



The Influence of Transformational Leadership on Employee Performance through Innovative Work Behavior as a Mediating Variable

**Suci Yunita Putri ^{a*}, Habibullah Jimad ^b
and Keumala Hayati ^b**

^a *Magister of Management, Faculty of Economics and Business, University of Lampung, Indonesia.*

^b *Department of Management, Faculty of Economics and Business, University of Lampung, Indonesia.*

Authors' contributions

This work was carried out in collaboration among all authors. All authors read and approved the final manuscript.

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ABSTRACT

This study aims to analyze and determine the effect of transformational leadership on employee performance through innovative work behavior as a mediating variable. This research was conducted at the Ministry of Agriculture such as the BPP (Agricultural Training Center), BPTP (Agricultural Technology Assessment Center) and the Agricultural Quarantine Center for Lampung Province. The sample used was 155 respondents consisting of 58 BPP employees, 52 BPTP employees, and 45 employees of the Agricultural Quarantine Center for Lampung Province. This study uses the Structural Equation Modeling (SEM) technique, through the AMOS (Analysis of Moment Structure) program. The results of this study include; transformational leadership has a positive and significant effect on employee performance, transformational leadership has a

*Corresponding author: E-mail: suciyunitafutri@gmail.com;

significant positive effect on innovative work behavior, innovative work behavior has a significant positive effect on employee performance, and transformational leadership has a significant positive effect on employee performance through mediation innovative work behavior of employees at Lampung Agricultural Training Center, Lampung Agricultural Technology Assessment Center, and Lampung Province Agricultural Quarantine Center.

Keywords: Transformational leadership; innovative work behavior; performance.

1. INTRODUCTION

Organizational life is closely related to human resources. Organizations are led by individuals who are considered capable of leading the company to achieve the goals set by management. Leadership is an effort to try to influence the behavior of individuals or groups that aim to achieve common goals by adjusting existing targets [1]. Leaders in an organization or company have the duty and authority to direct and control people in the organization so that HR (Human Resources) is able to behave as desired by management. According to Robbins and Mary [2] leadership style is the way a leader influences, directs, motivates, and controls colleagues in a certain way so that they can complete tasks effectively and efficiently.

According to O'Leary (2001) transformational leadership theory is one of the many leadership theories that are believed to be able to bring enthusiasm and new changes for the better in the company. This theory states that leadership style can affect the performance of a company. This is reinforced by research by Rozi et al. [3] which found that performance is a real behavior that is displayed in a person as work performance resulting from his role in a particular company. Dessler (2017) explains that the definition of employee performance is related to work performance, namely comparing the work results obtained with the work standards set by the organization. Meanwhile, Priansa (2017) states that performance is the extent to which an individual has carried out the company's strategy, either in achieving specific goals related to a person's role or by showing competition which is stated to be relevant for the company. All organizational activities have the essence and ultimate goal of forming performance outputs according to predetermined targets. Organizational activities carried out by government agencies under the auspices of the Ministry of Agriculture such as the BPP (Agricultural Training Center), BPTP (Agricultural Technology Assessment Center) and the Agricultural Quarantine Center for Lampung Province.

If classified according to their duties and responsibilities, the Lampung Agricultural Training Center is a technical implementation unit in the field of agricultural training, is under and responsible to the Head of the Agricultural Human Resources Development Agency which technically has the task of carrying out functional training for apparatus, technical training and profession in agriculture for agricultural apparatus and non-agricultural apparatus. Lampung Agricultural Technology Study Center is a technical implementation unit located in Lampung Province under the coordination of Center for Lampung Agricultural Technology Assessment and Development. Bandar Lampung Class I Agricultural Quarantine Center is an institution that has the main task of carrying out agricultural quarantine and biosecurity supervision that supports the vision of the President and the Ministry of Agriculture.

