

THE INFLUENCE OF EMPLOYEE TRAINING, COMPENSATION AND EMPLOYEE CREATIVITY ON INNOVATIVE BEHAVIOR (CASE STUDY AT PT. TRANSPORTASI JAKARTA)

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ABSTRACT

The existence of companies in the era of modernization really requires innovation to be able to compete. By using innovation, companies can provide better service to consumers and add value to the products they produce. PT. Jakarta Transportation has company values which encourage creativity summarized in the tagline "BISA". The respondents selected were 100 employees of PT Transportation Jakarta. There are 30 questions were distributed to respondents. The research results stated that training had no impact on innovative behavior. This is caused by inappropriate training methods. Apart from that, compensation and employee creativity have an impact on Transjakarta's innovative behavior.

Keywords : Employee training; compensation; employee creativity; innovative behavior

ABSTRAK

Keberadaan perusahaan di era modernisasi sangat memerlukan inovasi agar mampu bersaing. Dengan menggunakan inovasi, perusahaan dapat memberikan pelayanan yang lebih baik kepada konsumen dan memberikan nilai tambah pada produk yang dihasilkannya. PT. Transportasi Jakarta memiliki nilai-nilai perusahaan yang mendorong kreativitas yang terangkum dalam tagline "BISA". Responden yang dipilih sebanyak 100 orang karyawan PT Transportasi Jakarta. Ada 30 pertanyaan yang dibagikan kepada responden. Hasil penelitian menyatakan bahwa pelatihan tidak berdampak terhadap perilaku inovatif. Hal ini disebabkan oleh metode pelatihan yang tidak tepat. Selain itu, kompensasi dan kreativitas pegawai juga berdampak pada perilaku inovatif Transjakarta.

Kata Kunci : Pelatihan pegawai; kompensasi; kreativitas karyawan; perilaku inovatif

INTRODUCTION

The existence of companies in the era of modernization really requires innovation to be able to compete. Innovation is a necessary component of any business operations since it determines success. Innovation will emerge not only in product development. Every aspect of the organization can be improved so that it can create added value to consumers. Not only that, but innovation can also create lean management or efficiency. In creating innovation there are several aspects that must be fulfilled. However, the most crucial aspect is the development of the company's human resources, namely the employees. Employees are the main asset to creating creativity and discovering new

technology. Innovation can also be seen as a strategy for boosting competitiveness through employee motivation based on business objectives (Abunaila & Kadhim, 2022; Rony & Yulianti, 2023; Hamadamin & Atan, 2019).

Innovation is a form of competitive advantage that companies use to be able to compete with competitors. At this time, where competitors come in the form of domestic or foreign, product or service development in the form of innovation is an absolute must. By using innovation, companies can provide better service to consumers and add value to the products they produce (Werdhiastutie et al, 2020). Innovation is the main factor that determines the level of organizational success in the short and long term (Korzilius et al, 2017). Innovative work will form a competitive advantage in winning the competition. Therefore, innovation is an important process for company sustainability.

Innovation is a contribution made by someone who has suggested enhancements to organizational processes or goods through internal communication channels. To successfully grow, compete, and differentiate themselves in their marketplaces, organizations must gradually translate ideas into new and improved products, services, or processes. This process is known as innovation, according to Baregheh et al. (2009). Innovation is defined as the application of novel ideas and techniques to the creation of goods and services. In the broad sense, innovation refers to much more than just a single product. Innovation can also be a concept, procedure, or product that a person views as novel and which the public interprets as a sign of social change.

To create innovation, creativity is a crucial prerequisite. The capacity to assess and comprehend many options for fixing a certain circumstance might be considered as creativity. Innovation and creativity have been linked in prior studies (Elidemir et al, 2020; Slatten et al, 2020). Creativity on the part of employees helps them become problem solvers. Along with creativity, people need to have a certain level of knowledge and confidence in themselves to generate original ideas or concepts.

Innovation does not only emerge from internal aspects of employees. Support from the organization is also an important factor in creating innovation within the company. Organizations may foster innovation in the workplace in a variety of ways, including throughout the hiring and training processes. The hiring process is a key step in selecting the best type of human resources for the business. Companies' capacity to

attract top talent will have an impact on how innovative culture to operate (Elidemir et al, 2020). The recruitment process is an organizational effort aimed at attracting highly qualified personnel. The readiness of human resources must come first to generate innovation value. Companies need to engage in training in order to improve employees' capacities. Good workers will not only complete the tasks assigned to them; they can also come up with original ideas that will benefit the company. As a result, organizations need to develop the appropriate form of training to develop an innovation culture within the organization (Bourini & Abukhait, 2020).

