

Innovative Work Behavior And Inclusive Leadership Through Competency In Improving The Quality Of Human Resources at PT, Karya Murni Sentosa (KMS)

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Abstract – This research aims to see how much influence the variable innovative work behavior and inclusive leadership through competency has on the quality of human resources at PT KMS Padang with a population of 30 people using a sampling technique, namely total sampling (saturated sample). The results of this research are that the innovative work variable has a direct and significant effect on the quality of human resource management at PT. KMS Padang as well as inclusive leadership variables also have a direct and significant influence on the quality of human resources at PT KMS Padang. Apart from that, Innovative Work Behavior has a significant effect indirectly or through the Competency Variable on the Quality of Human Resources. Likewise, the Inclusive Leadership variable also has a significant effect or through the Competency variable on the Quality of Human Resources partially. The data analysis technique used in this research is multiple linear regression analysis technique or $Y = a + X_1 + X_2 + e$. With Path analysis (Path Analysis). Based on the results of statistical tests, it was found that the constant was .024. The innovative work behavior variable has a coefficient value of 0.508 and the inclusive leadership variable has a coefficient value of 0.499 directly. Meanwhile, indirectly for the innovative work behavior variable with a regression coefficient of 0.511. Meanwhile for the Inclusive Leadership variable with a regression coefficient of 0.421 with the multiple linear regression equation $Y = .024 + 0.508X + 0.499X + e$ this is directly. Meanwhile, indirectly $Y = 0.24 + 0.511X + 0.421X + e$. So the quality of human resources working at PT. KMS Padang has been achieved well.

Keywords – Innovative work, inclusive leadership and quality of human resources.

I. INTRODUCTION

Human Resource Management is a very valuable asset for a company. Without human resources, the organization or company does not mean anything because human resources are mobile or the driving force of an organization *perusahaan*⁽⁰¹⁾. Therefore, human resource management is a very important component. and must be maintained properly by the company or organization. Moreover, human resources of this quality will be retained by the organization or company and the company is even willing to pay whatever they want *gajinya*⁽⁰²⁾

Human Resource Management is " something knowledge or method How arrange connection And role source Power (power work) owned by individual in a way efficient And effective as well as can used in a way maximum so that achieved objective (goal) together company , employee And public become *maksimal*⁽⁰³⁾. Next is the definition of resource management Power man that is : as planning , organizing , using (activating) , And such HR assessment appearance so HR provides contribution as big as possible to public (macro) And organization (*makro*)⁽⁰⁴⁾

Next is the definition of management source Power man is art For planning, organizing , direct , supervise activity source Power man or employee , in frame reach objective *organisasi*⁽⁰⁵⁾.

Quality means the level that shows a set of inherent characteristics and meets standards *tertentu*⁽⁰⁶⁾. The level of good or bad something, degree or level *mutu*⁽⁰⁷⁾. Furthermore , quality is a dynamic condition related to products, services, people, processes and the environment that meets or exceeds what is *diharapkan*⁽⁰⁸⁾ *required use*⁽⁰⁹⁾. as desired as *desireddinginkan*⁽¹⁰⁾

So the quality of human resources is a measure that states how far various specifications and requirements have been fulfilled *harapan*⁽¹¹⁾. The quality of human resources is the ability of each employee to complete their work, develop themselves and encourage the self-development of their colleagues *rekannya*⁽¹²⁾.

