

Investigate The Link Between Innovation and Teaching in The Millennial Generation

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Abstract

This study investigates the relationship between spiritual leadership, psychological well-being, and innovative work behavior. The survey method used purposive sampling techniques in East Java Province with a questionnaire among teachers and employees in high school to 235. Structural equation modelling-partial least square as a research method to answer the hypothesis. The result indicated that spiritual leadership directly affected psychological well being. Spiritual leadership affect innovative work behavior through psychological well being. This study found different results that spiritual leadership could not increase innovative work behavior. This study's theoretical contribution is to confirm spiritual leadership theory (SLT) and support previous research. The practical implications of the research are that employees should consider their psychological well-being in terms of salaries, incentives, workloads, and all the employees' guarantees in their lives. With a guarantee from the organization, employees will be able to provide high work innovation for the organization's progress, especially in high school East Java, Indonesia.

Keywords: *Spiritual leadership; Psychological well-being; Innovative work behavior, PLS, Covid-19*

1. Introduction

The Covid-19 pandemic is a condition that forces all countries in the world, including Indonesia, to continue to innovate in all fields, one of which is innovation in the teaching and learning process, and this must be done because the government implements the large-scale social restriction policy which later changed in 2021 to enforcement of restrictions on community activities. This policy certainly has good and bad impacts, the tremendous impact is following the government's goal of reducing the number of Covid-19 transmissions, but the lousy impact is that the community is not mentally prepared to carry out the policy, especially employees who are required to work extra because of online policy. Many organizations have been forced to adopt new ways of doing remote work using new digital systems for communication and completely rethink their business models to adapt to the realities of the COVID-19 environment (Carroll & Conboy, 2020). Several studies have assessed the potential for COVID-19 to permanently normalize digital technology for education, maintaining friendships, health care diagnosis, business operations, religion, and interactions with the government, which effectively shape human efforts for the future (Barnes, 2020; Fernandes, 2020). Therefore, it is essential to ensure that individual and organizational goals are not compromised, which affects every business sector and activity (Bulik, 2020).

The previous study of spiritual leadership theory (Fry, 2003; Fry et al., 2005; Fry & Cohen, 2009; Fry & Nisiewicz, 2013) has been tested in a wide variety of organizations, including schools,

universities, military units, municipalities, police, and other non-profit organizations. This spiritual leadership is seen as perfecting previous leadership models by basing the vision, mission, and leadership behavior on religious values (Tobroni, 2005). Several factors that can increase employee innovative work behavior include spiritual leadership (Hunsaker, 2020a; Zhang & Yang, 2020), psychological well-being (Zhou et al., 2020) can also increase innovative work behavior. Interestingly, different research results find that spiritual leadership does not significantly affect innovative work behavior (Supriyanto et al., 2020). This research is interesting because it was carried out on different research objects and carried out during covid-19. Furthermore, the results of the above research are still contradictory. There is still a gap that is open to research.

This study follows further research recommendations from (Afsar et al., 2019), which recommends leadership styles to increase innovative work behavior. In addition, follower empowerment has been highlighted as an essential ingredient for enhancing innovative work behavior. Future research can thus consider the role of psychological empowerment. So, this study added a psychological well-being variable as a mediation between spiritual leadership and innovative work behavior. Psychological well being and innovative work behavior are significant problems to consider in the organization. It does not only affects the innovative work behavior (Salas-Vallina et al., 2020), can also reduce work-family conflict (Hunsaker, 2020b), then can improve organizational performance (Shanker et al., 2017). Meanwhile, the majority of previous studies focused on innovative work behavior in the health sector and corporate (Akram et al., 2020; Darwish et al., 2020; Supriyanto & Ekowati,

2020), and there is still little research in Indonesia regarding innovative work behavior and psychological well-being in the field of the organization. Therefore, this study aims to explain the relationship between spiritual leadership, psychological well-being, and innovative work behavior.

