

THE INFLUENCE OF EMPLOYEE INNOVATIVENESS ON EMPLOYEE PERFORMANCE THROUGH TRANSFORMATIONAL LEADHERSHIP IN PERUMDA TIRTANADI SUNGGAL

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Abstract. *This research aims to analyze the influence of Employee Innovativeness on the Employee Performance of Perumda Tirtanadi Sunggal employees through Transformational Leadership as an intervening variable. The population of this study were employees of Perumda Tirtanadi Sunggal, the sample was determined using Non Probability Sampling with Saturation Sampling. Data was collected from 53 Perumda Tirtanadi Employees, analyzed using SEM-PLS. The Result off this research indicate that Employee Innovativeness has a positive and significant effect on Employee Performance (H1 is accepted). Employee Innovativeness has a positive and significant effect on Transformational Leadership (H2 is accepted). Transformational Leadership has a positive and significant effect on Employee Performance (H3 is accepted). Employee Innovativeness has a positive and significant effect on Employee Performance through Transformational Leadership (H4 is accepted). All P-Value statistical values for all hypotheses are $0.000 < 0.05$. Recommendations for future researcher: This research could be expanded with several hypotheses and variables such as adding Discipline or self-confidence in influencing Work Motivation.*

Keywords: *Employee Innovativeness, Employee Performance, Transformational Leadership.*

1. INTRODUCTION

Perumda Tirtanadi is a Regional Public Company of Sumatra Province which is tasked with providing clean water services and managing community waste water. Perumda Tirtanadi as a regional company plays an important role in facing demands for optimal service to the community. Perumda Tirtanadi needs to face several challenges, including changes in the business environment, increasingly complex customer needs and also operational efficiency. For this reason, Perumda Tirtanadi needs innovation to support sustainability and improve the quality of services.

This innovative behavior is important in understanding how workers adapt and prosper in a changing work environment, by directly influencing the output and progress of the organization as a whole (Anggraini and Mansyur, 2024). The capacity to adapt to unexpected circumstances, the willingness to overcome obstacles, the courage to try new approaches, and the desire to apply new concepts developed into practice from this innovation (Abbas et al., 2022).

It is hoped that Perumda Tirtanadi can open up opportunities and provide a forum for each employee to provide their new ideas, so that they can encourage them to provide better services and work and be able to compete with other companies (Karsikah et al,

2024). Before this research was conducted, there had been previous research related to innovative behavior using quantitative explanatory research methods, namely Anton and Wahjono (2017) which stated that innovative behavior had an effect on employee performance.

Employee innovation at Perumda Tirtanadi covers several aspects, such as developing efficient clean water distribution, utilizing technology in customer service, and solving technical problems that will be more effective. However, employee innovation also requires support from leaders who are able to inspire employees and motivate employees to think more creatively and dare to take the initiative in completing their tasks. In this case, the transformational leadership style plays an important role.

Transformational Leaders at Perumda Tirtanadi can help create a conducive work environment for their employees. Transformational Leadership can create innovation by providing clear direction, rewarding creative ideas, and involving employees in strategic decision making. This is in line with research by Amaliah & Sakir (2023) that transformational leadership, which is able to inspire and motivate employees, is very important in creating a productive work environment.

Transformational leadership is a leadership style that is able to inspire and motivate employees to achieve better results through a clear vision, effective communication and emotional support (Armiyanti et al., 2023). Transformational leaders not only focus on achieving short-term goals but also on developing individual employees to reach their maximum potential (Daeli, 2024).

With a leader who is able to motivate emotionally and intellectually, it is hoped that employees at Perumda Tirtanadi can make their best contribution. Ultimately, employee innovation supported by transformational leadership will have an impact on improving employee performance, such as speed of task completion, customer satisfaction and also operational effectiveness.

