Transformative Work Behavior: Development and Validation of a Measurement Scale

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Abstract

The Transformative Work Behavior (TWB) concept is able to build optimal SME performance in a dynamic business environment, especially post-pandemic, through a strategic human resource and socio-emotional approach. Reflecting the important role of leadership in forming an innovative and adaptive work culture, which is one of the keys to the long-term success of an organization amidst market dynamics and an ever-changing environment. This paper aims to develop, validate and measure the variable mechanism of Transformative Work Behavior (TWB) as a concept scientific novelty. This research uses transformative learning theory, organizational knowledge creation theory, leadership theory, open innovation, social exchange theory as the basis for forming the novelty variable. The population in this study were digital creative MSMEs, questionnaires were given randomly, using non-probability sampling. Meanwhile, the sample size using the 10 times rule method is 280 samples. The analysis method used uses the SEM method. This paper is a concept development, validation and explanation of the mechanism for measuring the novel variable of transformative work behavior which has never been studied before.

Keywords: *Transformative Work Behavior, Innovative Work Behavior, Transformational Leadership, SMES*

INTRODUCTION

The topic of transformative leadership research emerges as transformational leadership developments that emphasize the relationship between inclusive beliefs, actions and outcomes (Gonzalez et al., 2022). Transformative leadership is a collaborative process (Neal, 2018). The researchers used a Transformative Leadership (TFL) topif with different meanings and measurements (Wilaphan et al., 2023). Research conducted on education and inclusion in school teachers in Australia (Carrington et al., 2024), relevant to performance in two different madrasas (Hasanah et al., 2023) and in modern educational institutions (Sarong, 2023). Other researchers apply TFL as the concept of Agile Transformative Ethics Leadership (TEA) as educational leadership influenced by ambidexterity, transformative learning, affective commitment, and education policy in Indonesia (Primahendra et al., 2024). Transformative leadership is linked to the promotion of inclusive learning environments in teachers (Wang & Dapat, 2024).

The concept of TFL became a topic associated with political democracy (Osman, 2024). Other researchers using TFL topics are associated with the concept of water, sanitation and hygiene (WASH). In addition, TLF is implemented in the mining and oil and gas industries (E. Sinaga, et. al., 2024). Transformative leadership is seen as a factor at the individual level that can significantly enhance employees' innovative behavior (Bin Saeed et al., 2019; Hughes et al., 2018; Wilaphan et al., 2023). Transformative leaders influence every facet of the learning system, having an important role in fostering learning through the absorption, assimilation, and application of knowledge (E. Sinaga, et. al., 2024).

Transformative leadership is leadership that emphasizes a leader (Indrayanto, 2017). It is necessary to motivate its subordinates to perform their responsibilities more than they expect (Bass et al., 2003). Transformative leadership must be able to define, communicate and articulate the vision of the organization, and subordinates must recognize (Vito et al., 2014). Transformative leadership is a new style of leadership, a leader's ability to

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work with and/or through others to optimally transform organizational resources in order to achieve goals in accordance with predetermined achievement targets (Wang & Dapat, 2024).

Innovation theory often emphasizes that innovation is broader than creativity and includes the implementation of the ideas created (Arijanto et al., 2022). Therefore, De Jong and Den Hartog developed innovative work behavior (IWB), not only to expose the problem of how to generate ideas but also to build the behaviors needed for the implementation of those ideas. The end of the IWB development process is to improve individual and organizational performance (Jong & Hartog, 2010). In a dynamic post-pandemic business era where innovative work behavior is needed, someone with an innovative character is the main key so that SMEs can bounce-back and have optimal performance (Kamarudin et al., 2021).

As far as the researchers know, there has not been found a research topic that examines the combination of transformative leadership and innovative behavior in the MSME sector. This research links transformative leadership with innovative work behavior, creating a new construct called transformative work behavior. Transformative work behavior (TWB) describes leadership traits that influence innovative work behavior in a transformative way. This means that leaders who exhibit transformative work behavior encourage their subordinates to not only create innovation, but also innovate deeply and have a significant impact on the organization. This research needs to be carried out and for various reasons that are very supportive, especially in efforts to improve the performance of MSMEs.

