



EMPLOYEE PERFORMANCE IMPROVEMENT IN HUMBLE LEADERSHIP, SERVANT LEADERSHIP AND EMPLOYEE INNOVATION BEHAVIOR

Dani Taupan Ramdani¹

¹Universiti Malaysia Terengganu, Malaysia

Email: danitaupan.dosen@gmail.com

Abstract

The character of a good leader illustrates an important factor in the company's growth, where without the character of a good leader there will be obstacles in achieving the company's goals. The character of the leader can significantly influence the process of improving employee performance. In essence, the character and style of the leader are the causes that come from outside to be able to develop the personal performance of each employee.

This research uses associative quantitative method assessment which is the method used in this study. The purpose of this study is to test hypotheses, namely studies that inform facts related to existing variables. Population of Total employees of PT. Indorama Petrochemicals as many as 276 people will be used as the population for the implementation of this research, using the slovin formula used as many as 163 employees.

Humble leadership has a positive and insignificant effect on employee performance. shows a statistical t value of 1.020519. Where this value is smaller than 1.96 ($\alpha=0.05$). Servant leadership has a positive and significant effect on employee performance. shows the statistical t value of 2.200401. Humble leadership has a positive and significant effect on employee innovation behavior. shows the statistical t value of 2.664598. Servant leadership has a positive and significant effect on employee innovation behavior. shows a statistical t value of 4.476124 where this value is greater than 1.96 ($\alpha=0.05$). And Employee innovation behavior has a positive and significant effect on employee performance. shows the statistical t value of 2.769558.

Keywords: Employee Performance on Humble Leadership, Servant Leadership and Employee Innovation Behavior

INTRODUCTION

Human resources themselves have a very important role in supporting the development of a country because human resources are subjects that become the driving force in control to process the natural resources available in a country. Economic development in a country can also include increasing economic growth, reducing inequality in income distribution and eradicating poverty to generate economic benefits that can be beneficial in the process of economic efficiency.

And to face the current and future competition in the business world, every organization is required to continuously innovate, be creative and improve. To realize these needs, organizations really need quality human resources. As the provisions of the business sector develop, the burden on the business sector increases, the obligation must be implemented by the manpower section in terms of controlling and then increasing the manpower so that it is able to implement the roles that have been standardized by the company. Furthermore, Haryono (2015) formulates manpower activities that are growing, which were originally activities related to administration to activities related to managerial and tactical.

The character of a good leader illustrates an important factor in the company's growth, where without the character of a good leader there will be obstacles in achieving the company's goals. The

character of the leader can significantly influence the process of improving employee performance. In essence, the character and style of the leader are the causes that come from outside to be able to develop the personal performance of each employee.

The disproportionate interaction of mutual needs illustrates the interaction between leaders and employees so far. And leaders are highly expected by their staff compared to leaders expecting their staff. In the system of relations between the leader and his staff, there is a way for the leader to have an impact on his staff with the aim that the leader's wishes can change the character of his staff. And the stage of success of a leader in a company is able to change the style of relationship between the leader and his staff. Many types of leadership characters are implemented in organizations, for example humble leadership and servant leadership. And the strengths and weaknesses of each leadership character can create an obstacle in running the organization.

Leaders who have the character of servant leadership are able to create motivation in working for their staff which is shown through their perspective. But actually, the character of servant leadership is still foreign to be implemented in organizations, especially in organizations that have a profit orientation goal. Servant leadership is still used as a choice of leadership character in forming achievement stimulus for its employees (Handoyo, 2015).

Employee innovative behavior describes the creation, introduction, and application of new concepts, methods, outputs or assistance to task functions, groups, or companies (Yuan & Woodman, 2010). Then, employee innovative behavior intends to provide several benefits and is expected to produce innovative outputs in the form of, for example, new products, processes or services (De Jong and Den Hartog, 2010).

Employee innovation behavior is a significant resource that can enable companies to actively create success in their business processes (Yuan and Woodman 2010). Employee innovative behavior refers to the commitment of individual employees to produce and implement policies that are beneficial at every level of the organization, including individuals, teams, and the organization itself (Yuan and Woodman 2010). Employee Performance because it is the most important aspect in obtaining organizational goals, the core of which is manpower (employees) can help managers to achieve these goals. Therefore, humans are considered to be able to play aspects that have an impact on the achievement of organizational goals, there are views and characters that must be owned by workers so that these goals are achieved, such as employee performance. According to Hasibuan (2016) employee performance is important because it describes the results that can be achieved by the workforce on the tasks that have been carried out solely based on experience, seriousness, ability and period.

