
THE ROLE OF EMPLOYEES' INNOVATIVE WORK IN MEDIATION OF THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP ON PERFORMANCE IMPROVEMENT

Sendika Panji Anom¹, Aurik Gustomo²

Sekolah Bisnis dan Manajemen, Institut Teknologi Bandung, Indonesia

sendika_panji@sbm-itb.ac.id¹, aurik@sbm-itb.ac.id²

ABSTRACT

The results of PT Gapura Angkasa's 2018-2020 Employee Satisfaction Survey measurements show that the Relationship Variable with direct superiors is the indicator with the lowest level of satisfaction and has a high level of importance for three consecutive years. This study aims to analyze leadership factors in a company that are very important in encouraging employee creativity and innovation to achieve the desired goals or work results. The purpose of this study was to determine the effect of transformational leadership on employee performance which is mediated by the innovative work behavior of employees of PT Gapura Angkasa, and how it influences one another. Quantitative methods were used to collect data by distributing questionnaires and processing the data using the Structural Equation Model with Smart PLS software to test the hypothesis. These results were then deepened to find out the extent of Transformational Leadership practices in the company by conducting interviews with six respondents. The results of this study will show a positive and significant relationship between transformational leadership on innovative work behavior, transformational leadership on employee performance, and the relationship between transformational leadership on employee performance mediated by creative work behavior. Then the results of deepening related to Transformational leadership practices in companies found priority improvements in the Transformational Leadership dimension, namely the Intellectual Stimulation variable. Efforts to increase transformational leadership based on the results of qualitative data are fostering a culture of innovation, enabling employees to embody new ideas, and providing space for employees to innovate and explore creativity.

Keywords: transformational leadership, innovative work behavior, employee performance, intellectual stimulation.

Corresponding Author: Sendika Panji Anom

E-mail: sendika_panji@sbm-itb.ac.id



INTRODUCTION

Employee performance is the output of an employee of the organization. The performance is expected to contribute to the organization's goals by being one of the competitive advantages for the organization. Innovative work behavior with the support of managers and organizations can be one of the competitive advantages for the organization (Shalley et al., 2004). Creative work behavior does not stand alone but is influenced by Leadership (Mutmainnah et al., 2022). therefore, the leading factor in the company plays an essential role in encouraging employee creativity and innovation in work so that work goals or desired work results are achieved.

Based on the results of research conducted by the management of PT Gapura Angkasa shows that the level of employee job satisfaction is not optimal from nine (9) variables that form job satisfaction in 2018, 2019 & 2020, namely factors (1) salary compensation, (2) comfort in the work

environment, (3) self-development and training, (4) management recognition of work performance, (5) Opportunities to use skills and abilities, (6) Employee relations with senior management, (7) Benefits, (8) Relations with direct superiors, and (9) Job security shows the results that the level of job satisfaction of PT Gapura Angkasa employees is still shallow in the aspect of relationships with direct superiors for 3 (Three) consecutive years or in other words the leadership factor has not been influential at PT Gapura Angkasa. Statements related to relationships with direct superiors are as follows:

Table 1. Relationship with superior variable Statement

Statement
My supervisor motivates me
My supervisor sets an excellent example for me
My supervisor delegates tasks and responsibilities to me
My supervisor is open to solving work-related problems
I feel free to discuss work-related issues with my supervisor

The above Statement regarding motivation, role modeling, the delegation of tasks, and openness is in line with the definition of transformational leadership. The influence of leaders on subordinates or followers. Loyalty, trust, respect, and admiration can be felt by followers towards leaders and motivate them to do more than before. Employees must be able to generate motivation from outside and within themselves to achieve performance

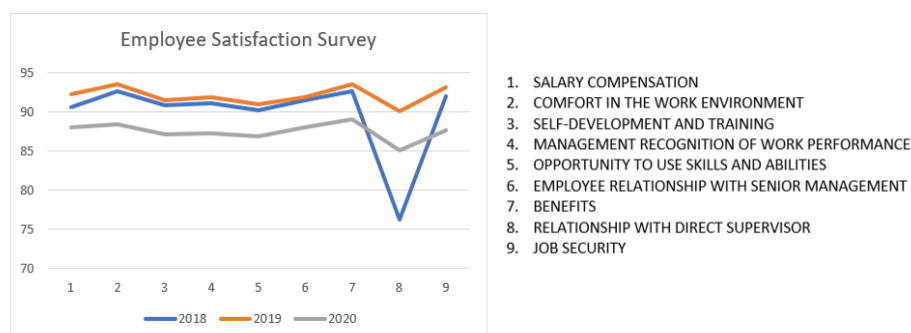


Figure 1. Employee Satisfaction Survey

The research findings with the Important Performance Analysis (IPA) method on employee job satisfaction surveys during 2018-2020 shows that the relationship factor with direct supervisors has the lowest score value or low level of satisfaction. Still, on the other hand, the level of importance for this factor is relatively high. Leaders play a significant role in improving employee performance (Vadeveloo et al., 2009). Stated that leaders' communication effectiveness has a significant effect on employee performance. The transformational leadership has a substantial impact on team decision-making, which leads to improved employee performance (Balthazard et al., 2009). Based on this research, there is a gap or phenomenon at PT Gapura Angkasa related to transformational leadership as a leader's behavior that can inspire subordinates to achieve work performance that is not optimal in the company. Furthermore, transformational leadership encourages members to do things that are more than what is expected by the organization by providing intrinsic motivation (Van Knippenberg and Sitkin). Based on research, it is known that transformational leadership greatly influences employees' innovative work behavior (Afsar et al., 2014).

