

Sequential Explanatory Analysis on Innovativeness Judging from Organizational Justice, Transformational Leadership, and Personality

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ABSTRACT: This research aims to determine the relationship between the independent variables; organizational justice, transformational leadership, and personality both individually and together with the dependent variable of innovativeness. The selected samples amounted to 238 teachers of Private Vocational School in Bogor, Indonesia. This research uses a sequential explanatory mixed method with quantitative methods first and then deepens with the qualitative approach. This is intended for more in-depth and comprehensively analysis.

The result of quantitative research concludes that: (1) There is a positive relationship between organizational justice with innovativeness with correlation coefficient value (r_{y1}) of 0.227 and determination coefficient value (r_{y1}^2) of 5.20% through regression equation $y = 85.013 + 0,205X_1$, (2) There is a positive relationship between transformational leadership with innovativeness with correlation coefficient value (r_{y2}) of 0.261 and determination coefficient value (r_{y2}^2) of 6.83% through the regression equation $Y = 84.113 + 0,207X_2$, (3) There is a positive relationship between personality with innovativeness with correlation coefficient value (r_{y3}) of 0.318 and determination coefficient value (r_{y3}^2) of 10.14% through regression equation $Y = 47.669 + 0,597X_3$ (4) There is a positive relationship between organizational justice, transformational leadership and personality together with innovativeness with correlation coefficient value (r_{Y123}) of 0.379 and coefficient of determination value (r_{Y123}^2) of 15.63% through regression equation $Y = 25.748 + 0,112X_1 + 0,123X_2 + 0,512X_3$

KEYWORDS: organizational justice, transformational leadership, personality, and innovativeness

I. INTRODUCTION

Innovativeness comes from the word innovation which means renewal or makes changes in a new or new invention that is also different from what already exists [1]. Innovation is not just limited to new products, but also creates new ways to organize, develop practices to work a new and better, and to provide services that are innovative for its customers [2]. Innovation is the ability of an organization to create goods and services that are new or expansion of the old as well as improvements in methods or how products and services are produced or developed [3]. Innovation activities need science and research which are always updated to find new ideas and the latest technology development to improve the product.

Innovation is a new idea that is applied to trigger or develop products, processes or services [4]. Change begins by implementing new plans in developing products, methods, and services. Based on several theories of innovation it can be synthesized that innovation is the act of making changes to translate, adapt and create new ideas are realized in everyday practice in developing and designing products, processes, and services which are new. Innovativeness is a standard of behavior or the extent to which the act of making changes to translate, adapt and create new ideas are realized in everyday practice both in the development of products, processes, and services that already exist and create products, methods, and services which are new.

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Organizational justice as an appraisal of fairness or justice (fairness) on decisions that have been made by the authorities to the four dimensions of organizational justice is distributive justice, procedural justice, interpersonal justice and informational justice [5]. Distributive justice reflects the perceived fairness of the results of decisions that have been set by the authorities. Procedural justice reflects the perceived legitimacy of the decision making the process of interpersonal justice well developed when the authorities comply with two special rules. The first law is the rule of honor as to whether the authorities treat our employees with sincere and dignified manner. Informational justice develops well when authorities comply with two special regulations. The first rule is the justification rule who instructed the authorities to explain the procedures in making decisions and the results of those decisions in ways that are comprehensive and reasonable, and regulations both are the rules of honesty which means that all communications prepared to be honest and straightforward. Organizational justice is high or low (degree or intensity) of one's feelings on the fair treatment he received at the workplace [6]. Based on several theories about organizational justice which have been stated the above, it can be synthesized that organizational justice is a feeling of the fairness or fair treatment received by an individual for making decisions, working procedures, work and interactions that occur overall during the practice in the organization.

