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EMPLOYEES' INNOVATION ON HOSPITALITY INDUSTRIES AS REVIEWED FROM THE IMPACT OF TRANSFORMATIONAL LEADERSHIP AND LEARNING ORGANIZATION

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Abstract

Sudden disruption caused by Covid-19 and VUCA business environment has been a wake-up call for business organizations to change, adapt, and transform. Hospitality business organizations, as one of the impacted industries, require transformative leaders to create Learning Organization environment, and to set innovative organization members. This research investigates the relation between Transformational Leadership, Learning Organization, and Innovative Work Behavior particularly in Hospitality Industries (hotels and restaurants) in Surabaya. This research mainly explores theoretical gap left by the predecessor researches by adopting new scaling used especially to evaluate Transformational Leadership and Learning Organization, and methodological gap by utilizing multivariate data analysis towards the respondents' groups. This research is designed as a descriptive quantitative study, in which data is collected through questionnaire towards the sample. This study points out that while Transformational Leadership does correlate positively with the creation of Learning Organization, it possesses no significant relationship with the establishment of Innovative Work Behavior among the leaders group. Learning Organization also does not mediate the effects between those two. Operational staff, nevertheless, still significantly and positively affected by relation as pointed out by multivariate data analysis.

Keywords: innovative work behavior, transformational leadership, learning organization, hospitality.

Abstrak

Disrupsi mendadak yang disebabkan oleh Covid-19 dan lingkungan bisnis VUCA telah menjadi pengingat bagi organisasi bisnis untuk berubah, beradaptasi, dan bertransformasi. Organisasi bisnis dunia ramah-tamah, sebagai salah satu industri yang terkena dampak, membutuhkan pemimpin transformatif yang dapat menciptakan Learning Organization, serta membentuk anggota organisasi yang inovatif. Penelitian ini menyelidiki hubungan antara Kepemimpinan Transformasional, Learning Organization, dan Innovative Work Behavior khususnya di Industri Ramah-tamah (hotel dan restoran) di Surabaya. Penelitian ini mengeksplorasi kesenjangan teoritis yang ditinggalkan oleh penelitian sebelumnya dengan mengadopsi penskalaan baru yang digunakan untuk mengevaluasi Kepemimpinan Transformasional dan Learning Organization; serta kesenjangan metodologis dengan memanfaatkan analisis data multivariat terhadap kelompok responden. Penelitian ini dirancang sebagai penelitian kuantitatif deskriptif, dimana data dikumpulkan melalui penyebaran kuesioner terhadap sampel. Studi ini menunjukkan bahwa Kepemimpinan Transformasional berkorelasi positif dengan pembentukan Learning Organization, namun tidak memiliki hubungan yang signifikan dengan pembentukan Innovative Work Behavior di dalam kelompok pemimpin organisasi. Learning Organization juga tidak memediasi efek antara keduanya. Staf operasional, bagaimanapun, masih secara signifikan dan positif dapat dipengaruhi oleh hubungan tersebut, seperti yang ditunjukkan oleh analisis data multivariat.

Keywords: innovative work behavior, kepemimpinan transformasional, learning organization, hospitality.

INTRODUCTION

Disruption wave affected by worldwide digitalization, the shift into industry 5.0, Covid-19 pandemic, and VUCA (Volatile, Uncertain, Complex, and Ambiguous) business environment have pushed a number of organization to create changes. Changes are required in

order to survive, and agility to adapt with a dynamic situation is required.

One of the sectors severely affected from disruption is hospitality. In the case of Food and Beverage (F&B) industries, Indonesia Association of Hotel and Restaurant or *Persatuan Hotel dan Restoran Indonesia (PHRI)* reported at least 1033 restaurants in Indonesia

alone had been closed due to declining number of people travelling during the pandemic (Kompas, 2021). Less number of people were travelling to avoid the risk of getting exposed from the virus (Venkateswaran, 2019). New standards were implemented by the regulators (government) to reinstate people's confidence in the hospitality sectors. As a result, hotels and restaurants were also required to adjust their operational system according to the regulation set by the government. Agility to keep up with uncontrolled changes, and creative business breakthrough is inevitable, adapt or perish.

