

# The Influence of Leadership Style and Capability Dynamics of Innovation Work Behavior: Competency and Trust as Mediation

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**Abstract:** This research proposal aims to examine and analyze 1) the influence of leadership style on competence, 2) the effect of dynamic capability on trust 3) the effect of leadership style on trust, 4) the influence of dynamic capability on competence, 5) the influence of competence on work behavior innovation, 6) the effect of trust on work behavior innovation, 7) the influence of leadership style on work behavior innovation, 8) the influence of dynamic capabilities on work behavior innovation, 9) the influence of leadership style on work behavior innovation with competence as a mediation, 10) the influence of dynamic capabilities on work innovation behavior with trust as mediation, 11) influence of leadership style on work behavior innovation with trust as mediation, 12) influence of dynamic capability on work behavior innovation with competence as mediation. This research was conducted at PT Kereta Api Indonesia with a total sample of 323 respondents. The sampling technique used was purposive sampling and the data analysis technique used the equation model. Allegedly the results of the study 1) there is an influence of leadership style on competence, 2) there is an influence of dynamic capability on trust 3) there is an influence of leadership style on trust, 4) there is an influence of dynamic capability on competence, 5) there is an influence of competence on work behavior innovation, 6 ) there is an influence of trust on work behavior innovation, 7) there is an influence of leadership style on work behavior innovation, 8) there is an influence of dynamic capability on work behavior innovation, 9) there is an influence of leadership style on work behavior innovation with competence as a mediation, 10) there is an influence dynamic capability influences work behavior innovation with trust as mediation, 11) there is influence of leadership style on work behavior innovation with trust as mediation, 12) there is dynamic capability effect on work behavior innovation with competence as mediation.

**Keywords:** leadership style, dynamic capability, work behavior innovation, trust, competence

## 1. INTRODUCTION

The condition of a country's infrastructure, as in Indonesia, affects the development process that occurs in Indonesia. The development of transportation infrastructure on roads, rivers, seas, air and railways is something that needs to be considered, because transportation was originally to meet the basic needs of the community in accommodating economic and social activities in the community. Of the several existing modes of transportation, the government is trying to develop mass, effective and efficient modes of transportation that can meet the needs of many people. One of them is the train mode of transportation.

The Government of the Republic of Indonesia issued a law that specifically regulates railways. In law number 13 of 1992, the government regulates the railways that take place in Indonesia. Railways in Indonesia as one of the modes of transportation that cannot be separated from other modes of transportation arranged in the national transportation system. The train has characteristics as mass transportation and has its own advantages, so that its potential needs to be further developed and its role increased as a regional liaison both nationally and internationally. In addition, the train is also expected to be a supporter, driver, and driver of national development in order to improve the welfare of the people. The law stipulates that the implementing agency for railway activities is a state-owned enterprise (BUMN). This regulation confirms that the operation of the railway is managed by PT Kereta Api Indonesia (KAI) as the only company that operates the railway business.

The railway organized by KAI as one of the national modes of transportation is organized based on the principles of benefit, fairness and equity, balance, integration and in the public interest. Railways are operated with the aim of facilitating the mass movement of people and/or goods, supporting equity, economic growth and stability as well as driving and driving national development. The issuance of this law emphasizes the role of the government which strongly supports every effort to improve transportation, especially railways in the territory of the Republic of Indonesia, which in the end is to carry out the mandate of national goals based on Pancasila and the 1945 Constitution of the Republic of Indonesia.

The government's affirmation is aimed at improving infrastructure in Indonesia, in particular the development of a national transportation system that is more efficient, effective, integrated, harmonious, and developing dynamically, so that the selection of cheap, safe, comfortable, and adequate transportation modes is very much needed. The choice of train as one of the cheap transportation that can trigger the cost of population mobility and transportation of goods is more efficient and effective so that logistics distribution costs become more competitive, fast, smooth and controllable and have a positive impact on the affordability of prices for the wider community.

Trains have an important and inseparable role as part of the transportation of a country. However, seeing the advantages of the aviation industry and other modes of transportation, the role of the train becomes very small. This is what the rail industry is facing. As a transportation service industry, customer satisfaction is an important factor in maintaining the company's business continuity. In offering products and services, companies must understand customers and find out what customers want in offering these products and services.

Business developments that are synonymous with innovation must continue to be carried out by the organization. Facing technological developments that have reached industry 4.0 technology, encouraging companies to continue to innovate so that the sustainability of the organization continues. Work behavior owned by the organization will reflect the human behavior in it. The relationship between each party in the organization will influence each other, between leaders and subordinates, between fellow leaders or fellow co-workers. These relationships influence each other directly or through intermediaries that encourage existing relationships to be better or vice versa. Intermediate variables or variables that mediate between the independent variables on the dependent variable are things that need attention and are thought to have an influence.

The results of the survey and pre-research questionnaire that were carried out in June 2020 within the scope of KAI using the method Parasuraman (1997) using 22 questions to find out the services provided by KAI as an operator in the railway industry. This survey aims to measure (1) Appearance, (2) Level of Reliability, (3) Responsiveness, (4) Confidence (assurance) and (5) Empathy. Service quality according to Parasuraman, Zeithaml and Berry (1997) is the difference between customer perceptions of the services expected by customers. From this survey, it can be seen the quality of service with the first possibility that the perceived service exceeds customer expectations, the second is stated by the perceived service meets customer expectations and the last is stated that the perceived service is below customer expectations.

Questionnaires were given to employees and train service users. From the questionnaires sent, 137 respondents returned. From the data, it is processed related to the appearance, reliability, responsiveness, confidence and empathy of KAI to the perception of train service users.

