# CHAPTER I
INTRODUCTION

1.1 Background to the research

Higher education institutions play a massive role in producing human resources that will be prepared towards the workforce as soon as they've graduated ready to supply the world with innovations of products and services (Obenshain and Johnson, 2004). Maintaining competitive advantage is extremely important and innovation has always been one of the most influential factors when it comes to it. Achieving innovations leadership style becomes an important factor in innovations. Role of leaders are expected to influence their followers to newer ideas production, goal setting, and even creating a culture of motivations for their followers (Sarros et al., 2008)

In Indonesia, there are many different types of higher institutions available, universities, institutes, and vocational schools. The differences between the types of higher education institutions primarily lies upon the methods and goals it sets out to its students. Higher vocational schools in Indonesia (often referred to as polytechnic) differs other types of higher institutions through their focus in creating ready to work graduates with practical skills to the industries. It aims to produce skilled graduates for the workforce hence their main focus is to focus on their students' attitude, knowledge as well as skills linear to their fields. Currently with the unexpected fluctuating regulations regarding Covid-19 pandemic, especially having the educational sector of
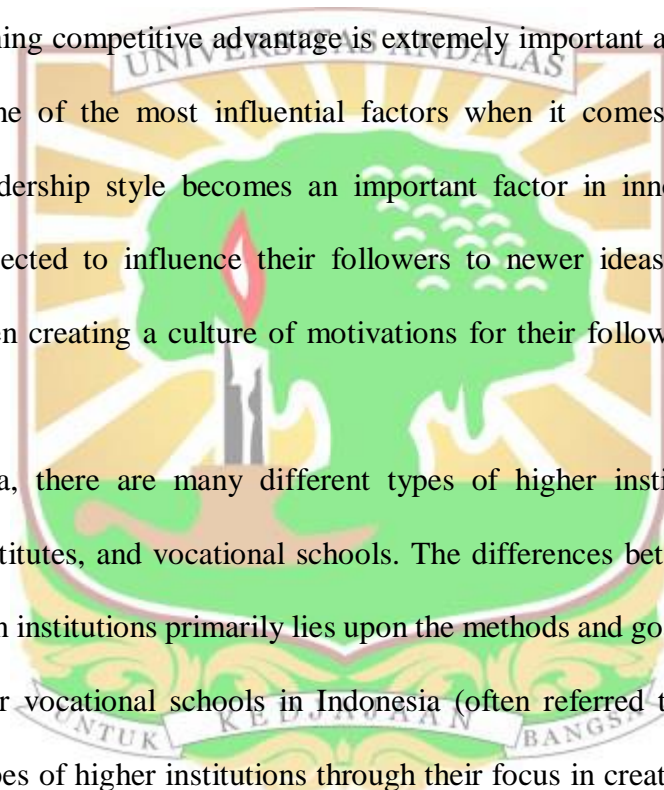
Indonesia facing a problem where learnings for higher education institutions (HEI's) shifted from offline to online using various platform learning management systems.

The performance of these HEI's is challenged by the time of transitioning using the online learning system. Most universities are able to survive and perform normally because it is mostly theory-based learning. However, the real challenge takes place to these vocational HEI's where it relies heavily on offline meeting for practical hands-on coursework. The Ministry of Education in Indonesia releases a ranking of every category of higher education institutions every year based on the performance of these institutions. Out of the 39 state polytechnics in Indonesia, in West Sumatera there are two polytechnics, PNP and Payakumbuh State Agricultural Polytechnic. Over the past 5 years Payakumbuh State Agricultural Polytechnic is able to demonstrate an increasing quality but the opposite remark can be made for PNP. PNP peaked in ranking 8th Nationally in 2017. Within the same year, it's able to achieve the main ranks of research performance ranking from previously ranking in middle ranks.

The performance of an organization is a direct result of their leadership (Khan et al., 2018). Leaders are the first-hand actor responsible for the performance of their followers (Abbas and Asghar, 2010). Innovations start from individuals within the organization, team as well as joined efforts in producing products and services. Ye et al., (2019) mentioned that the process of innovation is the critical and strategic process that requires the generation of ideas and creative problem-solving autonomy as well as the support leaders are able to provide in taking initiative and discovering innovative

solutions. In order to motivate followers to contribute more towards the organization is how the followers are able to perceive the support given by the organization (Rhoades and Eisenberger, 2002).