In order to brace existing external (uncontrollable) changes, hospitality business organizations do need support from their internal environment. Leadership system is one of the components of essential internal environment in an organization (Phongsichomphu, 2013). Nevertheless, it is important to note that not all of the leadership styles practiced in the real-world circumstances possesses significant impact towards the establishment of dynamic environment in an organization, which has already become a requirement in today's dynamic business environment, particularly in hospitality industries. Transformational Leadership is one of the leadership styles proven to be effective in creating organization model adaptive in facing challenges and dynamic business environment (Pui Teng & Hassan, 2015).

The implementation of Transformational Leadership correlates with one of the super-agile and adaptive organizational models, namely Learning Organization (Izham et. al., 2011; Di Schiena et. al., 2013; Pui Teng, et. al., 2015; Gil et. al., 2019). LO itself can be defined as an organizational model which provides empowerment towards its members to be both facilitator and learning units (Örtenblad, 2018). A strong characteristics of LO is on its conformity with any organization or business under competition and disruption, as this organizational model will 'force' its members to be agile, creative, and adapt with both internal and external through sustainable learning process and human resource development changes (Noe et al., 2016). This organizational model, to certain extent, is able to answer current dynamic business environment. This is possible due to the existence of experiment, improvement, and repair process on the capabilities which emphasizes on the organization's horizontal structure, empowerment, collaboration, and sustainable adaptation (Kessler, 2017).

Besides Learning Organization, Transformational Leadership system also possesses tight correlation with Innovative Work Behavior (Slåtten & Mehmetoglu, 2015; Aryee et. al., 2012; Weng et. al., 2015; and Hu et.

al., 2013). This concept is required to create more agile and adaptive organization, as the members of the organization will have to create frequent innovation to fulfill the demand of an organization. Innovative Work Behavior is acting as the endogenous variable in this research, due to the environment nature of hospitality industry, as one of the heavily disrupted industries (Breier, 2021), which relies so much on the innovation strategies to survive (Martin-Rios & Ciobanu, 2019). Innovation has been deemed as one of the most important success factors for hospitality industries to navigate through crisis (Breier, 2021).

This research aims to fill the theoretical gap (Miles, 2017) by adopting 'fresh from the oven' scaling (Wibowo, et al., 2022) to measure both Transformational Leadership and Learning Organization. The novelty of the scaling used in this research is expected to provide time-relevant result, especially in the context of time period within Covid-19 pandemic. Still related with theoretical gap, Learning Organization in this research also functions as the mediating variable, as not many previous researches position this construct as the mediator. In addition, alternative perspective to analyze effects of constructs correlation on different groups of respondents (leaders vs staff) is also provided by performing multivariate data analysis towards staff and leaders; this also serves to fill the void of methodological gap (Miles, 2017) left by the previous researches. This research is also designed to explain the correlation between the implementation of Transformational Leadership and Innovative Work Behavior, particularly as mediated by Learning Organization among the employees. In relation with the implications toward hospitality industries, this research is expected to serve as the main reference of the hospitality businesses' owners in implementing Transformational Leadership, as well as in creating adaptive atmosphere to face disruptive business environment.

LITERATURE REVIEW

Transformational Leadership

Transformational Leadership is a leadership method conditioning empowerment towards all members of the organization, in order to help them achieve their personal best with overall aim on the betterment of the organization (Northouse, 2012). Transformational Leadership has been designated as a determining factor towards the performance of an organization (Patiar & Wang, 2016). Four elements establishing Transformational Leadership are Idealized Influence, referring to the charisma of a leader; Inspirational Motivation,

referring to how the leader is able to inspire and motivate his members; Intellectual Stimulation, referring to leaders' effort to provide meaningful challenge in order to improve members' performance; and Individual Consideration, referring to how a leader provides equal consideration towards all members of his organization (Dumdum & Avolio, 2013). All of the components are inseparable between one another.

Towards the hospitality industry as an object, several researches have elaborated the effectiveness of Transformational Leadership to improve many aspects within the industry, including employees' innovative behavior (Slåtten & Mehmetoglu, 2015), organizational commitment (Dlamini et. al., 2017), employees' retention (Ohunakin et. al., 2019), and many others. In the context of this research, Transformational Leadership is measured from Wibowo et. al. (2022). This scale has included all of the 4 Is, and is able to be universally utilized in any organizational context with minor adjustment.

