



## RESEARCH ARTICLE

# Analysis of the Effect of Transformational Leadership and Innovative Behaviour on Employee Performance at PT Supra Primatama Nusantara

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Published online: 25 March 2025

### Abstract

This research aims to find out the extent to which transformational leadership and innovative behavior simultaneously influence employee performance at PT Supra Primatama Nusantara (Biznet) Medan Branch. Quantitative research is research that uses data in the form of numbers as a tool to find information about what you want to know. Population in this study were all employees who worked at PT Supra Primatama Nusantara (Biznet) Medan Branch, totaling 120 people, the sample in this study was 55 respondents who were obtained using the Slovin technique, the data analysis technique used in this research is multiple linear regression analysis, the results of this research are that the transformational leadership Variable has a positive and significant effect on (Biznet) employees. The innovative behavior variable has a positive and significant effect on (Biznet) employees, the independent variables consisting of transformational Leadership (X<sub>1</sub>), innovative behavior (X<sub>2</sub>), simultaneously have a significant effect on Performance.

**Keyword:** Transformational, Innovative Behavior and Performance

### Introduction

Kinerja karyawan menjadi elemen strategi yang berkontribusi pada pencapaian tujuan organisasi secara keseluruhan (Aisyah et al., 2024). Karyawan yang memiliki kinerja optimal tidak hanya mendukung produktivitas, tetapi juga menjadi faktor kunci dalam menciptakan nilai tambah bagi perusahaan (Otoluwu et al., 2023). Namun, kinerja optimal tidak tercipta begitu saja. Diperlukan berbagai pendekatan yang efektif untuk memastikan bahwa karyawan dapat memberikan kontribusi terbaik kepada karyawan. Beberapa pendekatan tersebut meliputi aspek kepemimpinan yang inspiratif dan perilaku kerja yang inovatif. Elemen kedua ini terbukti menjadi faktor penentu dalam menciptakan kinerja karyawan yang unggul (Bafagehi et al., 2023). This study was conducted to analyze the effect of transformational leadership and innovative behavior on employee performance at PT Supra Primatama Nusantara (Biznet) Medan Branch. This study is important to provide an in-depth understanding of how these two factors contribute to improving employee performance. In addition, this study aims to identify strategies that companies can use to improve the effectiveness of leadership styles and create a work culture that supports innovation.

Leadership is one of the fundamental aspects that influences employee performance (Tarussy et al., 2020). Leaders are not only tasked with providing direction and supervising employee work, but also have the responsibility to create supportive innovative behavior (Parizi & Kustiwa, 2024). In the modern context, transformational leadership has become one of the approaches that is recognized as effective in improving organizational performance (Umri & Sukriadi, 2024).

Transformational leaders are known for their ability to inspire, transformational leadership, and direct employees to achieve their best potential (Erman & Winario, 2024).

Transformational leaders create a clear and strong vision of the future of the organization and are able to convey that vision in a way that inspires employee enthusiasm (Amaliah & Sakir, 2023). Employees also build positive relationships with subordinates, thereby creating trust and mutual respect (Motik et al., 2024). Leaders with this style not only encourage employees to achieve predetermined targets, but transformational leadership also inspires them to exceed expectations (Rifai, 2024). In addition, leaders drive changes that have a significant impact, both on individuals and the organization as a whole, by providing consistent support and instilling organizational values in every aspect of employee work (Parizi & Kustiwa, 2024). In addition to leadership, employee innovative behavior is also a key factor in improving organizational performance. Innovative behavior refers to the ability of employees to generate new ideas, develop creative solutions, and contribute to process or product improvement (Ashari et al., 2024). In the face of increasingly fierce competition, innovation is one of the main differentiators between successful and lagging organizations. Employees with innovative behavior have the potential to create more efficient solutions, introduce more effective ways of working, and produce more competitive products or services (Harianto et al., 2021). In this context, companies need to encourage and facilitate innovative behavior by providing training, creating a work culture that supports creativity, and rewarding new ideas that are useful (Elburdah et al., 2024). PT Supra Primatama Nusantara (Biznet), as one of the leading telecommunications and multimedia service providers in Indonesia, faces major challenges in maintaining its position in the market. With continued expansion, including in the Medan branch, Biznet strives to answer increasingly complex and dynamic customer needs. In this case, employee performance is an important component that supports the success of the company. The Medan Branch of PT Supra Primatama Nusantara (Biznet) operates in a highly competitive business environment. Customers demand innovative, fast, and reliable services, so

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companies must be able to provide solutions that meet market expectations. To achieve this, employees are needed who are not only technically competent, but also have high Transformational Leadership, adaptability, and a willingness to continue to innovate. This study was conducted to analyze the influence of transformational leadership and innovative behavior on employee performance at PT Supra Primatama Nusantara (Biznet) Medan Branch. This study provides an in-depth understanding of how these two factors contribute to improving employee performance. This study also aims to identify strategies that companies can use to improve the effectiveness of leadership styles and create a work culture that supports innovation.