**Table 1.** Service Quality Survey Results

No	Indicator	Value		Gap
		Count	Table	
1.	<i>Tangible</i>	1,148	30,144	28,996
2.	<i>Reliability</i>	14,205	36,415	22,210
3.	<i>Responsiveness</i>	24,721	30,144	5,423
4.	<i>Assurance</i>	18,609	30,144	11,535
5.	<i>Emphaty</i>	12,387	36,415	24,028

In general, it is found that the services provided by KAI are still below customer expectations, meaning that in terms of services that have been provided they have not met customer expectations and need to be improved by the company. The services provided can determine the value of customer satisfaction using. Customers who experience good quality service are more likely to return and remain customers of the organization (Sheila et al., 2012). This level of service will make customers return to enjoy the products or services offered by the company. Further studies need to be carried out to find out who will become railway customers in the next five or ten years. Identification of potential customers is very important in implementing a work plan that needs to be prepared. The Indonesian Central Statistics Agency issued demographic data for the Indonesian population in 2019. This population demography describes the distribution of the population based on the age of the population in Indonesia. This classification tells about the lifestyle of the community, so that the company can focus more on determining the community groups that are of concern. The distribution of the population that dominates the population will show the living culture of the community which reflects the culture of most people. From the results of the following table, it can be seen that the number of young adults in Indonesia is very dominant.

**Table 2.** Demographics of Indonesia's Population by Age in 2019  
(In thousands)

Population	Group		
	Male	Female	Total
0-4	12.045	11.560	23.605
5-9	12.234	11.740	23.974
10-14	11.825	11.323	23.057

Population	Group		
	Male	Female	Total
15-19	11.406	10.888	22.294
20-24	11.168	10.750	21.918
25-29	10.691	10.537	21.228
30-34	10.320	10.262	20.582
35-39	10.058	10.208	20.266
40-44	9.679	9.688	19.367
45-49	8.877	8.818	17.695
50-54	7.699	7.739	15.438
55-59	6.315	6.435	12.750
60-64	4.895	4.923	9.818
65-69	3.338	3.394	6.732
70-74	2.028	2.357	4.385
70+	2.081	2.886	4.967
<b>Total</b>	<b>134.659</b>	<b>133.417</b>	<b>268.076</b>

Source: Central Bureau of Statistics 2020

Based on the data in Table 2, it describes the number of Indonesian population above the age of 15 years to 45 years dominating the population in Indonesia. This explains that Indonesians born above 1980 to 2010 make up the majority of the population in Indonesia. The number of people in this age range that the company must pay attention to in order to develop the company by aligning it. This age range will make up the majority of customers or users of train services in Indonesia. This age range will dominate the culture of people's lives in interacting and being active. Existing habits must be observed and need to be considered in providing services.

The term millennial generation was first introduced by two historians from America, namely Strauss and Howe (2000) in the book *Millennials Rising: The Next Great generation*. The book reveals that millennials have a better education than the previous generation. According to Palfrey and Gasser (2008) major aspects of their lives (millennial) such as social interaction, friendship, civic activities are mediated by digital technologies. It was further revealed that in this digital era, the lifestyle of many people is changing in relating to one another. In the book entitled *Born Digital*, Palfrey and Ustr (2008) say that millennials are the first generation to have grown up with computers and the internet. These millennials have thoughts that are difficult to understand, but easy to understand based on experience, and hope that technology will continue to develop, so it must continue to be updated. The company's continuous innovation to meet the growing living culture is very important to do. The use of technology in innovating, the ability of human resources and support from company leaders in making it happen are some of the things that must be considered. Innovation is important in maintaining the sustainability of the company.

Looking at the age distribution of the population in Indonesia, the potential existing customers are customers who know about technology. Companies need to recognize these potential customers so that innovation is needed to meet these demands. Services that meet expectations will be the customer's choice.

The train as an alternative transportation used by the public and also industrial players is cheap and mass, when compared to the condition of road transportation which is currently experiencing many obstacles, especially congestion caused by the increase in vehicles that is not balanced with the addition of available road capacity as well such a high maintenance burden and the air pollution it can cause. By using rail transportation, population mobility and freight transportation become more effective (fast), efficient (mass), and cheap, so that finally the choice of using rail transportation reduces the traffic load on the highway.

Learn from the train industry in Europe, which is already advanced and has technology that makes it easier for customers to gain access to enjoy train services. Every country in Europe has more than one train operator company. Each country has the same service standards set by the European Railway Agency (ERA) which issues the service standards or certificates required for every train operator in European countries. Service is important and a concern for every operator.

Community countries in Europe have started the train journey since the Industrial Revolution and continues to this day. One thing that has become the standard for the quality of train travel in various countries in Europe is timeliness. In addition to punctuality, the ease of obtaining tickets is something that needs to be considered. Developing technology requires companies to create access anywhere and anytime to meet the needs of passenger tickets. Europe is a not very large group of countries. Over time, the rail transportation mode network is connected from between cities to between countries. Rail network connectivity in Europe makes it easy for travelers to travel by train even across countries. Technology that continues to develop requires companies to continue to innovate in improving services.

Kristina and Dean (2005) say that the propose that product innovation may be evaluated in terms of differentiated technological characteristics of new products. Innovation will create a new form of product or service. As stated by Jain, (2020) states that "in order to win competitors, organizations require increasing innovation management competence at the level of entire organization and employee across the cadres". The involvement of the entire organization is very important in innovating new products and creating good services. In addition to involvement, the competencies and capabilities of the organization will affect the company's ability to innovate.

Law number 23 of 2007 promulgated by the government, states that transportation has an important role in supporting economic growth, regional development and unifying the territory of the Unitary State of the Republic of Indonesia (NKRI) in order to realize the archipelago insight, and strengthen national resilience. Furthermore, in law number 23 of 2007, it is emphasized that the railway as one of the modes of transportation in the national transportation system which has the characteristics of mass transportation and has its own advantages and cannot be separated from other transportation, so it is necessary to develop its potential and enhance its role as a liaison regions to support, encourage and mobilize national development in order to improve people's welfare. Transportation development and changes are felt to be very necessary. The government as the policy holder of a country also innovates in launching legal products that aim to improve services to its people. KAI as a government-owned company is also guided as an agent of change that helps the development of transportation in Indonesia. Agent of Change is the responsibility of KAI in helping the government develop a mass transportation system in accordance with the mandate of the law made by the government. If we look closely, the mode of transportation in Indonesia is still dominated by road transport. The relatively high cost of road maintenance is also a high cost burden that must be incurred by the government.