In 2021 after the Covid-19 crisis, the number of SMEs in Indonesia reached around 65.46 million units. This number is much higher than countries in ASEAN. However, when viewed based on its performance, Indonesia is even still inferior to Myanmar whose SMEs are able to contribute up to 69.3% of local GDP. Lagging behind Singapore SMEs whose contribution reached 38.3%, Thailand 28.7%, Myanmar 23.7%, and Vietnam 18.7% (Ahdiat, 2022). LIPI (2020), also revealed that SMEs in Indonesia have a high level of vulnerability with low SME performance. As many as 94% of SMEs experienced a decline in sales and based on his perception, as many as 85.42% of business actors were only able to survive the longest within one year after the crisis. In response to this phenomenon, several practical strategies must be implemented to improve the performance of SMEs. This study examines ways to improve the performance of SMEs in dynamic environments such as during post-pandemic recovery through a human resource strategy approach in the form of competitive and socio-emotional advantages. Research shows that the main concern of an organization's overall strategy and management in maintaining its competitive performance is to maintain a dynamic balance between what the organization has and what the environment demands so as to have an impact on stable and positive performance (Learned et al., 1965; Miles & Snow, 1978; Kuuluvainen, 2012).

From the socio-emotional side, the behavior of human resources (HR) in the business environment is also a strategic concern in improving organizational performance (Usman et al., 2021). HR who understands this will be ready to care for socio-emotional needs by committing to giving everything to the organization and its components effectively (Giao et al., 2020). This practice can produce beneficial outcomes for the entire organization (e.g. increased commitment and knowledge sharing to improve organizational performance (Dirican & Erdil, 2020; Tian et al., 2014). In the 21st century and post-crisis, the business environment has become more dynamic, complicated, full of socio-economic, and industrial problems, and there is no doubt that business people will undergo more dramatic changes. Along with the rapid development of science and technology, human resources are becoming a major competitive factor in organizations (Dessler, 2021). In a dynamic post-pandemic business era where innovation work behavior is needed, someone with an innovative character is the main key so that SMEs can bounce-back and have optimal performance.

Transformative Work Behavior is formed through a series of stages related to transformative learning within an organization or industry. From an organizational transformative learning perspective, learning-oriented companies demonstrate real change at the cultural level (Schein, 1985). Its transformative character must be embedded into transformative innovation. That is, transformative ability refers to innovation work behavior.

The development of this research model is expected to bridge the gap between transformative leadership and innovative work behavior. This study provides a measurement mechanism and is then tested statistically to be able to explain the role of transformative work behavior associated with dynamic capability, organizational commitment, and knowledge sharing (Marampa et al., 2020). So that it will become a specific unit and can be implemented in MSMEs.

The overall contribution of this paper is that this research adds to the study of transformative leadership theory and innovative work behavior, and contributes to improving the performance of MSMEs. This paper discusses the novelty variable, namely Transformative Work Behavior (TWB) by developing indicators of measuring transformative leadership and innovative work behavior using factor analysis and ends with some research recommendations for the future.

THEORITICAL FRAMEWORK

Transformative Leadership

The initial concept of transformative was put forward by Burns in 1978 and further developed by Bass in 1985. Transformative leadership operationalizes the concept of leadership transformation Burns (1978) answered his call for leadership to revolutionize the complete and complete transformation of the entire social system. Transformative leadership theory begins with questions of justice and democracy (Darmawan & Bagis, 2024); He criticized unfair practices and offered promises not only of better individual achievement but a better life lived together with others (Osman, 2024). Burns first defines transactional leadership before defining transformational leadership (Indrayanto, 2017). According to Burns, transactional leadership is defined as leadership based on transactions or exchanges that occur between leaders and subordinates (Gom et al., 2021). This exchange is based on the leader's discussion with related parties to determine the needs, specifications and conditions of rewards or rewards that will be given to subordinates if subordinates meet or achieve the conditions determined by the leader (Wilaphan et al., 2023).

Transactional leadership sees the needs of subordinates as potential motivators and realizes subordinates that every action taken by subordinates will be appropriately rewarded (Bass et al., 2003). Transactional leadership deals with subordinate needs focused on change, where the leader meets the needs of subordinates in change to improve performance (Bass, 1995). This shows that transactional leaders act by avoiding risk and building subordinates' confidence so that subordinates are able to achieve goals (Maheshwari, 2022). Transformative leadership is an approach that focuses on developing the potential of individuals and organizations through change and innovation (Shields & Hesbol, 2020). A transformative leader has a clear vision, can communicate that vision in an effective way, provides strong motivation, and has the ability to lead and direct his followers in an effective way (Carrington et al., 2024).