2. Literature Review

2.1 Spiritual Leadership

Spiritual leadership is "An intimate leadership approach" that aims to create a workplace where meaningful and close relationships exist among employees (Aslan and Korkut, 2015). Furthermore, spiritual leadership is defined as creating a vision to feel a calling, purpose and meaning, and building an organizational culture based on spiritual values to have a sense of membership and belonging and feel understood and appreciated. Workplace spirituality provides an appropriate context for employees to feel meaning and connection with others (Samul, 2020). Spiritual leadership is necessary for organizations to develop a clear sense of identity as an individual in workplace relationships, know the true meaning of events and circumstances, and identify and align employee values with clear objectives (Selver, 2013). Spiritual leadership intrinsically motivates workers through hope/belief in a transcendent vision of service to key stakeholders, the values of altruistic love, and the practice of inner life (Fry and Nisiewicz, 2013). Then spiritual leadership is also defined as workers seeking deeper meaning in their work life, thereby integrating their spiritual identity with professional work personas (Fairholm and Gronau, 2015). Spiritual leadership can inspire, arouse, influence, and move through exemplary service, compassion, and implement values and other divine traits in goals, cultural processes, and leadership behavior (Tobroni, 2015). The importance of employee well being has resulted in research on its determinants. In general, this study identifies leadership as vital to creating and maintaining employee well being (Gregory and Osmonbekov, 2019). A previous study from (Hunsaker 2020a; Wahid & Mustamil, 2017; Zou et al., 2020) found that spiritual leadership significantly affected psychological well-being. Furthermore, spiritual leadership increases innovative work behavior (Zhang & Yang, 2020).

2.2. Innovative Work Behavior

Innovative work behavior refers to a series of employee behaviors that significantly impact their creativity to think and optimize the way they work and their performance daily (Zhou et al., 2020). De Jong & Den Hartog (2010) innovative work behavior (IWB) is an initiation and practice carried out deliberately in new ideas, processes, and ways of working for individuals, groups, and work organizations. IWB is a process of problem analysis, initiation, and deliberate analysis derived from useful new ideas and the kinds of behaviors needed to develop, modify, and implement ideas to improve personal and business performance (Afsar et al., 2015). IWB has recently received attention from researchers because IWB is proven to encourage employees' psychological processes to provide better results (Afsar & Badir, 2017).

2.3. Psychological Well Being

Employee well being is related to all aspects of work-life, from the quality and safety of the physical environment to workers' feelings about their work, their work environment, the climate in the workplace and work organization (Lahtinen and Salmivalli, 2020; Tuzovic and Kabadayi, 2020). Employee well being has taken centre stage in research and practice due to the

awareness that a healthy workforce is psychologically productive and less likely to turnover (Wright and Huang, 2012). Psychological well is more than just happiness and feelings of contentment and happiness. Well-being means developing personally, fulfilling and contributing to the community, construct of well being as a "balance point between a collection of physical, psychological, and social resources of an individual (Dodge et al., 2012). Joseph and Wood (2010) have called for clinical psychology to adopt a positive function measure. They believe that psychiatry has adopted a limited view of well-being, seeing it as, absence of distress and dysfunction. Psychological well-being is a subjective assessment of fundamental human needs and human relationships such as positive relationships, feelings, competencies, and having meaning and purpose in life (Diener et al., 2010). An individual who sees himself positively in terms of needs and relationships between humans will experience high psychological well-being (Enwereuzor et al., 2020). A teacher and employee's psychological condition is the most important thing for the leadership to pay attention. Furthermore, psychological well-being can influence innovative work behavior (Zhou et al., 2020).

Several previous studies have found that spiritual leadership can improve psychological well-being (Hunsaker, 2020a; Wahid & Mustamil, 2017; Zou et al., 2020). Furthermore, there is a significant influence between psychological well-being and innovative work behavior (Zhou et al., 2020). Then study from Sharifirad (2013) states that psychological well-being mediates the effect of transformational leadership on innovative work behavior. Previous research has found that employee well-being is a mediating variable between spiritual leadership and work-family conflict (Hunsaker, 2020b). Based on several previous studies that have been described above, this study tries to analyze other leadership styles besides transformational leadership that have been studied, namely in the form of spiritual leadership, this is because spiritual leadership is proven to affect well-being based on spiritual leadership theory (Fry, 2003; Fry & Nisiewicz, 2013). Spiritual leadership theory explains that a leadership model uses an intrinsic motivation model by combining vision, hopes/beliefs, altruistic values, and spirituality in the workplace and spiritual well-being. This study follows further research recommendations from (Afsar et al., 2019), which recommends leadership styles to increase innovative work behavior. In addition, follower empowerment has been highlighted as an essential ingredient for enhancing innovative work behavior. Future research can thus consider the role of psychological empowerment. So, this study added a psychological well-being variable as a mediation between spiritual leadership and innovative work behavior. Meanwhile, research on spiritual leadership towards innovative work behavior mediated by psychological well being has not been studied.