The maturation activities of the agricultural training system as support for the Ministry of Agriculture's agricultural extension and training improvement program are indicated by the achievement of two output targets from achieving performance until the end of the 2021 budget, although there were two other performance measurement sections that did not reach the target. The Lampung Agricultural Training Center carries out several functions including program preparation, work plans, budgeting and implementation of cooperation, implementation of identification of training needs, implementation of preparation of Work Competency Standards materials in agriculture, implementation of functional training in agriculture for apparatus , implementation of technical training in the field of food crops and lowland horticulture for domestic and foreign agricultural apparatus and non-apparatus, implementation of professional training in the field of food crops and in the field of food crops and lowland horticulture for apparatus and non-apparatus, implementation of competency tests in agriculture , Implementing the preparation of learning packages and functional and technical training media in the agricultural sector, and implementing the development of functional and technical

training models and techniques in the field of food crops.

The Lampung Agricultural Technology Assessment Center also has a target as the realization and implementation of the organization's vision and mission. Based on the Performance Report of the Lampung Agricultural Technology Assessment Center [4] performance measurement results, out of the eight strategic targets stipulated in the Lampung BPTP 2021 Performance Agreement, two indicators were achieved which exceeded the target, four targets were achieved according to the target and two targets were not able to reach the targets set. Performance indicators whose achievements have exceeded the target, namely; the number of specific technologies for strategic commodity locations reached 7 technologies out of the 5 targeted technologies (140%) and the number of strategic commodity technologies disseminated to users reached 11 technologies out of 7 targeted technologies (150.94%).

Performance indicators that can be achieved according to the target include: the number of location-specific bioindustry agricultural technology innovation development models reached 100% by 3 models, the number of regional agricultural development policy recommendations reached 100% by 2 recommendations, the number of internal services for review and development of specific superior agricultural innovations locations reached 100% for 6 services, and the number of TSP location provinces reached 100% for one province. Meanwhile, the performance indicators that were less successful were: the amount of seed production from rice and soybeans with an achievement of 43.846 tons of the target of 58.5 tons (74.94%) and the number of accessions of genetic resources that were conserved and documented with the achievement of 4 (80%) accessions of the 5 targeted accessions.

BPTP's main task is to carry out the assessment, assembly and development of appropriate agricultural technology. The main duties and functions include; Carry out an inventory and identify the need for location-specific appropriate agricultural technology; carrying out research, studying and assembling site-specific appropriate agricultural technology, carrying out technology development and disseminating the results of the study and assembling extension materials, preparing cooperation, information, documentation, as well as disseminating and

utilizing the results of the study, assembling and developing site-specific appropriate agricultural technology, awarding technical services for assessment activities, assembly and development of location-specific appropriate agricultural technology, and Implementation of administrative and household affairs at Balai.

The performance results obtained by BPP (Agricultural Training Center), BPTP (Agricultural Technology Assessment Center) and Lampung Province Agricultural Quarantine Center illustrate that there are several indicators that are still not in accordance with the targets set by management. According to research conducted by Rozi et al. [3] one of the causes of the discrepancy between achievement and organizational targets is employee performance which is less effective and efficient. According to him, the ineffectiveness of employee performance is influenced by the non-implementation of transformational leadership. Robbins and Judge [2] say that transformational leadership is a leader who inspires his subordinates to put aside personal interests for the good of the organization. If the leader is able to apply a transformational leadership style, the employee's performance will improve.

Transformational leadership can be a driving stimulus for human resources in organizations to have a positive impact on the output produced. Leaders have the role of being one of the driving factors for their employees to perform optimally in helping them achieve targets and produce the best performance. This is in accordance with the Performance Theory presented by Bernardin and Russell [5] that one of the factors that influence employee performance is personal qualities, namely matters relating to personality, leadership, hospitality and personal integrity. Leadership can be a positive driving factor for employee performance if leaders can present a work atmosphere that motivates employees to do better. This research will focus more on analyzing the transformational leadership style of each leader in the field or unit in each research object institution, namely the BPP, BPTP, and the Agricultural Quarantine Center of Lampung Province.