Innovative Work Behavior

Innovative work behavior is individual behavior aimed at achieving initiation and intentional recognition (in a job, group or organizational role) of a useful idea relating to a process, product or procedure (De Jong & Den Hartog, 2010). (Primahendra et al., 2024) Defining innovative behavior as behavior that emphasizes the existence of creative attitudes in order to occur a process of changing attitudes from traditional to modern, or from attitudes that have not advanced to attitudes that have advanced. According to (Yuan & Woodman, 2010). Innovative work behavior is the desire of organizational members to introduce, propose and apply new ideas, products, processes, and procedures to their work, work unit or organization. Kleysen & Street, (2001) Defines innovative behavior as the entirety of individual actions that lead to the emergence, recognition, and application of something new and beneficial at all levels of the organization. Innovative behavior is the gradual process of introducing a problem, coming up with an idea or solution, building support for the idea, and implementing the idea (Scott et al., 1994).

In the context of human resources, there are at least 3 HR requirements indicated as a qualified person, namely having innovative work behavior (Bos-Nehles et al., 2017; Jiménez-Jiménez & Sanz-Valle, 2011) and principled

and have a leader spirit (Hewitt et al., 2014). In a dynamic business environment, a leader who has the special ability to control it is needed.

Basic Rationale Developing The Concept Of Transformative Work Behavior

This leadership character allows individuals to innovate transformatively, which means they not only make simple or incremental changes, but also fundamentally change paradigms, processes, or products. When the situation requires innovation, individuals with transformative work behavior will be courageous and committed to making the necessary changes, even if it involves significant risks or changes in the way they think and act (Rosid et al., 2024). With transformative work behavior, individuals within the organization can become effective agents of change, leading innovations that spark organizational growth and progress. This reflects the important role of leadership in shaping an innovative and adaptive work culture, which is one of the keys to the long-term success of an organization amid changing market dynamics and environment (Bagis, 2022).

Several practical strategies should be implemented to improve the performance of SMEs. This study examines ways to improve the performance of SMEs in dynamic environments such as during post-pandemic recovery through a human resource strategy approach in the form of competitive and socio-emotional advantages. Research shows that the main concern of an organization's overall strategy and management in maintaining its competitive performance is to maintain a dynamic balance between what the organization has and what the environment demands so as to have an impact on stable and positive performance (Learned et al., 1965; Miles & Snow, 1978; Jam et al., 2013; Kuuluvainen, 2012).

TWB is a new construct formed from transformative leadership and innovative work behavior, which emphasizes the importance of an SME actor must have a transformative and innovative leadership spirit, namely doing what must be done so that SMEs can create positive changes in the organization and have optimal performance. Transformative is emphasizing a thought where something that should happen must be done (Burns, 1998). Transformative character is more than just enhancing individual achievements and aspiring to create a better life with others. But it also draws on moral goals, intellectual and social development, and a focus on social justice in transformative leadership (Shields & Hesbol, 2020). In this context, it is explained that if an innovation must be transformed or must be carried out, it must be done.

Transformative work behavior is characterized by a critical approach based on Paulo Freire's four appeals, namely critical awareness, reflection, analysis, and activism to realize an ideal. Transformative generally refers to something that causes significant change or transformation. It implies a person, process, or event having the power to change the current state or state of something or someone. It often emphasizes the impact or outcome of the change, which is generally expected to be positive and measurable. A business actor with strong and principled leadership character can create a transformative innovation that can have an impact on the performance of SMEs (Hewitt et al., 2014).

Transformative work behavior (TWB), which includes innovative and adaptive work practices, serves as a link between dynamic capabilities, organizational commitment, knowledge sharing, and SME performance. Therefore, it can be concluded that transformative work behavior is an action or attitude that leads to significant changes or transformations in the work environment. This includes active involvement in efforts to create innovation, drive positive change, and pursue ideal goals. Transformative work behavior is not only concerned with individual achievement but also includes moral aspects, intellectual development, social, and a focus on social justice.

Transformative Work Behavior is formed through a series of stages related to transformative learning within an organization or industry. First of all, from the perspective of organizational transformative learning, learning-oriented companies show real change at the cultural level (Schein, 1985). It is not just about the acquisition of new knowledge, but also about how that knowledge is effectively integrated and applied in a highly dynamic organizational context. Companies must actively retain and enrich the knowledge absorbed in order to compete and thrive in a constantly changing environment (Lane et al., 2006; Marsh & Stock, 2006).

Transformative learning theory is understood as a shift in consciousness that allows individuals to change the way they are in the world dramatically and irreversibly. This process involves deep reflection on the experiences, beliefs, and values underlying an individual's behavior (Kroth & Cranton, 2014; Meyer et al., 2010; O'Sullivan et al., 2002). By questioning and evaluating their mental paradigms, individuals can expand their understanding of the world and adopt a more open attitude towards change.