Starting from the background above to find out the factors of humble leadership and servant leadership have an influence on employee innovation behavior and employee performance, that research will be carried out on workers in the petrochemical industry, petrochemical industry

companies are chosen because the results of the process are petrochemical industry companies that place employee functions as aspect is very crucial to the development of the company. In order to be able to maintain the existence of its products, petrochemical companies must develop and then protect their value output, which can be realized if supported by competent employees in the company.

Based on these considerations, this study intends to see an increase in employee performance in humble leadership, servant leadership and employee innovation behavior so that the research problems can be formulated as follows: 1) does humble leadership affect employee performance?, 2) does servant leadership affect employee performance? ?, 3) Does humble leadership affect employee innovation behavior?, 4) Does servant leadership affect employee innovation behavior?, 5) Does employee innovation behavior affect employee performance?

Humble Leadership

Humble leadership is defined as a leadership style in which a leader evaluates himself and his subordinates through multiple and objective lenses, appreciating the positive values, strengths, and contributions of subordinates In short, humble leadership is unique in that it focuses on the leader's transparency about their own development process Owens and Hekman (2012).

Implementation of humble leadership

Humble leadership fosters a supportive organizational context, strengthens employee learning orientation, job satisfaction, job engagement, and retention (Owens et al., 2013), and dampens the deleterious effects of leader narcissism, leading to positive follower outcomes (Owens et al., 2015) . Humble leadership of a leader, as perceived by staff, influences his relationship, communication, and level of trust with employees and management (Nielsen et al., 2010).

Servant leadership

Servant leadership, on the other hand, is a leadership style that is rooted in pro-social and people-centred behavior, and aims to develop employees to their full potential in the areas of task effectiveness, community management, self-motivation and future leadership abilities (Chiniara and Bentein , 2016). Meanwhile, Kincaid (2012) argues that the typical focus of servant leadership is significant in the successful implementation of the transformation related to sustainable development. Servant leaders do not limit themselves to a profit orientation, instead focusing on improving the organization and society in general (Christensen et al., 2014). Therefore, servant leadership has an informative advantage to act as a precursor to sustainable development.

Servant leadership enhances task proficiency by meeting employees' needs for autonomy and competence. They encourage followers by giving them new responsibilities, helping them develop new skills, taking initiative and handling difficult situations in a way that employees think is appropriate (Chiniara and Bentein, 2016).

From the definition above, servant leadership is the character of a leader who collaborates between helping and leading, with the aim of developing and building his team members in terms of new competencies and responsibilities by taking into account environmental changes in the leadership process.

Employee innovation behavior

According to Anderson et al. (2014) in their review of the innovation and creativity literature, innovation is generally conceptualized as the production of creative ideas as the first stage and their implementation as the second stage. And another meaning, innovation relates to the preparation of novel and useful concepts and the realization of these ideas. In particular, employee innovation behavior grows, creates and implements new concepts for results and work techniques which are considered significant assets of the company (Yuan and Woodman, 2010).

This includes factors at the individual, group, organizational and environmental levels of analysis. At the individual level, and of particular interest to this study, are the effects of psychological states and supervisory behavior. While positive psychological states are generally associated with promoting innovation, negative psychological states such as threats, pressure and negative moods have been found to be positively related to innovation (Anderson et al., 2014). Organizations recognize the importance of employee creativity as an intangible asset that provides the best ideas to stay competitive, regardless of task responsibilities or levels in the organizational hierarchy. Employees see opportunities directly for change and improvement in work processes and procedures because they interact directly with customers. Employee innovation behavior describes the creation, introduction, and application of new concepts, operations, outputs or assistance to work functions, groups, or organizations (Abstein & Spieth, 2014; Yuan & Woodman, 2010).

Employee Performance

According to Hasibuan (2016) employee performance is the result obtained by employees when carrying out their duties which is guided by experience, seriousness, ability and period. According to Wibowo (2016) performance is how a person does a task and the output obtained is the output given from the task he has done. According to the definitions above, employee performance is the output that has been obtained from employees to carry out work based on the factors of competence, experience, seriousness and time that has been used in carrying out the work process.

Aspects that have an impact on Employee Performance

According to Kim, there are several factors that influence employee performance. et al., (2017), namely:

1. Work motivation

Is the power that encourages someone to do what has been planned and carry out targeted actions.