Apart from the recruitment and training stages, organizational support can also be in the form of compensation policies. The right compensation policy will encourage employee motivation to work better. Compensation policies have the potential to foster creativity inside the organization. In order to preserve the innovative culture within the organization, employees who innovate may receive bonus (Fu et al, 2022; Aziz et al, 2022). Companies might take a tiny step by providing this support in the form of rewards to encourage creativity among their workforces.

Apart from the hiring, training, and compensation stages, of course there are many other ways that can be done to create a culture of innovation within the company. Leadership aspects can create an impact on company innovation. Leadership will be directly proportional to increased organizational performance (Fitri & Andreska, 2023; Sukoco & Kurniawan, 2023; Norouzinik et al, 2021; Becuwe et al, 2020). This form of leader support can be done both verbally and non-verbally, especially in building good interactions to create innovation within the scope of work.

PT. Jakarta Transportation (Transjakarta) is a transportation system based on Bus Rapid Transit (BRT) for the first time in Southeast Asia. This system has been operating since 2004 until now. Transjakarta employees will reach 6,000 as of 2022 spread across various fields, both staff and field employees. Transjakarta has become reliable public transportation for workers in Jakarta. Its existence really supports all activities in Jakarta because the price is relatively cheap, and the environment is conducive. However, increasing human needs and modern progress mean that Transjakarta must create innovations. The goal is to win the competition with its competitors. Therefore, Transjakarta must develop from the perspective of service, human resources, and use of technology.

PT. Jakarta Transportation has company values which are summarized in the tagline "BISA" where each letter has its own value, 'B' which means 'Bahagia' in Bahasa or Happy, which has the value of working to create customer happiness. 'I' which means Innovative, which has the value of working to create the best integration services, 'S' means 'Semangat' in Bahasa or motivation, which has the value of working to achieve excellence. Lastly is 'A' means 'Amanah' in Bahasa or Trust, which has the value of working together to advance the city of Jakarta.

Company values that emphasize innovation mean that Transjakarta must create an innovative culture. Transjakarta must establish an innovative culture in line with its company values, which value innovation. There have been initiatives that promote an innovative culture. Transjakarta has been conducting regular training programmes. Additionally, an innovation-generating competition programme has been launched. Employees that are able to add value through innovation will be compensated with bonuses. To determine the program's efficacy, though, an evaluation must be executed. Based on the background above, this research tries to examine the relationship between employee training, compensation, and employee creativity on the company's innovative behavior in Transjakarta. This research aims to analyze the company policy of PT Transportation Jakarta in creating a culture of innovation to achieve company goals.

LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT

Employee Training

Training is a person's effort to gain knowledge in a particular program. Training in the human resources aspect is defined as activities to increase employee abilities to help performance. The training aspect has a strong influence in supporting company performance. Training can increase the capacity of company workers according to the company's needs and goals. Companies must provide suitable training programmed. To identify areas that require improvement, analysis must be performed as soon as possible. It's important to consider employee readiness into consideration when conducting training. Training will operate optimally with the appropriate programmed in effect, tailored to the demands of the organization and the readiness of the workforce. Training activities can encourage innovation within the company (Bourini & Abukhait, 2020; Aziz et al, 2022). Training will provide additional knowledge to employees. In this way, employees can see how to solve existing problems. Apart from that, with a sufficient

level of knowledge, employees can also create new ideas which will certainly provide added value to the company.

Hypothesis 1: Employee training influence Innovative Behavior.

Compensation

Compensation is defined as something received by all employees which is a return given by the company for their performance. The application of awards can encourage employee quality which influences employee performance. Rewards can motivate employees. Rewards are directly proportional to employee performance which encourages employees to work through their responsibilities. According to Mathis & Jackson (2010), rewards consist of 3 parts. First part is compensation. Compensation consists of a base plan in the form of a basic salary and a variable plan in the form of bonuses and incentives. Second part is benefits. Benefits are rewards in the form of insurance benefits, retirement plans, educational assistance, and additional leave. Lastly is performance and talent management in the form of career planning, career development and training. Prior studies have indicated that inventive behavior is influenced by compensation (Fu et al, 2022; Aziz et al, 2022; Becuwe et al, 2020). Employee creativity will be stimulated by appropriate remuneration. One type of extrinsic incentive that originates from outside the individual is compensation. Of course, employers should not view higher pay for innovative workers as an additional cost rather than as a sign of gratitude for staff members who dare to bring value to the business.