Then, the principle of transformative learning brings a person into the best version by reinforcing behaviors that are synonymous with leadership character. Transformative leadership, as distinct from transactional and transformational leadership (Suroya et al., 2023), is not just about achieving organizational goals efficiently, but also about creating an environment where organizational members can grow and develop personally (Shields & Hesbol, 2020). Transformative leaders challenge existing norms and inspire others to see greater potential in themselves and their organizations.

The theory also states that individuals can develop cognitively and become the best version of themselves by watching others and deriving information from social interactions (Lee et al., 2021). In this context, the existence of dynamic capability, organizational commitment, and knowledge sharing can stimulate individuals in the organization to develop leadership and innovative characteristics. Then based on the crisis management approach (James & Wooten, 2005), The best thing to have in times of crisis and fluctuating situations is to have a leader with specific abilities. Organizational Knowledge Creation Theory looks at how knowledge and information are used to create value for an organization. It covers how individuals in organizations create, crystallize, and connect their knowledge to the organization's overall knowledge system (Pusporini et al., 2021). In this context, what individuals know in the workplace can be valuable resources that contribute to organizational growth and innovation.

Innovative work behavior plays an important role in creating valuable organizational knowledge and generating an innovative culture within the organization. Individuals who exhibit innovative work behaviors tend to create, share, and implement new ideas that enable organizations to adapt to changing environments, increase efficiency, and develop new products or services. Therefore, organizations can use Organizational Knowledge Making Theory to understand how their resources and strategies can be used effectively to create and maintain competitive advantage in an ever-changing era.

RESEARCH METHOD

Sample

The population to be used in this study is digital creative SMEs in Bandung. The sampling technique used in this study is Non-probability sampling (Rubin & Babbie, 2010). The sampling distribution was carried out randomly to digital creative SMEs in Bandung. This technique has several advantages including the availability of flexible samples and easier to do (Nasution, 2003). The sample size in this study was determined using the 10-times rule by method Hair et al., (2017) So that a sample size of 280 samples was obtained. The selection of the 10-times method to determine the minimum number of samples is based on previous research which explains that this method is suitable for the SEM method. Furthermore, this method has a high level of effect size (Kock & Hadaya, 2018).

Material

The study followed a behavioral approach to the subject and belonged to the category of research surveys, where questionnaires were used as data collection tools. Transformative work behavior (TWB), which includes innovative and adaptive work practices, serves as a link between dynamic capabilities, organizational commitment, knowledge sharing, and SME performance. TWB is a new construct formed from transformative leadership and innovative work behavior, which emphasizes the importance of an SME actor must have a transformative and innovative leadership spirit, namely doing what must be done so that SMEs can create positive changes in the organization and have optimal performance. This includes active involvement in efforts to create innovation, drive positive change, and pursue ideal goals. Transformative work behavior is not only concerned with individual achievement but also includes moral aspects, intellectual development, social, and a

focus on social justice. Indicators for building transformative work behavior constructs are the result of combining transformative leadership and innovative work behavior measurement items. Related to transformative leadership items (Shields & Hesbol, 2020) dan innovative work behavior. Transformative work behavior is divided into 4 dimensions and 12 indicators.
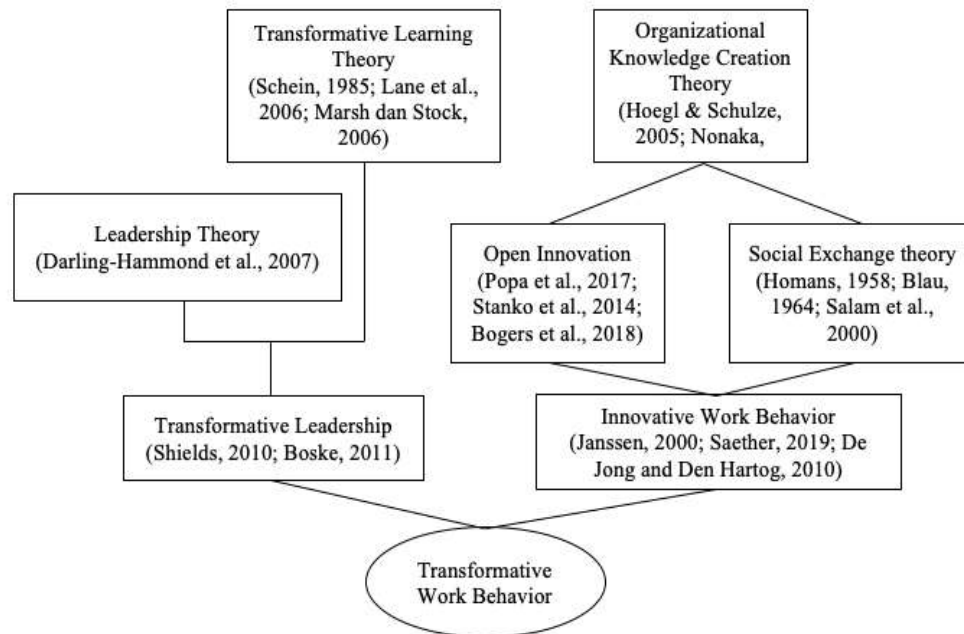