To stimulate innovations in organizations, leaders and leadership style plays a crucial role to stimulate innovation in organizations. Nembhard and Edmonson (2006) defined an inclusive leader as someone who is able to express through words and action towards their follower's contributions in the form of appreciation and invitations as being a part of the team. Inclusivity means a sense of belonging and security to the team (Choi et al., 2016). The reason why an inclusive leader is valuable is that they're able to accept their followers at all levels within the organization while still willing to take responsibility for outcomes (Ospina, 2011). Inclusive leaders are able to cultivate the sense of belonging in employees that results in innovative work behavior (Javed et al., 2019).

Innovative work behavior cannot be achieved through leadership alone. Risman et al., (2016) argued that employees who sees their jobs fitting well towards their skillset demonstrates a higher level of compatibility with the organization. This compatibility results in higher commitment and higher performance compared to those who do not feel as fitting to their job. The higher the performance the more innovative the employees become. Furthermore, to increase this level of innovative work behavior of employees, how the employees Perceived the support from the organization plays a big
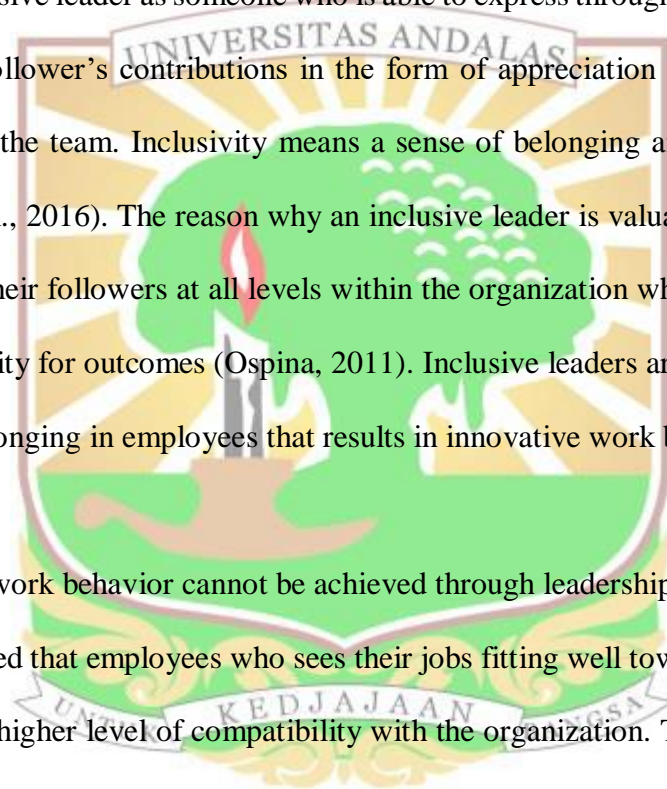
role in displaying positive behavioral traits such as willingness to give more towards the organization (Hur et al., 2013).

Previous study hypothesis suggested that inclusive leadership, perceived organizational support and person-job fit are effective in increasing the employee creativity in increasing the innovative work behavior of employees (Choi et al., 2016; Javed et al., 2019; Bilal et al., 2016; Husyein, 2019; Qi et al., 2019). This phenomenon raises questions as to why or how the organization is able to out rank another polytechnic in the same region consistently. Perhaps it was the lack of the right type of support, or a lack of employee performance improvement in the years due to lack of innovation or perhaps the type of leadership is not suitable to the organization that no innovations are born? Or perhaps it was just a collateral damage due to the pandemics.

A recent study conducted by Heryanto and Rochaeni (2022) on the impact of Covid-19 pandemic towards HEI's found that some of the disadvantages of online learning includes a stable internet connection that requires proper infrastructure, costly, and sometimes ineffective communications through the internet. It must've been a dilemma for the government The Ministry of Education in Indonesia to implement remote learning as not every institution is capable with their resources available at the moment. On the other hand, it is also the time for HEI's to be able to take the advancements of technology to the next level and use it to their advantage in conducting online classes, hindering the performance of the organization. The problem of lack of innovations be it to adjust with the technology or teaching methods that

makes the class more interesting can be solved and understand better through inclusive leadership, perceived organizational support and person job-fit, in increasing innovative work behavior.

