

THE INFLUENCE OF LEADERSHIP AND JOB SATISFACTION ON EMPLOYEE INNOVATION

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ABSTRACT

The State-owned Electricity Company (PLN) in the Malang area is required to continuously enhance its public services to meet the growing demand for electrical energy. Leaders are expected to demonstrate effective leadership that encourages employee innovation, while employee satisfaction plays a crucial role in motivating such innovative behavior. This study aims to examine the direct influence of leadership and job satisfaction on employee innovation among PLN employees in the Malang Area Office. Using a quantitative approach, the study involved 57 PLN employees selected through a probability sampling method with a simple random sampling technique. Data were analyzed using descriptive analysis with the Three-box Method and inferential analysis through Partial Least Square (PLS). The results reveal that leadership significantly influences employee innovation, job satisfaction positively affects employee innovation, leadership has a significant impact on job satisfaction, and leadership together with job satisfaction influences employee innovation. Leadership also directly contributes to higher employee satisfaction.

Keywords: Leadership, Job Satisfaction, Employee Innovation

INTRODUCTION

PT PLN (Persero) is a state-owned enterprise responsible for managing the electricity supply in Indonesia. As the sole national electricity provider, PLN plays a vital role in ensuring reliable access to electrical power for the public. Over the years, PLN has continued to improve its service quality to meet the growing needs of the Indonesian community. However, as a public service institution, PLN often faces criticism. According to the Indonesian Consumers Foundation (YLKI), between 2006 and 2007, approximately 3,500 complaints were recorded against PLN.

These complaints were mainly categorized into four areas. First, product quality issues, such as frequent power outages and unstable voltage. Second, human resource (HR) problems, including staff's inability to resolve customer issues and poor attitudes. Third, infrastructure-related complaints, such as tilted electric poles or malfunctioning transformers. Fourth, complaints regarding PLN's business processes, which were considered the most serious because they involved not only internal management but also external parties.

Technological advancements have brought improvements to PLN's services, yet adequate electrical infrastructure remains essential to utilize these technologies effectively. As society's dependence on electricity grows with economic development, PLN's role as the primary electricity provider becomes increasingly critical. Therefore, to deliver optimal public services, PLN must adopt innovative approaches supported by competent and adaptive human resources capable of responding to rapid environmental changes.

No matter how advanced the company's technology or equipment, human resources remain a central factor in operational success. Skilled personnel are responsible for managing essential components such as machinery, raw materials, and finances. To address organizational challenges, an effective management system and leadership structure are needed. Good leadership not only guides employees but also encourages innovation, collaboration, and participation in decision-making.

In the context of public service, PT PLN (Persero) UPJ Surabaya prioritizes service excellence to minimize customer complaints by ensuring customer satisfaction. Research on Innovative Work Behavior suggests that innovation is influenced by both individual and organizational factors (Dorner, 2012). Individual factors include the tendency to innovate, intrinsic motivation (Yuan & Woodman, 2010), mastery orientation (Janssen & Van Yperen, 2004), problem understanding, and self-efficacy (Dorenbosch et al., 2005). Organizational factors include leadership and supervisory behavior (Scott & Bruce, 2012; Damarich et al., 2011; Sagnak et al., 2011), as well as organizational climate, autonomy (Axtell et al., 2007), and task interdependence (Vegt & Janssen, 2006).

As explained by Ellitan and Anatan (2009), innovation within an organization involves transforming ideas and technologies into practical and commercial outcomes. Thus, employee-driven innovation is essential for organizational success. Innovation requires imagination, intrinsic motivation, and the courage to take risks (Bryd & Brown, 2005). When mismanaged, however, innovation efforts may produce negative outcomes. In PLN's case, the implementation of new ideas must be carefully managed to enhance service delivery.

Previous studies show that transformational leadership can stimulate innovative behavior among employees through intellectual stimulation that encourages reevaluation of existing problems and the development of creative solutions (Reuvers et al., 2005). Kresnandito and Fajrianti (2012) also found that leadership perception significantly influences innovative behavior among radio announcers in Surabaya. Leaders who intellectually challenge subordinates foster creativity, problem-solving ability, and motivation to achieve ambitious goals.