2. Job satisfaction

It can be seen from the various employees who can be related to the views, character, mindset, and conditions at the work location. The company expects good employee performance by developing employee job satisfaction.

3. Self-Efficacy

The confidence possessed by employees in achieving good performance in completing their jobs.

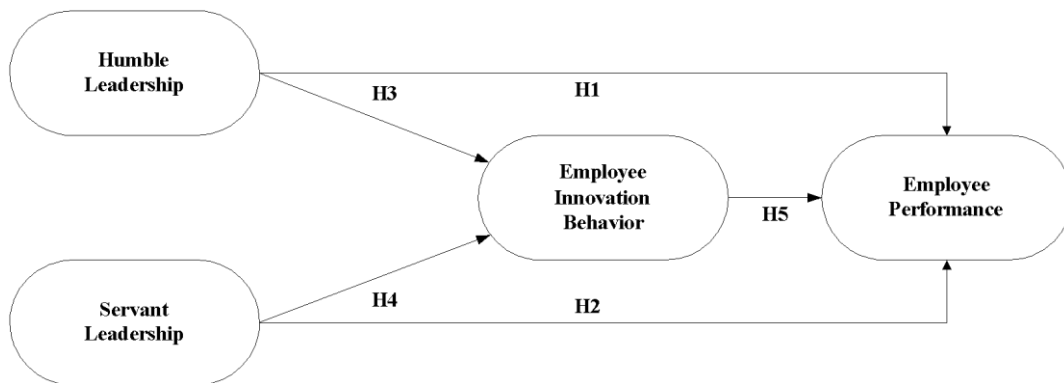


Figure 1 Conceptual Framework

Hypothesis

The research was structured with the aim of analyzing how humble leadership, servant leadership and employee innovation behavior affect employee performance. Thus, the researcher tries to formulate whether humble leadership and servant leadership that are oriented towards employee innovation behavior and by respecting the ideas of team members influence employee performance by formulating the following hypothesis:

- H₁ Humble leadership has a positive and significant relationship to employee performance
- H₂ Servant leadership has a positive and significant relationship to employee performance
- H₃ Humble leadership has a positive and significant relationship to employee innovation behavior.
- H₄ Servant leadership has a positive and significant relationship to employee innovation behavior
- H₅ Employee innovation behavior has a positive and significant relationship to employee performance

METHOD

Research design

This type of associative quantitative method of assessment is the method used in this study. This method is an assessment process whose goal is to understand the impact and also the relationship between two or more variables and also to understand the level of influence between the dependent variable and the independent variable. The purpose of this study is to test hypotheses, namely studies

that inform facts related to existing variables. Part of the review of this study is the basis calculated on the subject or objective of the study (the objective that forms the basis of the study or the core to be studied). Part of the study can be in the form of objects, personnel, groups, areas and certain periods based on the core of the study. In this study, the review section is the employees at PT. Indorama Petrochemicals.

This study is a study through a cross-sectional approach, which is a study model that focuses on the period of assessment or observation of data, where the dependent and independent variables are carried out once and at that time. In this study, the authors chose the cross-sectional form because there was no data to be compared and only collected data once.

Population and Sample

The number of employees of PT. Indorama Petrochemicals as many as 276 people will be used as the population for this research. Purposive sampling is the method used for sample collection in this study, where the method refers to the criteria for certain recommendations by Hermawan and Robert (2014) and the formula from Slovin is used for the calculation process in this study.

$$n = \frac{N}{1 + N(it is)^2}$$

According to the formula from Slovin above, the samples used in this study are:

$$n = \frac{276}{1 + 276(5\%)^2}$$
$$n = 163,31 \approx 163$$

In this study used as many as 163 employees.

Data Collection Sources and Techniques

According to Sugiyono (2018) data is divided into two types, namely primary data and then secondary data. Primary data is data obtained through the process of interviews, observations and then questionnaires distributed to several samples of employees by adjusting the target and then representing the entire population in the study, then secondary data data whose process has a relationship with the assessment process carried out in the form of the background of the company's establishment, company coverage, organization chart, literature and company website. The questionnaire technique is the data used in this study and as primary data. The questionnaire is a method of collecting data that has been determined beforehand, the aim is to obtain interrelated information, namely by submitting half of the questions written to the respondents (Sugiyono, 2018). Submission of this questionnaire was carried out to respondents, namely employees of PT. Indorama Petrochemicals in Cilegon and Jakarta to obtain answers to these statements which aim to obtain interrelated data for the purpose of conducting studies. As for the statements related to Humble

Leadership, Servant Leadership, Employee Innovative Behavior and Employee Performance and the statement also contains the contents regarding the biography of the respondent.