However, not all public companies, especially Perumda Tirtanadi, have an effective system for encouraging innovative employee behavior. A leadership style that is less supportive can be an obstacle for employees to develop new ideas. Therefore, it is important to understand how the Transformational leadership style can contribute to innovation and ultimately employee performance at Perumda Tirtanadi. Based on this phenomenon and research gap, I conducted further research with the title "The Influence of Employee Innovativeness on Employee Performance through Transformational Leadership"

2. LITERATURE REVIEW

2.1 Employee Performance

The development and progress of a company or organization cannot be separated from quality performance management factors which have an influence as a force capable of providing optimal results. Employee performance refers to the work results achieved by individuals in carrying out their duties in accordance with the responsibilities and standards determined by a company/organization. According to (Susanto, 2019) employee performance can be a benchmark for measuring how many positive work results employees bring to the organization.

Performance is the implementation of the plans that have been prepared. Performance implementation is carried out by human resources who have the ability, competence, motivation and interests. How an organization values and treats its human resources will influence their attitudes and behavior in carrying out performance (Abdullah et al., 2024; Arsadet et al., 2024; Ijahet et al., 2024)

According to Robbins (2016) performance indicators are a tool to measure the extent of employee performance achievements. The following are several indicators to measure employee performance:

1. Quality of Work
2. Work Quantity
3. Timeliness
4. Effectiveness
5. Independence

2.2 Employee Innovativeness

Employee innovation is an individual's ability to generate new ideas, improve work processes, and implement creative solutions that provide benefits to a company. According to (Wahyuni, 2022) employee innovation is defined as a behavior or attitude aimed at improving the environment of an organization or individual by changing something to encourage employees to think about the environment around their work so that they can generate useful ideas. Meanwhile, according to (Desiana, 2019), innovation can take the form of ideas and creations with methods or objects that are perceived by someone as something new.

According to Bani-Melhem et al. (2020), states that employee innovative behavior is demonstrated by always being creative at work, always conveying creative ideas, looking for new techniques at work, having plans to develop new ideas, trying to innovate in the use of resources, and developing creativity in work teams. Apart from that, there are several other researchers who study innovative behavior variables, including: Hendri (2019) who states that the essence of innovative behavior lies in creative and innovative ideas in carrying out tasks and activities.

According to De Jong and Den Hartog (2010) employee innovative behavior is often measured through four main dimensions, namely:

1. Idea Exploration
2. Idea Generation
3. Idea Championing
4. Idea Implementation (Idea Implementation)

2.3 Transformational Leadership

Transformational leadership is a leadership style where a leader is able to inspire, motivate and direct employees to exceed expectations both in terms of performance and innovation.

Transformational leaders, by the way they inspire and provide a clear vision, are able to stimulate members' intrinsic motivation, thereby strengthening their commitment to shared goals according to (Kasanah, 2019). This kind of model is truly considered leadership that truly works to achieve organizational goals that have never been achieved before.

Transformational leaders are charismatic leaders who have a central role and strategy in bringing the organization to achieve its goals. Transformational leaders must have the ability to align their vision of the future with their subordinates, and elevate subordinates' needs at a higher level than what they need (Setianingsih et al, 2025)

Transformational leadership as described by Bass (1985) consists of four main dimensions known as "4I", namely:

1. Idealized Influence
2. Inspirational Motivation
3. Intellectual Stimulation
4. Individualized Consideration

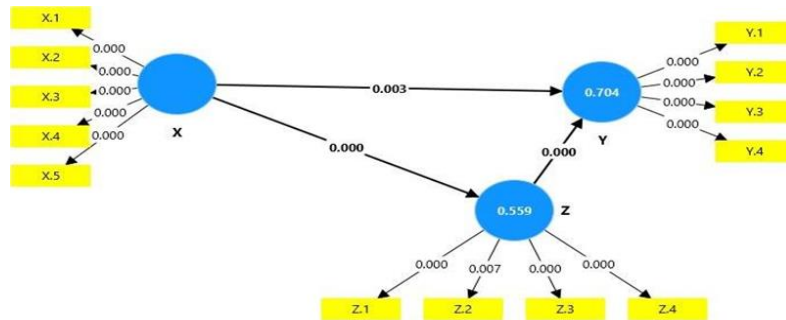


Figure 1. Conceptual Framework

3. RESEARCH METHODS

This research includes quantitative method research and SEM Smart PLS software as an analysis tool. The measurement of indicators for this variable in research uses an interval scale, then the indicators will be used as a guide in collecting instrument items in the form of statements and then respondents will answer. The population of this study were employees of Perumda Tirtanadi Sunggal, the sample was determined using Non Probability Sampling with Saturation Sampling. Data was collected from 53 Perumda Tirtanadi Employees.