Hypothesis 2: Employee training influence Innovative Behavior.

RESEARCH METHOD

This research uses a quantitative approach in looking for hypothetical relationships. Quantitative research is a form of investigation where the acquired and coded data can be expressed as numbers (Patricia, 2022). These methodical techniques use on deductive strategies to disprove or support theories and propositions. The research strategy entails sending questions to pre-selected via a Google form.

The respondents selected were permanent employees of PT Transportation Jakarta. Contract employees were not used in this research because they were considered to have weak retention in the organization. As the time for conducting the research was from January 2023 to March 2023A total of 100 respondents were selected in this research.

This research was previously conducted by Elidemir et al (2020), that focuses on how high-performance work practises and employee creativity affect innovative behaviour to boost a company's competitive edge. This research examines innovative behaviour in the hotel industry in Turkey. There are 30 questions were distributed to respondents, consisting of 6 questions related to research, 5 questions related to compensation, 13 questions related to employee creativity and 6 questions related to innovative behaviour using Likert scale (Appendix 1). Following the collection of the data, this study employed SPSS to conduct a descriptive analysis, validity and reliability tests, and hypothesis testing.

RESULT AND DICUSSION

After the data was distributed, the majority of respondents came from the age group of 30-50 years with around 83%. Meanwhile, the second largest age group came from 20-30 years old with around 11% of respondents. In the gender category, 88 respondents were male. In the last education category, the majority is from the category group originating from high school, namely 80%.

Validity tests and reliability tests were carried out in this research. According to the R table at $N = 100$ (5% significant level), a value of 0.195 is obtained (see Table 1). All the questions tested showed values greater than the R table, which means that all questions were valid. Meanwhile, testing the reliability test shows that all variables are reliable and consistent. All variables have values greater than Cronbach Alpha, namely 0.7

The T test is utilised to examine the relationship between hypotheses in part. If T count exceeds T table, it can be inferred that the independent variable only partially affects the dependent variable in a manner that is significant. The table above demonstrates that each variable has a distinctive value. There is no influence because the training variable (X1) has a value of 0.145 or more than 0.05. With a value of 0.034 or less than 0.05, the compensation variable (X2) is influential. There is an influence whenever the employee creative variable (X3) has a value of 0.000 or less than 0.05. The calculated t value also demonstrates that the variables for employee remuneration and creativity have higher values from the t table than the variable for training. Therefore, it can be stated that training does not have a significant influence on innovative behavior because $t \text{ count } (-1.47) < t \text{ table } (1.660)$. Meanwhile, compensation

(X2) has a significant influence on innovative behavior because t count (2.157) > t table (1.660). Likewise, employee creativity (X3) influences innovative behavior.

Training is a process so that a person or group can achieve certain skills to help the company achieve its goals. Therefore, providing appropriate training to employees is believed to be able to increase employee productivity in carrying out their work. The results of in this study showed no influence between training and innovative behavior. This could be caused by inappropriate training provided by the company or the lack of retention of employees whose average education level is a maximum of high school/equivalent. From the results of the questionnaire that has been distributed, most of the respondent's education is high school (80%). This illustrates that most PT. Jakarta Transportation employees are basically less interested in training methods, especially methods that are not appropriate to the skills and work at hand so that the material provided has no impact on employee performance. The form of training that can be carried out by Transjakarta can be in the form of field projects. So far, this form of classroom training has been deemed ineffective, so it is felt that it does not have a significant influence on innovative behavior. As a result, companies must determine what kind of training is necessary to be applied throughout the organization.

Compensation/reward is one of the important variables that companies must provide to their employees, so that the compensation received by employees can help increase the enthusiasm and enthusiasm of employees at work. The results of hypothesis testing have proven that there is an influence between compensation and innovative behavior. This shows that the greater the compensation/reward given by PT. Jakarta transportation for employees will increase employee innovation in providing maximum performance. This research supports previous research which states that there is an influence of compensation variables on employee innovation behavior (Fu et al, 2022; Aziz et al, 2022; Becuwe et al, 2020). Transjakarta employees assess that awards in the form of compensation influence employees to be able to continue creating new value for the company. Compensation is also seen as a motivator for other employees that the company sends a positive signal that innovative employees will be rewarded. The form of compensation for employees does not have to be in the form of money, but can also take the form of training, awards and even opportunities for promotion.