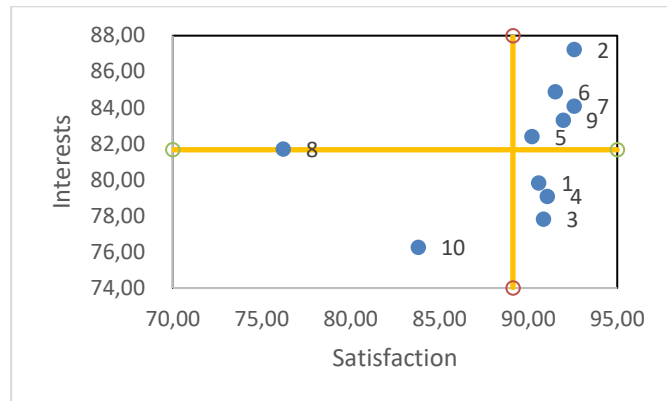


Figure 2. Important Performance Matrix on ESS 2018

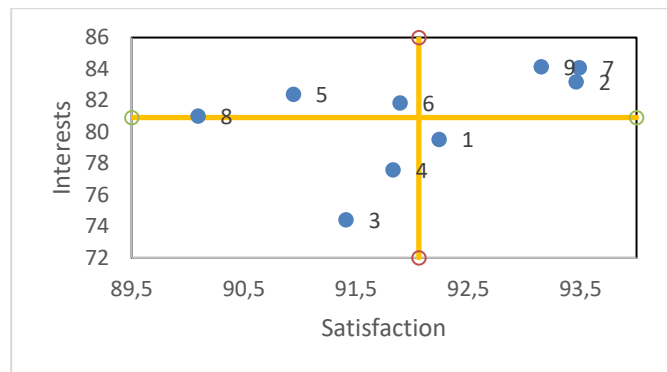


Figure 3. Important Performance Matrix on ESS 2019

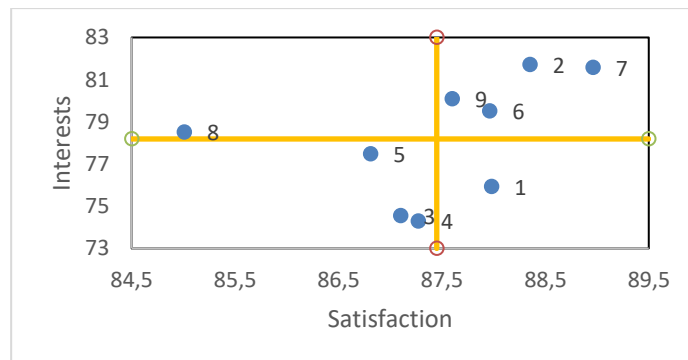


Figure 4. Important Performance Matrix on ESS 2020

This non-optimal transformational leadership condition is less effective in encouraging employees to behave innovatively. The relationship quality with the supervisor and the supervisor's approach that is more oriented towards task completion shows a positive relationship with employees' innovative work behavior (Yuan & Woodman, 2010). But unfortunately, the level of innovation at PT Gapura is still not optimal. This is as reinforced by the results of the researcher's interview with the management of PT Gapura on Thursday, September 29, 2022, with the following sources:

Table 2. Interview Respondent

Name	Position
Arrinda Almadea Oemar	HC Planning, Development & Corporate Culture Analyst
Yunaska Ridaningtyas	HC Admin Compensation & Benefit Analyst
Sandi Prasetyo	SM. HC Compensation & Benefit Analyst

Arrinda Almadea Oemar said, *"that to encourage innovative work behavior of employees currently has obstacles in terms of PT Gapura Angkasa's infrastructure and ways of working, for example, data adjustment is not neat, so it is still hampered, then employees are too busy with routine and administrative work."* This condition will undoubtedly be different if data availability and data provided are integrated. It can be easier to concentrate on development. The results of the interview with Yunaska Ridaningtyas also stated that *"The level of innovation at PT Gapura is still low because top management has not allocated sufficient funds to innovate, both in terms of increasing HR expertise and knowledge through training, seminars, and recruitment of experts."*

The importance of the role of leadership in encouraging employees' innovative work behavior is also reinforced by the results of the researcher's interview with Sandi Prasetyo, who stated that *"the attitude of leaders who always provide direction and support to subordinates will create a conducive work environment, employees will be very comfortable working to create an innovative attitude. This is different from conservative leadership, where employees feel under pressure and will weaken the innovative attitude employees".* Thus, *this is where transformational leadership is needed because it can foster innovative attitudes of employees. Furthermore, Sandi Prasetyo said that "without innovation, the company will become obsolete."* Thus, innovation plays a critical role in supporting the company's survival, especially since PT Gapura Angkasa's business conditions are in a captive market, where the level of flight revenue has been measured, so it is very much needed for new revenue generators. This will allow the company to survive and grow in the future". This Statement is in line with the results of the study. Innovative behavior is creative behavior carried out by employees that impacts improving their performance and the company (Slåtten et al., 2011). The same thing is also shown by the results of research conducted, which state that innovative behavior can increase employee performance achievements (Schuh et al., 2018); (Tsai 2018).

METHOD

This study uses a quantitative approach with an explanatory or causal design that aims to explain how one variable affects or is responsible for changes in other variables and qualitative in-depth interview methods related to the practice of Transformational leadership in companies (Blumberg et al., 2014). The data collection method used in this study uses primary data sources. Preliminary data were obtained from filling out the questionnaire. In this study, researchers used the Slovin sampling method, with a standard error of 0.05/5%. The total population is employees of PT Gapura Angkasa with a total of 1069 employees consisting of 8 departments, namely Airside, Landside GSE (Ground Support Equipment) Operation, SSQ (Safety, Security, & Quality), Administration, GSE (Ground Support Equipment) Mechanic, Finance and cargo. So that the total sampling obtained by the Slovin formula is 291 employees from 8 departments, this study uses the Structural Equation Model (SEM) approach with a measurement model using the Smart PLS program

version 3.2.9 to measure the intensity of each research variable and a structural model to analyze data and research hypotheses.