Learning Organization

Learning Organization is a condition in which an organization conducts continuous and sustainable learning process by empowering its members. This is achieved not only by empowering them to learn new things, but also to share them with other members of the organization for mutual benefits (Noe et. al., 2016). This organization model does not accommodate 'comfort zone' in a lengthy period, considering that existing resources (particularly human resources) will be empowered to adapt with existing changes. Not only the members of the organization is empowered, leaders also possesses a duty to improve themselves as relevant as possible with the change (Shin et.al., 2017). A number of previous researches has pointed out success on the implementation of Learning Organization on business organizations by applying controlled change; for example, ones previously conducted by Gagnon et al., (2015), Pui Teng & Hassan (2015), Di Schiena et. al., (2013), Elshanti (2017), and Rijal (2016).

In the context of hospitality industry, Learning Organization model has been proven to deliver several benefits, namely job embeddedness (Kanten et. al., 2015), inovativeness (Brazdauskas & Gaigalaite, 2015), and organizational effectiveness (Al-Zaareer & Al-Damen, 2021). This researches, nevertheless, only regard lodging industries or hotels to represent hospitality industries.

In this research, the scaling to measure the existence of Learning Organization in the object industries is adopted from Wibowo (2022). This scaling is developed by Torokoff & Mets (2007), and has been

proven to be valid and reliable for the use in various organizational context after further development from the following researches (Yaşlıoğlu et. al., 2014; Wibowo, et. al., 2022).

Innovative Work Behavior

Innovation refers to the process of creation and establishment of idea. Innovation is required as a tool to adapt with uncertain environment or situation. High innovation level in business produces higher productivity and economic level. Innovative behavior is the implementation of creative ideas containing important roles for the organization to survive and in business context, to run business activities more efficiently and effectively (Sparks, 2019).

De Jong (2008) defines innovativeness and Innovative Work Behavior as individual traits aiming to achieve initiative and recognition on the work role in a group, or in an organization which originated from supportive and beneficial ideas, procedures, and processes. Other definition is provided by Shanker et. al. (2017), who defines Innovative Work Behavior as wise but out-of-the-box behavior not explicitly regulated by the job or role description. In modern workplace context, new ideas to create significant changes are highly on demand. Creating new routines, simplifying process, utilizing new work tools, improving internal and external collaboration also belong to Innovative Work Behavior (Siregar et. al., 2019). According to Newman et. al. (2018), innovation is an essential element to present sustainable competitive advantage in an organization. Innovative Work Behavior can therefore be concluded as an wisely conducted behavior or action not covered on the job description, which results on the production and the implementation of new ideas beneficial for an organization and surrounding environment.

Innovative Work Behavior is an integral part of hospitality organizations to survive. Several researches have elaborated the importance and benefits of Innovative Work Behavior within hospitality service industries (Slåtten & Mehmetoglu, 2015; Luu, 2021; Farrukh et. al., 2022).

Transformational Leadership and Innovative Work Behavior

Slåtten & Mehmetoglu (2015) emphasizes that Transformational Leadership improves positively on employees' Innovative Work Behavior in hospitality industries, despite taking time. In other object industry context, the similar correlation appears, this can be found on Aryee et. al., (2012) and Weng et. al., (2015) – which respectively investigated the same correlation in a telecommunication company in China and a hospital

in Taiwan. Furthermore, as explained by Hu et. al., (2013), Transformational Leadership and Innovative Work Behavior correlates both directly (through antecedent and mediators) and indirectly (through individual and group level factors).

Transformational Leadership and Learning Organization

A number of researches have elaborated the positive correlation between those two constructs, regardless the context of organization and culture (Izham et. al., 2011; Di Schiena et. al., 2013; Pui Teng, et. al., 2015; Gil et. al., 2019). Particularly in hospitality businesses context, research from Pimapunsri (2014) becomes the main reference. This research, as well, emphasizes a strong and positive correlation between Transformational Leadership and Learning Organization .

Learning Organization and Innovative Work Behavior

Research from Park, et. al., (2014) indicates that learning organization culture possesses direct and indirect impact towards employees' Innovative Work Behavior. Other research from Sung & Choi (2014) additionally mentions that learning behavior works hand-on-hand with innovative behavior to enhance human resource quality in an organization. More towards local context, research from Anwar, et. al. (2017) has also a positive correlation between Learning Organization and Innovative Work Behavior, especially if mediated through work engagement.