Therefore, leadership is generally found to be positively associated with employee innovation (Shin & Zhou, 2006). However, other findings suggest mixed results, with some studies reporting no significant relationship between leadership style and personal innovation performance (Jaussi & Dionne, 2006). These inconsistencies highlight the need for further investigation.

Organizational scholars also emphasize the importance of psychological empowerment, especially in the face of global competition and rapid change. Empowerment enhances employee initiative and innovation, often through increased job satisfaction. Job satisfaction represents an attitudinal variable that reflects how individuals perceive and feel about their work. Riaz and Haider (2010), for instance, found positive correlations between transformational and transactional leadership, job performance, and career satisfaction.

THEORETICAL FRAMEWORK

Employee Innovation

In today's rapidly changing organizational environment, innovation has become a vital element for maintaining competitiveness and improving organizational performance. It involves the creation, development, and implementation of new ideas

related to products, services, or work processes that enhance effectiveness and adaptability. Employee Innovation reflects an individual's proactive behavior to generate and apply creative solutions that contribute to organizational goals. Innovation can occur at individual, group, or organizational levels and may take the form of radical changes or incremental improvements that strengthen daily operations and overall productivity.

Employee Innovation is strongly influenced by organizational support, leadership, and intrinsic motivation. A supportive work environment encourages risk-taking, values new ideas, and promotes collaboration, all of which enhance innovation. The two main dimensions underlying innovative behavior are creativity—the ability to think flexibly and imaginatively—and risk-taking, which reflects the courage to implement new ideas in uncertain conditions. Thus, Employee Innovation represents a continuous process of transforming creative ideas into practical solutions that improve both individual and organizational performance.

Job Satisfaction

Job satisfaction is a crucial factor in organizational life, reflecting employees' emotional and psychological responses toward their work. It plays an essential role in determining productivity, motivation, and organizational stability. Satisfied employees tend to be more disciplined, loyal, and committed, while dissatisfaction often leads to low morale and poor performance. Job satisfaction arises when employees' needs and expectations are met, both from the nature of their work and the surrounding environment. It encompasses several dimensions, such as skill variety, task identity, task significance, autonomy, and feedback—all of which contribute to creating meaningful and fulfilling work experiences.

Various scholars define job satisfaction as an individual's overall attitude toward their job, shaped by perceptions of work conditions, leadership style, organizational policies, and compensation. When employees feel valued and recognized, they experience positive emotions that enhance engagement and performance. Conversely, a mismatch between expectations and rewards can cause frustration and reduce effectiveness. Therefore, maintaining job satisfaction requires supportive leadership, fair treatment, and opportunities for autonomy and personal growth. Ultimately, job satisfaction not only benefits individual well-being but also drives organizational success through higher motivation and productivity.

Leadership

Leadership is a dynamic process that influences how individuals or groups work toward shared goals. Over time, two main perspectives have developed: one emphasizes the traits or characteristics that distinguish leaders from followers, such as intelligence, personality, and supervisory ability; the other focuses on leadership behavior, particularly how leaders interact with subordinates and structure organizational roles to achieve success. Leadership style reflects how leaders balance task orientation—prioritizing goals, structure, and productivity—and relationship orientation—showing empathy, support, and concern for subordinates' welfare. Effective leadership combines both, aligning organizational objectives with employee motivation and satisfaction.

Modern leadership theories, such as those proposed by Bass, Yukl, and Robbins, highlight that leadership extends beyond transactional exchanges of rewards and

performance. Transformational leadership, in particular, motivates subordinates through charisma, inspiration, intellectual stimulation, and individualized consideration. Research consistently shows that leadership has a positive influence on employee performance, job satisfaction, and organizational commitment. Leaders who communicate a clear vision, foster innovation, and encourage personal growth tend to achieve higher productivity and stronger team cohesion compared to purely transactional leaders. Ultimately, leadership serves not only as a managerial function but also as a key driver of employee motivation, innovation, and organizational effectiveness.