Figure 1. State of The Art Transformative Work Behavior

PROCEDURE

Stage 1 Development of Indicators

Conceptual clarification of the proposed concept must be done at an early stage, so that clearly described dimensions according to the theoretical context and discussion that will clarify how this construct differs from other variables in a study. The development of new constructs of transformative work behavior at an early stage is carried out by synthesizing findings from the literature and asking for expert opinions through interviews, linking with theories and proposing research models so that new constructs can be linked to other variables.

Transformative work behavior as a construct that is consistent with transformative learning theory and organizational knowledge creation theory and leadership theory, this research defines transformative work behavior as "innovative work behavior that leads to changes or transformations that must be carried out in the work environment." The dimensions of transformative work behavior are lead to generating transformative idea, Lead to promoting transformative idea, lead to recognizing transformative idea, lead to implementing transformative idea.

Stage 2 Instrument Development

The new construct has been conceptually defined, next is the process of validating construct items. Researchers perform validity testing to ensure that measurement items created for update variables can be used. According to Yao et al., (2008), MacKenzie et al., (2011), and Hinkin & Tracey, (1999), To ensure that the questionnaire made is appropriate and relevant to the research objectives, a structured review process is needed. This process includes theoretical evaluation of the construct to be measured and assessment of the relationship between the questionnaire item and the construct studied. Furthermore, analysis is carried out to assess the extent to which the resulting instrument is able to represent the construct.

RESULT

Stage 1 Item Generation and Measurement

The instruments used to measure "Transformative work behavior" are discussed with several academics who have expertise in the field of management, especially human resource management, to obtain expert assessment. This is done to ensure the accuracy and validity of the instruments used in the study. By gaining the point of view of experts, researchers can identify weaknesses and make necessary improvements to the instrument, thus ensuring that the instrument can properly measure the construct under study. The experts involved are; academics: 3 lecturers from leading universities with scientific and research backgrounds in the field of human resources; Policy Regulator related to SMEs; 4 Local and central government employees; Practitioners: 8 SME practitioners and entrepreneurs. Researchers received input from prospective respondents related to the procedure for writing items, the use of grammar, and response choices in the measurement instrument "Transformative work behavior". To ensure the readability of the instrument, researchers test the readability of question items or statements to prospective participants. The results of the questionnaire readability test are used as a basis for improving the way items are written and the use of language in the instrument. The concepts proposed are as follows:

Table 1. Concept and measurement of proposed Transformative Work Behavior (TWB) items

Definition	Dimension	Indicators
TWB is an innovative work behavior that leads to changes or transformations that must be carried out in the work environment Transformative Leadership (Boske, 2011 & Shields, 2010), Innovative Work Behavior (Bos-Nehles et al., 2017; De Jong & Den Hartog, 2010; Janssen, 2000; Saether, 2019).	Lead to generating transformative idea	1. I dare to generate new ideas that drive significant changes in the way we do our work. 2. I am active in seeking innovative solutions for the public good 3. I consistently create the development of new ideas that have the potential to change paradigms in our industry.
	Lead to promoting transformative idea	4. I focus on sharing my innovative ideas with colleagues to create a democratic environment. 5. I proactively champion the use of transformational ideas in projects across the organization. 6. I work to create better awareness in the organization about the good values of an idea
	Lead to recogniting transformative idea	7. I acknowledge the innovative ideas of colleagues. 8. I actively appreciate the creative contributions of individuals in our organization. 9. I am principled to create a work environment that facilitates the recognition of innovative ideas
	Lead to implementing transformative idea	10. I am courageous in taking concrete steps to make transformational innovation a reality. 11. I work closely with colleagues to address inequities that may hinder the implementation of innovative ideas. 12. I am responsible for every implementation of transformational ideas for the public good

The author removes all negative words from the item, and all content is positive. The preparation of indicators is carried out carefully and based on the assessment of experts or experts in the field. Once the construct has been conceptually defined and the prototype steps have been created, the next step is the validation of the construct item. The purpose of this process is to ensure that the conceptual domain construct can be well described and that there is no similarity or overlap with other structures (MacKenzie et al., 2011).