Mediating Role of Learning Organization

While not many, several research has previously investigated the mediating role of Learning Organization. Research from Tortorella, et. al., (2020) elaborates how Learning Organization strongly impacts the relationship between Total Quality Management and the improvement of Organizational Performance. Other research from Fernández & Alegre (2015) also explains how Learning Organization successfully mediates the relationship between entrepreneurial orientation and export intensity in a SME.

Based on the relation between concepts previously mentioned, four hypotheses are thereby proposed:

- H₁: Transformational Leadership has positive and significant correlation towards Innovative Work Behavior among the employees of hospitality industries.
- H₂: Transformational Leadership has positive and significant correlation towards the creation of

Learning Organization among the employees of hospitality industries.

- H₃: Learning Organization has positive and significant correlation towards Innovative Work Behavior among the employees of hospitality industries.
- H₄: Learning Organization positively and significantly mediates the impact of Transformational Leadership towards Innovative Work Behavior.

RESEARCH METHOD

This research utilizes quantitative method to measure the relationship between investigated constructs. This research presents its findings descriptively, therefore it could be said that this is a descriptive – quantitative research investigating the relationship between Transformational Leadership, Innovative Working Behavior, and Learning Organization on the hospitality industries in Surabaya. In addition, explanatory research is also adopted to provide better elaboration on the relationship between those constructs (Ghozali, 2014).

The population of this research is focused on the employees of hospitality industries (restaurants and hotels) in Surabaya. Non-probability purposive sampling is utilized as no equal opportunity is provided among the population. The amount of sample participated in this research is 100 employees (who still have direct supervisor) taken from hotels and restaurants (representing hospitality industries) around Surabaya. The number of employees is regarded based on Hair's et. al., (2017) minimum requirement for accurate Partial Least Square prediction. Data is collected through online questionnaire distributed among the targeted samples. Question items regarding Transformational Leadership and Learning Organization are derived from Wibowo, et. al., (2022), while items regarding Innovative Work Behavior are adopted from Siregar et. al., (2019). All of the scaling have undergone prior adjustments to make it more relevant with the object industry. Data is collected in form of numerical, categorial, and binomial items.

This research utilizes Partial Least Square - Structural Equation Modelling PLS - SEM) to obtain multivariate data analysis towards the research model. Convergent validity is measured from AVE score, while the discriminant validity is measured by using Fornell-Larcker criterion. Afterwards, inner model testing (both bootstrapping and blindfolding testing) is conducted in order to investigate the relation between exogenous, endogenous, and mediating variables. As the final step, multivariate data analysis (Hair et. al., 2014) is also performed towards employees group from two working positions: staff (currently having direct

