

Fostering Innovation in the Restaurant Industry: The Impact of Leadership Styles on Employee Creativity in Jakarta and Tangerang

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ABSTRACT

This research explores the influence of leadership styles—specifically transactional, transformational, and laissez-faire—on innovative work behavior within the bustling restaurant industry of Jakarta and Tangerang, vital components of Indonesia's economic landscape. Utilizing a survey methodology that engaged 200 employees from full-service restaurants and adopting the Multifactor Leadership Questionnaire (MLQ) for evaluating the impact of leadership styles on innovation, the study employs SMART PLS4 for thorough data analysis. The findings reveal a dichotomy in the effects of leadership styles on innovation: transactional leadership, with its focus on reward and performance, negatively impacts innovative behavior, suggesting that a strict emphasis on outcomes may deter creative initiatives. Conversely, transformational leadership, characterized by its motivational and intellectually stimulating approach, significantly fosters innovation, encouraging employees to surpass routine expectations and engage in creative problem-solving. Laissez-faire leadership, marked by a lack of active involvement, similarly detracts from innovation, failing to provide the necessary guidance and encouragement for creative endeavors. The research underscores transformational leadership as the most effective style for promoting innovation in the restaurant sector, advising managers to adopt practices that inspire and challenge employees to ensure a competitive edge in the dynamic F&B industry.

Keywords: Leadership Style; Innovative Work Behavior; Transactional Leadership; Transformational Leadership; Restaurant Industry

INTRODUCTION

Innovation is crucial for businesses to maintain a competitive edge, as supported by Urbancova (2013). Creativity, primarily from employees, is the key to innovation (De Jong and Den Hartog, 2010). As markets become more volatile, employees are driven to innovate (Hong et al., 2016). Leadership plays a vital role in fostering this innovation (Alheet et al., 2021). Leaders can motivate employees to focus on the organization's success and generate innovative ideas. Innovative work behavior, which includes creativity and innovation, is dynamic (Khan et al., 2012; Mumford and Gustafson, 1988). As times change, so must leadership styles. The success of a business depends on the leader's chosen style (Saleem et al., 2015). Today's business world requires cooperation and a collective goal. However, the average age of CEOs being 54.1 (Kizer, 2022) could lead to conflicts with millennials, who have different mindsets and leadership styles. This could negatively impact businesses.

Globalization and the internet have increased customer expectations, necessitating innovation in businesses. Companies can either adapt by fostering innovative work behaviors or risk failure (de Spiegelaere et al., 2014). As times change, a lack of innovation can hinder

strategy execution and goal achievement. Employees are now expected to resolve conflicts outside their job descriptions, requiring more innovation (Joe & Bennett III, 2018). Leadership styles, such as transactional, transformational, and laissez-faire (Alheet et al., 2021; Khan et al., 2020), can influence innovative behaviors. The right leadership style can guide and encourage innovation, while the wrong one can lead to failure. Research shows that 50-70% of leaders fail within 18 months (Ettore, 2020), which can stifle innovation and competitiveness. Hence, the choice of leadership style is crucial.

This study focuses on the restaurant business in Jakarta and Tangerang, within the food and beverage (F&B) industry, a key contributor to Indonesia's economy. Despite the Covid-19 pandemic, the industry has shown resilience, with a 3.8% growth in Q2 2022 (Panduarsa G, 2022), and the restaurant sector is projected to grow at a CAGR of 8.44% from 2022 to 2027 (Indonesia Foodservice Market Share, Size, Trends 2022 - 27, n.d.). Given the high competition and a 30% failure rate in these areas (Price, 2018), effective leadership styles are crucial. Economic growth in Tangerang and Jakarta's significant contribution to Indonesia's money circulation make these areas attractive for restaurant businesses. The increase in restaurants in Tangerang from 234 in 2017 to 370 in 2020 (Oey & Juliana, 2022) underscores this trend.