Research Instrument Testing

The seriousness of the respondents in responding to the statements is very significant in the process of compiling this study. And this is the way of the data collection process using questionnaire tools. Then validity testing is carried out which is an instrument testing process that can inform the objectives of the researcher (valid) so that the level of consistency does not change even though these statements are given responses at different times (reliable). These things are done with the aim of anticipating any errors in the calculation process through instrument testing.

Validity test

By understanding the purpose of the statements given by respondents, then the answers to these statements describe the actual conditions. These things are the process of carrying out validity testing. The validity test will be carried out using the product moment Pearson correlation method by connecting each item's value to the total value of the statement items obtained from the respondents' answers. The validity testing steps carried out in the Pearson correlation product moment process include the following:

Comparing the value of r_{count} to the value of r_{table}

1. When the value of $r_{\text{count}} > r_{\text{table}}$, it can be concluded that the statement items on the questionnaire in question are certain to be valid.
2. When the value of $r_{\text{count}} < r_{\text{table}}$, it can be concluded that the statement item in question is certain to be invalid.

So by using the steps above, then use the value of r_{table} statistics on a sample of 163 ($n = 163$) and at a significance percentage of 5%, so that the r value is obtained r_{table} of $0.1528 \approx 0,153$

Comparing Sig. (1-tailed) at a probability value of 0.05

1. If the value of Sig. (1-tailed) < 0.05 then the Pearson correlation value is positive, it can be concluded that the questionnaire statement item in question is certain to be valid.
2. If the value of Sig. (1-tailed) < 0.05 then the Pearson correlation value is negative, it can be concluded that the question statement items in question are certain to be invalid.
3. If the value of Sig. (1-tailed) > 0.05 , it can be concluded that the questionnaire statement items referred to are invalid.

Reliability Test

By means of the calculation method more than twice and the results of these calculations show results that tend to be constant. This is the process of carrying out reliability testing. And the process of testing the reliability of this study was carried out using the Interitem Consistency Reliability method whereby assessing Cronbach's coefficient alpha is a factor in the results of reliability testing. Cronbach's alpha is a reliability factor which shows a positive relationship between one another. The benchmark in determining the results of this test is considered reliable, namely if Cronbach's coefficient alpha (α) the results of the test > 0.6 then the statement items in the questionnaire are ideal for use (reliable). Then if Cronbach's coefficient alpha (α) the results of the test < 0.6 then the statement items in the questionnaire are not ideal to be used (unreliable) (Sekaran, 2014).

As Sekaran (2014) said, the rules for determining the reliability testing process include:

1. When the value coefficient of Cronbach's Alpha ≥ 0.60 , it can be concluded that Cronbach's Alpha is acceptable (realizable construct).
2. When Cronbach's Alpha < 0.60 it can be concluded that Cronbach's Alpha is poor acceptable (unrealizable construct).

Data analysis method

Testing data and hypotheses in research using statistical analysis tools Structural Equation Model (SEM) with PLS. Before further analysis of the hypothesis test is carried out, a goodness of fit test is carried out first.

Table 1 Goodness-of-fit indicators in PLS – SEM

No	Test	Parameter	Rule of Thumb
1	Convergent Validity	Average Variance Extracted (AVE)	$> 0,5$ (confirmatory/explanatory)
2	Reliability	Cronbach Alpha	$> 0,6$ (confirmatory/explanatory)
		Composite Reliability	$> 0,6 - 0,7$ (confirmatory/explanatory)
3	Inner model	Measuring how well the observed values are generated by the model and also the estimation of its parameters Indicated by the value of R square	Law minimal R square = 0.25 The closer to number 1 means the better

Source: Ghazali (2012) and Kwong and Wong (2013)

Hypothesis test

Hypothesis testing was carried out using the resampling method developed by Geisser and Stone. The test statistic used is t statistic and t test with a significance level of 5% ($\alpha = 0,05$), the value of the t statistic must be > 1.96 , it is said to be significant. The application of the resampling method allows for distribution-free data that does not require a normal distribution and does not require a large sample (recommended a minimum sample of 30).

