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Improving Performance Through Transformational Leadership and Self-Efficacy: Mediating role of Innovative Work Behavior

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Abstract

This study seeks to explore the intricate relationship between transformational leadership and self-efficacy concerning employee performance, with a particular focus on the mediating role of innovative work behavior. Employing a quantitative research approach, the study conducted its investigation within the context of a chemical industry company in Sidoarjo, encompassing a sample size of 90 employees. Data analysis was performed using the Structural Equation Model Partial Least Square (SEM-PLS) method. The findings of this study reveal several noteworthy insights. Firstly, there exists a positive and significant influence of transformational leadership on employee performance. However, contrary to expectations, self-efficacy was found to have no direct effect on employee performance. On a separate note, transformational leadership was observed to exert a positive impact on the promotion of innovative work behavior among employees, suggesting its pivotal role in fostering a culture of innovation within the organization. Conversely, self-efficacy was identified as a significant contributor to the development of innovative work behavior among employees. Most importantly, the study unveils the mediating role of innovative work behavior in both the relationship between transformational leadership and employee performance, as well as the link between self-efficacy and employee performance. This underscores the vital importance of cultivating innovative work behavior as a means to enhance overall employee performance, particularly in the context of transformational leadership and self-efficacy in the workplace.

Introduction

The progress of the business world in the era of globalization is increasingly rapid and competitive. Currently, many organizations and companies face an increasingly permanent and uncertain competition intensified by technological innovations, changes

in the market environment, and changing customer needs (Momeni et al., 2014). According to the International Institute for Management Development World Competitiveness Ranking 2022, Indonesia ranks 44 out of 63 countries in terms of competitiveness. This indicates a significant decline compared to the 2021 position at 37. One of the causes of this decline is the deterioration of competitiveness in the economic and business sectors. To compete in today's increasingly competitive corporate environment, high-quality and innovative human resources (HR) are needed as an effort to develop a business. The performance of an organization in managing its resources can be used to determine its success (Prabowo et al., 2018).

Due to high levels of competition and rapid technological advancements, a business must continuously innovate to enhance its overall business success. Faced with such conditions, every individual engaged in business is required to engage in innovative breakthroughs both individually and within their respective companies. Innovative work behavior is essential within a company. The lack of innovative work behavior among employees is seen as a hindrance to the company's progress and can pose a problem in itself. Employees are one of the most essential prospects within an organization to consider as they are constantly exposed to various dynamics within the company (Vipraprastha et al., 2018). Individuals can become more innovative in the workplace by designing new methods to accomplish their tasks, creating new procedures and ideas, and restructuring established approaches into new alternatives.

Transformational leadership is considered influential in inspiring innovative behavior among employees. Based on research by Sharifirad (2013), Grošelj et al. (2020), and Afsar & Umrani (2020) transformational leadership has been proven to have a positive impact on innovative work behavior. The ability of transformational leaders to understand the differences among employees in terms of strengths and weaknesses is a characteristic that can encourage innovative work behavior (Amankwaa et al., 2019). Transformational leaders foster innovative work behavior by requiring individuals to have a strong need for achievement and a low need for conformity (Afsar et al., 2014).

Innovation is a high-risk endeavor, and individuals involved in generating new and useful ideas often face failure (Carmeli & Schaubroeck, 2007). Therefore, employees with high self-efficacy are needed, as individuals with high self-efficacy are less likely to give up easily in the face of failure. Self-efficacy relates to the extent to which individuals develop behaviors that enable them to persevere in potentially stressful situations (Graham, 2022). Thus, self-efficacy is also considered to influence employees' innovative work behavior in the workplace. This aligns with the arguments presented in research conducted by Momeni et al. (2014), Akbari et al. (2021), and Abdullah et al. (2019), which suggest a positive relationship between self-efficacy and innovative work behavior. However, conversely, research by Salanova et al. (2012) indicates that there is no positive influence in the correlation self-efficacy and innovative work behavior.

Self-efficacy plays a crucial role in employee performance and is related to tasks that influence individual choices, efforts, and persistence (Walumbwa et al., 2011). Self-

efficacy beliefs can provide better performance motivation by enhancing individuals' sense of control and autonomy over their lives (Carter et al., 2018). This aligns with research that argues for a positive correlation between self-efficacy and employee performance, as suggested by Tims et al. (2014), Zaki et al. (2019), and Na-Nan & Sanamthong (2020).