There are four dimensions of transformational leadership [7]. The first aspect is the idealized influence which means that the transformational leader presents himself as an exemplary role model for his followers. The second dimension is the inspirational motivation which means transformational leaders inspire and motivate followers by providing challenge and meaning to the work of his followers, raises the spirit, enthusiasm, and optimism. The third dimension is the intellectual stimulation which means Transformational leaders stimulate their followers to innovative businesses and creative by questioning assumptions, explain the problem, and approaching old situations in new ways. The fourth dimension is the individualized consideration which means transformational leaders give particular attention to the needs of their respective followers to attainment and their development to act as coaches and mentors, as well as developing the potential of his followers to a higher level. Transformational leadership also includes the anticipation of future trends, inspiring followers to understand and embrace the possibility of new visions, develop others to be leaders or to become a better leader, and build an organization or group to in a community of learners is challenging, exciting and rewarding [8].

Transformational leaders are not only changing his followers to establish changes in goals, values, needs, and aspirations but also gave rise to the concept of self - followers also called values and personal identity [9].

Based on several theories about transformational leadership, it can be synthesized that are transformational leadership behaviors that inspire, motivate, increase awareness, anticipate the future, becoming a role model example and make change for the better.

The accepted definition for the theorists of "personality" is a pattern of properties that are relatively stable and unique characteristics that shows consistency and individuality of the person's behavior [10]. Personality is a whole way someone reacts to others and how to interact with others [4]. Personality is defined as a combination of physical and mental characteristics stable as identity [9].

McCrae and Costa build an elaborate taxonomy of personality traits by using an engineering analysis of the factors to determine the stability and structure of personality. The result is that there are five major groups of elements that can answer questions about the balance and structure of the personality and is known for the five-factor model which was later known as the Big Five Model [11]. The properties in the five-factor model of personality proposed by McCrae and Costa are:

- Openness with traits; imaginative, creative, original, prefers variety, curious and liberal.
- Conscientiousness with traits; the hard-working, well-organized, punctual, ambitious and persevering.
- Extraversion with traits; affectionate, joiner, talkative, fun loving, active, passionate
- Agreeableness with the characteristics; soft-hearted, trusting, generous, acquiescent, lenient good-natured.
- Neuroticism with traits; anxiety, temperamental, self-pitying, emotional, irritable.

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Based on several theories about personality, it can be synthesized that are personality traits or characteristics of the most dominant person's unique and relatively fixed or stable that affect behavioral tendencies, patterns of thought and emotion in interacting with its environment.

Research Hypothesis:

1. There is a positive relationship between organizational justice with innovativeness.
2. There is a positive relationship between transformational leadership with innovativeness.
3. There is a positive relationship between personality with innovativeness.
4. There is a positive relationship between organizational justice, transformational leadership, and personality together with innovativeness.

II. RESEARCH METHODOLOGY

This research used explanatory research study design combinations (sequential explanatory). The research method is a combination of analytical research method that combines quantitative and qualitative research methods in series, wherein the first phase of the research carried out by using quantitative processes and in the second stage with qualitative methods.

The population in this study were permanent teachers of the foundation in the private vocational school in the city of Bogor. Based on the data source from Bogor City Office of Education in November 2016, there was 96 private vocational total have been recorded.

The first stage determines the sample area (cluster) amounting to half of the total amount and the second phase determines those that exist in the regions that have already been randomization. This area sampling technique is used when the object to be inspected or data sources to be studied was very broad. The total number of private vocational school in six districts in the city of Bogor is 96. It has been calculated through the first stage (50% of 96 Vocational High Schools), then fetched 49 Private vocational schools with a population of respondents is 590 teachers. Sample size determination used the formula of Slovin to obtain a sample of 238. The scale interval selected for this study is the Likert assessment scale. Multiple regression analysis was used to measure the effect of the independent variable to dependent variable.

III. RESULT AND DISCUSSION

Based on regression linearity test calculation, the relationship between the independent variable of organizational justice (X_1) with the dependent variable innovativeness (Y) expressed in simple linear regression equation $Y = 85.013 + 0.205X_1$. The results of significance test showed that the regression equation is very significant as indicated by the score of $F_{count} (12.887) > F_{table} (6.741)$.