RESEARCH RESULTS AND DISCUSSION

Research result

Descriptive statistics also look at the minimum value, maximum value, average value and standard deviation value. The minimum value is the lowest value for each research variable, while the maximum value is the highest value for each research variable. The mean value indicates the average respondent's assessment of the statements submitted, while the standard deviation describes the magnitude of the deviation from the average of the statements submitted in the questionnaire. The results of descriptive statistics from the variables Humble Leadership, Servant Leadership, Employee Innovation Behavior and Employee Performance are as follows.

Table 2 Descriptive Statistics

Variable	N	Min	Max	Mean	Std. Deviation
Humble Leadership	163	3,00	4,89	4,1050	0,37492
Servant Leadership	163	3,50	5,00	4,3464	0,34661
Employee Innovative Behavior	163	3,00	4,91	4,0878	0,35793
Employee Performance	163	3,22	5,00	4,1286	0,42254
Valid N (Listwise)	163				

Source: processed data

In table 2 it can be seen that the average value is from a scale of 1-5 with 1 for strongly disagree to 5 for strongly agree on each statement that describes the variable. It can be seen from the results of data processing that is done, the standard deviation value of the variable is generally < 1 standard deviation from the average, this shows that the data tends to be centralized and it can be considered that the data is collected quite well.

Based on the table above, it can be seen that the Humble Leadership variable has a minimum value of 3.00 and a maximum value of 4.89 with an average of 4.1050 and a standard deviation of 0.37492, which indicates that the variation in respondents' answers for this variable is at the range of answer choices is between 1 to 5 with the majority of answers being in option number 4 (rounded at 4.1050), which means that the average answer of respondents is close to Agree. This shows that most of the leaders working at PT. Indorama Petrochemicals has good humble leadership.

Based on the table above, it can be seen that the servant leadership variable has a minimum value of 3.50 and a maximum value of 5.00 with an average of 4.3464 and a standard deviation of 0.34661, which indicates that the variation in respondents' answers for this variable is at the range of answer choices is between 1 to 5 with the majority of answers being in option number 4 (rounded at 4.3463) which means that the average answer of respondents is close to Agree. This shows that most of the leaders who work at PT. Indorama Petrochemicals has good servant leadership.

Based on the table above, it can be seen that the Employee Innovative Behavior variable has a minimum value of 3.00 and a maximum value of 4.91 with an average of 4.0878 and a standard deviation of 0.35793, which indicates that the variation in respondents' answers for this variable is in the range of answer choices between 1 to 5 with the majority of answers being in option number 4 (rounding 4.0878) which means that the average answer of respondents is close to Agree. This shows that most of the human resources working at PT. Indorama Petrochemicals has good Employee Innovation Behavior.

Based on the table above, it can be seen that the Employee Performance variable has a minimum value of 3.22 and a maximum value of 5.00 with an average of 4.1286 and a standard deviation of 0.42254, which indicates that the variation in respondents' answers for this variable is at the range of answer choices is between 1 to 5 with the majority of answers being in the choice number 4.1286 (rounded 4), which means that the average answer of respondents is close to Agree. This shows that most of the human resources working at PT. Indorama Petrochemicals produces good Employee Performance.

Based on the table above, it can be seen that the Employee Innovative Behavior variable has an average value of 4.0878 which indicates that the variation in respondents' answers for this variable is in the range of answer choices between 1 to 5 with the majority of answers being in option number 4 (rounded 4.0878) which means that the average answer of respondents is close to Agree. This shows that most of the human resources working at PT. Indorama Petrochemicals has good Employee Innovation Behavior.

Based on the table above, it can be seen that the Employee Performance variable has an average value of 4.1286 which indicates that the variation in respondents' answers for this variable is in the range of answer choices between 1 to 5 with the majority of answers being in the number 4.1286 (rounded 4) which means the average answer of respondents close to Agree. This shows that most of the human resources working at PT. Indorama Petrochemicals produces good Employee Performance.

Discussion

The significance of the estimated parameters provides very useful information about the relationship between the research variables. The basis used in testing the hypothesis is the value

contained in the output result for inner weight. The following will explain the hypothesis testing used in this study:

Table 3 Results of the Humble Leadership Hypothesis Test on Employee Performance

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	Conclusion
Humble leadership has a positive effect on employee performance	0,121005	0,150144	0,118572	1,020519	Positive and not significant

Source: Processed data

Hypothesis 1

Ha1 states that there is a positive influence of humble leadership on employee performance. The test results on the parameter coefficient between humble leadership and employee performance show a positive relationship with a coefficient value of 0.121005 with a t-statistic value of 1.020519 and not significant at $\alpha = 0,05$ (t table significance 5% = 1.96). The t statistic value is below the critical value of 1.96. Thus, Ha1 is rejected and Ho1 is accepted.