RESULTS AND DISCUSSION

A. Measurement Model Test Results (Inner Model)

Coefficient Test of Determination/Square (R^2). The coefficient of determination aims to measure how far the model's ability to explain the variance of the dependent variable is. The coefficient of determination is between 0 and 1. The coefficient of determination (R^2) value is close to the value of 1. The R-Square (R^2) value explains how much the independent variable hypothesized in the equation can describe the dependent variable. The results of the determination test can be seen in the table below.

Table 3. Determination Coefficient Test Results

Variable	R-Squared Value
Employee Performance	0,414
Innovative Work Behavior	0,119

As seen in Table 3. the relationship between constructs based on the R-square value can be explained as follows:

1. The R-square value on the employee performance variable is 0.414, which indicates that 41.1% of the employee performance variable can be influenced by the transformational leadership variable and innovative work behavior, while other variables outside the study affect the remaining 58.6%.
2. Based on table 3, it is known that the R-square value of the innovative work behavior variable is 0.119. This indicates that the transformational leadership variable can influence 11.9% of the creative work behavior variable, while other variables outside the study affect the remaining 88.1%.

B. Hypothesis Test

Hypothesis testing in this study uses the path coefficient value, t-statistics, and p-values. Hypothesis testing was conducted on 291 respondents with the help of SmartPLS (Partial Least Square) software which can be seen from the bootstrapping results. The rules of thumb used in this study are t-statistics > 1.96 or p-value < 0.05 (5%), which can conclude a significant influence between the independent and dependent variables. The results of the research model are depicted in Figure 4, and the consequences of hypothesis testing are shown in Table 5.

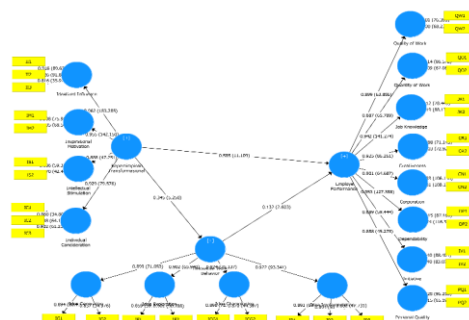


Figure 5. Research Path Diagram

Source: Data Processing Results with SmartPLS 3.2.9 (2022)

Through the results of data processing, the significance level of the relationship is also obtained to see whether the hypothesis is significant or insignificant. The relationship between variables can be assessed through the path coefficient column, while the level of significance can be evaluated through the T-statistic or P-value column, as follows:

Table 4. Path Coefficient, T-Statistics, and P-Values Result

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Conclusion
Transformational leadership -> Innovative Work Behavior	0,345	5,250	0,000	H1 Accepted
Transformational leadership -> Employee Performance	0,585	11,109	0,000	H2 Accepted
Transformational leadership -> Innovative Work Behavior -> Employee Performance	0,046	2,342	0,020	H3 Accepted

Source: Data Processing Results with SmartPLS 3.2.9 (2022)

In this process, the basis for decision-making is the calculated t value, where the t count is obtained from the value of the path coefficient analysis. In contrast, the t-table is obtained by looking at the t-distribution percentage point table based on the significant level and degree of freedom. In this study, for a confidence level of 95% (α 0.05), the t-table value for a two-tailed hypothesis is 1.96.

Looking at the results of data processing shown in Table 4 and the basis for decision-making, the results of this study can be explained as follows:

1) First Hypothesis (H1)

Based on the results of testing the first hypothesis in Table 4.10, it is known that the transformational leadership variable on innovative work behavior has a path coefficient of 0.345 with a calculated t-value of $5.250 > 1.96$ and a p-value of $0.000 < 0.05$. Thus, transformational leadership affects innovative work behavior at PT Gapura Angkasa. Thus, hypothesis H1 in this study states that it is accepted.

2) Second Hypothesis (H2)

Based on the results of testing the second hypothesis in Table 4.10, it is known that the transformational leadership variable on employee performance has a path coefficient value of 0.585 with a calculated t-value of $11.109 > 1.96$ and a p-value of $0.000 < 0.05$. Thus, transformational leadership affects employee performance at PT Gapura Angkasa. Thus, hypothesis H2 in this study states that it is accepted.

3) Third Hypothesis (H3)

Based on the results of testing the third hypothesis in Table 4.10, it is known that the transformational leadership variable on employee performance mediated by innovative work behavior has a path coefficient of 0.046 with a calculated t-value of $2.342 > 1.96$ and a p-value of $0.000 < 0.05$. Thus, transformational leadership affects employee performance at PT Gapura Angkasa. Thus, transformational leadership affects employee performance mediated by innovative work behavior at PT Gapura Angkasa. Thus, hypothesis H3 in this study states that it is accepted.

C. Business Solution

The following analysis will discuss the relationship between the existing variables of Transformational Leadership, Innovative Work Behavior, and Employee Performance. Previous research results strengthen the current research at PT Gapura Angkasa.

1. Transformational Leadership Affects Innovative Work Behavior

Based on the results of testing the first hypothesis, it is found that transformational leadership affects innovative work behavior at PT Gapura Angkasa. This means that the better the company's transformational leadership, the higher the creative behavior that arises from the employees of PT Gapura Angkasa. Transformational leadership plays a vital role in changing norms and values, which in turn helps organizational members improve individual performance and stimulates intellectual thinking that encourages employees to think outside the box, and thus they become more devoted to achieving the organization's vision effectively (Li et al., 2019).

The transformational leadership is a driver to facilitate innovative work behavior among employees (Khan et al., 2019). In addition, leaders can help employees by creating a friendly environment where employees can show higher levels of innovation. This is reinforced and in line with the research found that the higher the transformational leadership, the higher the innovative behavior that arises (Fahrurrobi et al., 2020). These results also support research, that transformational leadership has proven effective in increasing creative work behavior (Schuckert et al., 2018). The same results shown found that transformational leadership affects innovative work behavior (Pertwi & Prasetyo, 2021).