Stage 2 Scale Development

The EFA test, or exploratory factor analysis, consists of two important elements. First, we use the Barlett Test of Sphericity value to determine if there is a significant correlation between indicators. Second, we use sample adequacy measurements such as Kesier-Meyers-Oklin (KMO) to determine how adequate the sample used for factor analysis is. KMO does this by comparing the magnitude of the value of the correlation coefficient, which can be seen from the results of the partial correlation coefficient value.   KMO values are considered appropriate if the results of factor analysis show values ranging between 0.5 and 1, and inappropriate if values are less than 0.5.

Exploratoty Factor Analysis (Efa)

With a Barlett Test of Sphercity of 1275,958 with a significance level of 0.000, the test results show a high correlation and are feasible for the next process. The KMO calculation result of 0.946 and the MSA value greater than 0.5 indicate that the sample has a very large adequacy.

Table 2. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.946
Bartlett's Test of Sphericity	Approx. Chi-Square	1275.958
	df	66
	Sig.	0.000

Next, we must determine how many factors may be affected by the indicator variables used. The following total variance extracted test results show the following results:

Table 3. Total Variance Extracted

	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.593	63.273	63.273	7.593	63.273	63.273
2	0.833	6.944	70.217	.	.	.
3	0.597	4.979	75.196	.	.	.
4	0.508	4.230	79.426	.	.	.
5	0.452	3.763	83.189	.	.	.
6	0.415	3.460	86.649	.	.	.
7	0.325	2.708	89.357	.	.	.
8	0.315	2.625	91.982	.	.	.
9	0.291	2.424	94.406	.	.	.
10	0.248	2.064	96.470	.	.	.
11	0.222	1.852	98.323	.	.	.
12	0.201	1.677	100.000	.	.	.

Based on Table 3, it is known that the factor that may be formed from all measurement items is 1 factor because there is only 1 factor that has a total variance value of > 1.00. This factor has an eigenvalue of 63.273% or above 50%. The results of Total Variance Extracted in Table 3 can be illustrated as figure 2.
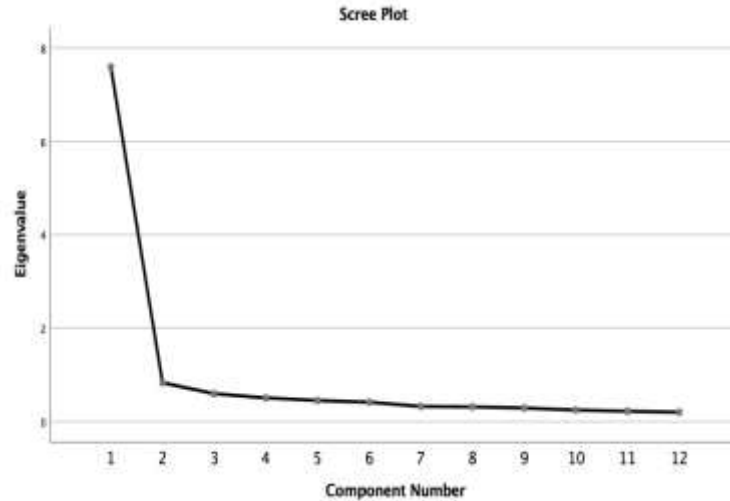
Figure 2. Scree Plot Transformative Work Behavior Variables

Table 4. Communality and Matrix Components

Items	Communality	Loading Factor
TWB1	0.647	0.804
TWB2	0.544	0.738
TWB3	0.586	0.766
TWB4	0.665	0.816
TWB5	0.602	0.776
TWB6	0.637	0.798
TWB7	0.589	0.767
TWB8	0.694	0.833
TWB9	0.695	0.834
TWB10	0.617	0.785
TWB11	0.644	0.803
TWB12	0.673	0.820

Table 4 shows how much an item can account for a factor. For example, TWB1 is 0.804, which means that the TWB1 item can explain a factor of 80.4%, which is > 50%. Furthermore, each indicator has a strong relationship with the formed factor judging from the value of the loading factor above 0.6 (Hair et al., 2017).