Many businesses struggle with leadership, with some unaware of leadership styles or lacking the ability to lead. Lack of leadership training can negatively impact a company's longevity and work environment. Research (Djurovic, 2022) shows that poor leadership can lead to high employee turnover and underdeveloped leadership skills among millennials. In the restaurant business, effective leadership is crucial for fostering innovation. However, many leaders struggle to implement the right style to encourage innovative behavior, leading to business failure. This is concerning given the significant contribution of the F&B industry to Indonesia's economy (Ventures, 2022; Panduarsa G, 2022). The high failure rate of restaurants (Price, 2018) and inconsistencies in research results on transformational and transactional leadership styles (Alheet et al., 2021) highlight the need for further study. This research aims to identify the most effective leadership styles to improve innovative work behavior in the restaurant business in Jakarta and Tangerang.

LITERATURE REVIEW

Innovative Work Behaviour (IWB), as defined by Leong and Rasli (2014), involves individuals facilitating the initiation and introduction of new and useful ideas, processes, products, and procedures. It's a multi-dimensional concept that combines creativity and innovation (M.A. Khan et al., 2020). This behavior is characterized by four factors: idea generation, exploration, championing, and implementation, which are primarily used in creative and implementation-oriented assignments (Jong & Hartog, 2010).

In the rapidly changing global business environment, companies need to promote innovative work behavior among employees to stay competitive (M.A. Khan et al., 2020). Without it, they risk being overtaken by competitors who continually innovate. Leadership styles can stimulate innovative work behavior, and this study aims to identify the most effective style for this purpose.

Leadership can be defined as method to affect people to get specific goals or findings (M.A. Khan et al., 2020). While according to research from Gandolfi and Stone (2018) stated that there five criteria that work together in order to create a definition for leadership, which are there must be one or more leaders, must have followers, must be action oriented with

legitimate course of action, and last but not least must have goals and objectives to be achieved. Gandolfi and Stone (2018) also stated that leadership is not one dimensional, but it requires in depth understanding about role of people in order to achieve ultimate success of the organization's mission and vision. From this definition shows how leadership can really make or break a company, and this sort of plays into leadership having an impact on employees' innovative work behaviors. This statement can be supported by research from Alheet et al. (2021) and Huang et al. (2016), where leadership is recognized to be the leading factor in encouraging the production of employees' innovative work behavior. According to research from Wu and Lin (2018) declared that leadership is the leading factor in initiating and improving innovative work behaviors because leaders have the 25 capability to make attitude and condition that summon their employees' innovative work behaviors.

This study focuses on three leadership styles: transactional, transformational, and laissez-faire, to analyze their influence on innovative work behaviors. Transactional leadership is based on rewards and punishments, transformational leadership relies on charisma and inspiration, and laissez-faire is a hands-off approach (Koech and Namusonge, 2012). The Multifactor Leadership Questionnaire (MLQ), developed by Bass & Avolio (2004), is used to measure these styles. Detailed explanations of these styles and their factors will follow in next sections.

Transactional Leadership (TSC), as defined by Chepkurgat et al. (2019) and Koech and Namusonge (2012), is a reward-based system between leaders and employees, focusing on physical and security needs. It comprises three factors: contingent rewards, active management by exception, and passive management by exception. However, Alheet et al. (2021) suggest that this leadership style, due to its focus on rewards and performance, may negatively impact innovative work behaviors. This is because it might hinder innovation as leaders focus on task completion and execution methods (Masood and Afsar, 2017).

Transactional leadership, which emphasizes job performance and rewards, can negatively impact innovative work behavior as it doesn't focus on fostering innovation (Alheet et al., 2021). This style of leadership, which involves leaders identifying tasks and ways to perform them, can hinder employees' innovative behavior (Masood & Afsar, 2017). Research by Pieterse et al. (2010), Alheet et al. (2021), and M.A. Khan et al. (2012) further supports this, stating that transactional leadership, which prioritizes performance over novel activities, has a negative relationship with innovative work behavior.

H1: Transactional Leadership Style has a negative relationship with Innovative Work Behavior

Transformational Leadership (TF), associated with power and influence, motivates followers towards a common goal by appealing to their higher needs (Chepkurgat et al., 2019). It comprises four factors: inspirational motivation, intellectual stimulation, individualized consideration, and idealized influence. Leaders who exhibit these traits are seen as role models, inspire their subordinates through challenges and enthusiasm, stimulate creativity by challenging assumptions, and foster personal growth by acting as mentors (Koech and Namusonge, 2012). Such leadership encourages employees to exceed expectations, fostering innovation and success for both individuals and the company.