Hypothesis

In reference to theoretical and empirical bases as in the previous studies, the research hypotheses are proposed as follows:

Hypothesis 1: leadership affects job satisfaction.

Hypothesis 2: job satisfaction affects the Employee Innovation.

Hypothesis 3: Leadership affects Employee Innovation.

Hypothesis 4: Leadership and job satisfaction affect the Employee Innovation.

Based on such hypotheses, the research model can be drawn as in Figure 1.

RESEARCH METHOD

This study employs an explanatory quantitative research design aimed at explaining the relationship among the variables of leadership, job satisfaction, and employee innovation. The purpose is to analyze how leadership and job satisfaction directly and indirectly influence the innovative behavior of employees within the organization.

The population in this study includes all employees of PT PLN (State-Owned Electricity Company) in the Malang area, particularly those working in the Customer Service and Administration divisions, totaling 80 employees. Based on the Krejcie and Morgan sample size table, a representative sample of 57 respondents was determined. The sampling method used is simple random sampling, conducted through a lottery system to ensure that each employee has an equal opportunity to be selected.

The leadership variable is measured through four indicators: charisma and sensitivity, inspirational motivation, intellectual stimulation, and individualized consideration. Job satisfaction is measured using five indicators adapted from Munandar (2008), namely skill variety, task identity, task significance, autonomy, and feedback. Employee innovation is measured following Amabile (2008), which emphasizes work environment factors that encourage creativity and innovation, including risk-taking encouragement, fairness and support for ideas, appreciation and recognition of innovation, continuous idea sharing, and participation in decision-making.

Data were collected through questionnaires using a Likert scale, documentation, and interviews. Data analysis employed both descriptive and inferential methods. Reliability and validity tests were conducted using SPSS version 22, while descriptive analysis was carried out using the Three-Box Method. Inferential analysis was performed using Partial Least Squares (PLS) with the help of SmartPLS software.

DATA ANALYSIS AND DISCUSSION

Descriptive Analysis

Leadership

Leadership in PLN (State-owned Electricity Company) in Malang Area office is categorized as a leadership style. With regard to the value of cross loading (Table 1), it can be said that the indicator (X3) Intellectual stimulation has a high value compared to other indicators. Leaders in Malang PLN office encourages subordinates to use intelligence when working and given the authority to make decisions rationally and carefully while in the field where there is no leadership.

By giving opportunity to their subordinates, they use intelligence in completing the work and making decisions which are quite effective immediately raises the Employee Innovation of subordinates. This suggests that leadership is manifested in suppression purposes of any employee activity. Things are performed by employees within the framework of innovation, must have clear objectives for service to the community. This was also followed by the upbeat attitude of the leader as well as ethical and moral considerations its discretion.

Table 1. Summary of Outer Model Test

Indicators	X1	X2	Y
X1	0.795	0.517	0.579
X2	0.442	0.003	0.251
X3	0.847	0.655	0.679
X4	0.845	0.595	0.595
X5	0.841	0.586	0.550
X6	0.805	0.660	0.516
X7	0.841	0.628	0.643
X8	0.624	0.312	0.238
X9	0.546	0.198	0.124
X10	0.818	0.577	0.575
Y1	0.604	0.599	0.891
Y2	0.662	0.642	0.925
Y3	0.606	0.701	0.906
Z1_ Avg	0.481	0.741	0.539
Z2_ Avg	0.411	0.538	0.291
Z3_ Avg	0.540	0.765	0.589
Z4_ Avg	0.342	0.703	0.448
Z5_ Avg	0.692	0.849	0.645
AVE, Cronbachs Alpha, and Composite Reliability			
AVE ¹⁾	0.568	0.824	0.528
Cronbachs Alpha ²⁾	0.914	0.773	0.893
Composite Reliability ³⁾	0.927	0.846	0.933

Source: Data processed.

Nevertheless, the indicator X2 has the lowest value. This reflects less personally leader inspires employees in order emergence of creative behavior, because employees face different problems in the field that requires them to use the completion method in accordance with established procedures. It also illustrates that Employee Innovation is not overly influenced by the attractiveness of the leader, but rather on the policies taken by the leader.

