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## The Influence of Leader-Member Exchange, Intrinsic Motivation, and Work Engagement on Innovative Work Behavior

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**Abstract:** At CV Kirana Mas Homes Yogyakarta, there are signs of low innovative work behavior among employees, as seen from the lack of internal motivation to complete tasks optimally. This study aims to analyze the influence of leader-member exchange, intrinsic motivation, and work engagement on innovative work behavior among employees at CV Kirana Mas Homes Yogyakarta. This study applies a quantitative approach by distributing questionnaires to 81 employees using a saturated sample technique. Data analysis was performed using SmartPLS version 4.0 software. The results of this study reveal that leader-member exchange (LMX) has a positive but insignificant effect on innovative work behavior (IWB). Intrinsic motivation has a positive and significant effect on innovative work behavior. Work engagement has a positive and significant effect on innovative work behavior. Thus, this study shows that increasing intrinsic motivation and work engagement plays a major role in encouraging employee innovation.

**Keywords:** Innovative Work Behavior, Intrinsic Motivation, Leader-Member Exchange, Work Engagement

### INTRODUCTION

Human resources are considered the most valuable asset for an organization, and if developed properly, they can become an unlimited investment (Affandi & Guspul, 2023). One characteristic of high-performing human resources is individuals who have a competitive edge, making human resources a key factor in running an organization because they are the ones who will carry out the organization's vision and mission (Widjaja, 2020). Innovative work behavior is behavior in which a person displays and applies new ideas in their work (Reano et al. 2022). Innovative work behavior can be influenced by various factors, including leader-member exchange, intrinsic motivation, and work engagement. Based on initial observations at CV Kirana Mas Homes Yogyakarta, it was found that there were signs of low innovative work behavior among employees, as seen from the lack of internal motivation among employees to complete tasks optimally. As a result, opportunities to create innovations in work processes have not been fully utilized. In addition, opportunities to introduce innovations in work processes have not been maximized,

whether in terms of improving service quality, work efficiency, or creative ideas that can add value to the company.

Leader-member exchange is based on a reciprocal relationship that benefits both leaders and employees. This theory is not only about working relationships, but also supports feedback between leaders and employees (D. Sari & Kistyanto, 2020). According to Mercy Kananu et al. (2020) and Nor Mustaffa Kamal Bin Ahmad, (2020), leader-member exchange has a positive and significant influence on innovative work behavior. Meanwhile, research by (Wisobroto et al., 2025) shows that leader-member exchange has no significant effect on innovative work behavior. When the influence of leader member exchange on innovative work behavior is tested separately, it results in no significant difference between the two variables. Too high a quality of leader member exchange can have a negative impact on innovative work behavior where team members who are close to the leader experience a decrease in innovative behavior due to feeling too secure, which can reduce risk taking.

Engagement in an activity for the sake of enjoyment, interest, or inherent personal satisfaction is called intrinsic motivation. This is usually done voluntarily and spontaneously to fulfill psychological needs or interests, without any external encouragement (Qiu, 2025). Intrinsic motivation was found to have a significant positive influence on innovative work behavior Nilasari et al. (2022) and Rajak and Soleman, (2022), where intrinsically motivated employees tend to be more active in creating and implementing new ideas for their work. However, in the study by Karadeniz et al. (2021) there was no significant relationship between intrinsic motivation and innovative work behavior. When leadership is unfair, employees with high intrinsic motivation actually show lower innovative behavior.

Work engagement is a concept in business management whereby employees are highly involved in their work and have a high level of enthusiasm for their jobs (Fiernaningsih et al., 2022). Similarly, employees with high levels of work engagement are more likely to engage in innovative work behavior within the organization. Komang et al. (2020) and Sabuhari et al. (2025) state that work engagement has a positive influence on innovative work behavior, because employees who invest in their work physically and emotionally are more likely to create, encourage, and implement new concepts. Other studies show that work engagement that is too low or too high can reduce innovative work behavior, and work engagement is not the dominant factor but rather other factors that shape IWB (D. K. Sari et al. 2021 and Montani et al. 2019).

The gaps in previous research provide an opportunity for researchers to further examine the influence of leader-member exchange, intrinsic motivation, and work engagement on innovative work behavior at CV Kirana Mas Homes Yogyakarta. This aims to gain a more comprehensive understanding and strengthen empirical evidence regarding the relationship between these variables in the local organizational context.