With the discovery of the phenomenon and the research gap, the researchers are motivated to conduct further research due to contradictions in the research findings. This includes adding innovative work behavior as a mediating variable that connects transformational leadership and self-efficacy with employee performance at chemical industry company in Sidoarjo as the research location.

Review of Literature

Transformational Leadership

Transformational leadership, as defined by Hall et al. (2002), represents the ability to inspire personal growth, instigate change, and set a compelling example. Such leaders, as described by Luo et al. (2019), excel in fostering elevated morale and motivation among their followers through their interactions. This leadership style holds profound influence over employees due to the amalgamation of creative acumen, unwavering determination, high energy levels, intuitive thinking, and keen sensitivity employed by transformational leaders. Consequently, they harness these attributes to steer their organizations towards the realization of corporate goals and aspirations, as observed by (Prabowo et al. (2018). The dynamic synergy of these leadership traits underscores the transformative impact that leaders of this ilk can have on both individuals and enterprises.

Performance is an analytical procedure aimed at ensuring that all organizational mechanisms are optimized for the productivity of employees, teams, and the organization (Yücel, 2021). Leaders with a transformational style can stimulate employees' pride and self-confidence by demonstrating their belief and confidence in subordinates' ability to work optimally according to expectations and by rewarding subordinates' achievements (Indrayanto et al., 2014). Numerous studies, including those by Buil et al. (2019), Muthuveloo et al. (2014), Yücel (2021), assert a positive impact of the transformational leadership model on employee performance. Conversely, Prabowo et al. (2018) have contended that the transformational leadership model does not exert a significant influence on employee performance. This leadership paradigm, characterized by its ability to propel employee performance beyond conventional boundaries, has been underscored as a potent tool for naturally inspiring and enhancing employee capabilities, as expounded by Khan et al. (2020)

Self-efficacy

Self-efficacy is described by social learning theory experts as the belief in one's ability to perform specific activities (Lorsbach & Jinks, 1999). The choices of behavior and

activities, the amount of effort exerted, and the duration of each sustained effort to face challenges are all influenced by individuals' perceptions of their own self-efficacy (Bandura & Adams, 1977).

Self-efficacy, in accordance with the assertions of experts in social learning theory, is defined as an individual's belief in their capacity to effectively execute particular tasks (Lorsbach & Jinks, 1999). This concept, introduced by Bandura and Adams in 1977, postulates that individuals' perceptions of their self-efficacy play a pivotal role in shaping their choices of behavior and activities. Furthermore, it affects the level of effort they are willing to invest and the duration of sustained endeavors when confronting challenges. In essence, self-efficacy serves as a fundamental determinant influencing an individual's approach to tasks and their commitment to surmounting obstacles.

Self-efficacy plays a crucial role in employee performance and is related to tasks that influence individual choices, effort, and perseverance (Walumbwa et al., 2011). Self-efficacy can provide better performance motivation by enhancing an individual's sense of control and their right to choose their life circumstances (Carter et al., 2018). This is consistent with research that presents the argument that self-efficacy has a positive correlation with employee performance, as indicated by Tims et al. (2014), Zaki et al. (2019), and Na-Nan and Sanamthong (2020).

Innovative Work Behavior

One factor related to how a business manages its human resources is creativity and innovation. According to Janssen (2000), innovative work behavior is described as employee behavior that contributes to performance through the creation, introduction, and application of new ideas. The concept of innovative work behavior is limited to the development, promotion, and implementation of innovative ideas that are considered useful for the company (Shih & Susanto, 2011).

Within the realm of human resource management in the corporate context, a critical dimension of consideration pertains to fostering creativity and innovation. As elucidated by Janssen (2000), innovative work behavior encompasses employee actions that actively contribute to organizational performance by engendering the genesis, introduction, and practical application of novel concepts. It is essential to clarify that the scope of innovative work behavior is inherently bounded by its focus on the ideation, advancement, and execution of innovative ideas deemed beneficial for the enterprise, as posited by Shih and Susanto (2011). This conceptual framework underscores the importance of cultivating a culture of innovation within an organization, wherein employees are encouraged to proactively engage in activities that drive forward the company's innovative agenda and enhance its competitive edge.

Leadership has often been studied as a determinant of innovation. Transformational leadership is associated with innovative behavior (Hansen & Pihl-Thingvad, 2019). By

using inspirational motivation, a transformational leader can instill confidence in their followers' abilities to perform (Reuvers et al., 2008). Employees who are self-aware and confident in their abilities to apply their competencies are more likely to exhibit innovative work behavior. This, in turn, allows for the assumption that transformational leaders have the ability to inspire employees through a connection between the future of the employee and the future of the company, stimulating employees to engage in innovative work behavior through the development of a strong sense of shared vision and ownership with the organization (Afsar & Umrani, 2020).

