation, Organizational Climate and Innovative Work Productivity*

Introduction

Recently inter-competition industry the longer the more strict, diverse method done For increase profit And maintain company. Competition Industry occurs because human resources continue to develop, both expertise and innovation carried out by human resources themselves. Therefore, according to Fahrulla (2021) source human power made pusher and manager which is very crucial for building an industry to achieve the targets it wants to achieve.

In the fast-paced and ever-changing landscape of contemporary business, innovation has become pivotal for the success of organizations. Innovative work behavior encompasses the efforts individuals exert to conceive, suggest, and execute fresh concepts, products, or methodologies within their organization. (Sode and Chenji, 2024). Innovative behaviors appear in workplaces when employees generate, promote, and realize new ideas, products, and processes. It differs from the creativity that solely emphasizes the generation of new ideas. Innovative behavior intends to produce, improve, and apply a pioneering thinking at the workplace to obtain success. Consequently, the term not only refers to the birth of an innovative idea but also its development and use. This process is not easy since it requires the person to go

through different stages like searching for opportunities, producing ideas, scientific supporting, and uses (Xu and Wei, 2023).

As the development of advanced science and technology has encouraged companies to increase knowledge and skills source human resources, so that it can increase work productivity. Mahawati (2021) explains that work productivity is a measure of the quantity and quality of work done by workers by considering the cost of the resources used to do the work. Sinungan (Irfan et, al., 2022) believes that increasing productivity will result in a direct increase in industrial standards which are below quality standard conditions in general, this is supported by the achievement of productivity by the workforce. Aditya And Komang (2016) mention that productivity High means reflecting the condition of employees who can work well and with full concentration and have creative innovations in their work.

Work motivation is a common term often categorized into two main constructs: intrinsic and extrinsic motivation. These constructs are independent and distinct antecedents and outcomes within an organization (Popoola et al, 2023). According to Asbari et,al., (2020) productivity Work innovative employee can influenced by several factors among them namely climate organization And transformational leadership. Temporary according to Adriyanto and Agus (2021) work motivation is a factor that contributes to work productivity by influencing innovative behavior.

Meanwhile, Fahrulla (2021) believes that leadership style, work motivation, and work environment can be factors that influence employee innovation performance. Transformational leadership style has a significant relationship with personality factors, educational level, and TSES, while there is no significant correlation between teachers' experience and the effectiveness of their classroom management (Aliakbari and Darabi, 2013). Diverging from transformational leaders, transactional leaders solely concentrate on the transactional nature of their relationship with followers. Previous meta-analyses indicate that this leadership style is effective in enhancing followers' satisfaction with the leader and work motivation.(Abbas and Ali, 2023).

Considering the dominant role of leadership in the workplace, one of the key factors that has a major impact on innovation is leadership, especially transformational leadership. According to Robbins and Judge (Fahrulla, 2021) transformational leadership is a leadership that can direct all of its subordinates so that they can eliminate their subordinates' own desires so that have directing skills. Therefore, superiors must be able to provide concern so that they can find out what expansion desires are for all their employees. Bosses also need to be able to change the mindset of all their subordinates regarding problems with help his subordinates resolved old problems by using new abilities. The more transformational the leaders in the company are, the more innovation will emerge.

According to Adriyanto and Agus (2021) innovative behavior is strongly influenced by strong work motivation from employees. Hasibuan (2017) states that motivation is a driving force that inspires individuals to work with enthusiasm, so that they can work effectively together to achieve the desired goals. Fahrulla (2021) argues that motivation is related to the ability to influence employee enthusiasm, for employees want to operate dedicate his skills well so that mission accomplished company. Motivation has a very important role because it can significantly influence the level of employee enthusiasm in completing their tasks in order to achieve company goals. When employees are highly motivated, they will make serious efforts to do their work as well as possible, which will ultimately increase their work productivity.

Asbari et, al., (2020) argue that organizational climate is an important factor for build productivity that work innovative for employee. Hardjana (Aditya and Komang, 2016) state climate organization is draft main from the relationship humans to understand human behavior under the influence of different environments. Sugianto and Sutanto (Aditya And Komang, 2016) opinion climate organization own influence Which wide, because it also influences the efficiency and productivity of the organization, the organization's ability to innovate, job satisfaction and the atmosphere enjoyed by members of the organization. Asbari et, al., (2020) stated that organizational climate has an important role in managing a company organization because it is perception the same one And intact about meaning the essence of life together in organizations.