Based on the work plan issued by the Ministry of Public Works and Public Housing (PUPR), the budget used for road maintenance costs in the last two years is more than forty trillion rupiahs annually. The amount that is not small in spending the budget used for infrastructure development in Indonesia. The government has a master railway draft which is stated in the Law of the Republic of Indonesia number 23 of 2007, which is a single railway system which is referred to as the national railway system. This national railway system regulates, among others: Policy directions and the role of national railways in all modes of transportation, estimates of the movement of people and/or goods, plans for national railway infrastructure needs, plans for national railway facilities needs and plans for human resource needs.

Law number 23 of 2007 also opens opportunities for companies and other investors to be able to participate in operating the train. The implementation is not limited to being carried out by State-Owned Enterprises (BUMN) but to every company and investor to be able to participate in organizing train operations. The era of competition in the railroad business began with the enactment of Law No. 23 of 2007. KAI is required to transform, increase public trust, through service and safety standards that must be maintained. Customer convenience will encourage an increase in passengers which has an impact on the company's performance. According to Maryanto (2010), leadership is needed, which creates dynamic capabilities and trust that drives changes to existing human resources so as to create corporate innovation to improve service to customers.

Leadership is a comprehensive and integrated leadership ability needed for individuals, groups, and organizations to produce transformations marked by changes at each stage of activity (Maryanto, 2010). Changes that occur within the company that cause renewal starts from the leaders and is passed on to their subordinates and takes place continuously. Changes in technology used and ease of access so that people can take advantage of the services provided by the company. The development of the company's business which is marked by changes in technology creates a breakthrough for the development of the business world, including KAI in it.

The development of the number of passengers as shown in table 1.4 below which explains the very significant increase by people in using the train as the main choice of transportation within the city and between cities. The growth of passenger transportation which continues to increase with an average annual growth of 12%, shows the level of public trust that continues to increase in the railway industry. This growth is also illustrated by the number of train passengers in the last five years reaching 31.22%. In 2015, the number of passengers was only 327.13 million people, while in 2019 the train had transported 429.26 million people.

The growth of freight transportation also shows an average growth of more than 6% in the last five years. In 2019, the number of goods transported was 47.62 million tons. When compared to the number of transportation in five years, an increase of 60.24% exceeds the increase in the number of passengers. The changes that continue to be made reflect a significant change in the transformation of the company carried out by the company's leaders. Various efforts to develop and construct new lines are sought to increase revenue. The great efficiency offered by rail transportation compared to other land transportation which has a large impact on the environment. Road damage, environmental pollution are factors that need to be considered by the government in developing the right mode of transportation.

**Table 3.** Volume of Passenger Transportation and Freight Transportation by Train in 2015 – 2019

<b>Description</b>	<b>Units</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Passenger transportation	Million People	327,13	352,31	394,13	423,85	429,26
Growth	%	0%	8%	12%	8%	1,28%
Freight	Million Tons	29,72	32,49	40,06	45,24	47,62
Growth	%	0%	9%	23%	13%	5.26%

Source: KAI Audited Financial Report 2015-2019

The establishment of service quality standards referring to Ministerial Regulation No. 48 of 2015 concerning Minimum Service Standards (SPM), which is enforced covering aspects of safety, security, reliability/regularity, comfort and convenience. Continuous business changes will result in work behavior in the organization. Especially with the implementation of this SPM, there has been a very drastic reduction in the incidence of train accidents that occur in the operational area. The dynamic capabilities of the organization affect the existing business changes. Dynamic changes in the capabilities of the organization will affect the work behavior of members of the organization. This influence is expected to have an impact on innovation work behavior (IWB) directly or through competence and trust as mediating variables.

The Minimum Service Standards applied at stations and on the way show KAI's seriousness in developing and improving services to stakeholders. The involvement of employees in implementing organizational commitment is shown by carrying out the notices issued by the company's leadership. Leaders can influence employee work behavior in creating a work system according to company work standards. Employee trust in these leaders also encourages employees to work in accordance with the assigned duties and functions. The commitment of employees in implementing SPM is shown by the decrease in the number of accidents in the last five years. The technological innovations developed have also helped the company in reducing the number of accidents that occurred in the last five years.

**Table 4.** Number of Train Accidents

<b>Location</b>	<b>Years</b>				
	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Daop 1 Jakarta	14	12	6	4	1
Daop 2 Bandung	4	2	1	2	4
Daop 3 Cirebon	2	1	0	0	0
Daop 4 Semarang	1	5	1	3	2
Daop 5 Purwokerto	1	0	0	2	0
Daop 6 Yogyakarta	0	4	1	4	0
Daop 7 Madiun	0	0	1	4	0
Daop 8 Surabaya	9	4	2	4	0
Daop 9 Jember	0	1	0	0	0
Divre 1 Sumut	6	1	2	1	2
Divre 2 Sumbar	0	0	3	4	1
Divre 3 Palembang	8	12	1	1	3
Divre 4 Tanjung Karang	8	14	1	4	6
<b>Total</b>	<b>53</b>	<b>50</b>	<b>19</b>	<b>24</b>	<b>19</b>

Source: KAI Audited Financial Report 2015-2019

The involvement of every layer of employees greatly influences the implementation of SPM at the station and on the way. The capability of each member of the organization is shown in the competence of employees who carry out company goals according to short-term and long-term goals. The strategy is made by the company by increasing the ability and building employee confidence in every decision, policy and work culture that is built. This work culture forms a work pattern and creates innovation within the organization in improving services in order to achieve organizational goals and one of them is by reducing the number of accidents that increase public confidence in using trains as a reliable alternative mode of transportation.

The opinion of Robbins (2010) explains the structural relationship that is built in the organization. Individual influence between superiors and subordinates will affect behavior in the organization. The leadership style emphasizes leader orientation and aligning followers with tasks and goals in the organization (Bass, 1990). Leadership is also a factor that affects improving performance and creating creativity from leaders (Wibowo, 2016). Changes that occur within the company that cause renewal starts from the leaders and is passed on to their subordinates and takes place continuously. Changes in technology used and ease of access so that people can take advantage of the services provided by the company. Jansen et al, (2006) say that the company must set the right steps for the organization in determining the new product to be developed. The innovation can be at the activity, process, product, or business level (Gupta, 2006). Utilization of technology is important in creating breakthroughs for the development of the business world, including KAI in it. Several technological developments carried out by KAI in improving relations with the community are the creation of the KAI ACCESS application, which can make it easier for the public to get train tickets from the palm of their hands. This technological improvement is continuously updated with features that make it easier for people to use the application to get tickets for up to 90 days. Additional features and ease of access with various options are developed so that customers can fulfill their needs. The choice of food and beverage menus, typical of the various regions that are passed, becomes an option for customers. In addition, a Real Time System (RTS) system was developed using a web-based information technology platform. RTS provides flexibility and convenience for customers to choose trains with travel routes and seats and reservations up to H-90.