4. RESULTS AND DISCUSSION

This research analysis was warried out using quantitative method using SEM PLS. The research results in this study consist of several sub-sections, namely:

A. Evaluation of Measurement Models

In this research, the first thing to do was carry out an evaluation test of the measurement model which consisted of testing with outer loading for decision making. An indicator is said to have good reality if the outer loading value is above 0.70, while the outer loading value is still said to be tolerable up to 0.50 and below the value of 0.50 it can be dropped from the analysis (Ghazali and Laten 2015). On the basis of decision making, if the resulting value is < 0.50 then this research is declared valid.

Based on testing using SEM PLS, the results obtained for outer loading, composite reliability, Cronchbach's alpha, ave are as in table 1 below:

Table 1.1 Outer Loading, Composite Realibility, Everage Variance Extracted

	X	Y	Z
X.1	0.788		
X.2	0.789		
X.3	0.617		
X.4	0.692		
X.5	0.767		
Y.1		0.714	
Y.2		0.896	
Y.3		0.894	
Y.4		0.833	
Z.1			0.961
Z.2			0.467 (0,500)
Z.3			0.974
Z.4			0.982

Based on the table above, Employee Innovativeness is measured with five valid statement items using an outer loading of 0.617 – 0.789, this shows that the five statement items in the Employee Innovativeness variable are valid, because all outer loading values are at or equal to 0.50.

The Employee Performance variable is measured with four valid statement items using an outer loading of 0.714 - 0.896, this shows that the four statement items in the Employee Performance variable are valid, because all outer loading values are at or equal to 0.50.

The Transformational Leadership variable is measured with four valid statement items using an outer loading of 0.500 - 0.982, this shows that the four statement items in the Employee Performance variable are valid, because all outer loading values are at or equal to 0.50.

Because all outer loading values are ≥ 0.50 . So this research meets the requirements for evaluation tests of measurement models with outer loading.

Table 1.2 Outer Loading, Composite Realibility, Everage Variance Extracted

	Cronbach's alpha	Composite Realibility (Rho_b)	Composite Realibility (Rho_c)	Average variance extracted (AVE)
X	0.807	0.797	0.853	0.538
Y	0.856	0.871	0.903	0.701
Z	0.874	0.940	0.924	0.764

The discriminant reliability test in this research was by looking at Cronbach's alpha and composite reliability. The formula is that if the Cronbach's alpha and composite reliability values are > 0.70 then it is said to be good.

The level of reliability for the Employee Innovativeness variable is declared reliable, as shown by all test results on composite reliability above 0.70 (reliable). Meanwhile, the Employee Innovativeness covergen level produced is an AVE value of 0.538 and this value is > 0.50 , thus the Employee Innovativeness variable meets good convergent validation.

The level of reliability for the Employee Performance variable is declared reliable, as shown by all test results on composite reliability above 0.70 (reliable). Meanwhile, the Employee Performance covergen level produced is an AVE value of 0.701 and this value is > 0.50 , thus the Employee Innovativeness variable meets good convergent validation.

The level of reliability in the Transformational Leadership variable is declared reliable, as shown by all test results on composite reliability above 0.70 (reliable). Meanwhile, the resulting Transformational Leadership covergen level has an AVE value of 0.764 and this value is > 0.50 , thus the Employee Innovativeness variable meets good convergent validation.

From the table above, all Cronbach's alpha and composite reliability values are > 0.70 and the AVE value is > 0.50 , so the data meets the reliability requirements. After testing outer loading, composite reliability, Cronbach's alpha, the next step is to carry out discriminant validation testing, namely by looking at the three methods, namely fornell and lacker, HTMT, and cross loading.

The validation discriminant test in this study was carried out using the Fornell and Lacker criteria. Namely, if the value is < 0.90 then it is considered adequate.