Considering the importance of the study of innovative work productivity, this needs to be developed so that innovative work productivity encourage every company to achieve its goals. In this case, researchers will examine innovative work productivity at UD. Putra Agung Madiun whose address is at Jalan HA Salim No. 74 Madiun. UD. Putra Agung Madiun is a company operating in the *furniture sector* that offers goods with guaranteed quality. Based on results findings before study Which obtained show that productivity Work innovative employee UD. Putra Agung Madiun ot yet optimal. UD. Putra Agung Madiun employees' innovative work productivity. UD. Putra Agung Madiun Madiun who is not yet optimal can be seen of style leadership transformational. Based on the results of researchers' observations, there is a need to increase awareness of employee work innovation. Many employees still think that innovation is not the sole responsibility of employees, but is the responsibility of company management. Researchers analyze several things related to this phenomenon: first, awareness of innovation is caused by the work climate in the company not yet fully supporting the achievement of the company's competitive goals. Second, an appropriate leadership role is needed in building awareness of employee work innovation.

Some of the UD Putra Agung employees who the researchers gave questions about the leadership style used in the company still think that the transactional leadership style is more felt

in the company, so that this type of leadership style will make employees understand the goals of the organization and organizational challenges, so that the spirit of innovation can emerge in employees. Third is the internal factor of the employee himself, namely motivation. Some employees stated that work motivation did not fully lead to work innovation, because salary considerations were still a priority for employees' work.

The objectives of the research are: (1) to partially determine the influence of transformational leadership style on innovative work productivity among UD employees. Great Son Madiun., (2) For know partially influence work motivation on work productivity innovative on employees UD. Son great Madiun, (3) For know partially influence organizational climate to work productivity innovative on employees UD. Great Son of Madiun And (4) for know simultaneously the influence of transformational leadership style, motivation Work And climate organization to productivity Work innovative on employee UD. Son great Madiun.

Lots of research Which has done by a number of researchers about factors influential to work productivity innovative employees, like research Asari et, al., (2020) Which stated that leadership transformational delivers effect positive and significant on innovative work productivity and it is also concluded that on the transformational leadership variable And organizational climate Also give positive effect and significant to Productivity innovative work in a way partial and simultaneous. The next research is research by Fahrulla (2021) which suggests that transformational leadership style, motivation Work And environment Work positive influence And significant impact on employee innovation performance. The correlation coefficient and coefficient of determination indicate that all independent variables exert a robust and cohesive impact on the dependent variable, accounting for 92.6% of the variance. The remaining 7.4% is influenced by other unexamined variables.

Research Methods

Development Hypothesis

Transformational Leadership Style Influences Innovative Work Productivity

According to Robbins And Judge (Fahrulla, 2021) leadership transformational is Leadership can direct all of its subordinates in order to eliminate their subordinates' own desires so that they have the skills to direct. In Wijayanti and Wawan's (2019) In the study, it is highlighted that there exists a highly significant positive correlation between the Transformational Leadership Style and employee creativity at PT. Aura Bali Craft. A transformational leadership style changes employees' perceptions of challenges by helping them see existing problems in a new light. Leaders who use this style are able to motivate, inspire, and move employees to try harder to achieve organizational goals. So that the more both transformational leadership styles Which applied then employee creativity will be higher.

So the proposed hypothesis is:

H1 : Style leadership transformational influential to productivity Work innovative

Work Motivation Influential to Productivity Work Innovative

Work motivation is the internal drive that drives a person to complete work tasks, and it has been recognized by employers as a key characteristic in work participation (Myers & Cox, 2020). According to Widodo (2017) Motivation is strength which exists in one's self, which encourages his behavior to take action. In Fahrulla's (2021) research, it is stated that motivation Work influential positive And significant to Performance Employee Innovation on PT. PLN ULP Island Kangean Regency Sumenep. work motivation is a circumstances or conditions who pushed, stimulate or move someone to do a job or activity so that they do it can achieve its goal. So that the more Good motivation Work employee then the employee's innovative work productivity will be higher. So the proposed hypothesis is:

H2 : Work Motivation influential to productivity Work innovative

Climate Organization Influential to Productivity Work Innovative

According to Asbari et, al., (2020) Organizational climate is a social force that is not looks, which can move people in a organization to do work activities. Climate organization which strong supports company goals. In study Asbari research, Agus And Priyono (2020) Which stated that Organizational Climate has a significant influence on Innovative Work Productivity in the Manufacturing Industry in Pati, Central Java. Organizational climate is a work environment around the workplace that will influence their behavior and forms of employee cooperation to achieve common goals within the company. So the more positive the organizational climate, the better the employee's innovative work behavior will be. So the proposed hypothesis is:

H3 : Climate organization influential to productivity Work innovative

Transformational Leadership Style, Work Motivation And Organizational Climate Simultaneously Influence Innovative Work Productivity

Previous research, namely research by Wijayanti and Wawan (2019) which states that the Transformational Leadership Style influences employee creativity in PT. Balinese Aura Craft. Fahrulla Research (2021) Which stated that Work motivation has a positive and significant effect on Employee Innovation Performance at PT. PLN ULP Kangean Islands, Sumenep Regency. Research by Asbari, Agus and Priyono (2020) states that Climate Organization influential significant to Productivity Innovative Work In Industry Manufacturing in Starch Central Java. So, hypothesis to The four in this research are: So the proposed hypothesis is:

H4 : Transformational leadership style , work motivation and organizational climate

simultaneously influence innovative work productivity

Room Scope Study

This research is included in quantitative research focuses more on hypothesis testing, data used must be measurable and produce conclusion that can be generalized. Sugiyono (2017) believes that quantitative research usually presents variable – variable that researched numerically as frequency or level. The location of this research is at UD. Great Son Madiun. Meanwhile, the research objects are matters relating to transformational leadership style, work motivation and organizational climate on innovative work productivity. The outcomes of this research can be utilized as a point of reference for augmenting the knowledge of academics. Apart from that, it is hoped that it will provide an overview regarding the influence of leadership style transformational, work motivation and organizational climate on innovative work productivity so that it can be applied to other business sectors.

Population and Sample

According to Sugiyono (2017) The generalization domain encompasses the objects or subjects possessing specific qualities and characteristics set by researchers for study, from which conclusions are drawn. In this study, the population consisted of 73 employees of UD Putra Agung Madiun. According to Sugiyono (2017), the sample is part of the totality and characteristics of the population. The sample was carried out because researchers had limitations in conducting it good research from in terms of time, power, funds and amount population that a huge amount. In this research, the sampling technique used was *nonprobability sampling* with the technique taken being saturated sampling (census). According to Sugiyono (2017), The saturated sampling technique involves selecting all members of the population as samples. The author opted for this technique due to the relatively small population size. Hence, the sample for this research comprised all 73 employees of UD Putra Agung Madiun.

Source Data

The data sources in this research are divided into two data sources, namely primary data and secondary data. According to Sugiyono (2017) Primary Data is data collected and processed by researchers directly from the subject or object of research. Primary data was obtained by administering a questionnaire containing a structured list of questions shown to respondents, namely UD employees. Great Son of Madiun. According to Sugiyono (2017) Secondary Data is data Which obtained through party other, indirect obtained by researchers from research subject. Data Secondary usually tangible data documentation or data available reports.

Method Taking Data

The data collection method in this research is the survey method. The survey method is

carried out by distributing questionnaires which are given directly or indirectly through intermediaries to respondents, namely employees at UD. Great Son of Madiun. According to Santoso (2015) a questionnaire is a data collection technique by providing a list question to respondents with hope respondents give answer on question the. The questionnaire given contains a number question that should answered by the respondent.

Method Analysis Data
Quality Test Data

Test Validity

Santoso (2015) believes that a validity test is a measure that shows the measuring instrument really what is being measured. To measure validity, it is done by correlating between question item scores and construct or variable scores. Validity testing is carried out by comparing the calculated r and r table where $df = n-2$, n is the number of respondents. Ghozali (2016) states that the criteria for an instrument are said to be valid if the correlation is positive and the correlation probability value is $\text{sig.}(2\text{-tailed}) \leq 0.05$ degree of significance ($\alpha = 5\%$). The validity test is said to be valid if $\alpha < 0.50$.