Transformational leadership fosters an environment conducive to innovative work behavior (Masood & Afsar, 2017). It enhances subordinates' self-efficacy, inspiring them to contribute towards company goals (Kark et al., 2018; Ng, 2017). Key factors like inspirational motivation and intellectual stimulation encourage employees to challenge assumptions and

generate creative solutions (Bass & Avolio, 2000). This leadership style has been found to positively correlate with innovative work behavior (Alheet et al., 2021; M.A. Khan et al., 2012; Cheng et al., 2019).

H2: Transformational Leadership style has a positive relationship with Innovative Work Behavior

The laissez-faire leadership style (LF), as described by M.A Khan et al. (2020), is characterized by leaders who believe their employees can manage and organize tasks independently without their intervention. These leaders do not focus on performance or employee development, but rather avoid contact, responsibility, and decision making. They only intervene when there is a serious problem, but do not monitor or correct any violations by the employees.

This leadership style has a negative relationship with innovative work behavior, as it neglects any kind of employee development and does not encourage creativity or innovation. Several studies have confirmed this result, such as Alheet et al. (2021), M.A. Khan et al. (2012), and Skudiene et al. (2018). Laissez-faire leaders do not trigger or improve innovative work behaviors in their subordinates.

H3: Laissez-Faire Leadership Style has a negative relationship on Innovative Work Behavior

The Figure 1. illustrates the correlation between four variables used in this study. The independent variables are transactional, transformational, and laissez-faire leadership styles, while the dependent variable is innovative work behavior. This framework, backed by literature review and research, outlines the hypothesis construction based on these variables.

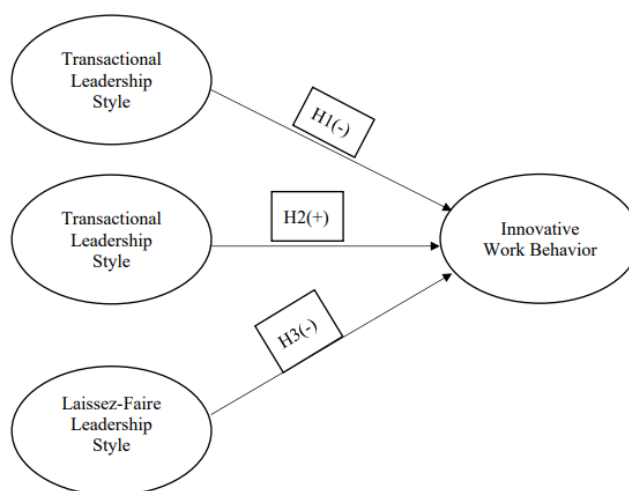


Figure 1. Research Model. Adapted from Alheet (2021)

METHODOLOGY

The research object is the F&B industry, especially the restaurant business in Jakarta and Tangerang, as it contributes significantly to the Indonesian economy and faces high competition and innovation challenges. This research uses Smart-PLS 4.0 to analyze the data collected from a survey of 200 full service restaurant employees in Jakarta and Tangerang.

In this study, data is collected through a survey distributed to restaurant employees in Jakarta and Tangerang. The survey, which uses a 5-point Likert scale, is divided into two parts. The first part gathers demographic information about the respondents, including their gender, age, job position, and length of service in their current workplace. The second section include items that measure three leadership styles: Transactional (based on Alheet et al. (2021); Koech & Namusong (2012)), Transformational (based on Alheet et al. (2021); Chepkurg at et al. (2019); Koech & Namusong (2012)), and Laissez-Faire (based on Alheet et al. (2021); M.A Khan et al. (2020); Koech & Namusong (2012)). The questionnaire also measures innovative work behavior (based on Alheet et al. (2021); Jong & Hartog, (2010)).

The extent of researcher interference is minimal, as the researcher does not manipulate any variables or intervene in the natural setting of the respondents. The study setting is non-contrived, as the data are collected from the real-life environment of the respondents without any artificial or experimental conditions.