H1a: There is a significant influence between spiritual leadership on psychological well-being.

H1b: There is a significant influence between spiritual leadership on innovative work behavior.

H2: There is a significant influence between psychological well-being on innovative work behavior.

H3: There is a significant influence between spiritual leadership on innovative work behavior with psychological well-being as a mediating variable.

3. Research Methodology

This research is included in the explanatory research. Furthermore, it uses a questionnaire as a data collection method. The survey used purposive sampling techniques from teachers and school employees in high schools in East Java

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Province, with 235 teachers and employees as respondents. Samples are spread across the three cities or districts above by distributing questionnaires online via a google form. Data were analyzed using structural equation modelling partial least square (SEM-PLS). Using PLS data analysis, the concept tests the modified results of several research models to provide an overview of the variable studied (Garson, 2016).

Spiritual leadership is measured by Supriyanto et al. (2020) dimensions: trust/loyalty, honesty, kindness, empathy/compassion, and excellence. Furthermore, psychological well-being was measured using eight flourishing psychological well-being scales from Enwereuzor et al. (2020). Then innovative work behavior is measured using Afsar et al. (2020), including idea exploration, idea generation, idea championing, and idea implementation. Furthermore, to test the questionnaire, it is necessary to test its validity and reliability.

Measurement of items of spiritual leadership and innovative work behavior used a 5-point Likert scale, while psychological well-being used a 7-point Likert scale (1 = "Strongly Disagree" to 7 "Strongly Agree").

4. Result and Discussion

Table 1 shows that the variables of spiritual leadership, psychological well-being and innovative work behavior have Cronbach alpha values above 0.7 (Hair et al., 2011). So it can be concluded that all the items used are reliable. Furthermore, the validity test uses a convergent validity approach. If it has an AVE greater than 0.5, the item is valid (Chin, 1998). Table 2 shows that the AVE value of each variable is greater than 0.5. So it can be concluded that the items used are valid.

Variable	Cronbach α	Conclusion
Spiritual Leadership (X)	0.880	Reliable
Psychological Well Being (Z)	0.925	Reliable
Innovative Work Behavior (Y)	0.859	Reliable

Table 1: Result of Reliability

Variable	AVE	\sqrt{AVE}	Conclusion
Spiritual Leadership (X)	0.659	0.811	Valid
Psychological Well Being (Z)	0.653	0.808	Valid
Innovative Work Behavior (Y)	0.698	0.835	Valid

Table 2: Result of AVE

Meanwhile, table 3 shows that the composite reliability value of each variable is above 0.7, so it can be concluded that the items used are reliable.

Variable	Composite Reliability	Conclusion
Spiritual Leadership (X)	0.906	Reliable
Psychological Well Being (Z)	0.937	Reliable
Innovative Work Behavior (Y)	0.902	Reliable

Table 3: Result of Composite Reliability

Furthermore, direct and indirect hypothesis testing is carried out to answer the hypotheses that have been formed at the beginning. Table 3 below shows the results of direct hypothesis testing.

Hypothesis		Path Coefficient	t statistic	p-value	Result
Spiritual Leadership	IWB	0.050	0.744	0.457	Not Significant
Spiritual Leadership	PWB	0.243	3.584	0.000	Significant
PWB	IWB	0.273	4.770	0.000	Significant

Table 4: Hypothesis Testing Result of Direct Effect

The table above shows that H1 is rejected ($0.457 > 0.05$), then H2 shows that spiritual leadership on PWB has a path coefficient value of 0.243, which is positive, meaning that the better spiritual leadership the leader has, the better the psychological well being of a teacher or employee. Furthermore, H3 shows that psychological well being can increase innovative work behavior ($0.000 < 0.05$).