Someone with a high level of self-efficacy is more likely to engage in creative behaviors because they have a relatively high level of confidence in their knowledge and competence to initiate new ideas (Jiang & Gu, 2017). Furthermore, an employee with good self-efficacy enables the mobilization of the necessary drive, cognitive resources, and actions in achieving expectations of IWB (Li et al., 2017).

There are various methods or approaches to improving employee performance, and one of them is through innovation (Osman et al., 2016). Innovation is thus not limited to individual behavior alone but to the new application and implementation of ideas by groups within the organization (Prieto & Pérez-Santana, 2014). Innovation itself is a crucial aspect of an organization's development. Therefore, every employee should be competent or have the capacity and talent to complete the tasks that are their responsibilities or entrusted to them.

Employee Performance

Employees are the most valuable resource for a company as they have the power to enhance or damage the company's reputation and can have a negative impact on revenue (Elnaga & Imran, 2013). Employees are crucial in every company as they are the lifeblood of the business (Daoanis, 2012). In a fast-moving global economy, businesses are always striving to grow and inspire their workforce to contribute to higher performance through various HR strategies (Shahzadi et al., 2014). When employee performance improves, organizational effectiveness follows suit. Employee performance encompasses factors such as employee satisfaction, absenteeism, lateness, commitment, motivation, and effort (Sadikoglu & Zehir, 2010). According to Borman & Motowidlo (1997), employee performance can be understood as actions recognized as components of the job that contribute to achieving the company's goals.

Employee performance is assumed to improve when employees exhibit innovative work behavior. Performance is unlikely to be independent of the leadership applied by a leader, as effective leadership tends to stimulate good performance. Leaders who implement transformational leadership models have the ability to motivate employees to participate collectively in the company's development goals. Individuals are encouraged to become more creative and innovative in problem-solving, ultimately dedicating themselves to more creative thinking and innovative approaches to tasks (Lee et al., 2007).

Research Framework

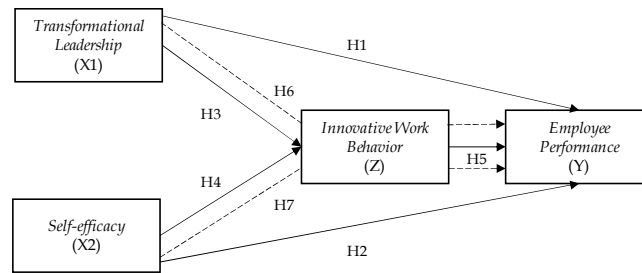


Figure 1. Research framework

Hypothesis in this study is suggested as follows:

- H1 : transformational leadership has a positive impact on employee performance.
- H2 : self-efficacy has a positive impact on employee performance.
- H3 : transformational leadership has a positive impact on innovative work behavior.
- H4 : self-efficacy has a positive impact on innovative work behavior.
- H5 : innovative work behavior has a positive impact on employee performance.
- H6 : innovative work behavior mediates the relationship between transformational leadership and employee performance.
- H7 : innovative work behavior mediates the relationship between self-efficacy and employee performance.

Research Method

This study is a quantitative research study. The data in this research are based on primary data obtained from respondents. The population in this study consists of all employees in a chemical company, totaling 90 employees. This study uses a saturated sample where the entire population is included as the sample. Data is collected through observations, interviews, and questionnaires. The hypotheses in this study are tested using the Structural Equation Model (SEM) with SmartPLS software.

To measure each variable in this study, a questionnaire was used. Transformational leadership was measured by adopting dimensions from the study by T Ng and Rivera (2018), namely idealized influence (charisma), individualized consideration, intellectual stimulation, and inspirational motivation. Self-efficacy was measured using magnitude, strength, and generality, following Siboro et al. (2022). Employee performance was measured by adopting dimensions from Koopmans et al. (2014), which include task performance, contextual performance, and counterproductive work behavior. Innovative work behavior was measured based on Shanker et al. (2017), consisting of idea generation, idea promotion, and idea realization.