RESULTS

In this study, gender is divided into two categories: female and male. The survey results, gathered from 200 respondents, show a male dominance. Specifically, 66% (or 132) of the respondents are male, while 34% (or 68) are female. Most of the questionnaire respondents, 65% or 130 individuals, are aged between 20-30 years old. This is followed by those under 20 years old, who make up 40 of the respondents. The age above 30 have 30 respondents, accounting for 15%. Thus, the survey is predominantly answered by individuals in the 20-30 age range.

Table 1. Respondent Information

Gender	Female	Male	
	68	132	
Age	< 20	20-30	>30
	40	130	30
Position	Manager	Supervisor	Staff
	65	35	100
Time Span	< 1 Year	1-2 years	>2 years
	20	170	10

The target population of this study is restaurant employees, with the aim to identify leadership styles that best foster innovative work behavior. The majority of respondents, exactly 100 or 50%, are regular employees. Managers make up the next largest group with 65 respondents, accounting for 32.5%. The remaining 17.5% or 35 respondents are supervisors. This study also considers the duration that respondents have worked at their current workplace. The categories are: less than one year, one to two years, and more than 2 years. Most respondents (85% or 170 individuals) have worked at their current workplace for about one to two years. This is followed by 10% (or 20 individuals) for less than a year, and 5% (or 10 individuals) for two years or more.

This study uses a sample size of 200 respondents, all employees in restaurants in Jakarta or Tangerang, for both the reliability and validity tests. The reliability test uses composite reliability, while the validity test includes outer loadings, average variance extracted, and discriminant validity (HTMT and Fornell-Larcker Criterion). Initially, there were 20 indicators, but 8 were eliminated due to invalidity, leaving 12 valid indicators. All valid indicators shown in Table 2 have a value above 0.5, meeting the requirements set by Memon & Rahman (2014). The eliminated indicators had values below 0.5, rendering them invalid.

Table 2. Outer Loading

Indikator	Outer Loading	Description
IWB3	0,806	Valid
IWB4	0,61	Valid
IWB5	0,765	Valid
LF1	0,749	Valid
LF3	0,679	Valid
LF4	0,753	Valid
TF2	0,941	Valid
TF3	0,525	Valid
TSC2	0,666	Valid
TSC4	0,653	Valid
TSC5	0,812	Valid
TSC6	0,694	Valid

Based on the table 3 below, all four indicators passed the validity test as their Average Variance Extracted (AVE) values are above 0.5 and their Composite Reliability (CR) values are greater than 0.7. This suggests that all variables are both valid and reliable. The study will further conduct discriminant validity testing using the HTMT ratio, Cross-Loading, and Fornell-Larcker Criterion methods.

Table 3. Composite Reliability (CR) and Average Variance Extracted (AVE) value

Indicators	Composite Reliability	Average Variance Extracted	Description
IWB	0,774	0,536	Valid
LF	0,771	0,529	Valid
TSC	0,8	0,502	Valid
TF	0,719	0,58	Valid

The HTMT ratio or heterotrait-monotrait ratio is a test to check the validity and acceptability of the variables in this research study. The table 4 below shows that all the values are lower than 0.9, which means that the discriminant validity has been established between two reflectively measured constructs.

Table 4. HTMT Ratio

	IWB	LF	TSC	TF
IWB				
LF	0,253			
TSC	0,425	0,279		
TF	0,389	0,306	0,426	

According to the table 5, using the Fornell-Larcker criterion, Transformational Leadership Style registers the highest discriminant validity score at 0.762. This is followed by Innovative Work Behavior at 0.732, Laissez-Faire Leadership Style at 0.728, and Transactional Leadership Style at 0.709, all exceeding the 0.7 threshold, indicating validity. Minor discrepancies between these scores and those from average variance extracted and composite reliability assessments affirm the measurement model's discriminant validity, underscoring the data's reliability.