The result of the calculation of the correlation of coefficient (r_{y1}) indicates that there is a positive relationship between innovativeness with organizational justice with a score $r_{y1} = 0.227$. Significance test of correlation shows relations between the two variables are highly significant with a score of $(3.598) > t_{table} (1.970)$ at $(\alpha = 0.05)$ and $t_{-test} (3.598) > t_{table} (2.597)$ at $(\alpha = 0.01)$.

The coefficient of determination (r_{y1}^2) = 0.052, which means that there is a 5.2% contribution to perceived organizational justice to the innovativeness of teachers. The relationship between transformational leadership with the innovativeness is expressed in simple linear regression equation $Y = 84.113 + 0.207X_2$. The results of significance test showed that the regression equation is very significant as indicated by the score of $F_{count} (17.25) > F_{table} (6.74)$. The result of the calculation of the correlation of coefficient (r_{y2}) indicates that there is a positive relationship between innovativeness with transformational leadership with a score $r_{y2} = 0.261$. Significance test of correlation shows relations between the two variables are highly significant with a score of $t_{-test} (4.168) > t_{table} (1.970)$ at $(\alpha = 0.05)$ and $t_{-test} (4.168) > t_{table} (2.597)$ at $(\alpha = 0.01)$. The coefficient of determination (r_{y2}^2) = 0.0683, which means that there is a 6.83%

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contribution of transformational leadership (principals) to the innovativeness of teachers at the school. The relationship between personality with the innovativeness is expressed in simple linear regression equation is $Y = 47.669 + 0.597X_3$. The results of significance test showed that the regression equation is very significant as indicated by the score of $F_{\text{count}} (26.636) > F_{\text{table}} (6.741)$.

The result of the calculation of the correlation coefficient (r_{y_3}) indicates that there is a positive relationship between the innovativeness and personality with a score $r_{y_3} = 0.318$. Significance test of correlation shows relations between the two variables are highly significant with a score of $t (5.172) > t_{\text{table}} (1.970)$ at $(\alpha = 0.05)$ and $t (5.172) > t_{\text{table}} (2.597)$ at $(\alpha = 0.01)$. The coefficient of determination ($r_{y_3}^2 = 0.1014$), which means that there is a 10.14% contribution to the teacher's personality to the innovativeness of teacher at the school.

The calculation of multiple regression analysis obtained a regression constants $a = 25.748$ and regression coefficient (slope) $b_1 = 0.112$, $b_2 = 0.123$ and $b_3 = 0.512$. And thus, the model of the relationship between the variables of organizational justice, transformational leadership and personality together with the dependent variable of innovativeness expressed in multiple linear regression equation: $Y = 25.748 + 0.112X_1 + 0.123X_2 + 0.512X_3$

Results of tests of significance of regression equation $Y = 25.748 + 0.112X_1 + 0.123X_2 + 0.512X_3$ obtained a score of $F_{\text{count}} (14.45) > F_{\text{table}} (3.034)$ at $(\alpha = 0.05)$ and of the $F_{\text{table}} (4,697)$ at $(\alpha = 0.01)$ with a degree of freedom the numerator is two and the denominator is the 235 that show the regression equation $Y = 25.748 + 0.112X_1 + 0.123X_2 + 0.512X_3$ is very significant that the model can be used to describe the relationship between variables of organizational justice, transformational leadership and personality together with the variable (Y) innovativeness.

Multiple correlation coefficient values ($r_{Y123} = 0.395$) showed a positive relationship between organizational justice, transformational leadership and personality together with innovativeness. The coefficient of determination ($r_{Y123}^2 = 0.1563$) means of organizational justice, transformational leadership and personality together accounted for 15.63% of the innovativeness, while the remaining 84.37% is determined by other variables.

IV. CONCLUSION

Organizational justice, transformational leadership, and personality together contribute only 15.63% to innovativeness in the setting of private vocational high in Bogor, West Java, Indonesia, while 84.37% was provided by other variables that have a relationship with the motivation. Since innovation is related to something genuinely new, it is necessary to include some relevant variable that affects the innovation.

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