The third hypothesis has resulted in an influence between employee creativity and innovative behavior. The results of this research support previous research conducted by Dama & Ogi (2018) which stated that employee creativity partially has a significant effect on innovative work behavior. Similar research from Lengkey et al (2021) states that employee creativity has a positive and significant effect on innovative employee work behavior. The creative attitude possessed by employees can be a differentiator in creating innovation within employees. Companies are encouraged to look for employees who have a creative attitude and companies must also create a creative attitude through company activities, such as training. Creativity will also arise in companies that have a culture of openness. Employees are encouraged to make decisions at a strategic level. Therefore, the role of culture and communication is a key factor in creating creativity at the employee level.

CONCLUSION

The conclusion of this research states that appropriate training programs are the key to innovative behavior in companies. In the Transjakarta case, it was concluded that to achieve an effective training program, it was necessary to analyze the needs and readiness of the training participants themselves. Apart from that, compensation will encourage innovative behavior within the company. Compensation will encourage employee motivation to create value in the company or solve existing problems. A compensation program will also signal to other employees in the organization that the company supports innovative behavior. Meanwhile, the last hypothesis explains that creative behavior has an impact on innovative behavior. This can have an impact on recruitment activities, companies can look for employees who have a creative attitude. Apart from that, creativity can also be formed from training activities to open communication so as to encourage the level of employee participation in company decision making

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TABLE

Tabel 1. Validity Test Result

Variable	Question	R (Count)	R (Table)	Decision
Training	X1.1	0,790	0,195	Valid
	X1.2	0,937	0,195	Valid
	X1.3	0,917	0,195	Valid
	X1.4	0,948	0,195	Valid
	X1.5	0,935	0,195	Valid
	X1.6	0,872	0,195	Valid
Compensation	X2.1	0,808	0,195	Valid
	X2.2	0,846	0,195	Valid
	X2.3	0,922	0,195	Valid
	X2.4	0,879	0,195	Valid
	X2.5	0,904	0,195	Valid
Employee creativity	X3.1	0,822	0,195	Valid
	X3.1	0,894	0,195	Valid
	X3.3	0,848	0,195	Valid
	X3.4	0,802	0,195	Valid
	X3.5	0,891	0,195	Valid
	X3.6	0,695	0,195	Valid
	X3.7	0,896	0,195	Valid
	X3.8	0,775	0,195	Valid
	X3.9	0,906	0,195	Valid
	X3.10	0,921	0,195	Valid
	X3.11	0,914	0,195	Valid
	X3.12	0,900	0,195	Valid
	X3.13	0,894	0,195	Valid
Innovative behavior	Y1	0,893	0,195	Valid
	Y2	0,890	0,195	Valid
	Y3	0,920	0,195	Valid
	Y4	0,939	0,195	Valid
	Y5	0,877	0,195	Valid
	Y6	0,800	0,195	Valid

Tabel 2. T Test Result

Model	Unstandarized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
1 (Constant)	-0,882	1,504		-0,585	0,559
Total X1	-0,109	0,074	-0,1	-1,47	0,145
Total X2	0,134	0,062	0,127	2,157	0,034

	Total X3	0,469	0,037	0,879	12,704	0,000
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Table 3. Research Question

Variable	Question
Training	I received training about the best service
	I received intensive customer training
	I received training related to customer service
	I gained knowledge about handling consumers
	I learned about handling consumer problems
	I received training regarding handling consumer complaints
Compensation	if I improve the level of service to customers, then I will be appreciated by customers.
	prizes I received were based on customer service evaluations
	I am appreciated for serving customers well
	I am appreciated for dealing with customer issues.
	I am rewarded for satisfying a complaining customer.
Employee creativity	I suggest new ways to achieve company goals
	I have ideas or ideas about the company's performance
	I look for new technologies, processes, techniques and/or product ideas
	I suggest a new way
	I have a great source of creative ideas
	I'm not afraid to take risks
	I promote and champion ideas to others
	I show creativity at work when given the opportunity
	I develop adequate plans and schedules for the implementation of new ideas
	I often have new and innovative ideas
	I come up with creative solutions to problems
	I often have a new approach to problems
	I suggest new ways of doing work tasks
Innovative behavior	At work, I often look for new modes and methods of service.
	At work, I sometimes propose creative ideas and try to convince others.
	At work, I sometimes come up with innovative and creative ideas.
	At work, I provide a suitable plan for developing new ideas.
	At work, I try to secure the funding and resources needed to implement innovations.
	Overall, I consider myself a creator.