2. Transformational Leadership Affects Employee Performance

Based on the results of testing the second hypothesis, it is found that transformational leadership affects employee performance at PT Gapura Angkasa. This means that the better the transformational leadership of the company, the higher the performance of the employees of PT Gapura Angkasa. The transformational leadership is a process in which leaders need to support employees to move towards higher levels of morale and work motivation for their subordinates to produce work beyond what is expected, that is, by changing the vision, setting an example, providing support, and stimulating the desire to change for the better (Hai et al., 2021).

Furthermore, the transformational leadership plays a vital role in changing norms and values, which further helps organizational members improve individual performance (Li et al., 2019). These results are also reinforced by the research which found that the higher the transformational leadership, the higher the employee performance in an organization. These results also align with the research found that transformational leadership positively affects employee performance (Razzaq et al., 2020). The same results suggest that transformational leadership positively affects employee performance (Setiadi & Lutfi, 2021).

3. Transformational Leadership Affects Employee Performance Mediated by Innovative Work Behavior

Based on the results of testing the third hypothesis, it is found that transformational leadership affects employee performance mediated by innovative work behavior at PT Gapura Angkasa. This means that the better the company's transformational leadership, the higher

the performance of PT Gapura Angkasa employees. This can be interpreted that the quality of employee work will increase further if the application of transformational leadership can be carried out coupled with innovative work behavior of employees.

Transformational leadership is a critical factor in improving employee performance. A good leadership style can increase enthusiasm in carrying out work and encourage increased employee performance. This is reinforced by research, explaining that the higher the transformational leadership, the higher the innovative work behavior that arises (Fahrurrobi et al., 2020). Then the higher the creative work behavior of an employee's work, the higher the quality of employee performance (Alviani & Nuvriasari, 2022). The results of this study, who found that innovative work behavior can mediate the relationship between transformational leadership and employee performance (Fathiyah et al., 2022).

D. Implementation & Justification

Regarding the transformational leadership variable in the 3rd indicator getting the lowest score, "The company leader can be a role model for me in providing the best work results," it is recommended that PT Gapura Angkasa be able to improve aspects of transformational Leadership through Leadership that can generate a sense of pride and trust in subordinates, inspire and motivate associates, stimulate creativity and innovation of subordinates, treat each assistant individually and continuously train and brief subordinates to perform better than initially expected consistently.

Furthermore, the 3rd indicator obtained the lowest score in the innovative work behavior variable: "I like to pay attention to problems that are not part of my daily work." Therefore, it is expected to increase individuals' efforts to think of a new alternative regarding work processes, products, or services by improving creativity and critical and logical thinking skills.

Then on the employee performance variable, the 2nd indicator gets the lowest score regarding "I have a good understanding and skills in carrying out work" management should be able to improve employee performance by enhancing skills and providing direction by conveying what information is needed in doing work so that it can be done correctly.

Managerial Implication

Furthermore, to evaluate how satisfied and measure the performance of PT Gapura Angkasa employees towards the transformational leadership that has been running at this time, the researcher conducted interviews with several respondents, in this case, six (6) staff in the HC Planning division, Dev. & Corp. Culture Analyst, Staff Engineering Analyst, Senior Manager of Budgeting, Assistant. Manager of Ancillary Business, Outsourcing Management & Training Analyst. The questions given are divided into 4 rating scales, namely:

Table 5. Depth Interview Rating Scale

Scala	Definition
Satisfied	Conditions strongly support the Statement
Moderately Satisfied	The condition supports the Statement with notes
Less Satisfied	The condition is less supportive of the Statement
Not Satisfied	The condition does not support the Statement

Then the author can classify to measure the performance or current conditions related to transformational Leadership at PT Gapura Angkasa as follows:

Table 6. Idealized Influence
(Company Leaders Always Direct Me on How to Complete A Job Effectively)

Department	Idealized Influence (Direction)
HC Planning, Dev. & Corp. Culture Analyst (Staff)	Less satisfied, most of the solutions come from their initiative and work experience, and there is no direct leadership.
Staff Engineering Analyst (Staff)	Quite satisfied because some work needs direction and has been directed well, and some work related to concepts is required to get their answers.
Senior Manager of IT Development	Because the knowledge is different, IT problems are more open because the organization is more mature than the original company. The direction is more general if the direct supervisor is more followed because he is not an IT person. Immediate superiors are more into execution if the direct directors understand more concepts.
Senior Manager of Budgeting	It was not satisfied because the Board of Directors is too general, sometimes describing the technology. There is a different interpretation with the VP; it needs to be re-established from the layer below (confirmed). There are often multiple interpretations.
Assistant. Manager of Ancillary Business (CGK)	Quite satisfied because maybe the conditions in the field are not often met, the direction is concise, and we must be more innovative. Many biases occur because there is not enough time.
Outsourcing Management & Training Analyst (Staff)	Less satisfied because the direction is unclear, and the boss only cares about results. The way it is done depends on the staff

Based on table 6. the results of interviews with respondents related to the Direction indicator show that direction from superiors already exists. However, there are still many miscommunications because the movements are unclear, and there is still much-biased information. Shifting individual interests to higher collective interests is an essential aspect of idealized influence; this can be hampered if the information provided is still biased, so the **Less Satisfied** assessment is given to the Direction indicator (Bass & Riggio, 2006).

Table 7. Idealized Influence
(Company Leaders Give Full Trust to Me In Completing Tasks/Work)

Department	Idealized Influence (Trust)
HC Planning, Dev. & Corp. Culture Analyst (Staff)	Satisfied, they give complete confidence in completion and more freedom of options.
Staff Engineering Analyst (Staff)	Quite satisfied; what is not happy is that some work is not delegated to subordinates, and not all work is known by analysts because, in the engineering unit, the system is sorted out for work delegation.
Senior Manager of IT Development	I fully power-trusted them because the direct supervisor did not have an IT background, so he entirely entrusted me. Only analyze the size of the risk
Senior Manager of Budgeting	My direct superior has 80% trust in me to complete the task, but it is still around 30% for the board of directors because my direct manager has been working together for a long time, so trust is high.
Assistant. Manager of Ancillary Business (CGK)	Yes, I am pretty satisfied. It just so happens that my superiors give me complete trust for decisions that are still within my authority and some authorities that have previously been agreed upon.
Outsourcing Management & Training Analyst (Staff)	depending on the classification of tasks, there are some confidential tasks they still have not entrusted to me.