Job Satisfaction

The employees' job satisfaction in PLN office in Malang as in the prominent area on the feedback from the leader (Z5) has a value of 0.691. It shows that these factors influence the Employee Innovation. In other words, Employee Innovation is

heavily influenced by policy leaders who do feedback in the form of an evaluation of the innovation or the work of the employees. Nevertheless, jobsatisfaction scores obtained by the lowest employee are on the issue of autonomy (Z4) with a value of

0.342. These data can be interpreted that the autonomy granted by the leadership is still lacking by employees, thus not giving effect to the Employee Innovation of employees.

Employee Innovation

With regard to Table 1, it shows an overview of the Employee Innovation of office workers PLN Malang area. Behavior that stands out is to introduce innovative ideas or innovative ideas (Y2). While applications in realizing innovations is lower (Y3), as well as in terms of finding or generating innovative ideas. This can be caused by a lack of leadership that gives autonomy to employees, so that the innovation relies on referrals or idea leader. However, the employee is able to disseminate these ideas to fellow co-workers or others well.

Outer Analysis Model

Outer model or measurement model is an assessment of the reliability and validity of instruments measuring the study variables. There are three criteria for assessing the outer models: the convergent validity, discriminant validity and composite reliability. Convergent validity was tested by mass loading factor and average variance extracted (AVE), while discriminant validity was tested through cross loading. Composite reliability is used to test the reliability of the measurement tool in this study coupled with the reliability of Cronbach's Alpha. Table 1 summarizes the outer testmodels.

Table 2
Results of Hypothesis Testing

Paths	Regression Coefficient Path	Standard Error	t- Statistics	R Square
Transformational leadership->Job Satisfaction	0.701	0.127	5.521	0.491
Job satisfaction ->Innovative Behavior	0.456	0.141	3.242	0.579
Transformational Leadership->Innovative Behavior	0.368	0.127	2.891	

As presented in Table 1, one indicator (X2) shows a factor loading value below 0.5, specifically 0.442. However, X2 is retained in the model because it demonstrates a stronger discriminant validity compared to other indicators (0.442 versus 0.002 and 0.2). All other indicators have factor loadings above 0.5, indicating that they effectively measure their respective latent constructs.

Furthermore, the Average Variance Extracted (AVE) values exceed 0.5 for each latent variable, signifying that the measurement model possesses satisfactory convergent validity. The comparison between factor loading and cross-loading values also confirms good discriminant validity, as each indicator loads more strongly on its intended construct than on others. Additionally, the composite reliability (CR) values of all latent variables are above 0.70, confirming that the measurement model meets the standard for internal consistency reliability.

Hypothesis Testing Results

After confirming that the outer model meets the required criteria, hypothesis testing was conducted. The results, as summarized in Table 2, reveal that the relationship between leadership and job satisfaction is statistically significant, with a *t*-statistic of 5.521 ($> t$ -table value of 2). The regression coefficient is positive at 0.701, indicating a direct and positive influence of leadership on job satisfaction. Thus, Hypothesis 1, which posits that leadership affects job satisfaction, is accepted. Based on the R-square value, leadership explains 49.1% of the variance in job satisfaction.

The relationship between job satisfaction and employee innovation is also significant, with a *t*-statistic of 3.242 (> 2) and a positive regression coefficient of 0.456. This finding indicates a positive relationship between job satisfaction and employee innovation. Therefore, Hypothesis 2, which states that job satisfaction influences employee innovation, is supported.

Similarly, the relationship between leadership and employee innovation is significant, with a *t*-statistic of 2.891 (> 2) and a positive regression coefficient of 0.368. This confirms that leadership has a positive effect on employee innovation, supporting Hypothesis 3.

As shown in Table 2, the R-square value for employee innovation is 0.579, suggesting that leadership and job satisfaction together explain 57.9% of the variance in employee innovation. This implies that both leadership and job satisfaction significantly contribute to shaping employee innovation, with job satisfaction exerting a stronger direct effect. Moreover, the findings indicate that leadership plays a pivotal role in fostering employee innovation both directly and indirectly through job satisfaction.