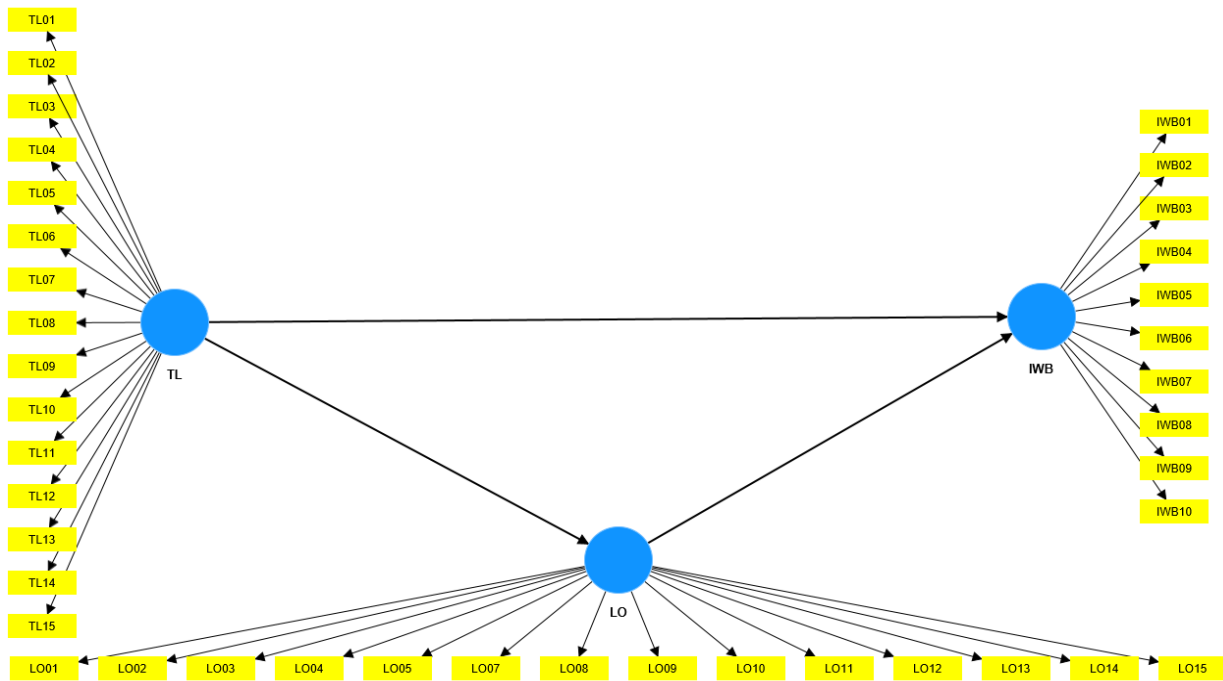


Figure 1. Research Model

supervisor with no managerial leadership or supervision responsibility) and leaders (supervisors and managers who perform managerial leadership roles). This is performed to find out which employee level having the strongest and the least constructs correlation.

RESULTS

Respondents' profile and Descriptive Analysis

Table 1. Respondents' Demography

Category (years old)	Male	Female	Total Frequency
17 – 26	22	31	53
27 – 36	14	15	29
37 – 46	7	6	13
47 – 56	0	5	5

Table 2. Respondents' Education

Category	Male	Female	Total Frequency
Secondary School	4	5	9
Diploma	12	8	20
Bachelor	27	44	71

Table 3. Respondents' Working Position

Category	Male	Female	Total Frequency
Operational Staff	24	25	49
Supervisor	9	13	22
Manager	10	18	28
General Manager		1	1

As seen on the respondents profile (Table 1 – Table 3), employees ranged between 17-26 years old with diploma degree education level, and currently working as operational staff in hospitality industries in Surabaya become the preponderant respondent participating in this research.

Table 4. Mean Analysis

Variables	Mean	Rate	Standard Deviation
Transformational Leadership	4.287	Very High	0.779
Learning Organization	4.147	High	0.870
Innovative Work Behavior	4.304	Very High	0.676

Meanwhile, based on the descriptive statistics analysis, it can be inferred that all constructs set relatively high score on their mean (average 4 out of 5 Likert scale). On the other words, respondents have agreed that their leaders are mostly performing their leadership style transformatively. In addition, respondents have also agreed to the existence of Learning Organization atmosphere on their workplace, despite not being as confident as their perception towards both Transformational Leadership and Innovative Work Behavior.

Based on the outer model evaluation (Figure 1), some indicators which possess outer loading factor lower than 0.4 are require to be omitted (Hair et. al., 2017). Omitted indicators of Transformational Leadership involve both TL01 and TL02, Innovative

Work Behavior on both indicators IWB02 and IWB07, while Learning Organization construct suffers no omission. Figure 2 shows research model post data reduction process.

Table 5. Convergent Validity, Construct Reliability, Average Variance Extracted, and Determination Coefficient

Constructs	Indicators	Outer Loading	Remarks	
<i>Innovative Work Behavior</i>	IWB01	0.584	Valid	
	IWB03	0.781	Valid	
	IWB04	0.579	Valid	
	Composite	IWB05	0.670	Valid
	Reliability = 0.827	IWB06	0.517	Valid
		IWB08	0.676	Valid
	AVE = 0.406	IWB09	0.576	Valid
	R Square = 0.163	IWB10	0.675	Valid
		LO01	0.637	Valid
		LO02	0.553	Valid
<i>Learning Organization</i>	LO03	0.692	Valid	
	LO04	0.679	Valid	
	LO05	0.645	Valid	
	Composite	LO07	0.595	Valid
	Reliability = 0.902	LO08	0.770	Valid
		LO09	0.708	Valid
	AVE = 0.429	LO10	0.652	Valid
		LO11	0.676	Valid
	R Square = 0.691	LO12	0.578	Valid
		LO13	0.663	Valid
	LO14	0.671	Valid	
	LO15	0.617	Valid	
<i>Transformational Leadership</i>	TL03	0.617	Valid	
	TL04	0.540	Valid	
	TL05	0.576	Valid	
	Composite	TL06	0.643	Valid
	Reliability = 0.907	TL07	0.746	Valid
		TL08	0.531	Valid
	AVE = 0.452	TL09	0.688	Valid
		TL10	0.608	Valid
		TL11	0.586	Valid
		TL12	0.816	Valid
		TL13	0.792	Valid
		TL14	0.733	Valid
		TL15	0.777	Valid