Test Reliability

According to Santoso (2015) reliability test is a size which shows the extent of something tool measuring can be trusted or with words other shows how far the measurement results still consistent if done measurement two time or more towards the same head. Ghozali (2016) believes that a questionnaire can be called reliable if the responses from respondents are stable or consistent. SPSS provides facilities for measuring the reliability of the *Cronbach Alpha statistical test* . Ghozali (2016: 40) a variable or construct is declared reliable if the *Cronbach Alpha value* is > 0.60 .

Analysis Linear Regression Multiple

Santoso (2015) believes that multiple regression analysis aims to determine the influence between the independent variable (X) and the dependent variable (Y) in the form of a regression equation. The regression equation used in this research is as follows:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e \dots \dots \dots (1)$$

Testing Partial (Test t)

According to Ghozali (2016) the results of individual parameter significance tests (t statistical test) are used for know whether independent variable Which contained in The regression equation individually influences the value of the dependent variable, with $\alpha = 5$ percent. According to Sugiyono (2017) as for the basics his decision making is 1) If $t_{\text{count}} < t_{\text{table}}$

($\alpha = 0.05$), then H_0 is accepted and H_a is rejected. This means that there is no significant influence between each of them independent variable And dependent variable. 2) If $t_{count} \geq t_{table}$ ($\alpha = 0.05$), then H_a accepted and H_0 rejected. That means there is influence which is significant between each independent variable and dependent variable. 3) If $-t_{count} > -t_{table}$ ($\alpha = 0.05$), so H_0 accepted And H_a rejected. That means there aren't any significant influence between each independent variable and dependent variable. 4) If $-t_{count} \leq -t_{table}$ ($\alpha = 0.05$), so H_a accepted And H_0 was rejected. That means there is influence significant difference between each independent variable and the dependent variable.

Testing Simultaneously (Test F)

According to Ghozali (2016) the F test is used to test the significant level of the influence of the independent variable simultaneously to dependent variable. Test F is implemented with how to compare values from F count with F table. Level its significance used is 5% with a *confidence level* of 95% and *degree of freedom* ($nk-1$) where n is the number of observations and K is the number of variables. Ghozali (2016) States that basis for taking his decision is with level trust Which used 95 percent/level is 5% with criteria 1) If $F_{count} < F_{table}$, then H_0 is accepted and H_a is rejected. It means in a way together No have influence Which significant to variable bound And 2) If $F_{count} > F_{table}$, so H_0 is rejected And H_a is accepted. This means that together they have a significant influence on the dependent variable.

Coefficient Determination (R^2)

According to Ghozali (2016) aiming coefficient to measure how much far model regression can explain variables research dependent. Coefficient of Determination (R^2) used to determine how much variation in the dependent variable (Y) can be explained by the independent variable (X). The coefficient of determination is 0 to 1. A small R^2 value means that the ability of the independent variables to explain the dependent variables is very limited. A value close to 1 means that the independent variables provide almost all the information needed to predict variations in the dependent variable.

Results and Discussion

Test Validity

Validity test performed with compare r count and r table with df (*degree of freedom*) = $n - 2$. The total number of respondents is 73, so the df value is 71. So the r table value is obtained of 0.230. The following *correlation* values are as follows:

Table 1. Results Test Validity

Variable	Items	r count	r table	Information
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Transformational leadership style (X 1)	X1.1	0.829	0.230	Valid	
	X1.2	0.831	0.230	Valid	
	X1.3	0.855	0.230	Valid	
	X1.4	0.715	0.230	Valid	
	X1.5	0.765	0.230	Valid	
Motivation Work (X 2)	X2.1	0.731	0.230	Valid	
	X2.2	0.526	0.230	Valid	
	X2.3	0.932	0.230	Valid	
	X2.4	0.937	0.230	Valid	
	X2.5	0.859	0.230	Valid	
Climate Organization (X 3)	X3.1	0.727	0.230	Valid	
	X3.2	0.791	0.230	Valid	
	X3.3	0.682	0.230	Valid	
	X3.4	0.857	0.230	Valid	
	X3.5	0.685	0.230	Valid	
Productivity Work (Y)	Innovative	Y1.1	0.782	0.230	Valid
		Y1.2	0.821	0.230	Valid
		Y1.3	0.810	0.230	Valid
		Y1.4	0.825	0.230	Valid
		Y1.5	0.806	0.230	Valid

Source: Data Primary Which processed, 2023

Based on the processing results in table 1, the results show that all variable statement items have a calculated *r* value greater than *r* table or $r_{count} > r_{table}$, so it can be concluded that all of this research data can be said to be valid and suitable for use in research.