Based on table 7, the results of interviews with respondents related to indicators, it is found that the trust from superiors to subordinates is following expectations but still following authority so that attendants are freer to carry out their duties. The confidence from managers to associates follows one of the characteristics of transformational leadership: leaders must be visionary and believe in assistants, giving this indicator a **Moderately Satisfied** rating (Agarwal & Gupta, 2021).

Table 8. Idealized Influence
(Company Leaders Can Be Role Models for Me In Providing The Best Work Results)

Department	Idealized Influence (Role Model)
HC Planning, Dev. & Corp. Culture Analyst (Staff)	Not yet; what I do is purely from within myself, and the leader has not inspired me.
Staff Engineering Analyst (Staff)	not satisfied or not yet, because there is nothing to take or things that make me want to imitate him.
Senior Manager of IT Development	No, because the direct supervisor is different from the knowledge background. So less in line. Still ensuring the running of the program
Senior Manager of Budgeting	To become a role model, some must be filtered, which are good and not. Not all must be accommodated
Assistant. Manager of Ancillary Business (CGK)	Currently not. My previous boss was more of a role model for me. Providing direction and vision in work is different from before, with more precise movement of the prior leader.
Outsourcing Management & Training Analyst (Staff)	has become a role model for me because my VP is extensive, and there are several things that he understands and teaches me.

Based on table 8, the results of interviews with respondents related to the Role Model indicator, it is found that the current direct supervisor cannot be a role model, one of which is due to the figure of the previous leader or there is already a figure who is a role model compared to the current direct leader. So that the assessment given is **Not Satisfied**. In the role model indicator, leaders need to show strength, and competence is one of the behaviors in the idealized influence variable (Bass & Riggio, 2006).

Table 9. Inspirational Motivation
(Company Leaders Inspire Me Always to Give My Best Work)

Departemen	Emotional Motivation (Inspiring)
HC Planning, Dev. & Corp. Culture Analyst (Staff)	inspiration does not come from the leadership; it comes from the external, not the direct leadership figure. It is more about the world's female figures. There are roles from previous directors that inspire me.
Staff Engineering Analyst (Staff)	Not satisfied because no aspect can be taken; inspiration comes from oneself or the environment.
Senior Manager of IT Development	It has been inspiring because he has been a VP for a long time, so his thinking is more towards a more significant success factor towards the company's targets.
Senior Manager of Budgeting	not yet because some policies are still not right, but some must be supported.
Assistant. Manager of Ancillary Business (CGK)	My current boss is less inspired because the previous one already has more references than the current one.
Outsourcing Management & Training Analyst (Staff)	quite inspiring. There are several cases when there is work that I can't do he tries to help with enthusiasm because he believes I can do it.

Based on table 9, the results of interviews with respondents related to the Inspires indicator in the PT Gapura Angkasa environment, it is found that superiors/leaders have not been able to inspire for several reasons, one of which is the policy of the leader and the reference

criteria for the previous leader is still better than the current leader so that inspiration still comes from oneself, so that leadership is not in line with the characteristics of transformational leaders (Korejan & Shahbazi, 2016). Transformational leadership is inspired through heart and mind and continues to strive to realize leadership goals, the assessment given is **Not satisfied**.

Table 10. Inspirational Motivation
(Company Leaders Always Motivate Me to Work Better To Achieve Company Goals)

Departemen	Inspirational Motivation (Motivate)
HC Planning, Dev. & Corp. Culture Analyst (Staff)	Not feeling motivated by the direct leadership, still from other figures outside the administration.
Staff Engineering Analyst (Staff)	Less satisfied or not yet because of direct motivation. It still implied and rarely chatted face to face to encourage.
Senior Manager of IT Development	if from BoD clear direction and motivation goes well. Keep pushing to become a leader in the holding company
Senior Manager of Budgeting	in terms of motivation, it is pretty good for motivating employees, but some need attention. Not all employees are enthusiastic, only with explanations.
Assistant. Manager of Ancillary Business (CGK)	Quite satisfied because the current team is very motivating with direct targets from operations. There are directions for work
Outsourcing Management & Training Analyst (Staff)	Not satisfied, and I am not too motivated by my superiors.

Based on table 10, the results of interviews with respondents related to the Motivation indicator in the current condition associated with motivation from the leader have been felt for employees because there are targets to be achieved on the business unit side. Still, not all employees are excited only by motivation and because sufficient operations are often given very briefly. Leaders motivate subordinates to improve performance and provide expectations to members about achievable goals, so the assessment given with some notes is **Moderately Satisfied** (Agarwal & Gupta, 2021); (Bass & Riggio, 2006).

Table 11. Intellectual Stimulation
(Company Leaders Always Encourage Me to Be Innovative In Completing Work)

Department	Intellectual Stimulation (Innovate)
HC Planning, Dev. & Corp. Culture Analyst (Staff)	not satisfied or not yet, still based on because humans want to give their best dedication. Leaders do not encourage innovation.
Staff Engineering Analyst (Staff)	This is more demanding than encouraging to be innovative; techniques are more to the concept, and innovation is needed. More innovation input from superiors, so according to what the leaders want. If we give ideas, sometimes they are rejected
Senior Manager of IT Development	not yet, more likely to criticize. More likely to make innovations with the team. Encouragement comes from oneself
Senior Manager of Budgeting	not yet, so we have to take the initiative to be innovative; sometimes, it comes from the environment.
Assistant. Manager of Ancillary Business (CGK)	currently not satisfied enough due to limited time for innovation. Because existing work is quite time-consuming. There is also little time for brainstorming

Department	Intellectual Stimulation (Innovate)
Outsourcing Management & Training Analyst (Staff)	not satisfied because it is still result-oriented. The important thing is to get the job done.