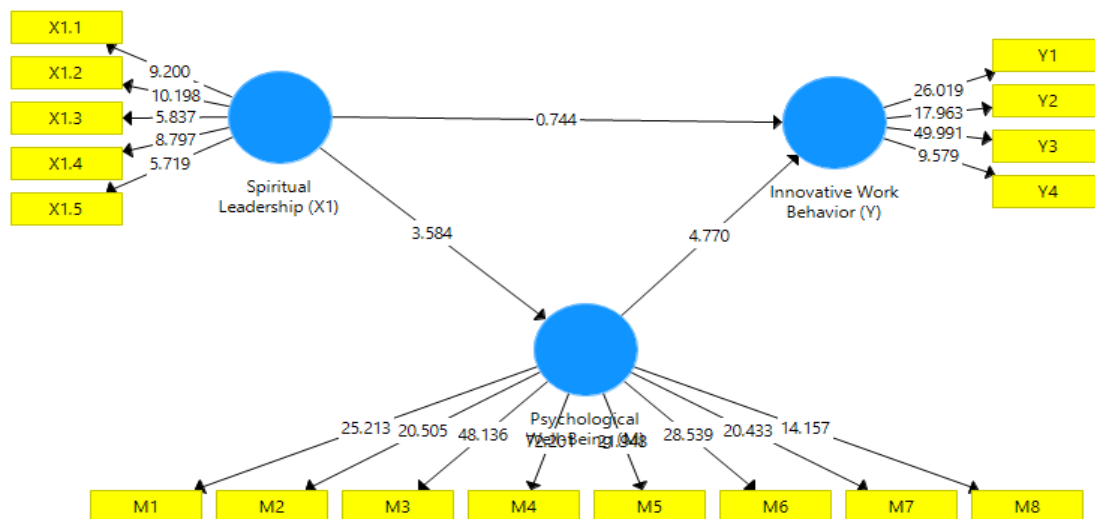


Figure 1: Path Diagram of Structural Model in PLS

This study supports a previous study from (Hunsaker 2020a; Wahid & Mustamil, 2017; Zhou et al., 2020; Zou et al., 2020) that found a significant relationship between spiritual leadership and psychological well-being for innovative work behavior. The significant value of the relationship (0.000, 0.000) is smaller than 0.05 so that H1b and H2 are accepted. Respondents agree that the item leader can build work into the item that gets the best response among other items that measure the spiritual leadership variable. The result illustrates that respondents agree that their leaders in the company can build a good team. The results of this study also support the spiritual leadership theory of (Fry 2003; Fry & Nisiewicz, 2013), which explains that a leadership model uses an intrinsic motivation model by combining vision, hopes/beliefs, altruistic values, and spirituality in the workplace and spiritual well-being. Then (Kaya 2015) concluded that a spiritual leadership style is a solution to conditions created by situational dynamics such as belief systems and inner personal values. Therefore, it is clear that leaders who adopt a spiritual leadership style can directly provide peace to employees. Zhou et al. (2020) add that psychological well-being, the employees will be able to increase innovative work behavior. The result means that employees need to be considered in their psychological well-being, both in salary, incentives, workload, and all the guarantees needed by employees in their lives. With a guarantee from the company, employees will provide high work innovation for the organization's progress.

Furthermore, the age group in this study of respondents was 26-30 years old. The result illustrates that teachers and employees are at a new age, so they are still productive and active at work. In connection with this, the leadership, in this case, the principal in this study empirically, the applied style

research in the form of spiritual leadership, which can affect teachers and employees' psychological well-being. Then, the respondents have worked for 5-10 years, so they already have much experience in the organization. The experience makes teachers and employees have great ability and willingness to contribute to this school's organization. In connection with the Covid-19 pandemic, the influence of spiritual leadership styles can improve psychological well-being. During the pandemic, teachers and employees need a leader who can provide an assessment at work, with a more significant workload due to home policy work. Making employees and teachers work harder than before the Covid-19 pandemic.

However, this study failed to prove the hypothesis that spiritual leadership has a significant effect on innovative work behavior. The significant value of the spiritual leadership relationship to innovative work behavior (0.457) is more significant than 0.05, which means H1a is rejected. The study results support the statement that spiritual leadership does not directly influence innovative work behavior (Supriyanto et al., 2020; Wang et al., 2019). Leadership does not play a role because innovation emphasizes creativity and improves performance by implementing ideas. Furthermore, innovative work behavior is described as individual attitudes that aim to achieve deliberate initiation and recognition (in a work, group or organizational role) for ideas, processes, and products, and IWB is developed as a measure of encouraging creative thinking. IWB is influenced by several factors, including task autonomy, learning opportunities, job involvement, employee motivation and emotional distress. Furthermore, feelings of comfort with work result in constant work engagement and freedom from emotional stress, and hence a greater propensity for innovation.