Business development through the application of technology in increasing transactions encourages increased revenue for the company. Abuse of authority and fraud can be suppressed by the presence of technology. Leakage and the brokering system also dropped drastically, thus increasing the company's revenue. According to Fadillah et al., (2020) said innovation capability is recognized as one of the most internal resources and can produce superior performance. By continuing to innovate by the organization, it means utilizing the resources it has for the sustainability of the organization in the face of changing business climate. The existing technological innovations are continuously improved in order to be able to compete in facing the challenges that always arise.

Work behavior in innovating has been carried out by the organization. The business changes made do not stop here, but must continue to be carried out for the sustainability of the organization. Sometimes organizations have limitations in innovating (Renkema & M. Janssen, 2017). Therefore, it is necessary to build a work culture or behavior that arouses employees to innovate. The capabilities possessed must be developed so that it will affect the competencies possessed by each individual. As explained by Robbins (2010), in organizational behavior, the relationship between fellow individuals is the first thing that is conveyed. The relationship that is built between individuals, can be between superiors and subordinates or fellow employees. This relationship will create work behavior in accordance with the

goals to be built by the organization. Innovation work behavior or IWB is influenced by the relationships created between individuals, groups and structures within the organization.

## 2. LITERATURE REVIEW

### 2.1. *Inovasi Work Behaviour (IWB)*

An organization is a system, has a conscious structure and planning, in which people work and relate to each other in a coordinated, cooperative, and motivated way to achieve the goals that have been set (Beach, 1980). ; Champoux, 2003). Organization can also be interpreted as an association or association consisting of two or more people who have a common commitment and formal bond to achieve organizational goals, and within the association there are relationships between members and groups and between leaders and members who are led or subordinates (Beach and Reinhartz, 2007). 2004; Bush and Middlewood, 2005). The organization is seen as a container, a place where administrative and management activities are carried out. Second, as a process that seeks to highlight the interactions (relationships) between the people involved in the organization. Furthermore, it is said that the relationship is built into a culture or work behavior in an organization to achieve its goals.

Nehles, Renkema M. & M. Janssen (2016) wanted to prove the role of human resources in developing innovation work behavior (IWB) in organizations. Furthermore, he said the importance of the capabilities and competencies needed in encouraging the IWB. Innovation is important for organizational development. Organization capability play a crucial role in successfully developing a new product (Brentani & Kleinschmits, 2004). The company must determine the appropriate steps for the organization in determining the new product or service to be developed (Jansen et al., 2006). The right steps can become an organizational work culture that encourages to keep innovating.

Organizational development is a long-term effort to introduce planned change into the entire organization based on a diagnosis shared by its members with the aim of improving organizational effectiveness through the application of behavioral science techniques. I often describe organizational change as a journey, but not a simple journey from A to B, (Champy, 2017). Often organizations make processes and procedures more efficient and establish routines (Ata & Jabeen, 2011). However, it was further stated that routine creates continuity that causes work behavior to change or can be called IWB. Business change or innovation is very much needed in an organization that continues to grow to maintain sustainability. Many definitions of innovation are described by many experts.

The popular term used to classify the degree of new product innovation are radical and incremental product innovation (Atuahene-Gima, 2005; Gatignon et al., 2002). Furthermore, it is said that the products produced can be in the form of services or goods and have uniqueness, quality that is maintained and have multiple functions. Fadillah et al., (2020) say that in innovating, quality is one of the necessary factors. The quality is expected to add to the functionality or capabilities offered. Minh et al., (2017) say that innovation may be defined as a process that involves the generation, adoption, implementation and incorporation of new ideas, practices or artifacts within the organization. Furthermore, it is said how to implement new ideas so that they have more functions and are unique. Based on the opinions of several experts, uniqueness, quality and multi-function are the indicators studied in the IWB variable. However, in measuring innovation in the organization by adopting the questions used by the researcher, which is then adjusted to the conditions that exist in the company.

Kristina & Dean (2005) in Honsopon (2012) propose that product innovation may be evaluated in terms of differentiated technological characteristics of new products. Jain, (2020) states that "in order to win competitors, organizations require increasing innovation management competence at the level of entire organization and employee across the cadres". Based on the opinions of these experts, it can be concluded that IWB is a work behavior that is created within the organization for the development of a product or service that is carried out in an extraordinary manner so as to produce uniqueness, maintained quality and have more functions and strive to become a work culture built by an organization or companies (Atuahene-Gima, 2005; Gatignon et al., 2002; Fadillah et al., 2020; Minh et al., 2017; Kristina & Dean, 2005; Jain, 2020). Changes in the existing culture become dynamic in accordance with internal and external factors that affect the company's environment.

## **2.2. Competency**

Companies are expected to be able to identify new needs and opportunities and respond to these needs carefully and effectively. The company is also expected to build relationships with potential customers through research, surveys and policies from regulators. Ellen et al., (1998) said each customer evaluates the quality of service received and decided when (or if) there will be further interaction with organization. It is different with the opinion of Sheila et al., (2012) Customers who experience good quality service are more likely to return and remain customers of the organization. Kottler and Armstrong (1991) more specifically emphasize the importance of recognizing the needs, wants and demands of the target market. Knowledge and skills are indicators that are needed to see the competencies possessed. If you pay attention to the distribution of the population in Indonesia, millennials are the company's target market, so it is necessary to identify the characteristics attached to them. Lewis, Mitchell (1990) in Wan Yu, C. (2014) defines service quality as satisfying customer' needs. Parasuraman et al., (1995) issued a model with 22 questions that measure the gap or difference between evaluations and perceptions of the quality of services provided. Through this survey, the company is expected to identify the wants and needs of customers from the services provided by the company.