Table 5. Fornell-Larcker Criterion

	IWB	LF	TSC	TF
IWB	0,732			
LF	-0,166	0,728		
TSC	0,299	-0,172	0,709	
TF	0,237	-0,090	0,181	0,762

According to Table 6, all three independent variables exhibit VIF scores below 10, aligning with O'Brien (2007) and confirming their validity due to the absence of multicollinearity. Specifically, VIF scores are 1.034 for laissez-faire leadership style, 1.061 for transactional leadership style (the highest among the three), and 1.038 for transformational leadership style, ensuring the reliability of the research data.

Table 6. Variance Inflation Factor

	IWB	LF	TSC	TF
IWB				
LF	1,034			
TSC	1,061			
TF	1,038			

According to Sekaran & Bougie (2016), R-square evaluates the proportion of variance in the dependent variable explained by changes in the independent variables. Cohen (1988) defines R-square values of 0.26, 0.13, and 0.02 as large, moderate, and weak influences, respectively. The R-square value for innovative work behavior in this study is 0.135, indicating that the influence of the independent variables—transactional, transformational, and laissez-

faire leadership styles—on the dependent variable is moderate. This demonstrates that these leadership styles have a moderate predictive power over innovative work behavior.

Through hypothesis testing, the study employed p-values and t-statistics to assess the significance of the hypotheses. According to criteria from Hair et al. (2019), a hypothesis is deemed significant if the p-value is under 0.05 and the t-statistic exceeds 1.65. To ascertain the direction of the relationships between variables, a range of 0 to 1 indicates a positive relationship, while -1 to 0 suggests a negative one. Utilizing Bootstrapping in Smart-PLS, the analysis presented in Table 7 confirms that all hypotheses (H1, H2, and H3) meet the criteria for statistical significance, with p-values below 0.05 and t-statistics above 1.65. However, H3 stands out as it demonstrates a negative relationship with the dependent variable, indicating that Laissez-Faire leadership adversely affects innovative work behavior. Among the hypotheses, H1 exhibits the strongest positive influence, with a path coefficient of 0.248, making it the most impactful on the dependent variable, followed by H2, and then H3, which confirms its negative association.

Table 7. Hypothesis Test Result

Hypothesis	Original Sample	Sample Mean	Path Coefficient	T-Statistics	P-Value	Description
H1:TSC→(-)IWB	0,300	0,300	0,248	3,708	0,000	Supported
H2:TF→(+) IWB	0,159	0,178	0,183	2,295	0,011	Supported
H3: LF→(-) IWB	-0,142	-0,160	-01,142	1,668	0,048	Supported

DISCUSSION

The analysis of the initial hypothesis, which posits a negative link between transactional leadership and innovative work behavior, finds support in the data shown in Table 4.11. With a p-value of 0.000 and a t-statistic of 3.708, both metrics surpass the significance threshold defined by Hair et al., (2019)—a p-value below 0.05. These results validate the hypothesis, indicating that transactional leadership indeed negatively affects innovative work behavior, contrary to any anticipated neutral or positive impact. Supporting evidence from prior studies reinforces this conclusion. Khan et al. (2012) identified a negative association between transactional leadership and innovation in Pakistani bank managers, and Alheet et al. (2021) reported a similar negative relationship within the context of Al-Ahliyya Amman University employees. Thus, based on the outcomes obtained through Smart-PLS 4.0 analysis and corroborated by earlier research, the conclusion is drawn that transactional leadership style is negatively related to innovative work behavior.

The second hypothesis (H2) posits a positive relationship between transformational leadership style and innovative work behavior. This hypothesis is validated, as evidenced by a p-value of 0.011 and a t-statistic of 2.295, both of which fulfill Hair et al., (2019)'s criteria for significance, indicating a positive relationship. Furthermore, the original sample value of 0.159 reinforces this positive association. This finding is in line with previous research, such as the study by Skudiene et al., (2018), which confirmed a positive link between transformational leadership and innovative work behavior, including the moderating effect of locus of control. Similarly, Cheng et al., (2019) reported a positive relationship between these variables. Thus, analysis using Smart-PLS, alongside prior studies, confirms that transformational leadership positively influences innovative work behavior.