Transformational leadership is also thought to influence performance through innovative behavior at work. According to Santoso et al. [6] innovative behavior is closely related to innovation. Innovation and innovative behavior are the outputs of social change, the difference is

only in the emphasis on the characteristics of these changes. Innovation emphasizes the characteristics of something new for individuals or society. Meanwhile, innovative behavior emphasizes the existence of a creative attitude so that there is a process of changing attitudes from traditional to modern, or from an attitude that has not yet advanced to an attitude that has been advanced. Based on the theory of differences between managers and leaders put forward by Mobley et al. [7] that a manager performs administration while a leader innovates. This indicates the influence of transformational leadership which will create innovative work processes and will produce positive performance or output.

Transformational leadership is related to the self-esteem of leaders who are supported by superior thinking and being sensitive to things around them that can produce innovative work behavior from their employees. This is in accordance with research conducted by Santoso et al. [6], Sudiyani et al. [8], and Purwanto et al. [9] stated that leadership that is oriented towards building the individual character of its employees can have a positive influence on the innovative behavior of its employees. The innovative behavior that is formed can directly affect the performance of its employees. Leaders who have implemented transformational leadership are able to encourage employee creativity by giving them the freedom to issue new things and ideas, rewarding every idea, and generating intrinsic motivation that encourages increased performance. In contrast the research conducted by Wardhani and Gulo (2017) suggests that innovative work behavior is not an intermediary factor between transformational leadership and employee performance. Their research found that innovative behavior in the work of employees is more due to the experience and education of each employee.

Leaders who are able to translate the vision and mission to their employees will directly and naturally become role models, respected and trusted. In addition, the leader will become a mentor who is able to provide motivation to continue working and be more innovative. So that from what the leader does, it will produce output in the form of good and effective employee performance. This represents the influence of transformational leadership on employee performance through innovative mediation at work. This is confirmed by research conducted by Purwanto et al. [9], Rozi et al. [3],

Santoso et al. [6] Sudiyani et al. [8], and Wardhani and Gulo (2017). In his research, he found that a transformational leadership style that has a basis in influencing employees to do better things will result in a commitment so that they have good outputs in the form of performance. In the process the leader succeeds in producing innovative plans and actions. According to his research, innovation is a company need if it wants to survive in the long term and be more profitable. Rationally, innovation utilizes various resources from all sides of the organization to help businesses gain a competitive advantage.

2. MATERIALS AND METHODS

This research is a descriptive research in which research is conducted to determine the value of the independent variable, either one variable or more (independent) without making comparisons, or linking it with other variables. (Sugiyono, 2003). Based on this statement, this research is a quantitative descriptive study, where the data is obtained from the research sample and analysis is carried out according to the statistical method used and then interpreted (Sugiyono, 2003). This research will examine whether there is influence or not between transformational leadership on employee performance through the mediation of innovative work behavior.

The total population in this study were 255 employees of the BPP (Agricultural Training Center), BPTP (Agricultural Technology Assessment Center) and the Agricultural Quarantine Center of Lampung Province. The required sample size in this study was 155 respondents. This study uses the Structural Equation Modeling (SEM) technique, through the AMOS (Analysis of Moment Structure) program.

3. RESULTS AND DISCUSSION

3.1 Descriptive Analysis

The results of the analysis on 155 employee respondents from BPP (Agricultural Training Center), BPTP (Agricultural Technology Assessment Center), and Lampung Province Agricultural Quarantine Center have been attached to the list of attachments to this research. The data shows that the variables studied obtained the maximum value, minimum value and average value to measure the distribution of data. In addition, a standard

deviation value is also obtained which will indicate the average deviation of the observation data. The table below is a descriptive analysis Table 1.

Based on the results of the descriptive statistics in Table 1, the results show that the Innovative Work Behavior (M) and Transformational Leadership (X) variables are in the very high category, this is based on the average variable results being above a value of four. Employee Performance Variable (Y) is included in the high category, which is in the range of values from 3.51 to 3.99. The standard deviation value of all variables shows a smaller value compared to the mean value of each variable, this represents that the distribution of data in the research sample has a good value.

3.2 Validity Test

Validity measurement is done using factor analysis. Factor analysis shows that with a significance of 0.05 an item is declared valid if the calculated r value is greater than the r table value. The r table value for a sample of 155 respondents is 0.1326. The results of the validity test on all statements for each variable have rcount greater than rtable (0.1326). So all statement items on all variables are declared valid.