A Competency is a reliably measurable, relatively enduring characteristic (or combination of characteristics) of person, team or organization, which causes and statistically predict a criterion level of performance (Spencer, 2003). Furthermore, it is said that reliably measurable means two or more independent observers or methods that person demonstrated a competency characteristic. The character of a person in the organization will show the competencies possessed to achieve organizational goals. Subramony et al., (2004) said that service organizations are devoting more attention to front line service employees who represent the organization. This explains the importance of the services provided by frontline employees to customers. This service represents the performance of the leadership in giving awards to customers. Yaeger (2016) said the highest performing teams show up with a sense of purpose, they understand the why of what they do and clearly see how it matters. In serving and dealing with customers, good social relations are needed so that there is a close relationship between the company and the customer. Some members in an organization, instinctively know the concept conveyed by the leader and they will appreciate and respect the tradition that has been going on. For others, it is necessary to be reminded and motivated intensively in order to create emotional conditions to achieve organizational goals. The company must determine the appropriate steps for the organization in determining the new product to be developed (Jansen et al, 2006). Service products must be packaged in the form of services that are easily accessible, real time and up to date.

The competencies possessed by employees can describe the services provided by the organization to be very important to note. To achieve organizational success, a strong foundation is needed in the form of competencies possessed by leaders, employees and culture to strengthen and maximize competence (Wibowo, 2007). Furthermore, it is said that competence can be defined as an ability to carry out a job or task based on skills and knowledge characterized by professionalism in a particular field. Competence can be described by what a worker does at a certain level in accordance with the tasks and responsibilities given. Competence is often portrayed as a combination of components, such as knowledge, skills, abilities, capabilities and resources (Athey and Orth, 1999; Teece et al., 1997; Sanchez, 2004). From this opinion, the indicators in competence are knowledge, skills, willingness, ability and resources.

Competency can be defined as a combination of the nature of the work and the characteristic of the worker performing it (Sandberg, 2000). Mulder (2015) further stated that it consists of the integrated set of knowledge, skill and attitude of a person, or that an employee possesses (Rowe 1995; Garava n & McGuire, 2001). Competency is individual's array of discrete knowledge, skill and attitude/abilities/behaviours that enable them to cope with demands and responsibilities of their job (Boyatzis, 1982; Lathi, 1999). Spencer (2003) describes competency characteristics are content knowledge, behavior skills, cognitive processing, personality traits, values, motives and occasionally other perceptual or capabilities. However, it was further stated that knowledge, skill and personality characteristics are required to be minimally acceptable. Taking into account the expert's opinion, the indicators of competence are knowledge, skills and behavior shown in individual abilities.

Competence is something that is needed by organizations engaged in the service industry. Sheila et al., (2012) argues that "Customers who experience good quality service are more likely to return and remain customers of the organization". According to Wibowo (2007), competence focuses more on results than on effort or on inputs rather than outputs, because it will describe how people behave in performing their roles. From some of these definitions of competence, competence can be synthesized as an ability possessed by a person in terms of knowledge, skills and behavior that is manifested in the form of services to customers that can fulfill customer desires as expected (Athey and Orth, 1999; Teece et al., 1997; Sanchez, 2004; Sandberg, 2000; Rowe, 1995; Garava n & McGuire, 2001; Boyatzis, 1982; Lathi, 1999; Spencer, 2003; Wibowo, 2007) The population taken in this study will affect the competencies possessed by each individual. Therefore, determining the population to be studied is important in this study.

### **2.3. Trust**

Many philosophical writings about a belief. Belief in something that is not visible, trust in a person or group of people and much more. Trust is the outcome of a rational and reasonable decision; balancing the benefits and risks by the Trustor (Williamson, 1993). In other words, it can be said that trust is the result of an action that is rational and and can be trusted by considering the results and risks that can arise as a result of the action. Self-confidence is an important indicator in building trust. Coleman (1990) and Cummings & Bromiley (1996) argue that in an organizational perspective, trust is a certainty over the facts of a leader or group of people who work based on the values and interests of the company. Coleman (1990) further explained that trust is obtained by a person or group because subordinates or people in the organization see the results of what is done and see sincerity in working with heart and mind so that it can provide value in achieving organizational goals. Independence in making decisions and self-confidence are used as indicators in the trust variable.

According to Davis & Mayer (1997), joint work creates dependence on one another, therefore each individual must create various ways to minimize dependence in order to achieve organizational goals. Davis and Mayer further said that it is necessary to increase the division of labor within the organization. Trust is largely in agreement that it is beneficial for performance (Jeffries & R. Reed, 2000). Furthermore, it is said that there is intrinsic value in building a working relationship and all parties have the same feeling. Organizations is posited to mediate the relationship between organization justice components and the organization related outcomes (Aryee. S. & Budhwar, 2002). Described by Aryee et al., (2002) the results achieved from the trust built are job satisfaction, organizational commitment, turnover intentions and organization citizenship behavior (OCB). Trust can be built on the same basis and the same goals according to internal values so that the goals to be achieved are achieved.

Trust is the backbone of a tacit knowledge transfer process within an organization (Dirks & Ferrin, 2002). Further explained by Schoorman et al., (2007) and Robinson (2013), the character of a person in an organization is influenced by internal and external factors in forming and building trust within an organization. According to Karen Jones (2012), trust has a special concept because it contains three basic facts that only humans have, namely as social beings, limited and can influence others. Jones (2012) further said, because as social beings, humans have risks that need to be considered, but because of their limitations, humans by working together can influence others to achieve the expected goals. Dimensionally, trust can be classified in two ways, namely personal trust and organizational or group trust (Robinson, 2013). By paying attention to the indicators stated by several researchers (Karen Jones, 2012; Dirks & Ferrin, 2002; Schoorman et al., 2007; Robinson, 2013) Trust has indicators of believing in oneself, acting independently, and daring to express opinions. Internal factors can be obtained by looking at how someone can share their knowledge. As for external factors, it can be seen by knowing the plans of the leader or group of an organization in managing the environment around the company to achieve its goals. Trust in superiors for the goals to be achieved is important because it encourages individuals to carry out individual goals in order to achieve organizational goals. These internal and external factors influence the organization in making the right strategy in accordance with the capabilities possessed by the organization. From several opinions and definitions submitted by several experts, trust is the result of a rational action of a human being and based on several considerations by taking into account the benefits and risks that can occur given to a person or group in an organization by also paying attention to internal and external factors. Williamson, 1993; Coleman, 1990; Cummings & Bromiley, 1996; Jeffries & R. Reed, 2000; Dirks & Ferrin, 2002; Schoorman et al., 2007; Robinson, 2013; Karen Jones, 2012).