Based on table 11, the results of interviews with respondents related to indicators of innovation from leaders have not been felt by respondents because they tend to get stuck with existing work and take up time so that opportunities for brainstorming with leaders do not exist, this is not in line with the characteristics of transformational leadership, namely looking for problem-solving from different perspectives and suggesting new ways of doing things, For this reason, a value of **Not satisfied** on the Innovation indicator is given (Bass & Riggio, 2006).

**Table 12. Intellectual Stimulation
(Company Leaders Can Develop My Creativity in Completing Work)**

Department	Intellectual Stimulation (Creativity)
HC Planning, Dev. & Corp. Culture Analyst (Staff)	No, creativity comes purely from within me. Very little comes from superiors
Staff Engineering Analyst (Staff)	Because there are many kinds of work, creativity comes from me: sample images and sample evaluation concepts. As much as possible, I am creative to make up free and discuss it with my supervisor.
Senior Manager of IT Development	Not yet, because of different fields of concentration. So there is less understanding of technical problems
Senior Manager of Budgeting	Some can be transmitted from superiors, but they are not significant.
Assistant. Manager of Ancillary Business (CGK)	I am pretty satisfied because I can complete work or develop the business. I am working on
Outsourcing Management & Training Analyst (Staff)	less satisfied, creativity comes from me. I explore my creativity

Based on table 12, the results of interviews with respondents related to creativity indicators at the Leadership of PT Gapura Angkasa were not as expected. Most of them said that creativity came from themselves without any encouragement from the leadership, not following the Behavior of Transformational Leadership, namely the leader has an open attitude, willing to accept differences in how employees express themselves outside of what has been set up by the leader. So the researcher rated **Not Satisfied** on the Creativity indicator (Korejan & Shahbazi, 2016).

**Table 13. Individual Consideration
(Company Leaders Are Willing to Listen to The Difficulties And Complaints That I Experience)**

Department	Individual Consideration (Good Listener)
HC Planning, Dev. & Corp. Culture Analyst (Staff)	I have been here before, and I can listen to my concerns about my work. And open for discussion with superiors
Staff Engineering Analyst (Staff)	already quite satisfied and willing to hear some are followed up.
Senior Manager of IT Development	Yes, it is enough, listening and accommodating according to their capacity.
Senior Manager of Budgeting	still not full to provide support or listen to aspirations because there may be hierarchy and pressure from superiors, and not all can be accommodated.

Department	Individual Consideration (Good Listener)
Assistant. Manager of Ancillary Business (CGK)	quite satisfied to always listen, there is feedback given, and the time is quite open
Outsourcing Management & Training Analyst (Staff)	quite satisfied, maybe he hears, but for follow-up, it is still lacking to be accommodated. The SM level can still enter, but for the VP level, it is rather tricky.

Based on table 13, the results of interviews with respondents regarding the Good Listener indicator in the leader are felt to be appropriate but only at certain levels, mostly at one screen above. After that, there is a distance between leaders and subordinates. The a leader treats team members like humans, not just as team members. For this reason, the researcher assesses this indicator as **Moderately Satisfied** for employees of PT Gapura Angkasa (Bass & Riggio, 2006).

**Table 14. Individual Consideration
(Company Leaders Always Help in Self-Development To Become A Better Person)**

Departemen	Individual Consideration (Develop Capabilities)
HC Planning, Dev. & Corp. Culture Analyst (Staff)	can occasionally remind in the development of training. It's just constrained by existing work that is very time-consuming and piles up, so it doesn't get done.
Staff Engineering Analyst (Staff)	personally, getting better is okay, but it doesn't help with skills.
Senior Manager of IT Development	not too much for personal problems, only at work.
Senior Manager of Budgeting	I don't think so; we need to provide the best conditions to our superiors.
Assistant. Manager of Ancillary Business (CGK)	quite satisfied, uncommonly motivating him to become a wiser leader because he is more senior and has a lot of experience to learn from.
Outsourcing Management & Training Analyst (Staff)	enough because my request for training can be accommodated by management and my supervisor.

Based on table 14, the results of interviews with respondents related to the Develop Capabilities indicator have been felt by employees. Company leaders can still accommodate the training requests needed; the only obstacle is the limited time due to daily tasks that cannot be left behind and development towards work, not personality development. Allocating time for direction and training to subordinates is an essential aspect of Transformational Leadership (Bass & Riggio, 2006). For this reason, the Develop Capabilities indicator is given a **Moderately Satisfied** value.

**Table 15. Individual Consideration
(Company Leaders Treat Me Well as An Individual Who Has Needs,
Different Abilities, And Aspirations)**

Department	Individual Consideration (Caring)
HC Planning, Dev. & Corp. Culture Analyst (Staff)	Some opinions are heard and responded to; some must follow what they want if there is a 50:50 ratio.
Staff Engineering Analyst (Staff)	not because of unfair delegation of tasks, which can accumulate in one person and diverse types of work, but because few have various skills so that there are one or more people who only handle one field of work.
Senior Manager of IT Development	Facilitated related to job needs is very facilitated and understood.
Senior Manager of Budgeting	Enough in terms of needs and abilities. For example, training and scholarships describe leaders with employees, and some aspirations can be accommodated.

Assistant. Manager of quite satisfied, brainstorming discussions and others I feel appreciated.
Ancillary Business (CGK)
Outsourcing The leader knows my abilities and what I need at the SM level. For the VP level,
Management & Training he doesn't care about that.
Analyst (Staff)

Based on table 15, the results of interviews with respondents regarding the caring indicator are pretty in line with transformational leadership's characteristics (Korejan & Shahbazi, 2016). Leaders who pay attention to employees' feelings, moods, what they want and how leaders can help achieve it create trust and commitment. This caring indicator has been felt even though it is only limited to one level above, and there are times when the distribution of tasks is uneven in the team, and employees feel injustice; for this reason, this indicator is given a **Moderately Satisfied** score.