Furthermore, the quality of human resources is a workforce that has competence, knowledge, skills and morals. *tinggi*⁽¹³⁾ Meanwhile, indicators of resource quality are physical abilities, non-physical abilities which include intellectual abilities (intelligence) and psychological abilities (*moral*)⁽¹⁴⁾. Meanwhile, the X1 variable is Innovative work behavior and inclusive leadership are X2. Meanwhile, Competence is the X3 variable which acts as an intervening variable. Psychological behavior is an activity or activity of an organism which *bersangkutan*⁽¹⁵⁾ is a set of actions or actions a person makes in response to something the existence of values *diyakini*⁽¹⁶⁾. In essence, human behavior is something that can be observed and some that cannot be observed by human interaction with the environment which is manifested in knowledge, attitudes and. *tindakan*⁽¹⁷⁾ Meanwhile, the next definition of Innovative is to show that there is a way to overcome problems or improve the status quo by producing new products or processes. that may be useful are then developed and applied to work content *tertentu*⁽¹⁸⁾. Meanwhile, innovative work behavior is an action to explore opportunities to produce new ideas, behavior related to creativity and also behavior aimed at implementing changes, new knowledge and improving processes that are useful in improving personal performance. The *bisnis*⁽¹⁹⁾ next definition of innovative work behavior is a deliberate effort. carried out by employees by employees to innovate so as to provide benefits to the company and requires the willingness of individuals to be actively involved in *pelaksanaanya*⁽²⁰⁾ Next, inclusive leadership is *described* as a leader who shows openness , easy access, and availability . in interaction with *anggota*⁽²¹⁾ and constitutes leadership that emphasizes good behavior as a leader. This is the kind of leader that all employees want at work. In a study, a detailed review of the relationship between inclusive leadership and leadership styles is closely related. Inclusive leadership is a different form of leadership because it focuses on facilitating uniqueness and a sense of *memiliki*⁽²²⁾ excellence. Inclusive leadership is a leader who positions himself in the same position as other people or other groups. thus making it the perspective of another person or group in resolving *permasalahan*⁽²³⁾. Meanwhile, competency is a person's ability *or* capacity to carry out various tasks in a job where this ability is determined by intellectual and personal factors *fisik*⁽²⁴⁾. Furthermore, experts divide competencies into 2, namely: 1. Basic Competencies or (*Threshold Competencies*) are the main characteristics that a person must have in order to be able to carry out tasks in their work

such as the ability to write, read and so on. 2. *Differentiating Competencies* are various factors that differentiate individuals with high performance from individuals with low performance *rendah*⁽²⁵⁾.

One of the companies related to this research is PT. Karya Murnui Sentosa (KMS), which operates in the workshop and body repair sector, really needs innovative and competent workers with a leadership style that is friendly and open to all employees, so that employees can work happily and enjoy themselves. However, this is a growing phenomenon at PT KMS This is far from expectations where employees are less innovative in their work and lack competence so that leaders are overwhelmed with managing them, but despite this the leaders remain patient and always provide advice to their employees and often provide instructions in accordance with the SOPs that apply in the company. This causes employees to remain enthusiastic at work even though the work results are not in line with expectations. Thus, the quality of human resources is not optimal to improve performance

II. RESEARCH METHODS

Author's data analysis use For analyzing research models This is use technique analysis regression multiple linear . Actually, what is meant by multiple linear regression analysis is that in a study there are two or more independent variables and one dependent variable (Y)⁽²⁶⁾. This research uses a causal model (*Causing Modelling*) or with another term analysis path (*path analysis*) The causal model (*Causing Modeling*) is an endogemius variable which is a variable that has an arrow pointing towards it. equality as follows : $Y = a + b_1 \cdot X_1 + b_2 \cdot X_2 + b_3 \cdot X_3 + e$ ⁽²⁷⁾.

Quality source Power Human (Y), Innovative Work Behavior (X1), Inclusive Leadership (X2) and Competency (X3), Intercept (a) and Coefficient Regression (b)/ In this path analysis we will see how big the coefficient of each variable can have a significant effect on variable Y, either directly or indirectly.