#### ***2.4. Leadership Style***

The achievement of company goals is something that must be known and understood by all employees. An organization is formed with a common goal, but to achieve goals effectively, good and correct management is needed (Wibowo, 2016). Colquitt et al., (2015) suggest that individual outcomes are a series of worker behaviors that contribute, both positively and negatively, to accomplishing organizational goals. Company leaders determine the vision and mission in accordance with the expectations of the capital guides (Stakeholders). In running the business, the company leader must determine the right strategy (Lussier, 1990). Further explained by Lussier (1990) and Robbins & Sutton (2001) that the changing times that continue to require company leaders to change for the better. It was further explained that the provisions in leadership became an important factor in improving the company's performance, as well as the capabilities possessed by the organization in achieving its goals.

Pfeffer & Sutton (2005) explain that knowledge development in corporate activities must be carried out and in the face of increasing changes and developments in the sphere of globalization (Fiedler, 1996; Hennessey Jr., 1998). It is different with Armstrong (2006) who argues that leadership is a process of influencing and supporting others to work hard. Yulk (1998) also argues that leadership is a process of influencing group activities with the aim of achieving company goals. In addition to leadership itself, leadership style is also important because leadership has a significant impact on organizational performance (Avalio and Bass, 1990). So leadership is a process of influencing or influencing followers to achieve organizational or company goals to be achieved through the development of knowledge and renewal of company goals in the face of existing challenges.

In contrast to the opinion of Burns (1975), which states that leadership can be one of two existing forms, namely transformational leadership and transactional leadership. Of the two leadership styles according to Burns (1975), transformational leadership styles that affect change in the company. According to Maryanto (2010), transformational leadership is a comprehensive and integrated leadership capability needed for individuals, groups, and organizations to produce transformations that are marked by changes at each stage of activity. Leadership transformation is also a simultaneous organizational governance process, which is a must for organizations that want to improve the company (Sisbintara, 2013). Sisbintara (2013) further explained that leadership transformation is a process of change carried out by organizational leaders which includes structures and processes in order to improve performance in accordance with the dynamics of the development of the organizational environment. Colquitt, Lepine & Wesson (2015) argue that Leadership style has often been considered as one of the vital factors that can enhance employee's commitment and it is seen as the live wire for the attainment of organization goals. In other words, it is said that leaders can influence or develop commitment from employees to achieve goals. Leaders communicate with employees to hold and explore ideas from employees. Leadership has always been considered as a critical element and function of management which helps manage the dedication level of employee within the organization and the attainment of organization goals (OD Abasilim, 2018). Every employee without exception must be able to improve his abilities, skills and capacities to support the company's goals.

The company's mindset to transform is seen as relevant to be applied when an organization or company organizes an organizational structure according to its business needs (Wooley, 2006). According to Burn (1978) leadership is when a leader or group of leaders and their subordinates agree to improve each other's ability to increase motivation to a higher level. There is a communication between superiors and subordinates in exploring ideas. According to RT Livingston (1999), Leadership is ability to awaken in other the desire to follow common objectives. In other words, the leader must be able to build the participation of his subordinates to participate in achieving goals. Christensen et al., (2003), said "leadership means to plan, decide, coordinate and control according to a set of formal goals and a range of operation leaders want to realize".

The leader has a plan and the ability to decide, so he can assign directly. Leaders also coordinate, provide support and clearly participate directly in reaching decisions. From several expert opinions, leadership style has three indicators, namely directive, supportive and participatory. These three indicators are indicators used in exploring the leadership style that exists in the organization. The questionnaire contained in the journal written by Fayyaz, Naheed, Hasan (2014) became the basis for making the questionnaire, but adapted to the needs of the organization under study. From several expert opinions and journals that become literature material, it can be concluded that leadership style is

the ability possessed by a leader in making changes by involving his subordinates to improve human resources through stages that have a higher level to support or achieve organizational goals (Colquitt, Lepine & Wesson, 2015; Woodley, 2006; OD Abasilim, 2018; Burn, 1978; RT Livingston, 1999; Christensen et al., 2003; Fayyaz, Naheed & Hasan, 2014). In achieving that goal, the leader can be direct, supportive and participate in carrying out the shared goals that have been set.

This leadership style becomes a variable that is measured in seeing the impact on the services shown by individuals in the organization. Initially the companies classified employees as human resources (Human Resources). Along with the passage of time, the paradigm of stakeholders began to change into Human Capital (Yasin, 2017). Employees are considered as the company's capital in developing its business so that the company's goals can be achieved. The term right men in the right place is a reference for companies in developing employees through the education and training needed to support their performance. The quality of employees/talents supported by a good plan will form Talent Management that has the ability to compete (Competitive Advantage) to achieve organizational goals (Yasin, 2017).

A good company plan to achieve big goals must also be accompanied by an employee development plan so that employee performance supports company performance (Yasin 2017). In compiling employee performance indications, the roles of both parties, leaders and subordinates are needed which are developed from the company goals set by the stakeholders. The results of these discussions are expected to form a good management line that continues to transform in order to increase the effectiveness of the company.