Results and Discussion

Table 1 below shows the characteristics of the research respondents, including age, gender, educational level, marital status, and length of work. Based on age, 9 employees are below 30 years old, 5 employees are between 31-40 years old, 27 employees are between 41-50 years old, and 49 employees are between 51-60 years old. The research respondents consist of 84 males and 6 females, with educational backgrounds of 4 employees completing junior high school, 68 employees completing senior high school, 2 employees with a diploma degree (D3), 15 employees with a bachelor's degree (S1), and 1 employee with a master's degree (S2). There are 79 married respondents and 11 unmarried respondents. Regarding length of employment, 9 respondents have worked for less than 5 years, 6 respondents have worked for 6-15 years, and 75 respondents have worked for more than 25 years.

Table 1. Characteristic of respondents

Category	Alternative responses	Number	%
Age	< 30 years	9	10%
	31 - 40 years	5	5,5%
	41 - 50 years	27	30%
	51 - 60 years	49	54,4%
Gender	Male	84	93,3%
	Female	6	6,6%
Educational level	SMP	4	4,4%
	SMA	68	75,5%
	D3	2	2,2%
	S1	15	16,6%
	S2	1	1,1%
Status	Married	79	87,7%
	Not married	11	12,2%
Length of work	< 5 years	9	10%
	6 - 15 years	6	6,6%
	> 25 years	75	83,3%

Convergent validity testing can be done by comprehensively examining the values or scores of the loading factors in each indicator towards the construct. Overall, the indicators can be considered valid when they have correlation values greater than 0.7. However, for studies in the initial stages, if the outer loading values range between 0.50 and 0.60, they are considered sufficient.

Table 2. Outer loading and AVE

Variable	Item	Outer loading	AVE	Status
Transformational leadership	X1.1	0,792	0,526	Valid
	X1.2	0,767		Valid
	X1.3	0,616		Valid
	X1.4	0,750		Valid
	X1.5	0,679		Valid
	X1.6	0,804		Valid
	X1.7	0,638		Valid
	X1.8	0,645		Valid
	X1.9	0,775		Valid
	X1.10	0,755		Valid
Self-efficacy	X2.1	0,915	0,582	Valid
	X2.2	0,881		Valid
	X2.3	0,871		Valid
	X2.4	0,663		Valid
	X2.5	0,645		Valid
	X2.6	0,628		Valid
	X2.7	0,671		Valid
Employee performance	Y.1	0,772	0,593	Valid
	Y.2	0,789		Valid
	Y.3	0,711		Valid
	Y.4	0,799		Valid
	Y.5	0,828		Valid
	Y.6	0,800		Valid
	Y.7	0,678		Valid
Innovative work behavior	Z.1	0,793	0,590	Valid
	Z.2	0,746		Valid
	Z.3	0,721		Valid
	Z.4	0,853		Valid
	Z.5	0,756		Valid
	Z.6	0,873		Valid
	Z.7	0,695		Valid
	Z.8	0,684		Valid

Table 2 above shows that the outer loading of each statement item has values greater than 0.50. This indicates that the indicators are valid.

Table 3. Composite reability and cronbach's alpha

Variable	Composite Reability	Cronbach's Alpha	Status
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Transformational leadership	0,913	0,900	Reliable
Self-efficacy	0,905	0,895	Reliable
Innovative work behavior	0,919	0,900	Reliable
Employee performance	0,900	0,887	Reliable

Composite reliability is considered good when it has values above 0.70. According to Table 3, which shows that the composite reliability values for all variables have values greater than 0.70. Therefore, the variable model can be said to meet composite reliability or have good reliability. Additionally, the Cronbach's alpha values for all constructs are above 0.70. Therefore, the variable model can be said to meet Cronbach's alpha or have strong reliability.

Table 4. R-square

Variable	R-square
Innovative work behavior	0,556
Employee performance	0,673

Based on the R-square values in the table above, it shows that transformational leadership and self-efficacy have an R-square value of 0.556 in relation to innovative work behavior. This indicates that the innovative work behavior construct can be explained by transformational leadership and self-efficacy variables by 55.6%, while the remaining 44.4% is explained by other variables not included in this study. Furthermore, in the table above, the model of the relationship between transformational leadership and self-efficacy with employee performance has an R-square value of 0.673, indicating that the employee performance construct can be explained by transformational leadership and self-efficacy variables by 67.3%. Meanwhile, 32.7% is explained by other variables not included in this study.