Table 1.3 Validation Discrimination Test with Fornell and Lacker Criteria

	X	Y	Z
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X	0.734		
Y	0.756	0.837	
Z	0.748	0.807	0.874

The first step in testing discriminant validity in this research is to look at the Fornell and Lacker tests. In testing the discriminant validity of Fornell and Lacker it is declared good if the root ave of the exogenous variable has a higher correlation with the endogenous variable. Based on the results of Fornell and Lacker testing in the table above, the Transformational Leadership variable (0.756) has a root ave greater than the variable Employee Performance (0.748) and also has a root ave greater than the variable Employee Innovativeness (0.734). Likewise, the root of the Employee Performance variable is higher than Transformational Leadership, namely $0.837 > 0.807$.

From the table above, all construct values are < 0.90 . So the discriminant validity test is fulfilled and it is entitled to continue with further research.

B. Structural Model Evaluation

In this research, structural model evaluation was carried out using several methods, first by testing multicollinearity on INNER VIF. The basis for decision making is that if INNER VIF < 5 , then there are no symptoms of multicollinearity. After that, in this research, an evaluation of the structural model was carried out by testing hypotheses both directly and indirectly (mediation).

Table 1.4 Direct Hypothesis Testing

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
X -> Y	0.347	0.357	0.115	3.018	0.003
X -> Z	0.748	0.757	0.059	12.573	0.000
Z -> Y	0.547	0.541	0.114	4.815	0.0

Based on the test results above, all hypotheses have an effect because the Pvalue is < 0.05 . So several conclusions can be drawn, namely:

1. The first hypothesis (H1) is accepted, namely that there is a significant influence of Employee innovativeness on Employee Performance with a statistical value of P value of 0.003, this value is < 0.05 . Therefore, this shows that Employee Innovativeness has an influence in improving Employee Performance at Perumda Tritanadi.
2. The second hypothesis (H2) is accepted, namely that there is a significant influence of Employee Innovativeness on Transformational Leadership with a statistical value of P Value $0.000 < 0.05$. Therefore, this shows that Employee Innovativeness will have an effect if it involves Transformational in Perumda Tritanadi
3. The third hypothesis (H3) is accepted, namely that there is a significant influence of Transformational Leadership on Employee performance with a statistical value of P Value of 0.000, this value is < 0.05 . Therefore, this shows that Transformational Leadership has an influence in improving Employee Performance at Perumda Tritanadi

Next is indirect hypothesis testing (Mediation), based on the test analysis, the results of the hypothesis test are as in the table below:

Table 1.5 Indirect Hypothesis Testing (Mediation)

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
X -> Z -> Y	0.409	0.411	0.099	4.131	0.000

Based on the table above, the fourth hypothesis is accepted, namely that there is a significant influence of Employee Innovativeness on Employee Performance which is mediated by Transformational Leadership as evidenced by the statistical value P value 0.000, this value is <0.05. Therefore, this shows that Employee Innovativeness influences Employee Performance through Transformational Leadership as mediation at Perumda Tirtanadi Sunggal

C. Evaluation of the Goodness and suitability model

Evaluation of the goodness and suitability of the model in this research was carried out by carrying out the R-Square (R²) test on SEM PLS. Based on the test analysis, the R-Square (R²) results of this research are as follows:

Table 1.6 Evaluation of the Goodness and Suistability Model R-Square

	R-square	R-square adjusted
Y	0.704	0.693
Z	0.559	0.550

Based on the table above, it is known that the R-Square value is 0.693 and 0.550, this value is >0.50, this value shows that this research can explain the influence between variables in the model and this value shows good.

DISCUSSION

Evaluation of the measurement model in this study based on outer loading and composite reliability obtained a value of > 0.70, while for Cronbach alpha and AVE the value was > 0.50. After testing outer loading, composite reliability, Cronbach's alpha, the next step is to carry out discriminant validation testing, namely by looking at the fornell and lacker methods. Based on the results of Fornell and Lacker testing in the table above, the Transformational Leadership variable (0.756) has a root ave greater than the variable Employee Performance (0.748) and also has a root ave greater than the variable Employee Innovativeness (0.734). Likewise, the root of the Employee Performance variable is higher than Transformational Leadership, namely 0.837 > 0.807. After carrying out the analysis, it was discovered that the correlation value of the Transformational Leadership variable had a higher correlation to the Employee Performance variable and a lower correlation to other variables, so that Transformational Leadership really measured Employee Performance and lowly measured other variables. Finally, based on the R-Square (R²) test, all variables in this study have a value > 50.