Table 4 Results of Servant Leadership Hypothesis Testing on Employee Performance

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	Conclusion
Servant leadership has a positive effect on employee performance	0,359678	0,348414	0,163460	2,200401	Positive and significant

Source: Processed data

Hypothesis 2

Ha2 states that there is a positive and significant influence of servant leadership on employee performance. The test results on the parameter coefficient between servant leadership and employee performance show a positive relationship with a coefficient value of 0.359678 with a t-statistic value of 2.200401 and it is significant at $\alpha = 0,05$ (t table significance 5% = 1.96). The t statistic value is above the critical value of 1.96. Thus, Ha2 is accepted and Ho2 is rejected.

Table 5 Results of Testing the Humble Leadership Hypothesis on Employee Innovation Behavior

Variable	Original Sample	Sample Mean	Standard Deviation	T Statistics	Conclusion
----------	-----------------	-------------	--------------------	--------------	------------

	(O)	(M)	(STDEV)		
Humble leadership has a positive effect on employee innovation behavior	0,307801	0,322419	0,115515	2,664598	Positive and significant

Source: Processed data

Hypothesis 3

Ha3 states that there is a positive and significant influence of humble leadership on employee innovation behavior. The test results on the parameter coefficient between humble leadership and employee innovation behavior show a positive relationship with a coefficient value of 0.307801 with a t-statistic value of 2.664598 and significant at $\alpha = 0,05$ (t table significance 5% = 1.96). The t statistic value is above the critical value of 1.96. Thus, Ha3 is accepted and Ho3 is rejected.

Table 6 Results of Servant Leadership Hypothesis Testing on Employee Innovation Behavior

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	Conclusion
Servant leadership has a positive effect on employee innovation behavior	0,490754	0,502601	0,109638	4,476124	Positive and significant

Source: Processed data

Hypothesis 4

Ha4 states that there is a positive and significant influence of servant leadership on employee innovation behavior. The test results on the parameter coefficient between servant leadership and employee innovation behavior show a positive relationship with a coefficient value of 0.490754 with a t-statistic value of 4.476124 and significant at $\alpha = 0,05$ (t table significance 5% = 1.96). The t statistic value is above the critical value of 1.96. Thus, Ha4 is accepted and Ho4 is rejected.

Table 7 Results of Hypothesis Testing of Employee Innovation Behavior on Employee Performance

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	Conclusion
Employee innovation behavior has a positive effect on employee	0,332839	0,330609	0,120178	2,769558	Positive and significant

performance				
-------------	--	--	--	--

Source: Processed data

Hypothesis 5

Ha5 states that there is a positive and significant effect of employee innovation behavior on employee performance. The test results on the parameter coefficient between employee innovation behavior and employee performance show a positive relationship with a coefficient value of 0.332839 with a t-statistic value of 2.769558 and significant at $\alpha = 0,05$ (t table significance 5% = 1.96). The t statistic value is above the critical value of 1.96. Thus, Ha5 is accepted and Ho5 is rejected.

CONCLUSION

Based on the research results and hypothesis testing described in the previous chapter, the following are some conclusions that can be drawn from the research results, including the following:

1. Humble leadership has a positive and insignificant effect on employee performance. From the analysis and discussion of the humble leadership and employee performance variables, the t statistic is 1.020519. Where this value is smaller than 1.96 ($\alpha = 0,05$). Thus these results do not support research (Xun Ye, 2019).
2. Servant leadership has a positive and significant effect on employee performance. From the analysis and discussion of servant leadership and employee performance variables, the t statistic is 2.200401. Where this value is greater than 1.96 ($\alpha = 0,05$). Thus these results support research (Wiwiek Harwiki, 2016).
3. Humble leadership has a positive and significant effect on employee innovation behavior. From the analysis and discussion of the humble leadership and employee innovation behavior variables, the t statistic is 2.664598. Where this value is greater than 1.96 ($\alpha = 0,05$). Thus these results support research (Fei Zhou and Yenchun Jim Wu, 2018).
4. Servant leadership has a positive and significant effect on employee innovation behavior. From the results of the analysis and discussion of the variable servant leadership and employee innovation behavior, it shows a statistical t value of 4.476124 where this value is greater than 1.96 ($\alpha = 0,05$). Thus these results support research (Anna Rasheed; Rab Nawaz Lodhi; Umie Habiba, 2016).
5. Employee innovation behavior has a positive and significant effect on employee performance. From the analysis and discussion of employee innovation behavior and employee performance variables, the t statistic is 2.769558. Where this value is greater than 1.96 ($\alpha = 0,05$). Thus these results support research (Chan Tze Leong and Amran Rasli, 2014).