3.3 Reliability Test

After the validity test, the testers then conducted a Reliability Test on each instrument variable X, variable M, and instrument variable Y using the

Alpha Cronbach formula with the help of the SPSS program. The results of the reliability test in this study can be seen in the following Table 2.

The reliability test can be carried out jointly on all questions. According to Sujarweni (2015) if the alpha value is > 0.60, then the question item is reliable. Table 2 shows the results that the Cronbach Alpha value of 0.721 is greater than 0.6, so the results are reliable.

3.4 Data Normality Test

The normality test in this study used univariate and multivariate. Univariate sees that the CR value on Skewness is expected to be no more than 2.58. If there are values outside of these numbers, it can be tolerated if the Multivariate value is still around ± 2.58. The normality test results with univariate and multivariate normality can be seen that all CR are on skewness less than a value of 2.58 or 2.432. Based on these values it can be stated that all values contained in the questionnaire are normally distributed.

3.5 Structural Equation Modeling Analysis

The diagram above shows the coefficient value of the transformational leadership variable which is thought to influence employee performance through innovative work behavior of employees at Lampung Agricultural Training Center, Lampung Agricultural Technology Assessment Center, and Lampung Province Agricultural Quarantine Center.

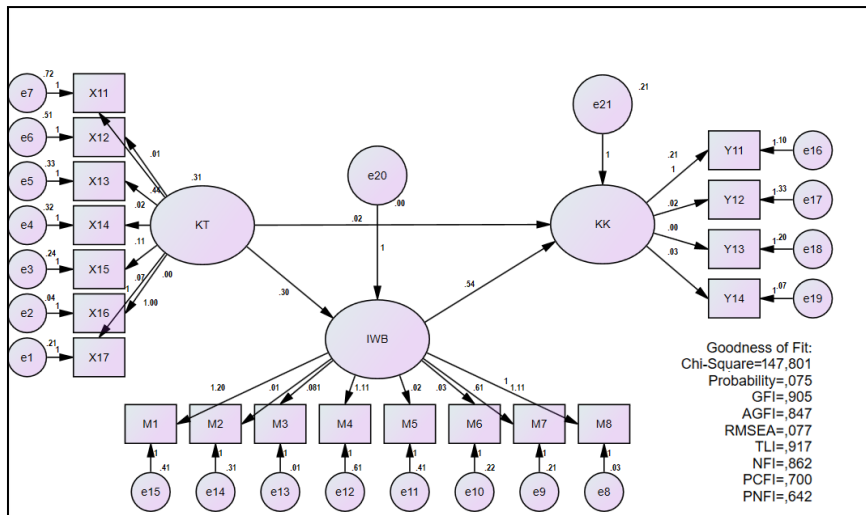


Fig. 1. SEM results

Table 1. Descriptive analysis results

Variable	Minimum	Maximum	Average	Categori	Std. Deviation
Performance (Y)	1	5	3,83	High	0,78
Innovative Work Behaviour (M)	1	5	4,11	Very High	0,48
Transformational Leadership (X)	1	5	4,03	Very High	0,91

Table 2. Reliability test results

Alpha chronbach coefficient	Indicator	Conclusion
0,721	0,6	Reliable

3.6 Model Fit Test

The model suitability test is carried out after the Structural Equation Modeling analysis has been carried out. This test aims to determine how precisely the observed frequency is with the expected frequency. Based on the results of the Goodness of Fit Index analysis, it shows that the Structural Equation Model of this study is said to be good because according to Brown and Cudeck (1993) a fit model is a model that has an RMSEA value of less than 0.08 (good fit).

3.7 Discussion

3.7.1 The influence of transformational leadership on employee performance of bpp, bptp and lampung agricultural quarantine center

The results on the transformational leadership coefficient on employee performance show a value of 0.595, a CR value > 1.96, which is 2.049, and a P value <0.05, so it can be concluded that there is a positive and significant influence between transformational leadership on performance employee.

