

## **ABSTRACT**

*The increasing competition in the Indonesian telco industry is currently is getting heavier. This was marked by a shrinking market share from 68.4% to 64.8% from the first quarter of 2018 to the third quarter of 2020. The net market share loss was 3.6%.*

*To increase the company's market share, innovations are needed in creating new ideas, realizing, and implementing these ideas both in terms of products, services or work methods of employees. With the innovations made, it is hoped that there will be an increase in market share for the company so that the targeted revenue is achieved.*

*The Purpose of this study to analyze the effect of transformational leadership and organizational culture on innovative work behavior, and to analyze the influence of transformational leadership and organizational culture moderated by learning orientation.*

*This research method uses a quantitative approach with associative methods. Data collection techniques use primary data types using questionnaires. The sample in this study is a permanent employee of PT Telkomsel. To find results of this research researchers used data analysis using the Lisrel SEM Model.*

*The results of this research proves that Transformational Leadership and Organizational Culture have a positive and significant effect on Employee Innovative Performance Behavior at PT Telkomsel. However, the results of the research proves that Learning Orientation cannot moderate the influence of Transformational Leadership and Organizational Culture on Innovative Performance Behavior at PT Telkomsel.*

**Keywords:** *market segmentation, innovative action, transformational leaders and organizational culture.*