Table 5. Contribution of each variable

Variable	T-statistics	P-values	Status
Transformational Leadership -> Employee Performance	3,251	0,001	Accepted
Self-efficacy -> Employee Performance	1,225	0,221	Rejected

Transformational Leadership - > Innovative Work Behavior	4,102	0,000	Accepted
Self-efficacy -> Innovative Work Behavior	3,636	0,000	Accepted
Innovative Work Behavior -> Employee Performance	6,800	0,000	Accepted
Transformational Leadership - > Innovative Work Behavior -> Employee Performance	4,098	0,000	Accepted
Self-efficacy -> Innovative Work Behavior -> Employee Performance	2,862	0,004	Accepted

The t-statistics value for the influence of transformational leadership on employee performance is 3.251, which is greater than 1.96, and the p-value is 0.001, which is less than 0.05. This indicates that there is a significant influence of the transformational leadership variable on employee performance. The research results suggest that as the level of transformational leadership increases, employee performance also increases. This finding is consistent with previous studies conducted by Asbari et al. (2021), Rita et al. (2018) and (Karimi et al., 2023), which also found a significant positive influence of transformational leadership on employee performance. The appropriate leadership style can effectively manage employees in terms of performance, targets, and motivation to ensure the company's vision and mission are achieved.

The t-statistics value for the influence of self-efficacy on employee performance is 1.225, which is less than 1.96, and the p-value is 0.221, which is greater than 0.05. This indicates that there is no significant direct influence of self-efficacy on employee performance. This is consistent with the argument presented by Salanova et al. (2012), who stated that there is no influence of self-efficacy on innovative work behavior.

Furthermore, the t-statistics value for the influence of transformational leadership on innovative work behavior is 4.102, which is greater than 1.96, and the p-value is 0.000. This indicates that there is a significant influence of transformational leadership on innovative work behavior. This finding is consistent with the research conducted by Grošelj et al. (2020), which recognizes leadership as one of the most important factors in fostering innovative work behavior. Transformational leaders can stimulate knowledge diffusion, assign challenging tasks, and generate intellectual stimulation, all of which have a positive relationship with innovative work behavior.

The t-statistics value for the influence of self-efficacy on innovative work behavior is 3.636, which is greater than 1.96, and the p-value is 0.000, indicating a significant influence of self-efficacy on innovative work behavior. This finding is consistent with previous research conducted by Arain et al. (2020), which also found a positive

relationship between self-efficacy and innovative work behavior. Building employees' self-efficacy is one of the efforts that can be undertaken to enhance innovative work behavior.

The t-statistics value for the influence of innovative work behavior on employee performance is 6.800, which is greater than 1.96, and the p-value is 0.000, indicating a significant influence of innovative work behavior on employee performance. This finding supports previous research conducted by Rahman et al. (2020), which also found a significant positive relationship between innovative work behavior and employee performance. Innovation is crucial as it allows companies to reduce costs that are deemed irrelevant and helps employees engage in innovative behaviors by motivating them and fostering discussions on problem-solving.

The t-statistics value for the indirect influence of transformational leadership on employee performance through innovative work behavior is 4.098, which is greater than 1.96, and the p-value is 0.000, indicating a significant indirect influence of transformational leadership on employee performance through innovative work behavior. It suggests that the quality of employee work will improve when transformational leadership is combined with innovative work behavior.

The t-statistics value for the indirect influence of self-efficacy on employee performance through innovative work behavior is 2.862, which is greater than 1.96. This indicates a positive and significant indirect influence of self-efficacy on employee performance through innovative work behavior. Believing in one's abilities can enhance job performance to its fullest potential. However, belief alone without supportive behaviors would be futile. Therefore, a balance is necessary with innovative work behavior to maximize the impact of self-efficacy on innovative work behavior. This research supports the findings of a previous study by Santoso et al. (2019), which explained the indirect influence of self-efficacy on employee performance through innovative work behavior.

Conclusion

The findings derived from this comprehensive study offer significant insights into the dynamics of organizational leadership, self-efficacy, innovative work behavior, and their collective impact on employee performance. This study indicate that there is an effect of the transformational leadership relationship on employee performance, self-efficacy has no effect on employee performance, transformational leadership has an effect on innovative work behavior, self-efficacy has an effect on innovative work behavior, innovative work behavior mediates the relationship between transformational leadership and employee performance, and innovative work behavior mediates the relationship between self-efficacy and employee performance.

To enhance employee performance, it is important for leaders to maintain a transformational leadership style, as this style of leadership can motivate and foster employee creativity through innovative work behavior, ultimately improving their performance. Furthermore, to promote innovative work behavior among employees, it is

crucial to focus on building their self-efficacy. Self-efficacy is related to an individual's belief in their own abilities, and having high levels of self-efficacy may make employees more prone to creativity and innovation. This is supported by the t-statistics value of 3.636, which is greater than 1.96, indicating a significant influence of self-efficacy on innovative work behavior.

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