Composite reliability of all of the constructs possess score higher than 0.7, thus perceived reliable to use (Abdillah & Hartono, 2015). In this research, the AVE value of the constructs is deemed as acceptable if it surpasses the minimum outer loading value of 0.4 (Chin, 2009).

The R square value of Innovative Work Behavior is 0.163, thus considered weak (lower than 0.19). Therefore, it can be said that Innovative Work Behavior

value relies 16.3% on Learning Organization and Transformational Leadership, while the remaining 83.7% relies on constructs beyond this research.

Meanwhile, the R square value of Learning Organization is 0.691, thus considered strong (higher than 0.67). Thus, it can be said that Learning Organization value relies as much as 69.1 % on Transformational Leadership, while the remaining 30.9% relies on the constructs beyond this research.

For discriminant validity, cross-loading analysis was employed to identify the validity of each indicator rooted in latent variables. Table 6 shows that all indicators derived from the measurement scale have the highest loading score in each origin construct compared to loading score across other constructs. Thus, we can conclude that that all indicators are valid for measuring the latent variable.

Table 6. Discriminant Validity (Cross Loadings)

Indicators	IWB	LO	TL
IWB01	0.584	0.234	0.227
IWB03	0.781	0.406	0.365
IWB04	0.579	0.199	0.190
IWB05	0.670	0.199	0.208
IWB06	0.517	0.119	0.138
IWB08	0.676	0.161	0.127
IWB09	0.576	0.268	0.106
IWB10	0.675	0.286	0.257
LO01	0.244	0.637	0.471
LO02	0.196	0.553	0.412
LO03	0.349	0.692	0.553
LO04	0.338	0.679	0.626
LO05	0.245	0.645	0.556
LO07	0.256	0.595	0.447
LO08	0.238	0.770	0.690
LO09	0.225	0.708	0.580
LO10	0.195	0.652	0.553
LO11	0.237	0.676	0.535
LO12	0.193	0.578	0.378
LO13	0.216	0.663	0.499
LO14	0.328	0.671	0.638
LO15	0.373	0.617	0.554
TL03	0.159	0.522	0.617
TL04	0.116	0.464	0.540
TL05	0.199	0.520	0.576
TL06	0.228	0.482	0.643
TL07	0.342	0.625	0.746
TL08	0.153	0.446	0.531
TL09	0.170	0.535	0.688
TL10	0.352	0.524	0.608
TL11	0.162	0.396	0.586
TL12	0.193	0.666	0.816
TL13	0.274	0.711	0.792
TL14	0.208	0.589	0.733
TL15	0.355	0.668	0.777