Hypothesis	Path Coefficient	t statistic	p-value	Result
Spiritual Leadership - PWB -IWB	0.066	3.193	0.001	Significant

Table 3: Hypothesis Testing Result of Indirect Effect

Furthermore, this study investigates the mediating effects of knowledge sharing and job creation. For investigation, each relationship was tested using PLS path analysis. We use the specific indirect effect values listed in the PLS output. Table 4 above shows that the role of psychological well-being as a mediation between the spiritual leadership relationship to

innovative work behavior is proven significant. The significant value of the indirect effect is less than 0.050, which means that H3 is accepted. Based on analysis from previous research on spiritual leadership, it can improve psychological well-being (Hunsaker, 2020a; Wahid & Mustamil, 2017; Zou et al., 2020).

Furthermore, there is a significant influence between

psychological well-being and innovative work behavior (Zhou et al., 2020). Then research from Sharifirad (2013) states that psychological well-being mediates the effect of transformational leadership on innovative work behavior. In addition, previous research has found that employee well-being is a mediating variable between spiritual leadership and work-family conflict (Hunsaker, 2020b). Strengthened using spiritual leadership theory from (Fry 2003; Fry & Nisiewicz, 2013) explains that the leadership model uses an intrinsic motivation model by combining vision, hopes/beliefs, altruistic values, and spirituality in the workplace and spiritual well-being. Then this study's results are new findings because no previous research has examined the mediating role of psychological well-being between the spiritual leadership relationship with innovative work behavior. So, psychological well-being could affect the spiritual leadership relationship with innovative work behaviors that were initially insignificant to be significant.

This research provides the results of empirical studies. First, our research contributes to the spiritual leadership literature by developing empirical studies that show spiritual leadership has a significant effect on psychological well-being. Second, our results explain the influence of spiritual leadership on innovative work behavior. In contrast to our proposed hypothesis, spiritual leadership does not influence the increase in innovative work behavior. Perhaps, this can happen because employees have other motivations in increasing innovative work behavior. Third, this study's results contribute to the literature on spiritual leadership, psychological well-being, and innovative work behavior with an integrated model in the education sector affected by the Covid-19 pandemic in Surabaya city, Malang city Sumenep, East Java.

Furthermore, our research results support the spiritual leadership theory (STL) developed by (Fry 2003; Fry & Nisiewicz, 2013). Spiritual leadership theory explains that a leadership model uses an intrinsic motivation model by combining vision, hopes/beliefs, altruistic values, and spirituality in the workplace and spiritual well-being. Based on the theory above, we believe that spiritual leadership can significantly improve employee welfare, one of which is psychological well-being because spiritual leadership is closely related to one's inner self.

The study results have also answered previous research recommendations from (Afsar et al., 2020), which suggested adding a psychological empowerment variable between the influence of leadership style on innovative work behavior. Then the Covid-19 pandemic encourages all sectors to work more effectively and efficiently, especially in organization, which has a big responsibility in educating the nation for its future generations. Our research confirms that employees well being can significantly increased innovation. Specifically, this study proves psychological well-being to be a contingency factor explaining how spiritual leadership styles can increase innovative work behavior in schools in East Java Province.

5. Conclusion

The results of this study indicated that spiritual leadership directly affected psychological well-being. The mediating role of psychological well-being in the spiritual leadership influence on innovative work behavior can be significantly proven. Interestingly, this study found different research results that spiritual leadership could not increase innovative work behavior. Employees can increase innovative work behavior without any influence from the leadership. Employees should consider their psychological well-being, both in terms of salaries, incentives, workloads, and all the employees' guarantees in their lives. With a guarantee from the organization, employees will provide high

work innovation for the organization's progress.

This research is not free from limitations. The sample is limited to a specific region in a country, namely Indonesia. Research is also carried out in a specific domain: teachers and school employees in high schools. Thus, the study results cannot be generalized to all teachers at different levels. Then, the sample in this study is still limited.

Furthermore, most respondents in this study are millennials aged 26-30 years, so they have different characteristics from the previous generations. Last, the research was carried out in a very particular context during the COVID-19 pandemic. So the results of the study could be different under normal conditions.

Future researchers are expected to compare with other countries, add a larger sample, and carry out under normal conditions. Furthermore, the next researcher should add mediating variables and examine different fields such as state-owned and private companies to obtain research results that can be applied to companies in general.

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