The Influence of Employee Innovativeness on Employee Performance

The first hypothesis (H1), namely the influence of Employee Innovativeness on Employee Performance in this research, is accepted, meaning that employee innovativeness has a positive and significant effect on Employee Performance with the results of research analysis showing that the p value is $0.003 < 0.05$. Therefore, this value shows that Employee Innovativeness has an influence in improving Employee Performance at Perumda Tritanadi.

The results of this research support previous research which stated that Employee Innovativeness influences Employee Performance by Hadi et al (2020), Alviani and Nuvriasari (2022), and also Reynal et al (2023). However, this is different from research conducted by Rompas et al (2020) and also Kending et al (2022) which stated that Employee Innovativeness has no effect on Employee Performance.

The Influence of Employee Innovativeness on Transformational Leadership

The second hypothesis (H2), namely the influence of Employee Innovativeness on Transformational Leadership in this research, is accepted, meaning that employee innovativeness has a positive and significant effect on Transformational Leadership with the results of research analysis showing that the p value is $0.000 < 0.05$. Therefore, this value shows that Employee Innovativeness has an influence in improving Transformational Leadership at Perumda Tritanadi.

The results of this research support previous research which stated that Employee Innovativeness influences Transformational Leadership by Jong (2007) showing that leadership in companies influences employee innovative behavior. Also the research results of Yiduong (2013) and Hoch (2012) also show that there is an influence of leadership on innovative behavior. However, this is different from research conducted by Guihur et al (2014) which states that Transformational Leadership requires teamwork variables to increase innovation. Also research by Monoyasa et al (2017) states that Employee Innovativeness has no effect on Transformational Leadership.

The Influence of Transformational Leadership on Employee Performance

The third hypothesis (H3), namely the influence of Transformational Leadership on Employee Performance in this research, is accepted, meaning that Transformational Leadership has a positive and significant effect on Employee Performance with the results of research analysis showing that the p value is $0.000 < 0.05$. Therefore, this value shows that Transformational Leadership has an influence in improving Employee Performance at Perumda Tritanadi.

The results of this research support previous research which states that Transformational Leadership has an influence on Employee Performance by Atmojo (2012) and also Saputra (2023) which states that Transformational Leadership has a significant and influential effect on Employee Performance. However, this is different from research conducted by Setiawan (2015) and also Yuwono et al (2020) which stated that Transformational Leadership has no effect on Employee Performance.

The Influence of Employee Innovativeness on Employee Performance through Transformational Leadership

The fourth hypothesis (H4), namely the influence of Employee Innovativeness on Employee Performance through Transformational Leadership in this research, is accepted, meaning that employee innovativeness has a positive and significant effect on Employee Performance through Transformational Leadership with the results of research analysis showing that the p value is $0.000 < 0.05$. Therefore, this value shows that Employee Innovativeness has an influence in improving Employee Performance through Transformational leadership at Perumda Tritanadi.

This research has never been carried out by previous researchers, and can be used as a reference for subsequent research.

CONCLUSION

Based on the results of the research analysis, several conclusions can be drawn, namely that Employee Innovativeness has a positive and significant effect on Employee Performance (H1 Accepted). Then, Employee Innovativeness has a positive and significant effect on Transformational Leadership (H2 Accepted). Then Transformational Leadership has a positive and significant effect on Employee Performance (H3 is accepted). And also Employee Innovativeness has a positive and significant effect on Employee Performance through Transformational Leadership (H4 Accepted). Therefore, all P-value statistics for all hypotheses are <0.05 .

Suggestions for future researchers: This research can be expanded with several hypotheses or additional variables such as adding Work Discipline or self-confidence in influencing Employee Innovativeness.

This research has important implications for the management of a company, especially for improving employee performance by implementing innovative behavior through wise leaders. Innovative employees are proven to not only have a direct influence on employee performance, but also increase their individual self-confidence. So it can integrate employees to be innovative and confident to do or make the best decisions in their work.

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