Discussion

Leadership on Employee Innovation

Leadership is assessed through four indicators: charisma, inspiration, intellectual stimulation, and individualized attention. The analysis shows that leadership significantly influences employee innovation among PLN Malang employees. Indicators used to measure employee innovation include encouraging risk-taking, supporting fair ideas, appreciating creativity, maintaining collaborative idea exchange, and involving employees in decision-making processes.

At PLN Malang, leaders motivate employees to apply their intelligence and analytical thinking when performing their duties. They also grant decision-making autonomy, allowing employees to act responsibly in field situations. Leadership plays a crucial role in setting strategic goals and guiding employees' development. Moreover, leaders strive to enhance business competence and ethical awareness among their subordinates, aiming to mobilize energy and resources to drive organizational reform.

Reuvers et al. (2005) support this finding, showing that leadership is strongly linked to employees' innovative behavior. Similarly, Khan et al. (2012) found that leadership style has a positive relationship with innovative work behavior. Organizational innovation is shaped by many factors, but leadership remains the most influential. Effective leadership encourages new ideas and problem-solving approaches, aligning with innovation-oriented leadership theory.

Leadership on Job Satisfaction

Leadership, measured by charisma, inspiration, intellectual stimulation, and individualized attention, was also found to affect job satisfaction positively. Employees at PLN Malang perceive their work as important and meaningful, supported by autonomy in decision-making and constructive feedback from their leaders. This sense of responsibility and recognition enhances their job satisfaction.

Consistent with the findings of Larochelle and Medley (2005), effective leadership in organizational environments—such as hospitals and PLN offices—strengthens long-term relationships and prevents turnover. Similarly, Bushra et al. (2011) discovered that leadership has a positive impact on job satisfaction and organizational commitment. Leadership can account for up to 42% of the variation in overall job satisfaction, highlighting its crucial role in improving employee morale and engagement.

Job Satisfaction on Employee Innovation

Job satisfaction is reflected in diverse skills, task identity, task significance, autonomy, and feedback. Meanwhile, employee innovation is measured through risk-taking, support for new ideas, appreciation of creativity, collaboration, and participatory decision-making.

PLN Malang employees report high job satisfaction, reflected by smooth operations and minimal internal issues. Their autonomy and sense of task importance encourage creativity and idea generation, particularly in service-oriented work where performance outcomes are directly experienced by customers.

These findings are consistent with Tien and Chao (2012), who demonstrated that job satisfaction positively influences innovation. When employees feel satisfied, they are more likely to contribute proactively to organizational innovation. Enhancing job satisfaction can be achieved through better working conditions, learning opportunities, access to updated information, participative decision-making, improved customer service, and organizational flexibility—all of which foster a culture of innovation.

CONCLUSION

It can be concluded that the PLN offices in the Malang Area have effectively implemented a leadership style that fosters innovative employee behavior through the delegation of authority and encouragement of creative problem-solving. Employees are motivated to use their intelligence and creativity in completing tasks, leading to a sense of job satisfaction and responsibility that stimulates innovation. Leadership also enhances job satisfaction by involving employees in decision-making and providing constructive feedback, making them feel valued and appreciated.

Furthermore, both leadership and job satisfaction significantly influence employees' Employee Innovation, highlighting the importance of continuously nurturing innovation to improve company performance. To strengthen this, leaders should create a supportive work environment that enhances satisfaction, grant greater autonomy for employees to develop ideas, and establish forums to discuss innovations collaboratively. Leaders should also adopt leadership styles that align with employees' expectations to maintain motivation and satisfaction.

In conclusion, the study emphasizes that leadership and job satisfaction play crucial roles in encouraging Employee Innovation among employees. Future research is recommended to explore other factors influencing innovation, such as different leadership styles or organizational cultures, and to extend similar studies to private sector organizations to broaden the understanding of innovation-driven leadership.

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