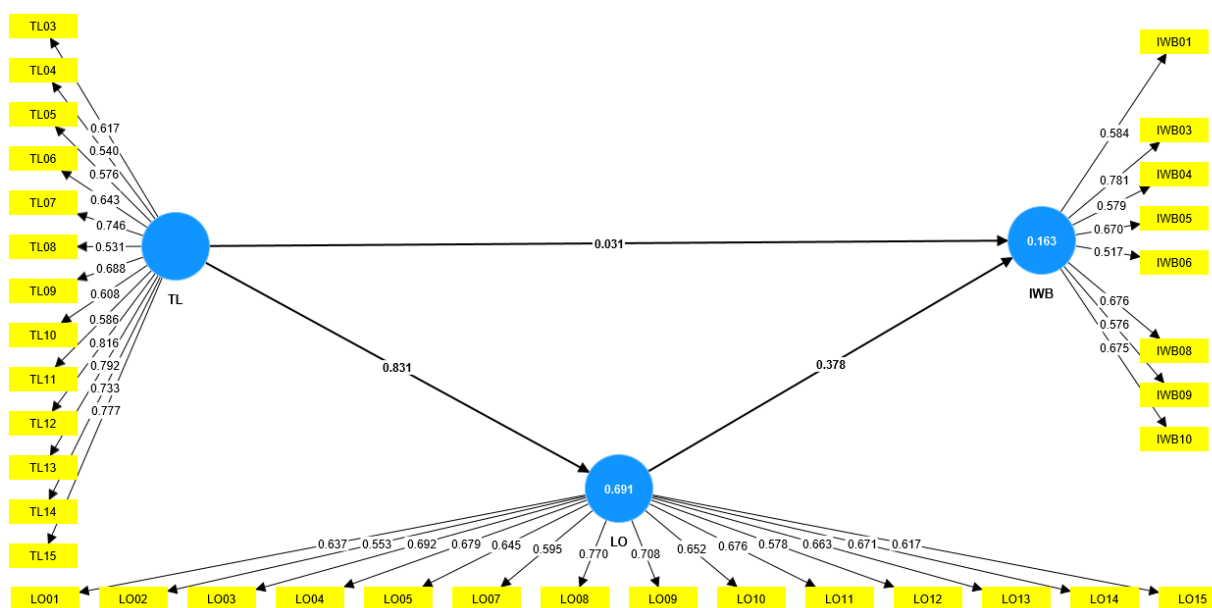


Figure 2. Research Model (Post Data Reduction)

Hypotheses Testing

Table 7. Hypotheses Testing

Path	Coefficient	T Statistics	P-values	Remarks
TL → IWB	0.031	0.115	0.909	Not Supported
TL → LO	0.831	13.657	0.000	Supported
LO → IWB	0.378	1.517	0.129	Not Supported
TL → LO → IWB	0.314	1.516	0.13	Not Supported

Hypothesis is supported if having p-value lower than 0.05 or T-statistics higher than 1.96. As displayed on the table above, all of the hypotheses are not supported but the second hypothesis investigating the relationship between Transformational Leadership and Learning Organization.

Multigroup Analysis

Table 8. Multigroup Analysis

	Path Coefficient	
	Leaders	Staff
LO → IWB	0.271	0.578
TL → IWB	0.125	0.044
TL → LO	0.915	0.691
TL → LO → IWB	0.248	0.399
	T Statistics	
	Leaders	Staff
LO → IWB	0.437	2.275
TL → IWB	0.206	0.184
TL → LO	24.957	8.968
TL → LO → IWB	0.436	1.947

	P-values	
	Leaders	Staff
LO → IWB	0.662	0.023
TL → IWB	0.837	0.854
TL → LO	0.000	0.000
TL → LO → IWB	0.663	0.052

As displayed on the table above, two highest comparisons between leaders group (General Manager, managers, and supervisors) and Operational Staff occur on the p-value on the correlation of Learning Organization towards Innovative Work Behavior, and on the Transformational Leadership towards Innovative Work Behavior, as mediated by Learning Organization. Therefore, it can be said that Learning Organization possesses significant influence towards Innovative Work Behavior among the operational staff of hospitality industries in Surabaya.

DISCUSSION

As elaborated on the result, H₂ becomes the only hypothesis supported in this research. This result is expected not does not come as surprise, considering numbers of previous researches also confirms similar result. Research from Izham et. al., (2011), Di Schiena et. al., (2013), Pimapunsri (2014), Pui Teng, et. al., (2015), Gurr (2015), Barath (2015), and Gil et. al. (2019) points out a strong and positive correlation between Transformational Leadership and Learning Organization in various industries and culture, particularly hospitality industry in this context. This reflects on the universal trait of the relationship and once

again emphasize the importance of adopting (or selecting leaders with) Transformational Leadership style to navigate a hospitality business in current disruptive era. Based on the model, indicator TL12 (My leader is able to become a good mentor or trainer to improve my performance) gains the highest loading value for Transformational Leadership aspect (0.816), this reflects on the importance of leaders' individualized consideration towards the development of members' personal development to accelerate agile atmosphere on their organization. Some research have also indeed pointed out the significance of mentoring on the implementation of Transformational Leadership, which supports the result (Montavlo & Veenema, 2015; Huang et al., 2016). Meanwhile, indicator LO08 (Individual performance and development are monitored routinely by my leaders) scores the highest loading factor in amount of 0.770, becoming the most reflective indicator on the construct. Seibold and Gamble (2015) mentions the importance of consistent performance monitoring process (as part of an organizational commitment) to strengthen Learning Organization atmosphere. In the context of this research, this can be interpreted that the goodwill of the leader to provide individual consideration for the members' personal development, must be accompanied by consistent monitoring process towards their learning curve, in order for the relation to achieve its full potential.