These results are consistent with the hypothesis which states that there is a positive and significant influence between transformational leadership and employee performance. The results of this study are also supported by research conducted by Novitasari and Asbari [10], Li et al. [11], and Rafia et al. [12]. These findings state that transformational leadership has a positive and significant effect on employee performance. Transformational leadership can be described through various indicators and dimensions such as vision and mission, development of subordinates, positive support, empowering all abilities of team members, positive thinking, exemplary and pioneering in

the organization, and the growing charisma of a leader. If these indicators and dimensions can be carried out and implemented by a leader, then it can be called a leader who adheres to transformational leadership. Transformational leadership is a visionary strategy to be able to influence a group or individual towards achieving goals.

Transformational leadership fosters positive things in behavior and culture and HR practices that are able to motivate employees to participate in self-development and the organization. The ability of a leader to influence his followers is the main and dominant factor as a determinant of organizational success because transformational leadership has a role as a coordinator and motivator that will bring the organization or company to the maximum level of success. This is in accordance with the theory of transformational leadership presented by Robbins and Judge [2] that a transformational leadership style is a leader who inspires his subordinates to put aside personal interests for the benefit and good of the organization/company.

Leaders who are able to apply a transformational leadership style will produce output in the form of good and efficient employee performance. This is in accordance with several programs and strategies carried out by Lampung Agricultural Training Center, Lampung Agricultural Technology Assessment Center, and Lampung Province Agricultural Quarantine Center by providing further training for top managers. The training aims to change conventional leadership styles into transformational leadership which aims to increase leadership effectiveness. Increasing the effectiveness of leadership will have an impact on the performance of its employees so that it can produce output in accordance with the goals set.

3.7.2 The influence of transformational leadership on innovative work behavior of BPP, BPTP and Lampung agricultural quarantine center employees

The results on the transformational leadership coefficient on innovative work behavior show a coefficient value of 0.972, a CR value > 1.96 , which is 4.802, and a P value $(0.000) < 0.05$, so it can be concluded that there is a positive and significant influence between transformational leadership and innovative work behavior.

These results are consistent with the hypothesis which states that there is a positive and significant influence between transformational leadership and innovative work behavior. Research conducted by Wardhani and Gulo (2019) and Purwanto et al. [9] found that transformational leadership has a positive and significant effect on innovative work behavior. Transformational leadership is a type of leadership style that upholds openness, flexibility, and helps subordinates achieve maximum work results. Transformational leadership can have a good impact on the processes and ways of working for subordinates to be more innovative and behave. Innovative work behavior is the action of an employee in generating new ideas and ideas. Good innovative work behavior will certainly benefit an organization in achieving the goals set by previous management.

Transformational leadership styles at at Lampung Agricultural Training Center, Lampung Agricultural Technology Assessment Center, and Lampung Province Agricultural Quarantine Center affect the way their respective subordinates work because the indicators of transformational leadership such as charismatic and inspirational become an intellectual stimulus that makes employees more comfortable and motivated without feeling pressured so employees can come up with innovative ways of working. Innovative working methods will make work effectiveness and efficiency better which will affect the final results to be achieved by each individual for the ultimate benefit of the company and organization. Innovative ways of working can be drawn from the behavior of individuals who can take advantage of opportunities, create new ideas and ideas, and can realize these ideas and ideas into work in the organization.

3.7.3 The influence of innovative work behavior on employee performance at BPP, BPTP and Lampung agricultural quarantine center

The results on the innovative work behavior coefficient on performance show a coefficient value of 0.591, a CR value > 1.96 , which is 2.047, and a P value $(0.000) < 0.05$, so it can be concluded that there is a positive and significant influence between innovative work behavior on employee performance.

This study has the same results as the hypothesis proposed that innovative work behavior has a positive and significant effect on employee performance. The same results were found by research conducted by Riswan et al. [13] and Mobley et al. [7] which stated that there was a positive and significant influence between innovative work behavior and employee performance. Innovative work behavior can be explained as behavior in work roles, groups or organizations to generate new ideas. These ideas and ideas are useful for products and services produced by organizations or companies. This work method is a series of behaviors needed to develop, launch and implement innovative ideas to produce positive performance from employees or the organization itself.