Test Reliability

Reliability test is a testing for know How far The results of measurements on the same research object will produce the same results. The following are the results of processing the questionnaire data by determining the *reliability* value obtained as follows:

Table 2. Results Test Reliability

Attributes/Variables	<i>Cronbach Alpha</i>	Criteria	Information
Style leadership Transformational (X1)	0.852	0.600	Reliable
Motivation Work (X2)	0.932	0.600	Reliable
Climate organization (X3)	0.797	0.600	Reliable
Productivity Work innovative (Y)	0.867	0.600	Reliable

Source: Data Primary Which processed, 2023

Based on the processing results in table 2, the results show that all variable statement items have a *Cronbach Alpha* value greater (>) than 0.600. The conclusion is that all of this research data can be said to be reliable and suitable for use for research.

Analysis Test Statistics

Test Regression Linear Multiple

Linear regression multiple aims to know There is whether there is influence the independent variables are transformational leadership style (X1), work motivation (X2) and organizational climate (X3) to variables bound ie productivity Work innovative (Y). Study This is a statistical calculation in regression analysis linear multiple using the program SPSS . Here are the results data processing analysis linear regression multiple ones presented on table as follows:

Table 3. Results Analysis Linear Regression Multiple

Variable	Unstandardized Coefficients	
	B	Std. Error
(Constant)	6,909	1,484
Style transformational leadership	,232	,049
Work motivation	,140	.033
Climate organization	,368	,077

Source: Data Primary Which processed, 2023

Based on the results of multiple linear regression analysis in table 3, a multiple linear regression function can be formulated as shown below:

$$Y = 6,909 + 0.232X_1 + 0.140X_2 + 0.368X_3 + e \dots \dots \dots (2)$$

The constant is 6.909 and has a positive value. This value can be explained as a force variable leadership transformational (X₁), work motivation (X₂) and organizational climate (X₃) is absent or in a constant state, then the innovative work productivity value is 6.909 and this value is the influence of other variables not included in the regression model. Style variables leadership transformational (X₁) have The regression coefficient which has a positive sign 0.232 indicates that there is a positive influence between the transformational leadership style variable and innovative work productivity. This means that if there is an increase 1 unit on variable style leadership transformational whereas variable other constant, it will have an increasing effect on the innovative work productivity variable of 0.232 units.

Motivational variables Work (X₂) has a coefficient the regression has a positive sign of 0.140 indicating a positive influence between the work motivation variable and innovative work productivity. This means that if there is an increase of 1 unit in the work motivation variable while other variables remain constant, it will have an increasing effect on the innovative work productivity variable of 0.140 units. Climatic variables organization (X₃) has a coefficient the regression positive sign 0.368 shows there is influence positive between variables climate organizations with innovative work productivity. This means that if there is an increase of 1 unit in the organizational climate variable while other variables remain constant, it

will have an increasing effect on the innovative work productivity variable of 0.368 units.

Test Hypothesis

Test t (Partial)

The t test (partial) aims to determine the effect of each independent variable on the variable dependent. t test done by comparing t count with t table at $\alpha = 5\%$. The results of the t test processing using SPSS are presented in the following table:

Table 4. Results Test t

Variable	t	Sig.
(Constant)	4,656	,000
Style Leadership Transformational	4,756	,000
Motivation Work	4,226	,000
Climate Organization	4,783	,000

Source: Data Primary Which processed, 2023

Based on the results of data processing in table 4, it is known that the calculated t value for the independent variable is as follows:

The calculated t value of the transformational leadership style variable (X_1) is 4.756 with a significance level of 0.000. Next, the researcher will compare the t count with t table at the it is significant at 5% in two directions with $n=73$ with a t table value of 1.993. Based on mark the so concluded that t count \geq t table or ($4,756 \geq 1,993$) and significance value ($0.000 < 0.05$). So it can be concluded that H_{a1} is accepted and H_{o1} is rejected, meaning that the transformational leadership style partially has a significant effect on the innovative work productivity variable.