### **Leader-Member Exchange (LMX)**

Leader-member exchange is a reciprocal relationship formed between a leader and each of his subordinates, so that the leader can more easily direct and explain the role of each member (Megarani et al., 2024) (Khasanah and Izzati, 2021). LMX is based on social exchange theory, which emphasizes reciprocity in the relationship between leaders and members. In this situation, the interaction between superiors and employees takes place in two directions and its quality may vary based on individual characters and existing conditions (Vermeulen et al. 2022). According to Gehan and Yulianti, (2024) leader-member exchange has four main indicators, namely (affection) about mutual love built on interpersonal attraction between leaders and members, (loyalty) about expressions of mutual support between leaders and members, (contribution) about the amount of work activities carried out by leaders and members to achieve common goals, and (professional respect)

about the extent to which leaders and members strive to build a good reputation inside and outside the organization, according to their field of work.

### **Intrinsic Motivation**

Intrinsic motivation is a drive that comes from within ourselves. This occurs when we do something because we enjoy it, not because we expect a reward or feel pressured by others (Long et al. 2024). When someone is confident in their own ability to succeed in a task or job, it can trigger intrinsic motivation to put in more effort to improve their performance (Newman et al. 2020). Having a personal interest in a given task without external influence leads to the development of intrinsic motivation. Therefore, employee motivation is also important in shaping employee behavior that can help organizational growth (Syahputra, 2021) (Megarani et al., 2024). In the study of Sidik et al. (2022), there are five indicators of intrinsic motivation such as achievement, recognition from others, responsibility, the work itself, and self-development.

### **Work Engagement**

A condition in which an individual has a meaningful purpose in their work, establishes positive relationships with work and coworkers, and demonstrates good personal involvement physically, cognitively, and emotionally is the definition of work engagement (Lai et al. 2020). This scale includes items that assess three indicators of work engagement such as (vigor) high enthusiasm and energy in work, (dedication) a sense of enthusiasm, pride, and meaning towards work, (absorption) a condition of being completely immersed in work to the point of difficulty breaking away (Merino-Soto et al. 2022). The two main factors that influence work engagement are psychological well-being and interpersonal communication (Dwi Astuti and Dhini Dhania, 2022).

### **Innovative Work Behavior**

Innovative work behavior is a series of behaviors to introduce new ideas that can be developed and implemented with the aim of improving employee performance in an organization (Ones Charli et al. 2023). Employees who have innovative work behavior will always strive to innovate in fulfilling their duties and responsibilities. Such as from the way of communication, completing work to increase organizational effectiveness (Prasetyono et al. 2022). Jain et al. (2025) outlines different indicators of innovative work behavior, namely idea exploration, idea generation, idea championing and idea implementation. The main factors that influence innovative work behavior are the nature of knowledge, motivation to share, opportunities to share, and organizational culture (Anggraini and Mansyur, 2024). Mulligan et al. (2021) argue that good leader-member exchange relationships increase employee awareness and their work engagement, which in turn results in better creative behavior in the workplace.

### **Hypothesis Development**

#### **The Influence of Leader-Member Exchange on Innovative Work Behavior**

When followers interpret the leader-member exchange relationship as positive, it positively influences employee attitudes and behavior in general (Wagner and Koob, 2022). Information, physical and mental effort, and material resources shape the quality of the leader-member exchange relationship, but the most important factor is social support in the leader-follower relationship (Javed et al. 2021). In a study by Widiastuti and Kusmaryani (2020), they found that employee innovative work behavior does not only depend on employee cognitive skills but also on support from external parties, one of which is the leader. This is in line with research by Habiba Siddiqui et al. (2025) and Mete and Sökmen (2021), which showed that leader-member exchange has a positive and significant effect on

innovative work behavior. From this description, the first hypothesis can be formulated as follows:

H1: Leader-member exchange has a positive influence on innovative work behavior.

### **The Influence of Intrinsic Motivation on Innovative Work Behavior**

Conditions where employees have intrinsic motivation can encourage innovative work behavior. Such conditions will make them enjoy their work more and feel their activities are enjoyable, so that it will help employees generate innovative and creative ideas (Riani and Wijayanti, 2022). The higher a person's intrinsic motivation, the higher the innovative work behavior, and organizations need to promote the importance of motivation through intensive training and skills for team building to improve innovative work behavior in employees (Ali et al. 2022). In the study of Sugianti et al. (2020), the results showed that intrinsic motivation has a positive and significant effect on innovative work behavior. In line with the research of Prasetyo and Purwoto, (2024) which showed the results of intrinsic motivation have a positive and significant effect on innovative work behavior. From this description, the second hypothesis can be formulated as follows:

H2: Intrinsic motivation has a positive influence on innovative work behavior.