### **2.5. *Dynamic Capabilities***

Leadership is the ability of an individual to influence, motivate and enable others to contribute toward the effectiveness and success of the organization (Yulk, 1998). This understanding states that an individual as a leader can influence and motivate his subordinates to be able to contribute to the success of the company. Bass (1985) states that leadership behavior has a very close effect on subordinates in motivating and improving the mindset of their subordinates and showing their capabilities in developing the organization. Furthermore, Bass (1985) said that by paying attention to the ideals and values of followers such as increasing commitment and motivation to realize company goals and increasing mindset and ability to face challenges and problems in a dynamic company. According to Fainshmidt & Frazier (2016), dynamic capabilities as the capacity of an organization for purposes fully create, extend or modify its resource base. Mousavi et al., (2018) found a positive effect from sensing, seizing and reconfiguring dynamic capabilities on innovations for sustainability. These three things sensing, seizing and reconfiguring become indicators of dynamic capability variables. The changes that occur and the capabilities they have encourage employees to move dynamically. Capabilities that are affected by changes and challenges that move dynamically are what are called dynamic capabilities.

Strategic management is the process that enables the organization to turn strategic intent into action (Truss et al., 2012). In strategic management it is revealed that dynamic capabilities are at the heart of corporate strategy, value creation and competitive advantage (Teece, Pisano, & Shuen, 1994). Research on dynamic capabilities is mostly based on the concept of a resource-base view (SM Sadegh, Chu, 2020; Teece & Pisano, 1994; Helfat & Winter, 2011; Schilke et al., 2017) as well as by paying attention to changes in the environment (Capeda & Vera). , 2007; Eduarde A. Inigo & Laura Albareda, 2018). Dynamic capabilities are said to involve (1) the sensing and shaping of opportunities and

threats, (2) seizing opportunities and managing threats and (3) reconfiguring the organization to maintain sustainable advantage (Teece, 2007). According to Teece (2007), indicators of dynamic capability are sensing, seizing and reconfiguring in line with the opinion of Mousavi et al., (2018). These three indicators will be used in examining the dynamic capability variable. In a journal written by S. M. Sadegh K., Chu, Sophia R & Slade (2020), the dynamics of capability is shown to increase knowledge so as to increase work productivity. A questionnaire about the dynamics of capabilities is used as the basis for a questionnaire that is adapted to the conditions of the organization to be studied.

Dynamic capabilities are defined as The Firm's process that use resources to match and even create market change (Eisenhardt & Martin, 2000). Furthermore, Teece (1997) said dynamic capabilities focus on how the company's resource base is modified, encompassing changes in the organizational capabilities as a response to the perception of external changing environments. Dynamic capabilities reflect the ability of an organization to create new forms of competitive advantage from innovation as a result of (given) path dependencies and market positions (Helfat, 2007). Teece & Pisano (1997) stated that there are various factors that determine the dynamic capabilities of the company which are then grouped into 3 (three) categories consisting of process, position and flow.

Human resources owned by the company are believed to be very important resources for sustainable competitive advantage (Barney, 1991). This is especially true for organizations that offer ongoing customer service operating in highly competitive areas. Drucker (1999) defines knowledge workers as professional workers who are capable of solving complex problems or developing innovative services in complex environments. A complex competitive environment encourages organizations to show dynamic capabilities in accordance with changes or demands from internal and external factors. From these definitions, it can be synthesized that dynamic capabilities are the organization's ability to create, innovate and modify its human resources for certain purposes in a more complex environment which is expressed as the company's ability to meet unique customer needs by various demands, difficult to imitate by ignoring the presence of competitors (Capeda & Vera, 2007; Eduarde A. Inigo & Laura Albareda, 2018; Stav Fainshmidt & M. Lance Frazier, 2016; Mousavi et al., 2018; Eisenhardt & Martin, 2000; Helfat, 2007; Teece & Pisano, 1997).

### **3. RESEARCH METHOD**

#### ***3.1. Place and Time of Research***

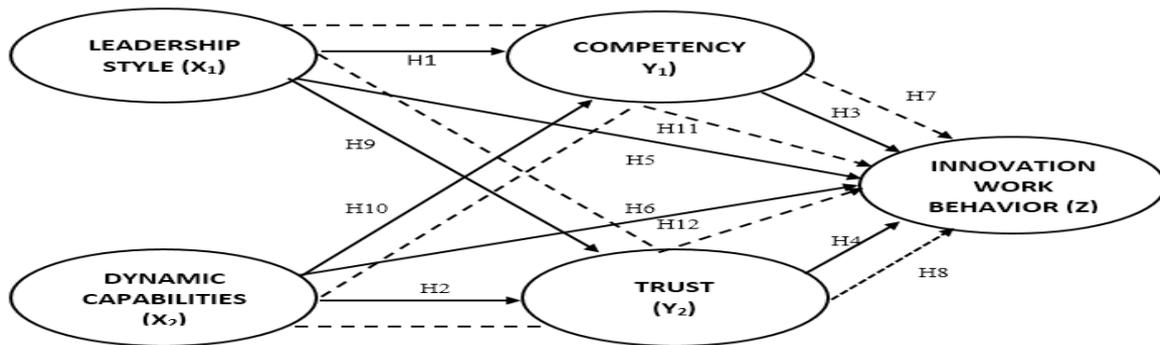
The research site will be carried out in the operational area of KAI as a company engaged in the railway industry which is currently the only existing operator. The research time is planned to be held from September 2020 to September 2021 according to the adequacy of the data and if the data is considered sufficient for researchers to carry out research activities.

#### ***3.2. Research Design***

Research is a study that is carried out by someone through a careful and perfect investigation of the problem, in order to obtain the right solution to the problem (Hillway, 1956). The research uses a quantitative design approach. This approach is to answer the formulation and prove the hypothesis of this research. This study aims to analyze the influence between exogenous variables, namely leadership style and dynamic capability on endogenous variables, namely innovation through mediating variables, namely competence and trust.

Taking into account the purpose of this research is explanatory through hypothesis testing which has the aim of testing the nature of the relationship and influence between variables. This research is a

survey research in the form of a questionnaire to employees with Junior Manager Level to Top Management Level within the scope of KAI as respondents. This is because with the junior manager level and above, the employee is considered to already have a position and can make decisions. Sustainable business development is expected to shape innovation work behavior. IWB is expected to occur in all members of the organization, but the ability to make decisions is needed, this is owned by the top five levels in the organization.