Table 16. Summary of Assessment

Dimensions	Indicator	Conclusion	Evaluation
Idealized Influence	Direction	Directions from superiors exist, but there are still many miscommunications because the rules are less clear, so the information is sometimes biased.	Less satisfied
	Trust	The trust given is there but following certain authorities and scopes so that subordinates are freer to carry out tasks.	Quite satisfied
	Role Model	Direct superiors have not been able to become role models because the previous leader is a better role model than the current natural leader.	Not satisfied
Inspirational Motivation	Inspiring	Inspiration still comes from oneself, and policies that are not right also have an effect so that motivation is not felt to have come from the leadership	Not satisfied
	Motivate	Motivation from leaders has been felt by employees because there are targets to be achieved on the business unit side, but it is done in a short time due to busy operations, so sometimes it does not matter.	Quite satisfied
Intellectual Stimulation	Innovate	Respondents have not felt innovation from leaders because they tend to get caught up with existing work and take up time, so there is no opportunity to brainstorm with leaders.	Not satisfied
	Creativity	Creativity comes from oneself without any encouragement from the leader because the leader lacks technical expertise due to inappropriate fields of knowledge.	Not satisfied
Individual Consideration	Good Listener	This indicator in leadership is felt to be appropriate but only at certain levels, mostly on one screen above, after which there is a distance between leaders and subordinates.	Quite satisfied
	Develop Capabilities	Company leaders can still accommodate requests for training & development needed, and the only obstacle is the limited time due to daily tasks that cannot be left behind and development towards work, not personality development.	Quite satisfied

Dimensions	Indicator	Conclusion	Evaluation
	Caring	In this caring indicator, it has been felt that even though it is only limited to one level above, there are times when the distribution of tasks is uneven in the team, and employees sometimes feel injustice.	Quite satisfied

Based on table 16 above, it can be concluded that transformational Leadership at PT Gapura Angkasa is still not in line with employee expectations. In other words, employees are not satisfied with transformational leadership. Then the variable priorities for improvement can be ordered based on the assessment of indicators, namely Intellectual Stimulation, Idealized Influence, Inspirational Motivation, and finally, Individual consideration.

The main priority for improvement is on the Intellectual stimulation variable with the Innovate & Creativity indicator; based on this, the behavior that should be owned based on perspectives, the Intellectual Stimulation variable is as follows (Bass & Riggio, 2006):

Table 17. Intellectual Stimulation Behavior (Bass & Riggio, 2006)

Intellectual Stimulation	Thoroughly examining ideas or input to ensure appropriateness Considering different perspectives when solving problems Asking for an examination of a problem from different perspectives Suggesting new ways of how to do things
---------------------------------	--

Intellectual Stimulation is defined as having leaders who encourage innovation and creativity, as well as critical thinking and problem-solving. Intellectual Stimulation awakens the minds and imaginations of subordinates and stimulates their ability to identify and solve problems creatively "people admire leaders who arouse their curiosity, challenge them to think and learn, and encourage openness to inspire new ideas and alternatives."

To form behavior that follows Intellectual Stimulation, there needs to be a company program that supports this behavior, especially a culture of innovation and enhances creativity, one of which is the Gapura Innovation Program which will filter innovation or improvement ideas that are in line with company goals. Selected program ideas or innovations will be funded and implemented by the company, and employees will get more rewards to grow engagement with the company.

Another program that 20% Champions can implement is that employees can use 20% of their time in 1 week to work on personal innovation projects about what they like. The above is expected to foster a culture of innovation and creativity among company employees.

CONCLUSION

Based on the test results in the explanation of the previous chapter, the following conclusions are made: 1) Transformational Leadership affects innovative work behavior at PT Gapura Angkasa. 2) Transformational Leadership affects employee performance at PT Gapura Angkasa. 3) Transformational Leadership affects employee performance mediated by innovative work behavior at PT Gapura Angkasa. 4) Opportunity for Improvement owned by the Management of PT Gapura Angkasa can be concluded from the results of qualitative data Managerial Implication that the priority that must be improved in transformational Leadership is Intellectual Stimulation with Innovate and Creativity indicators followed by Idealized Influence, Inspirational Motivation and

finally Individual Consideration. 5) Efforts to improve transformational leadership based on qualitative data results are fostering a culture of innovation, allowing employees to realize new ideas, and providing space for employees to innovate and explore creativity. This can inspire employees to come up with new ideas and, of course, will build employee engagement with the company. 6) Development programs that companies can carry out include the Gapura Innovation Program to accommodate innovations from employees and the implementation of these ideas and 20% Champions to get time allocation to work on personal innovation projects to do whatever they like to improve the culture of innovation and increase creativity.