Confirmatory Factor Analysis (CFA)

Confirmatory Factor Analysis (CFA) was used in this study to test construct validity. CFA allows researchers to test the extent to which the proposed factor model matches the observed data. Using CFA, researchers can test whether the structure of the hypothesized factors matches the data collected from the study sample. This allows researchers to test the suitability of the constructs used in the study to verify their validity. The purpose of this action is to ensure that the conceptual domain of a construction can be well represented and that the construction has nothing in common or overlaps with other constructions (MacKenzie et al., 2011). Special items that indicate a construct should be carefully collected. They can come from a variety of sources, such as past research, recommendations from practitioners and experts, or the results of interviews with members of the population (Churchill, 1979; MacKenzie et al., 2011). between empirical data and conceptual models. The following figure shows the purpose of CFA testing: testing the assumption of unidimensionality of measuring instruments and determining whether the model is appropriate for measuring transformational work behavior developed in this study:
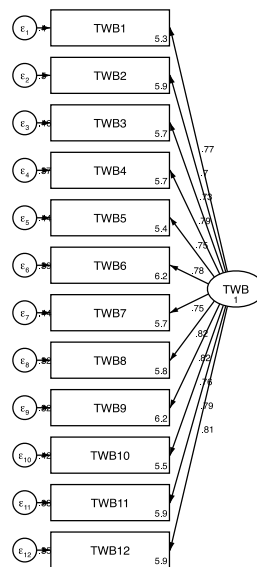
Figure 3. Confirmatory Factor Analysis Transformative Work Behavior

Based on Figure 3 it is known that each measurement item has a loading factor of > 0.5 which means that each item can explain its relationship with the measured construct. The following is the value of the loading factor Transformative work behavior in the CFA test using SEM.

Table 5. Value of Loading Factor Transformative work behavior SEM

			Estimate
TWB1	<---	*Transformative work behavior*	.774
TWB2	<---	*Transformative work behavior*	.703
TWB3	<---	*Transformative work behavior*	.734
TWB4	<---	*Transformative work behavior*	. 791
TWB5	<---	*Transformative work behavior*	.749
TWB6	<---	*Transformative work behavior*	.778
TWB7	<---	*Transformative work behavior*	.751
TWB8	<---	*Transformative work behavior*	.822
TWB9	<---	*Transformative work behavior*	.821
TWB10	<---	*Transformative work behavior*	.762
TWB11	<---	*Transformative work behavior*	.786
TWB12	<---	*Transformative work behavior*	.805

Validity And Reliability Test

Validity refers to the ability of data collection instruments to measure what should be measured, to obtain data relevant to what is being measured (Dempsey & Dempsey, 2002). In other words, an instrument is considered to have high validity if the instrument can really be used as a tool to measure something precisely. The validity test in this research was carried out with a product moment person correlation test. When an item of a variable statement has r count > r Table (df = , α = 0.05), and the significance < 0.05 then the item is declared valid. Instrument reliability is the degree of consistency of results achieved by a measuring instrument, even if it is used repeatedly on the same or different subjects. Reliability measurement in this research uses one shot method with the Cronbach Alpha (α) statistical test. A construct or variable is said to be reliable if its Cronbach Alpha (α) value > 0.70 (Suliyanto, 2011). Berikut hasil uji validitas dan reliabilitas untuk variabel Transformative Work Behavior:

Tabel 6. Validity Test

Indicators	r-statistik	Cut off	Information (Sig < 0,05)
TWB1	0.808	0.60	Valid
TWB2	0.742	0.60	Valid
TWB3	0.768	0.60	Valid
TWB4	0.816	0.60	Valid
TWB5	0.778	0.60	Valid
TWB6	0.795	0.60	Valid
TWB7	0.768	0.60	Valid
TWB8	0.830	0.60	Valid
TWB9	0.831	0.60	Valid
TWB10	0.786	0.60	Valid
TWB11	0.801	0.60	Valid
TWB12	0.818	0.60	Valid

Tabel 7. Reliability Test

Cronbach's Alpha	N of Items
0.947	12

Based on Table 6, it is known that the twelve statement items used in the Transformative Work Behavior variable instrument have correlation coefficients ranging from 0.627 to 0.827 (r > 0.6). The result of this calculation means that each item for the statement is valid. In other words, all statement items can represent or form constructs, variables, Transformative Work Behavior is valid. Based on the results of instrument reliability testing in Table 7, it is known that the Cronbach alpha value for the Transformative Work Behavior variable is 0.951 > 0.70. These results show that the instruments used to measure variables in this study have good reliability or consistency (Cronbach's alpha > 0.7).