Meanwhile, insignificant correlation in H_1 (Transformational Leadership – Innovative Work Behavior relation), and on the mediating effect of Learning Organization on both Transformational Leadership as well as Innovative Work Behavior (H_4) come quite surprising, as previous research normally points out likewise. There are at least several factors that might contribute on this result. Slåtten & Mehmetoglu (2015) emphasize time as a strong mediating aspect that influence this relation. Leadership styles, including transformational takes some period of time before it becomes 'hardwired' among the organization members. This is the case of the research object industry. While 'time' does not become the aspect to consider this research, it is likely that the exposure of Transformational Leadership of the leaders transmitted towards their members have yet to reached its peak effect due to time limitation, causing insignificant correlations. In relation with Learning Organization not having significant correlation with Innovative Work Behavior (H_3), the result of multivariate data analysis has provided the answer. While unfortunately (and ironically) leadership groups have become more resistant, operational staff has been more willingly to open themselves towards learning atmosphere organization atmosphere within the

organization, resulting on overall better benefit on their innovation curve. This implying that operational staff are better prepared and suited to face changes happening on the hospitality establishments they are working on. Based on the respondents' profile of this research, it's worth noting that leaders' group composition dominates the overall respondents by 51% (51 people). While not significantly, this composition also contributes on the rejection of both H_3 and H_4 . There is a possibility of different result (both hypotheses could be supported) if the operational staff group, instead of the leaders' group, dominates the composition of the respondents.

CONCLUSION

As predicted on the trend pointed out by previous researches, Transformational Leadership possesses significant and positive impact on Learning Organization atmosphere which in this case, among the employees of hospitality industries in Surabaya. Transformational Leadership, on the other hand, does not possess significant correlation towards Innovative Work Behavior among the employees of hospitality industries in Surabaya. Similar result occurs on the relationship between Learning Organization - Innovative Work Behavior, and on the mediating role of Learning Organization within the relations between Transformational Leadership and Innovative Work Behavior, which pointing out no significant correlation in the context of hospitality industry in Surabaya.

Managerial Implication

This research serves as the basis for the leaders in hospitality industries (lodging and food and beverages businesses) to apply Transformational Leadership, as it has been well proven to lead industries-under-disruption to keep surviving through the existence of Learning Organization atmosphere. Despite a significant correlation, leaders are required to put emphasis towards individualized mentoring process to help each organizational member develop their full potential. This has to be done consistently, reflecting the commitment of the leader for the development of Learning Organization. Such activities might be time and effort consuming, therefore delegation process should be done by empowering sub-leaders to be mentors. This is possible due to the fact that Transformational Leadership is a sustainable type of leadership, meaning that its qualities is not innate, but passable to others through exposure (Juhro, 2020).

In relation to the result of multivariate analysis towards Learning Organization and Innovative Work Behavior relationship, as well as on the mediation effect of Learning Organization towards Transformational Leadership, leaders do need to be more aware that they can actually improve the innovativeness level of their employees (operational staff) by just focusing on the establishment of Learning Organization atmosphere in their organizations. In agile industries, where business environment is competitive and dynamic, employees need to be more innovative in providing solutions and making decisions. This will automatically be achieved foremostly through Learning Organization.

Limitation and Future Research

Limitations in this research concerns mostly on the method applied. Adopting merely quantitative approach is actually not enough to provide 'the bigger picture' of the result. Adopting mixed method approach would be beneficial to provide better investigation especially towards unsupported hypotheses. In-depth interview towards several representative subjects would fill the void left by the questionnaire data. In addition, as suggested that 'time', instead of 'Learning Organization', likely becomes better mediation on the relation between Transformational Leadership and Learning Organization, it is unfortunate that this research does not include 'working period' on the screening questions handed towards the respondents, thus hindering investigation regarding the unsupported hypothesis.

Therefore, in order to answer the methodological and knowledge gap (Miles, 2017) of this research, future research towards similar object (hospitality industries) are suggested to adopt mixed method, as well as to include working period on the screening questionnaire items. In addition, using more respondents is also suggested to improve the overall accuracy.

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