The final hypothesis investigates the negative impact of laissez-faire leadership on innovative work behavior, which is substantiated by the findings. With a p-value of 0.048 and a t-statistic of 1.668, these results meet the significance thresholds outlined by Hair et al., (2019). Additionally, an original sample value of -0.142 supports the hypothesis by demonstrating a negative relationship between laissez-faire leadership and innovative work behavior. This outcome is consistent with prior studies, such as those by Skudiene et al. (2018) and Khan et al. (2012), which reported a detrimental effect of laissez-faire leadership on innovative work behavior. Thus, the evidence confirms a negative association between laissez-faire leadership and innovative work behavior.

This study mirrors the reference article in theoretical approach and methodology, resulting in consistent findings across similar hypotheses. The notable difference, however, is the industry context: the reference focused on university employees at Al-Ahliyya Amman University, whereas this investigation targets the restaurant sector in Jakarta and Tangerang. This variance highlights the potential impact of industry-specific dynamics on leadership effectiveness. For instance, while previous studies suggested transactional leadership positively influences innovative work behavior, this research reveals a negative correlation within the restaurant business. It underscores the notion that the efficacy of leadership styles may vary significantly across different sectors, influenced by the unique characteristics and demands of the industry and its workforce, even though the overarching findings remain aligned with the reference study.

CONCLUSION

This investigation focuses on examining the impact of various leadership styles—specifically transactional, transformational, and laissez-faire—on the propensity for innovative work behavior focusing in restaurant business operating in Jakarta and Tangerang area. Based on the analyses presented in earlier chapters, the research concludes that:

1. There is a negative correlation between transactional leadership and innovative work behavior.
2. Transformational leadership is positively correlated with innovative work behavior.
3. Laissez-faire leadership exhibits a negative correlation with innovative work behavior.

More over the insights gleaned from this research underscore the critical influence of leadership styles on nurturing or inhibiting innovative work behaviors, especially within the dynamic realm of the restaurant business. Embracing transformational leadership emerges as a powerful strategy for restaurant owners and managers keen on cultivating a thriving environment that champions creativity and innovation. This leadership style is not merely about guiding; it's about transforming the workplace into a canvas where employees feel inspired to paint their ideas boldly. It involves leaders who articulate visions that stir the soul, engage in deep, meaningful interactions that spark personal and professional growth, and challenge employees to think outside the conventional, encouraging a culture where creative solutions are not just welcomed but celebrated.

Yet, the journey to fostering innovation doesn't end with adopting a transformational approach. It's equally vital to tread carefully with transactional leadership. While its clarity and reward system can be beneficial, it's paramount to strike a delicate balance, ensuring that the drive for performance doesn't overshadow the creative spirit. Leaders should aim to sprinkle rewards in a manner that fuels innovation rather than constricting it to mere productivity and efficiency metrics. The laissez-faire leadership style, with its hands-off approach, serves as a

cautionary tale, illustrating that absence of guidance and support can lead to an innovation vacuum. Active engagement, supportive mentorship, and constructive feedback form the pillars of a leadership approach that seeks to unlock the creative potential within each team member.

Beyond individual leadership styles, the cultivation of an organizational culture that breathes innovation is indispensable. It's about creating an ecosystem that not only allows but encourages employees to experiment, to fail, and to learn from these experiences. Such a culture is built on the foundations of cross-functional collaboration, where ideas can cross-pollinate and grow, and where creativity is not just an individual pursuit but a collective endeavor. Investing in the continuous growth and development of employees through targeted training programs, creativity-enhancing workshops, and leadership development initiatives represents a commitment to not just the future of the business, but to the future of the individuals who propel it forward. Instituting robust feedback mechanisms ensures that this journey towards innovation is a shared one, with ideas flowing freely and being nurtured from seed to fruition. It's about creating a loop of feedback and action that keeps the organization dynamically aligned with the ever-evolving landscape of innovation.

In essence, navigating the path to innovation in the restaurant business, and indeed in any sector, calls for a harmonious blend of leadership styles. It necessitates transformational leaders who inspire, transactional tactics applied judiciously, and an organizational ethos that fervently supports innovation. It's a dance of balance, encouragement, and unwavering support that turns ordinary teams into extraordinary innovators.

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