REFERENCES

- Afsar, B., Badir, Y. F., & Saeed, B. Bin. (2014). Transformational leadership and innovative work behavior. *Industrial Management & Data Systems*. <https://doi.org/10.1108/IMDS-05-2014-0152>
- Agarwal, R., & Gupta, B. (2021). Innovation and Leadership: A Study of organizations based in the United Arab Emirates. *Foundations of Management*, 13(1), 73–84. <https://doi.org/10.2478/fman-2021-0006>
- Alviani, L., & Nuvriasari, A. (2022). Pengaruh Perilaku Inovatif, Motivasi Kerja, dan Teamwork Terhadap Kinerja Karyawan Yayasan Lautan Cendikia Mulia. *Eqien-Jurnal Ekonomi Dan Bisnis*, 11(1), 231–238. <https://doi.org/10.34308/eqien.v11i1.700>
- Balthazard, P. A., Waldman, D. A., & Warren, J. E. (2009). Predictors of the emergence of transformational leadership in virtual decision teams. *The Leadership Quarterly*, 20(5), 651–663. <https://doi.org/10.1016/j.leaqua.2009.06.008>
- Bass, B. M., & Riggio, R. E. (2006). *Transformational leadership*. Psychology press.
- Blumberg, B., Cooper, D., & Schindler, P. (2014). *EBOOK: Business Research Methods*. McGraw Hill.
- Fahrurrobbi, N., Ihsan, M., Rahmawati, I., & Lestari, H. (2020). Pengaruh kepemimpinan transformasional dan budaya organisasi terhadap perilaku kerja inovatif guru di SMA Swasta Se-Kecamatan Pamijahan Bogor. *Jurnal Sains Indonesia*, 1(2), 99–105. <https://doi.org/10.1234/jsi.v1i2.8>
- Fathiyah, F., Andriani, Z., & Fitriaty, F. (2022). Pengaruh Kepemimpinan Transformasional dan Motivasi Kerja terhadap Kinerja Karyawan dengan Perilaku Kerja Inovatif sebagai Variabel Mediasi pada Pegawai Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Kabupaten Muaro Jambi. *Jurnal Ilmiah Universitas Batanghari Jambi*, 22(3), 2269–2275. <http://dx.doi.org/10.33087/jiubj.v22i3.3057>
- Hai, T. N., Van, T. T., & Thi, H. N. (2021). Relationship between transformational leadership style and leadership thinking of provincial administration leaders. *Emerging Science Journal*, 5(5), 714–730.
- Khan, A. M., Jantan, A. H. Bin, Salleh, L. B. M., Dato'Mansor, Z., Islam, M. A., & Hosen, S. (2019). The impact of transformational leadership effects on innovative work behavior by the moderating role of psychological empowerment. *Journal of Reviews on Global Economics*, 8, 925–938. <https://doi.org/10.6000/1929-7092.2019.08.79>
- Korejan, M. M., & Shahbazi, H. (2016). An analysis of the transformational leadership theory. *Journal of Fundamental and Applied Sciences*, 8(3), 452–461.
- Li, H., Sajjad, N., Wang, Q., Muhammad Ali, A., Khaqan, Z., & Amina, S. (2019). Influence of transformational leadership on employees' innovative work behavior in sustainable organizations: Test of mediation and moderation processes. *Sustainability*, 11(6), 1594. <https://doi.org/10.3390/su11061594>

- Mutmainnah, D., Yuniarsih, T., Disman, D., Sojanah, J., Rahayu, M., & Nusannas, I. S. (2022). The Impact of Directive Leadership on Innovative Work Behavior: The Mediation Role of Continuance Commitment. *Journal of Indonesian Economy and Business*, 37(3), 268–286.
- Pertiwi, T., & Prasetyo, A. (2021). Pengaruh Kepemimpinan Transformasional, Kecerdasan Emosional, dan Self Efficacy Terhadap Perilaku Kerja Inovatif Guru SLB N Tamanwinangun Kebumen. *Jurnal Ilmiah Mahasiswa Manajemen, Bisnis Dan Akuntansi (JIMMBA)*, 3(4), 683–697. <https://doi.org/10.32639/jimmba.v3i4.898>
- Razzaq, S., Sami, A., & Hammad, M. (2020). Transformational Leadership and Organizational Performance in Western & Non-Western Context: Systematic Review of 2019. *International Journal of Entrepreneurial Research*, 3(3), 58–60.
- Schuckert, M., Kim, T. T., Paek, S., & Lee, G. (2018). Motivate to innovate: How authentic and transformational leaders influence employees' psychological capital and service innovation behavior. *International Journal of Contemporary Hospitality Management*. <https://doi.org/10.1108/IJCHM-05-2016-0282>
- Schuh, S. C., Zhang, X. A., Morgeson, F. P., Tian, P., & Van Dick, R. (2018). Are you really doing good things in your boss's eyes? Interactive effects of innovative work behavior and LMX on supervisor ratings of job performance. *Human Resource Management*, 57(1), 397–409. <https://doi.org/10.1002/hrm.21851>
- Setiadi, M. T., & Lutfi, L. (2021). Pengaruh Kepemimpinan Transformasional Dan Komitmen Organisasi Terhadap Kinerja Pegawai Melalui Disiplin Kerja Sebagai Variabel Intervening (Studi Pada Dinas Pekerjaan Umum Dan Penataan Ruang Provinsi Banten). *Jurnal Riset Bisnis Dan Manajemen Tirtayasa*, 5(2), 200–217.
- Shalley, C. E., Zhou, J., & Oldham, G. R. (2004). The effects of personal and contextual characteristics on creativity: Where should we go from here? *Journal of Management*, 30(6), 933–958. 6 <https://doi.org/10.1016/j.jm.2004.06.007>
- Slåtten, T., Svensson, G., & Sværi, S. (2011). Empowering leadership and the influence of a humorous work climate on service employees' creativity and innovative behaviour in frontline service jobs. *International Journal of Quality and Service Sciences*.
- Tsai, S. (2018). Innovative behaviour of knowledge workers and social exchange attributes of financial incentive: implications for knowledge management. *Journal of Knowledge Management*. <https://doi.org/10.1108/JKM-07-2017-0293>
- Vadeveloo, T., Ngah, N. S., & Jusoff, K. (2009). The effectiveness of leadership behavior among academicians of Universiti Teknologi MARA Terengganu. *Management Science and Engineering*, 3(3), 1–8.
- Yuan, F., & Woodman, R. W. (2010). Innovative behavior in the workplace: The role of performance and image outcome expectations. *Academy of Management Journal*, 53(2), 323–342. <https://doi.org/10.5465/amj.2010.49388995>



© 2023 by the authors. Submitted for possible open access publication under the terms and conditions of the Creative Commons Attribution (CC BY SA) license (<https://creativecommons.org/licenses/by-sa/4.0/>).