**Figure 1.** Research Model

Note:

Exogenous variable (X1): *Leadership Style*

Endogenous variable (X2): *Dynamic Capabilities*

Mediating variable (Z1): *Competence*

Mediating variable (Z2): *Trust*

Endogenous variable (Y): *Innovation Work Behavior*

—————→ : *Effect line*

÷ *Direct Relationship*

----- : *Indirect Relationship*

### 3.3. Population and Sample

KAI's population includes nine operating areas in Java and four regional divisions in Sumatra. Each position structure starts from the Board of Directors, Executive Vice President, Vice President, Senior Manager, and Manager. This limitation of correspondence is due to the view that company innovation can be started from junior managers as a level that can make decisions. At this level, employees are given the responsibility to lead and are entrusted with making decisions. The number of employees with the rank of junior manager to executive vice president (EVP) is 1688 people.

The sample is part of the population, because the sample is part of the population, of course it must have the characteristics possessed by the population. The number of samples taken from the population still needs to be calculated using the table for determining the number of population samples. According to Siregar (2019) the Slovin technique can be used to determine the sample size for a population. Sampling or measurement can be done using a formula that has an error rate of 5%. Determination of the number of samples in this study, using the Slovin formula.

Based on the calculation of the formula with a population of 1688 people, a sample of 323 samples was obtained. From the sample population, the positions of Executive Vice President to junior managers are taken. In the opinion of Hair et al., (2010), to measure the sample can use the proportional random sampling method, which is a method of selecting samples proportionally according to the level of position.

### **3.4. Sample Collection Technique**

To obtain complete and accurate data and can be scientifically justified, then by using data collection techniques as follows:

#### 1) Questionnaire

According to Sugiyono (2016), the questionnaire is a data collection technique that is carried out by giving a set of questions or written statements to the respondent to answer.

#### 2) Documentation

Documentation is the process of collecting necessary data from written sources, in the form of reports to help improve the data obtained previously.

The next process is data processing, which is an activity that aims to systematize research data. The data obtained from the results of this study will be processed through the following stages:

#### a) Editing

Editing is an activity in re-examining the data that has been obtained in order to ensure its validity and can be immediately prepared for the next process.

#### b) Tabulation

Tabulation is the stage of entering questionnaire data into tables so that they can be read and interpreted.

#### c) Interpretation Stage

The data that has been described both through the results of statistical calculations and tables are then interpreted so that conclusions can be drawn as research results.

### **3.5. Data Collection Technique**

Data collection techniques in this study used a questionnaire to 323 respondents, namely the executive vice president level to the junior manager level. The appointment of the Junior manager is due to the fact that the leader is already able to make decisions. The level of willingness of company leaders in creating IWB is measured by question and answer using quantitative methods to determine the level of confidence. Questions and answers are carried out according to the level of the existing job layer in the company by taking samples according to the representative sampling method.

Furthermore, respondents are given the opportunity to fill out the statements listed on the questionnaire by giving a cross (X) in accordance with the opinions, assessments or perceptions of the respondents' observations about the research variables of leadership style, dynamic capabilities, competencies, beliefs and work behavior innovation using a Likert scale, then the variables to be measured are translated from variables into dimensions, from dimensions to indicators, and from

indicators to sub-indicators that can be measured. Sub-indicators can be used as benchmarks to make a statement that needs to be answered by the respondent.

### 3.6. The Data Analysis Technique

The data analysis technique used to discuss the problems in this research is the Structural Equation Model (SEM). Structural Equation Models (SEM) are statistical techniques that allow the simultaneous testing of a relatively complex series of relationships. Complex relationships can be built between one or several dependent variables with one or more independent variables. There may also be a variable that has a dual role, namely as an independent variable in a relationship, but becomes a dependent variable in another relationship given the existence of a tiered causality relationship. Each of the dependent and independent variables can be in the form of levels or constructs built from several indicator variables. Likewise, among the variables, it can be in the form of a single variable that is observed or measured directly in a research process.

## 4. HYPOTHESIS

This study has several hypotheses, namely:

- a. *Leadership Style has a significant positive effect on Competence*  
 $H_0: \beta_{x1z1} \leq 0$   
 $H_1: \beta_{x1z1} > 0$
- b. *Dynamic Capabilities have a significant positive effect on Trust*  
 $H_0: \beta_{x2z2} \leq 0$   
 $H_2: \beta_{x2z2} > 0$
- c. *Competence has a significant positive effect on Innovation Work Behavior*  
 $H_0: \beta_{z1y} \leq 0$   
 $H_3: \beta_{z1y} > 0$
- d. *Trust has a significant positive effect on Innovation Work Behavior*  
 $H_0: \beta_{z2y} \leq 0$   
 $H_4: \beta_{z2y} > 0$
- e. *Leadership style has a significant positive effect on towards Innovation Work Behavior*  
 $H_0: \beta_{x1y} \leq 0$   
 $H_5: \beta_{x1y} > 0$
- f. *Dynamic Capabilities have a significant positive effect on Innovation Work Behavior*  
 $H_0: \beta_{x2y} \leq 0$   
 $H_6: \beta_{x2y} > 0$
- g. *Competence significantly mediates the influence of Leadership Style on Innovation Work Behavior*  
 $H_0: \beta_{x1z1y} \leq 0$   
 $H_7: \beta_{x1z1y} > 0$
- h. *Trust significantly mediates the influence of Leadership Style on Innovation Work Behavior*  
 $H_0: \beta_{x2z2y} \leq 0$   
 $H_8: \beta_{x2z2y} > 0$
- i. *Leadership style has a significant positive effect on Trust*  
 $H_0: \beta_{x2z2y} \leq 0$   
 $H_9: \beta_{x2z2y} > 0$
- j. *Dynamic Capabilities have a significant positive effect on Competence*  
 $H_0: \beta_{x2z2y} \leq 0$   
 $H_{10}: \beta_{x2z2y} > 0$

- k. *Trust significantly mediates the influence of Leadership Style on Innovation Work Behavior*  
 H0:  $\beta_{x2z2y} \leq 0$   
 H11:  $\beta_{x2z2y} > 0$
- l. *Competence significantly mediates the effect of Dynamic Capability on Innovation Work Behavior*  
 H0:  $\beta_{x2z2y} \leq 0$   
 H12:  $\beta_{x2z2y} > 0$

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