### **The Influence of Work Engagement on Innovative Work Behavior**

Employees demonstrate high levels of enthusiasm, dedication, and joy through work engagement, which is based on a sense of connection to the organization. They have high levels of energy and enthusiasm, are inspired by their work, and have a positive relationship with their work (Jufrizen et al. 2024). Work engagement is important because organizations will know how much employee performance contributes to encouraging work engagement (Riswan et al. 2021). In other words, when employees recognize that their work is meaningful to themselves and their employers, they will demonstrate innovative actions in the workplace (Pukkeeree et al. 2020). The findings of Bannay et al. (2020) research indicate that work engagement has a positive effect on innovative work behavior. From this description, the third hypothesis can be formulated as follows:

H3: Work engagement has a positive influence on innovative work behavior.

## **METHOD**

This study uses a quantitative method using primary data obtained directly by researchers in the form of answers from CV Kirana Mas Homes Yogyakarta employee respondents. The quantitative approach aims to focus on the theoretical basis which then formulates hypotheses to test the research model. The study population includes all 81 employees of CV Kirana Mas Homes Yogyakarta. Sampling is based on the saturated sampling technique method where all members of the population are used as samples. Data collection was carried out using a questionnaire with a Likert scale of 1-5 (strongly disagree to strongly agree) and data analysis using the Structural Equation Modeling-Partial Least Square (SEM-PLS4) program. In this study, four main variables were measured, namely leader-member exchange, intrinsic motivation, work engagement, and innovative work behavior. Leader member exchange was measured with eleven question items based on Joseph et al. (2011), such as "I really like my boss as a person." Intrinsic motivation was measured with six question items based on Oliver & Anderson, (1994), such as "I really care about my work." Work engagement is measured with seventeen question items based on Uppathampracha and Liu, (2022), such as "I am enthusiastic about my work." Innovative work behavior is measured with ten question items based on De Jong and Den Hartog, (2010), such as "I contribute to the implementation of new ideas."

## RESULTS AND DISCUSSION

### Respondent Characteristics

The respondents in this study consisted of 81 employees of CV Kirana Mas Homes Yogyakarta. The following details the respondents' identities, including gender, age, highest level of education, employment status, marital status, and length of service, are presented in Table 1.

**Table 1. Respondent Characteristics**

Category	Information	Amount	Percentage
Gender	Woman	43	53.1%
	Man	38	46.9%
Age	20-30 years	22	27%
	31-40 years	22	27%
	41-50 years	28	35%
	>50 years	9	11%
	last education	Junior High School	10
	Senior High School	60	76.5%
	Bachelor's/Master's/Doctoral Degree	11	11.2%
Employment status	Permanent employee	73	90.1%
	Temporary employees	8	9.9%
Marital status	Marry	58	71.6
	Not married yet	17	21%
	Widow/widower	6	7.4%
Years of service	<1 year	8	9.88%
	1-3 years	37	45.68%
	3-5 years	22	27.16%
	>5 years	14	17.28%

Source: Primary data processed 2025



**Figure 1. Model Structure**

Source: SmartPLS4 processed (2025)

Explanation: Leader-Member Exchange (LMX), Intrinsic Motivation (MI), Work Engagement (WE), Innovative Work Behavior (IWB)

**Validity Test**

Table 1 presents the findings of the condensed version of the validity test. Outer loading shows the value of the leader-member exchange variable is 0.707-0.884, the value of the intrinsic motivation variable is 0.722-0.858, the value of the work engagement variable is 0.734-0.844, the value of the innovative work behavior variable is 0.704-0.864. Based on the outer loading value displayed in Table 1, it shows that all indicators pass the validity test because it is >0.70. Variables that do not exceed the minimum value will be deleted to meet the minimum value which includes statements 1, 4, 5, 6 in the leader-member exchange variable, statement 6 in the intrinsic motivation variable, statements 1, 3, 4, 5, 10, 11, 12, 13 in the work engagement variable, and statements 1, 2, 3, 4 in the innovative work behavior variable.