The current research is intended to investigate determinants of Innovative Work Behavior in the context of higher education, specifically for lecturers Politeknik Negeri Padang (PNP) Determinants of Innovative Work Behavior can be viewed through the roles of inclusive leadership, perceived organizational support and person-job fit. On the basis of research background, the researcher is interested in finding how inclusive leadership, perceived organizational support, and Person-Job Fit acts as antecedents of innovative work behavior on lecturers in PNP. Hence, the suitable title for this is **Impact of Inclusive Leadership, Perceived Organizational Support and Person-Job Fit on Innovative Work Behavior: Case in Lecturer of Politeknik Negeri Padang (PNP).**

1.2 Problem Statement

Based on the background of research explained above, the problem statement of this research as follows:

1. How does inclusive leadership affect innovative work behavior for lecturers of PNP?

2. How does person-job fit affect innovative work behavior for lecturers of PNP?

3. How does perceived organizational support affect innovative work behavior for lecturers of PNP?
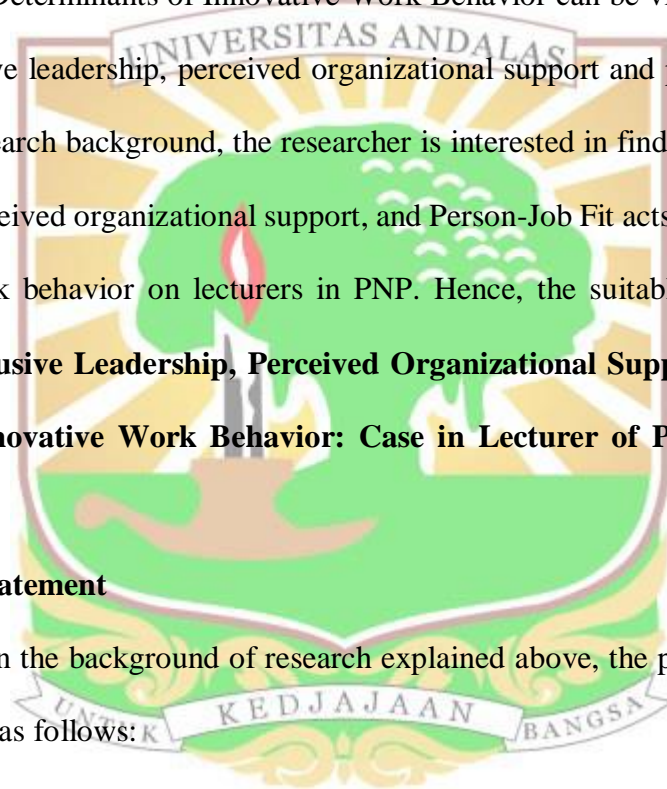
1.3 Objective and Benefit of the Research

1.3.1 Objective of the Research

1. To investigate how inclusive leadership affects innovative work behavior for lecturers of PNP

2. To investigate how person-job fit affect innovative work behavior for lecturers of PNP

3. To investigate how perceived organizational support affect innovative work behavior for lecturers of PNP

1.3.2 Benefit of the Research

The current research is expected to give the following contributions:

1. Theoretical contribution, this research contributes to knowledge expansion regarding the consideration of additional knowledge and discipline about human resource management that is related to innovative work behavior.

2. Practical contribution, this research provides information for the management of the institution aware of their corporate management. In order to create inclusive leadership that influences perceived organizational support and person-job fit to increase their innovative work behavior.

1.4 Structure of Research

The systematic discussion in this study is as follows:

CHAPTER I: INTRODUCTION.

This chapter explains the background, problem formulation, research objectives, research benefits, hypotheses, scope, and systematic discussion.

CHAPTER II: THEORETICAL FRAMEWORK

This chapter discusses the theoretical framework used in this author's discussion, as well as references to previous studies that are used as literature reviews to support the research that the author is doing.

CHAPTER III: RESEARCH METHODOLOGY

This chapter discusses the analytical methods, data and data sources used to support research.

CHAPTER IV: OVERVIEW

This chapter overviews Impact of Inclusive Leadership, Perceived Organizational Support and Person Job Fit on Innovative Work Behavior Case in: Lecturers of Politeknik Negeri Padang (PNP).

CHAPTER V: RESULT AND DISCUSSION