The calculated t value of the work motivation variable (X_2) is 4.226 with a significance level of 0.000. Next, the researcher will compare the calculated t with the t table at the 5% two-way significance level with $n=73$ with a t table value of 1.993. Based on this value then concluded that t count \geq t table or ($4,226 \geq 1,993$) and significance value ($0.000 < 0.05$). So it can be concluded that H_{a2} is accepted and H_{o2} is rejected, meaning that work motivation partially has a significant effect on the innovative work productivity variable.

The calculated t value of the organizational climate variable (X_3) is 4.783 with a significance level of 0.000. Next, the researcher will compare the calculated t with the t table at the 5% two-way significance level with $n=73$ with a t table value of 1.993. Based on this value then concluded that t count \geq t table or ($4,783 \geq 1,993$) and significance value ($0.000 < 0.05$). So it can be concluded that H_{a3} is accepted and H_{o3} rejected, meaning that organizational climate partially has a significant effect on the innovative work productivity variable.

Results Test simultaneous (F)

The F test aims to determine the effect of independent variables simultaneously or together on the dependent variable. The following results of the F test processing using SPSS are presented in the following table:

Table 5. Results Test F

Model	F	Sig.
1	46,252	,000 ^a

Source: Data Primary Which processed, 2023

Based on the results of data processing, it shows that the calculated F is 46,252 with a sig value. of 0.000. Table F value with a significant level or $\alpha = 5\%$ and $df = (k-1):(nk) = (4-1):(73-4) = 3;69$ as big as 2,740. Mark F count more big than F table or $46,252 > 2,740$ then you can concluded that H_0 rejected and H_a accepted, meaning the independent variables (transformational leadership style, work motivation and organizational climate) simultaneously (together) significant effect to variables dependent (innovative work productivity).

Coefficient Determination (R^2)

Testing *the coefficient of determination* (R^2) aims to understand the level of influence of the independent variable simultaneously on the increase or decrease in the dependent variable. The results of data processing are shown in the following table:

Table 6. Results Coefficient Determination (R^2)

Model	R Square
1	0.668

Source: Data Primary Which processed, 2023

Based on the table above, it shows that *R Square* is 0.668 or 66.8%. This value illustrates that the contribution of the independent variables (transformational leadership style, work motivation and organizational climate) to the rise and fall of the dependent variable (innovative work productivity) is 66.8% and the remaining 33.2% is the contribution of other variables not included in the equation The multiple regression proposed in this research includes *knowledge sharing* , work safety, work culture and so on.

Discussion

Influence Style Leadership Transformational To Productivity Work Innovative

Based on test statistics obtained mark results test regression as big as 0.232. This means that the leadership style transformational increased by 1 unit, hence productivity innovative work will increase by 0.232 units. Based on test t that have been done known value t count = 4.756 when compared with the t table value two-sided with a significance level of 5%,

the t table value is obtained amounting to 1.993 so t count > t table that is (4.756 > 1.993). Besides that is, too known significance value of $0.000 < 0.05$. So thing the show that H_0 1 rejected, H_a 1 accepted. This means that the transformational leadership style variable partially has a significant effect on innovative work productivity.

Matter the in line with study previous, namely study Wijayanti And Wawan (2019) which states that there is a very significant positive relationship between leadership styles transformational And creativity employee on PT. Aura Bali Craft. Level significance leadership transformational as big as $0,000 < 0.05$ Where mark beta 0.286. Matter This shows that the better the transformational leadership style is applied, the greater the creativity of PT employees. The aura of Bali Craft will be even higher.

Success somebody leader depends on his abilities influence party other. If the leader succeed influence subordinates with his vision, instills his charisma, motivates and be an inspiration, stimulating intellectual, creativity and If you respect your employees, you can be sure that employees will work well, seriously and loyally to the company so that their performance will increase. UD's transformational leadership style. Putra Agung Madiun can influence his subordinates to carry out the tasks they are ordered to do. Subordinates will voluntarily behave and perform according to the demands of the organization through the direction of their leaders.