**Table 1. Validity Test Results**

Variable	Indicator	Outer Loading	Information
Leader-Member Exchange (LMX)	LMX2	0.707	Valid
	LMX3	0.732	Valid
	LMX7	0.736	Valid
	LMX8	0.783	Valid
	LMX9	0.884	Valid
	LMX10	0.858	Valid
	LMX11	0.828	Valid
Intrinsic Motivation (MI)	MI1	0.837	Valid
	MI2	0.789	Valid
	MI3	0.858	Valid
	MI4	0.722	Valid
	MI5	0.770	Valid
Work Engagement (WE)	WE2	0.844	Valid
	WE6	0.806	Valid
	WE7	0.768	Valid
	WE8	0.737	Valid
	WE9	0.741	Valid
	WE14	0.734	Valid
Innovative Work Behavior (IWB)	IWB5	0.704	Valid
	IWB6	0.864	Valid
	IWB7	0.859	Valid
	IWB8	0.862	Valid
	IWB9	0.829	Valid
	IWB10	0.837	Valid

Source: Primary data , processed 2025

**Reliability Test**

Table 2 presents the Cronbach's Alpha and Composite Reliability values for all variables. The results show that all variables meet the Composite Reliability criteria of more than 0.7 and a Cronbach's Alpha of more than 0.6. The Average Variance Extracted (AVE) value for all variables is more than 0.5, indicating good reliability.

**Table 2. Reliability Test Results**

Variables	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Leader-Member Exchange	0.896	0.918	0.618
Intrinsic Motivation	0.856	0.896	0.634
Work Engagement	0.866	0.899	0.597
Innovative Work Behavior	0.907	0.928	0.685

Source: Primary Data, processed 2025

### Inner Model

#### R Square

Table 3 shows the R-square value for variable Y, which is 0.351. This means that 35.1% of innovative work behavior is influenced by leader-member exchange, intrinsic motivation, and work engagement. The remaining 67.4% is influenced by other variables not included in this study. The results of the R Square test are shown in Table 3.

**Table 3. R Square Test**

Variable	R Square	R Square Adjusted
Innovative Work Behavior	0.351	0.326

Source: Primary Data, processed 2025

#### Fit model

In Table 4, the model is said to be fit if the SRMR value is <0.1, and the SRMR value is 0.090 or <0.1. The D\_ ULS value must be more than 0.05 and in the table it is stated that the D\_ ULS value is greater than 0.05, which is 2.414. The D\_ G value is considered fit if the result is >0.05, and in the table it shows a value of 1.356 which means fit. The Chi-square value must be smaller than the Chi-square value in the table, and in the table it shows that the value of 534.55 is greater than the Chi-square value in the table, which is 59.304, so the Chi-square value is said to be unfit. The NFI value listed in the table is 0.658 which shows that the NFI value is considered fit if it is close to 1.

**Table 4. Suitability Test**

	Saturated Model	Estimated Model
SRMR	0.090	0.090
D_ ULS	2,414	2,414
D_ G	1,356	1,356
Chi-square	534,555	534,555
NFI	0.658	0.658

Source: Primary Data, 2025

### Path Coefficients

**Table 5. Hypothesis Testing Results**

Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Value
H1. Leader-Member Exchange → Innovative Work Behavior	0.155	0.146	0.122	1,275	0.101
H2. Intrinsic Motivation → Innovative Work Behavior	0.292	0.303	0.124	2,358	0.009
H3. Work Engagement → Innovative Work Behavior	0.233	0.246	0.119	1,964	0.025

Source: Primary Data, 2025

Based on Table 5, the results show that the lowest T Statistic is in the H1 hypothesis, the influence of leader-member exchange on innovative work behavior, which is 1.275. However, the T Statistic has a value  $< 1.96$  and has a P value of 0.202, which means that the hypothesis has a positive but not significant effect. While in the H2 hypothesis, the influence of intrinsic motivation on innovative work behavior T Statistic  $> 1.96$ , namely 2.358 and has a P Value  $< 0.05$ , namely 0.018, which means that the hypothesis has a positive and significant effect. In the H3 hypothesis, the influence of work engagement on innovative work behavior, the results show that the T Statistic  $> 1.96$ , namely 1.964 and has a P Value  $< 0.05$ , namely 0.050, which means that the hypothesis has a positive and significant effect. So it can be stated that there are only 2 hypotheses and research variables that have a positive and significant influence.