REFERENCE

Agustina, Haryono et al. 2015. Application of Problem Posing Learning Model as an Effort to Increase Analysis Ability and Learning Achievement on Solubility Material and Solubility

Product of Class XI IPA 3 Students of SMA Negeri Gondangrejo Academic Year 2013/2014. *Journal of Chemistry Education*, Chemistry Education Study Program, Vol. 4 No. 2 of 2015, ISSN 2337-9995

- Akhtar, P., Khan, Z., Frynas, J.G., Tse, Y.K. and Rao-Nicholson, R. (2018), "Essential micro-foundations for contemporary business operations: top management tangible competencies, relationship-based business networks and environmental sustainability", *British Journal of Management*, Vol. 29 No. 1, pp. 43-62.
- Albertini, E. (2013), "Does environmental management improve financial performance? A Meta-analytical review", *Organization and Environment*, Vol. 26 No. 4, pp. 431-457.
- Anderson, N., Potočník, K. & Zhou, J. (2014). Innovation and creativity in organizations: A state-of-the-science review, prospective commentary, and guiding framework. *Journal of Management*, 40, 1297-1333.
- Chiniara, M. and Bentein, K. (2016), "Linking servant leadership to individual performance: differentiating the mediating role of autonomy, competence and relatedness need satisfaction", *The Leadership Quarterly*, Vol. 27 No. 1, pp. 124-141.
- Christensen, L., Mackey, A. and Whetten, D. (2014), "Taking responsibility for corporate social responsibility: the role of leaders in creating, implementing, sustaining, or avoiding socially responsible firm behaviors", *Academy of Management Perspectives*, Vol. 28 No. 2, pp. 164-178.
- De Jong, J., & Den Hartog, D. (2010). Measuring innovative work behaviour. *Creativity and Innovation Management*, 19(1), 23-36.
- Handoyo, (2015). *Peranan Organizational Citizenship Behavior*. Bandung: Mitrawacanamedia.
- Hasibuan, Malayu. (2016). *Human Resource Management*. Jakarta: Bumi Aksara Publisher.
- Kincaid, M. (2012), "Building corporate social responsibility through servant-leadership", *International Journal of Leadership Studies*, Vol. 7 No. 2, pp. 151-171.
- Nielsen R, Marrone JA, Slay HS (2010) A new look at humility: Exploring the humility concept and its role in socialized charismatic leadership. *J. Leadership Organ. Stud.* 17(1):33-43.
- Owens BP, Hekman DR (2012) Modeling how to grow: An inductive examination of humble leader behaviors, contingencies, and outcomes. *Acad. Management J.* 55(4):787-818.
- Owens, B. P., Johnson, M. D. & Mitchell, T. R. (2013). Expressed Humility in Organizations: Implications for Performance, Teams, and Leadership. *Organization Science*, 24(5), September– October 2013, 1517–1538.
- Owens, B.P., Wallace, A.S. and Waldman, D.A. (2015), "Leader narcissism and follower outcomes: the counterbalancing effect of leader humility", *Journal of Applied Psychology*, Vol. 100 No. 4, pp. 1203-1213.
- Now, Uma. (2014). *Research Methodology for Business (Research Methods for Business)* Book 1 Edition 4. Jakarta: Salemba Empat
- Sugiyono. (2018). *Combination Research Methods (Mixed Methods)*. Bandung: CV Alfabet.
- Shoham, A., Almor, T., Lee, S.M. and Ahammad, M.F. (2017), "Encouraging environmental sustainability through gender: a micro-foundational approach using linguistic gender marking", *Journal of Organizational Behavior*, Vol. 38 No. 9, pp. 1356-1379.
- Yuan, F., & Woodman, R. W. (2010). Innovative behavior in the workplace: The role of performance and image outcome expectations. *Academy of Management Journal*, 53, 323–342.