According to the theory presented by Janssen et al. (2004) the benefits of implementing innovative work behavior include making employee work more efficient, increasing adaptability to their work, and much better self-development. Creative and innovative behavior is the key to the success of a business to win and dominate market competition. Creating products or services that are new and different from others will be an added value compared to other companies. Creativity and innovation in the business being undertaken is very important and influences the performance produced by employees of a particular organization or company.

The application of innovative work behavior at at Lampung Agricultural Training Center, Lampung Agricultural Technology Assessment Center, and Lampung Province Agricultural Quarantine Center is marked by the existence of supporting updates to the work system of each agency, for example the implementation of full technology support. Full technology support, in this case the application of technology to support the work

processes of each division by providing convenience and the multiplier effect caused by technology.

3.7.4 The influence of transformational leadership on employee performance through mediation of innovative work behavior of BPP, BPTP and Lampung agricultural quarantine center employees

To measure and calculate the effect of transformational leadership on performance through innovative work behavior as a mediator, it can be done by comparing the value of direct and indirect effects. Comparing the value of the direct effect with the indirect effect is a way to see the mediating relationship between the independent variables and the dependent variable through mediating variables. If the direct effects value is smaller than the indirect effect value, it means that the mediating variable has a direct influence between the independent variables on the dependent variable.

The effect of transformational leadership on performance through innovative work behavior as a mediating variable can be explained by comparing the value of the direct effect in Table 1 and the indirect effect in Table 2. The direct effect value of 0.595 is smaller than the indirect effect value of 0.677. This indicates that transformational leadership influences employee performance through innovative work behavior as a mediating variable. These results are consistent with statements on the hypothesis and previous research conducted by Rafia et al. [12], Almaududi et al. [14], and Hasib et al. [15]. His research found that there is an influence of transformational leadership on employee performance through innovative work behavior as a mediating variable.

According to Avolio and Bass (2002) Aspects of transformational leadership can be demonstrated through charismatic aspects, inspirational motivation, individual consideration, and intellectual stimulation of employees. The application of a transformational leadership style at Lampung Agricultural Training Center, Lampung Agricultural Technology Assessment Center, and Lampung Province Agricultural Quarantine Center can motivate employees to work optimally, creatively, and innovatively. The application of maximum, creative and innovative work styles and processes will generate new ideas and ideas in completing their respective

jobs. Implementation of ideas and ideas correctly and well can improve employee performance better than before. Companies or organizations will improve their performance if there is cooperation and good relations between leaders and subordinates. The application of transformational leadership in accordance with existing dimensions and indicators will foster and stimulate the attitude of employees to carry out work according to goals by implementing innovative behavior so as to produce output that is in accordance with the objectives even more than that set by management.

The results achieved Lampung Agricultural Training Center, Lampung Agricultural Technology Assessment Center, and Lampung Province Agricultural Quarantine Center in 2022 illustrate the success of leadership in achieving targets by increasing the performance of each employee. The increase in employee performance is largely due to the application of transformational leadership that is applicable and acceptable to each employee element [16,17].

4. CONCLUSION

Based on the results of the calculations and analysis of this study, the following conclusions can be drawn:

1. Transformational leadership has a positive and significant effect on employee performance at Lampung Agricultural Training Center, Lampung Agricultural Technology Assessment Center, and Lampung Province Agricultural Quarantine Center.
2. Transformational leadership has a significant positive effect on innovative work behavior of employees at Lampung Agricultural Training Center, Lampung Agricultural Technology Assessment Center, and Lampung Province Agricultural Quarantine Center.
3. Innovative work behavior has a significant positive effect on employee performance at Lampung Agricultural Training Center, Lampung Agricultural Technology Assessment Center, and Lampung Province Agricultural Quarantine Center.
4. Transformational leadership influences employee performance through mediation of innovative work behavior of employees at Lampung Agricultural Training Center, Lampung Agricultural Technology Assessment Center, and Lampung

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COMPETING INTERESTS

Authors have declared that no competing interests exist.

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