## Discussion

### Leader-Member Exchange (LMX) on Innovative Work Behavior

Based on the results of the hypothesis test in Table 5, it shows that the test results on H1 show a T Statistic value  $< 1.96$ , namely 1.275 and a P Value  $> 0.05$ , namely 0.202, which means that the hypothesis of the influence of Leader-Member Exchange on Innovative Work Behavior is rejected and declared positive and not significant. This shows that improving the quality of relationships between leaders and employee members does not directly encourage creative work behavior, thus the H1 hypothesis is rejected. The Leader-Member Exchange variable has the lowest average, namely the LMX04 indicator of 3.37 with the question item "My superior buys my work actions in front of a higher superior, even without complete knowledge of the problem in question." This can indicate that in a professional context, there is still a distance of communication and trust between leaders and employees of CV Kirana Mas Homes. The Leader-Member Exchange variable has the highest average on the LMX10 indicator of 4.11 with the question item "I respect the knowledge and competence of my superior in work." This shows employee trust in the leader's ability to provide appropriate work instructions and complete work. This finding is in line with research conducted by Hasbi et al. (2023) which shows that LMX does not have a significant direct influence on IWB.

### Intrinsic Motivation towards Innovative Work Behavior

In Table 5, the results of the hypothesis test on the influence of Intrinsic Motivation on Innovative Work Behavior obtained a T Statistic value of 2.385 and a P Value of 0.018. The data from the hypothesis can be accepted because it has a T Statistic value  $> 1.96$  and a P Value  $< 0.06$ . In the Intrinsic Motivation variable, the lowest average is in the MI06 indicator of 3.49, with the question item "If I were rich, I would still work in this field because of the challenges." This proves that despite the lowest average value, challenges in the workplace, CV Kirana Mas Homes employees have a strong drive to maintain their jobs in the same field. Meanwhile, the intrinsic motivation variable also has the highest average, namely in the MI01 indicator of 4.44, with the question item "I really care about my job." So this reflects a strong commitment and responsibility in carrying out tasks that indicate a positive level of intrinsic motivation in the workplace. In other words, the hypothesis H2 that the Intrinsic Motivation variable has a positive and significant effect on IWB. Thus, these results demonstrate that the higher an employee's intrinsic motivation, the greater their innovative work behavior. This research aligns with research conducted by Nadya and Surya (2023), which found that intrinsic motivation has a significant positive effect on innovative work behavior and even mediates the relationship between internal organizational factors and innovation.

## Work Engagement on Innovative Work Behavior

From the results of data processing presented in Table 5, it has been proven that innovative work behavior is able to influence the influence of employee work engagement positively and significantly, which is shown in the T Statistic value  $> 1.96$ , namely 1.964 and P Value = 0.05, namely 0.050. In the work engagement variable, there is the lowest average, namely in the WE13 indicator of 2.95, with the question item "When I work, I forget everything around me." This shows that the level of concentration and full involvement in work still needs to be improved so that employees can be more focused and enjoy their work activities. Meanwhile, in the work engagement variable, there is also the highest average, namely in the WE11 indicator of 4.06, with the question item "I am proud of the work I do." This shows that CV Kirana Mas Homes employees have a deep sense of pride in their work which reflects a positive attitude and a strong emotional bond to the responsibilities they carry. This finding shows that the more work involvement an employee has, the more likely they are to carry out innovative work behavior in the workplace. In line with research conducted by Jia et al. (2022), revealed that work engagement on innovative work behavior has a positive and significant influence.

## CONCLUSION

Based on the results of data analysis using PLS, it can be concluded that Leader-Member Exchange has a positive but insignificant effect on Innovative Work Behavior. This indicates that the quality of the relationship between leaders and subordinates has not been able to directly encourage the emergence of innovative work behavior. Intrinsic Motivation has a positive and significant effect on Innovative Work Behavior. In other words, the more motivation that comes from within employees, the greater their tendency to generate new ideas and implement them in their work. Work Engagement also has a positive and significant effect on Innovative Work Behavior. Employees who are highly engaged in their work, as demonstrated by passion, dedication, and persistence, tend to be more able to generate new ideas and implement them to improve organizational performance.

This study implies that intrinsic motivation and work engagement have a significant impact on employee innovation. In other words, employees who feel personally enthusiastic and truly engaged will be more active in generating new ideas. Therefore, the management of CV Kirana Mas Homes Yogyakarta must create a work environment that values employees, instills trust in them, and provides opportunities for growth. Although leader-member exchange (LMX) relationships have not been proven to have a strong impact, it is still important for leaders to build closer and more supportive bonds to build trust and a stronger team spirit.

## Suggestion

The results of this study are expected to serve as a reference for further research on human resource management and can serve as a basis for academics. Future research should include other variables outside the framework of this research model, such as organizational citizenship behavior. This is in line with the research of Purnomo et al. (2022), which showed that organizational citizenship behavior significantly influences innovative work behavior when employees perceive that higher expertise makes them feel able to help other employees complete their work. These results indicate that increasing organizational citizenship behavior can encourage innovative work behavior.

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