III. RESULTS AND DISCUSSION

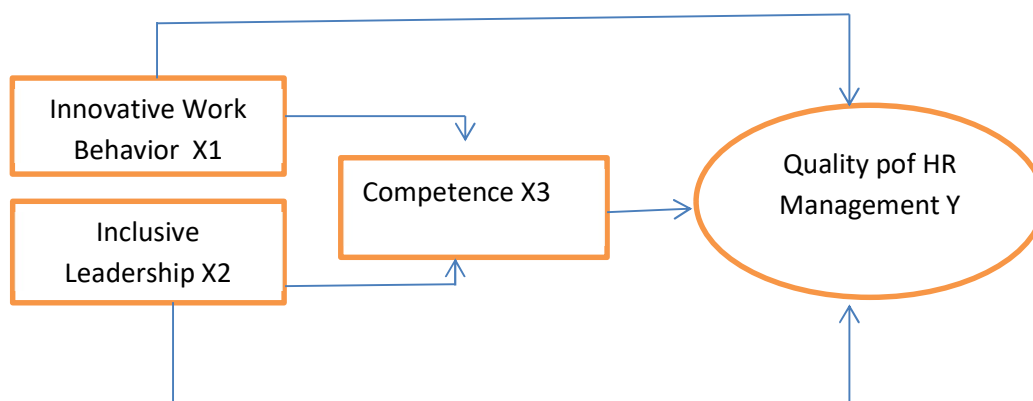
The results of this research can be seen in the table below:

	Contnta	Variable			
		X1 →Y	X2 →Y	X1 →X3 →Y	X2 →X3 →Y
B	.024	,508	,499	,511	,421
Q		,496	4881	4683	4128
Sig.		..040	,000	,020	,000
Dependent Variable: HR Quality: Self-Processed 2024					

From the data table, a Multiple Linear Regression equation can be created as follows:

$$Y = .024 + .508_{x_1} + .499_{x_2} + .511_{x_3} +$$

Figure 1



Influence of Independent Variables on Dependent Variables:

From the table and figure above it can be explained that:

1. There is a significant direct influence on the Innovative Work Behavior variable with a regression coefficient of .508 on the Quality of Human Resources, meaning that if Innovative work behavior increases, then the quality of Human Resources will also increase by .508.
2. There is a significant direct influence on the Inclusive Leadership variable with a regression coefficient of .499 on the Quality of Human Resources, meaning that if Inclusive Leadership increases, then the quality of Human Resources also increases by .499.
3. There is a significant indirect influence of the Innovative Work Behavior variable on the Quality of Human Resources through the Competency variable with a regression coefficient of .511, meaning that if innovative work behavior increases, then the quality of Human Resources also increases by .511.

There is a significant indirect influence on the Inclusive Leadership variable with a regression coefficient of .421 on the Quality of Human Resources, meaning that if Inclusive Leadership increases, then the Quality of Human Resources also increases by .421.

IV. CONCLUSION

PT. Karya Murni Sentosa (KMS) is a company that operates in the workshop and body repair sector and works together with PT. Adira Padang Branch really needs quality human resources and work by bringing out new ideas in carrying out their duties as well as reliable abilities so that work implementation is as expected with leaders who are very open and good at managing work at PT. Karya Murni Sentosa (KMS).

This research is causal research *which* can be carried out to assess the impact of specific changes to existing norms, various processes, etc. Causal research is research that explains the causal relationship between the independent variable (*Independent Variable*) and the dependent variable. *Based variabel*)⁽²⁸⁾ on the results of hypothesis testing, the results show that there is a significant direct influence on the Innovative Work Behavior variable with a regression coefficient of .508 on the Quality of Human Resources, meaning If innovative work behavior increases, then the quality of human resources will also increase by .508.

There is a significant direct influence on the Inclusive Leadership variable with a regression coefficient of .499 on the Quality of Human Resources, meaning that if Inclusive Leadership increases, then the quality of Human Resources also increases by .499.

There is a significant indirect influence of the Innovative Work Behavior variable on the Quality of Human Resources

through the Competency variable with a regression coefficient of .511, meaning that if innovative work behavior increases, then the quality of Human Resources also increases by .511.

There is a significant indirect influence on the Inclusive Leadership variable with a regression coefficient of .421 on the Quality of Human Resources, meaning that if Inclusive Leadership increases, then the Quality of Human Resources also increases by .421.

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