DISCUSSION

The new construct developed in this study is expected to provide insight into empirical studies of transformative work behavior. This concept contributes to building optimal performance of SMEs in a dynamic business environment, especially post-pandemic through strategic approaches to human resources and socio-emotional. Transformative learning in organizations or industries shapes the transformation of work behavior. Learning-oriented companies first of all show noticeable changes at the cultural level from the point of view of organizational learning transformation (Schein, 1985). It's not just gaining new knowledge, but also how to combine it and utilize it in a highly changing organizational environment. In order for them to compete and thrive in an ever-changing environment, companies must continuously retain and enrich the knowledge absorbed (Lane et al., 2006; Marsh & Stock, 2006).

Lead to Generating Transformative is a creative concept that has the ability to have a significant impact and change the way systems work to generate transformative ideas. In this case, it often requires a combination of creativity, critical thinking, and a deep understanding of the problem or challenge being addressed. Fostering a culture that encourages experimentation, cooperation, and risk-taking is essential to generating transformative ideas. This can include people participating from different points of view, using technology and data, and thinking openly about new possibilities. Coming up with state-changing ideas requires team effort, imagination, and a willingness to take calculated opportunities. Building a culture that encourages innovation and experimentation is critical for businesses as it can result in major improvements to operations, customer satisfaction, and long-term profitability.

A transformative idea is a creative idea or solution that has the ability to have a major impact or transform a particular sector, industry, or society. Transformative ideas are characterized by their ability to transform and dismantle existing systems that cause discrepancies and fragility. "Lead to promote" can mean facilitating, encouraging, or supporting the development and execution of transformative ideas. These transformative ideas can have a significant impact or transform a particular field, industry, or society. Transformative ideas can be identified and developed through a combination of approaches that involve understanding context, encouraging collaboration, and encouraging innovation.

In transformative learning, it can be concluded that the term "Lead" refers to the catalyst or trigger that initiates the transformative learning process. Changes in one's perspective, emotions, and actions are often influenced by the introduction of transformative ideas in the context of transformative learning; These catalysts can be confusing dilemmas, critical reflections, or experiences that challenge individuals' assumptions and beliefs, making them question their perspectives and ultimately recognize transformative ideas. This shift is characterized by profound structural changes to the fundamental premise of transformative learning. In most cases, the transformative learning process consists of several stages. These stages include identifying underlying beliefs and assumptions, conducting a critical assessment of those beliefs and assumptions, and, ultimately, developing a more critical, action-focused perspective. Critical reflection, effective questioning, and the ability to adjust to new things are some of the ways that can help this process. In short, the term "Leads to the introduction of transformative ideas" may refer to the catalyst or trigger that drives a transformative learning process that results in a profound change in one's views, feelings, and actions.

Catalyzing and guiding individuals or groups through transformative learning experiences that lead to the implementation of transformative concepts is referred to as "leading to implementing transformative ideas (Marlita et al., 2023)." Identify that change is needed, reflect critically on existing assumptions, examine alternative perspectives, and develop a more critical, action-focused viewpoint. In transformative leadership, "Leading the implementation of transformative ideas" may involve the role of a leader in helping team members do this. This can include building a platform where creative ideas are shared, encouraging people to think critically and consider themselves, and creating a cooperative environment where people are empowered to challenge their beliefs and find new ways of seeing the world. Various ways that can aid the transformative learning process include critical reflection, effective questioning, and a willingness to adapt to new information and experiences. All these processes can produce significant benefits, such as higher motivation within a person, greater responsibility, greater realization of potential, increased engagement, self-improvement, and realization of shared potential. In summary, "Leading the application of transformative ideas" means guiding an individual or group through transformative learning experiences that will result in the application of transformative ideas that can result in growth and change in the long run.

TWB is a new construct formed from transformative leadership and innovative work behavior, which emphasizes the importance of an SME actor must have a transformative and innovative leadership spirit, namely doing what must be done so that SMEs can create positive changes in the organization and have optimal performance. With transformative work behavior, individuals within the organization can become effective agents of change, leading innovations that spark organizational growth and progress. This reflects the important role of leadership in shaping an innovative and adaptive work culture, which is one of the keys to the long-term success of an organization amid changing market dynamics and environment.

CONCLUSION

This paper has provided proof of development of a new concept through a very clear validation process and measurement mechanism. Transformative is emphasizing a thought where something that should happen must be done (Burn, 1998). Transformative character is more than just enhancing individual achievements and aspiring to create a better life with others. Transformative work behavior is not only concerned with individual achievement but also includes moral aspects, intellectual development, social, and a focus on social justice. With the formation of a novelty variable, Transformative work behavior is expected to be implemented and can improve organizational performance or performance to be more optimal, especially in the MSME sector.

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