Influence Motivation Work To Productivity Work Innovative

Based on test result results obtained test value regression 0.140 which has connotation positive. This means if motivation work increases 1 unit, hence productivity innovative work will increase by 0.140 unit. Based on test t that has done is known calculated t value = 4.226 when compared with the two-sided t table value with a significance level of 5%, the t table value is obtained amounting to 1.993 so that t count > t table that is (4.226 > 1.993). Besides that Also known significance value of $0.000 < 0.05$. So that matter show that H_0 2 is rejected, H_a 2 accepted. It means variable work motivation partially significant effect on innovative work productivity.

Research result This supports the conclusion Which generated by previous research, namely research conducted by Fahrulla (2021) which stated that motivation Work influential positive And significant to performance innovation employee on PT. PLN ULP Kangean Islands, Sumenep Regency. The results of the correlation coefficient and coefficient of determination show that all independent variables have a strong and harmonious influence on variable bound as big as 92.6%, whereas the rest as big as 7.4% in influence by other variables not studied.

Work motivation is driving power create excitement Work someone so that they can work together effectively and with integrity with all their efforts to achieve certain satisfaction. Work motivation Also be wrong One important factor which can determine a person's level of work productivity. Chairman of UD. The Great Son of Madiun always give Spirit to employee in do work. Leader provide prizes in the form of incentives and praise to employees who excel. Current incentives and praise are given based on the employee's length of service and work performance.

Influence Climate Organization Against Productivity Innovative Work

Based on the results testing results obtained test value regression 0.368 which positive connotation. This means that if the organizational climate increases by 1 unit, then innovative work productivity will increase by 0.368 units. Based on the t test has done is known calculated t value = 4.783 when compared with the two-sided t table value with a significance level of 5%, the t table value is obtained amounting to 1.993 so $t_{count} > t_{table}$ that is $(4.783 > 1.993)$. Besides that is, too known significance value as big as $0.000 < 0.05$. So that matter show that H_0 rejected, H_a accepted. It means variable climate organizationally partial has a significant effect on innovative work productivity.

Research result This supports the conclusion Which generated by previous research, namely research conducted by Asbari, Agus and Priyono (2020) which stated that climate organization influential significant on productivity innovative work in the manufacturing industry in Pati, Central Java. This means that the more positive the organizational climate, the better the employees' innovative work behavior will be.

Psychologically, organizational climate will influence organizational members' morale, attitudes, behavior, motivation. Companies are expected to pay attention to their organizational climate, providing experience Which Good towards employees Which long or new And create atmosphere which is conducive various things. The organizational climate itself is an important factor for employees to generate innovative work behavior in developing ideas. But each company has a different organizational climate and rules regarding the duties and obligations of each part.

Conclusion

That conclusion writer get it from the results of the analysis, research and discussion is (1) Style variables transformational leadership positive influence And significant to productivity innovative work in UD. Son great Madiun. (2) Motivational variables Work has a positive and significant effect on innovative work productivity at UD. Great Son of Madiun. (3) Variables organizational climate positive influence And significant to productivity innovative work at UD.

Great Son of Madiun. (4) The variables transformational leadership style, work motivation and organizational climate have a significant effect on innovative work productivity at UD. Great Son of Madiun.

Suggestions that can be conveyed in connection with the research conducted are 1) Leaders should be able to stimulate the creativity of their subordinates. Two-way communication can increase an employee's enthusiasm and trust in their superiors and leaders must be able to stimulate creativity with always give appreciation on employees' ideas give along leader must be able to interesting subordinates' attention so that motivated to do better. 2) UD. Putra Agung Madiun is advised to increase employee work motivation so that employees are more encouraged to increase their innovative work productivity. Companies can increase work motivation among employees by giving awards to employees fairly for their achievements at work, namely by exists giving bonus, gift And charter for employee Which have high work motivation. 3) UD. Putra Agung Madiun needs to pay attention to and create an organizational climate that makes employees feel at home and comfortable working. UD. Putra Agung Madiun should create a more conducive work atmosphere by increasing the role of superiors for more responsible to problem Which faced by his subordinates. 4) Future researchers are expected to carry out comparative research, selecting samples more than One. For example between company one with other companies and then compared. Future researchers are expected to use research instruments that are able to describe conditions in the field contextually by conducting observations and interviews with respondents.

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