### Method

The data source used in this study is primary data from a questionnaire, using a Likert scale. The data analysis technique used is multiple linear regression analysis with the formula

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \epsilon$$

The hypothesis test used in this study is the T Test (Partial Test) and the F Test (Simultaneous Test)

### Results and Discussion

#### Test Validity

The validity test conducted is by correlating the designed instrument to empirical data that occurs in the field. If the correlation coefficient (r) is greater than r table, then the question is said to be valid. Validity testing is conducted using the SPSS program with the following criteria:

- 1) If the calculated r is positive and the calculated  $r \geq r$  table, then the question items in each research variable are declared valid.
- 2) If the calculated r is negative or the calculated  $r < r$  table, then the question items in each research variable are declared invalid.

**Table 1. Validity Test of Variable X<sub>1</sub>**

|     | R Count | R table | Status |
|-----|---------|---------|--------|
| x11 | .559    | .260    | .Valid |
| x12 | .596    | .260    | .Valid |
| x13 | .502    | .260    | .Valid |
| x14 | .733    | .260    | .Valid |
| x15 | .468    | .260    | .Valid |
| x16 | .511    | .260    | .Valid |
| x17 | .645    | .260    | .Valid |
| x18 | .608    | .260    | .Valid |

Source: Data processed with SPSS ( 2025 )

**Table 2. Validity Test of Variable X<sub>2</sub>**

|     | R Count | R table | Status |
|-----|---------|---------|--------|
| x21 | .458    | .260    | .Valid |
| x22 | .349    | .260    | .Valid |
| x23 | .484    | .260    | .Valid |
| x24 | .353    | .260    | .Valid |
| x25 | .362    | .260    | .Valid |
| x26 | .683    | .260    | .Valid |
| x27 | .314    | .260    | .Valid |
| x28 | .748    | .260    | .Valid |

|      |      |      |        |
|------|------|------|--------|
| x29  | .368 | .260 | .Valid |
| x210 | .289 | .260 | .Valid |

Source: Data processed with SPSS ( 2025 )

**Table 3. Validity Test of Variable Y**

|    | R Count | R table | Status |
|----|---------|---------|--------|
| y1 | .762    | .260    | .Valid |
| y2 | .639    | .260    | .Valid |
| y3 | .725    | .260    | .Valid |
| y4 | .789    | .260    | .Valid |
| y5 | .852    | .260    | .Valid |
| y6 | .890    | .260    | .Valid |
| y7 | .640    | .260    | .Valid |
| y8 | .824    | .260    | .Valid |

Source: Data processed with SPSS ( 2025 )

The table above shows the results of the validity test for the research variables, in this study all instruments are declared valid because they have a value greater than the r table (0.260) meaning that in this study all instruments are worthy of further testing.

#### Test Reliability

Reliability testing is intended to test the extent to which measurement results remain consistent when measurements are taken several times against the same symptoms using the same measuring instrument. .a construct or variable is said to be reliable if it provides a *Cronbach Alpha value* > 0.60. The results of the reliability test are as follows:

**Table 4. Reliability Test Results**

| Variables                   | Cronbach's Alpha | N of Items | Cut Off | Information |
|-----------------------------|------------------|------------|---------|-------------|
| Transformational Leadership | 0.650            | 8          | 0.60    | Reliable    |
| My Behavior is Innovative   | 0.803            | 10         | 0.60    | Reliable    |
| Performance                 | 0.662            | 8          | 0.60    | Reliable    |

Source: Data processed with SPSS ( 2025 )

It is known that the value for all items is > 0.60. Thus, all the questionnaire statement items are declared reliable and can be distributed to respondents to be used as research instruments.

#### Classical Assumption Test

##### Normality Test

According to Ghazali (2016), the normality test is carried out to test whether in a regression model, an independent variable and a dependent variable or both have a normal or abnormal distribution. There are two ways to detect whether the residual is normally distributed or not, namely by graphical analysis and statistical tests.

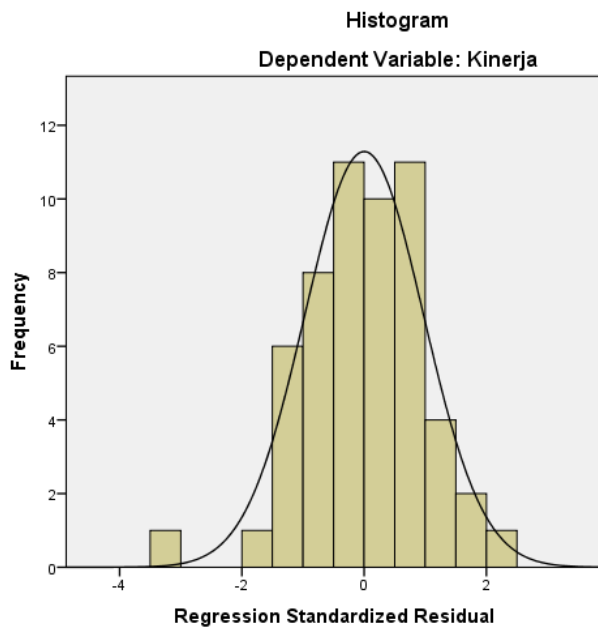


Figure 1 Histogram Normality

Source: Data processed with SPSS ( 2025 )

Based on the image above, it can be seen that the histogram line does not deviate to the right and left so that the residuals are said to be normally distributed . Then the p plot normality test is carried out as follows:

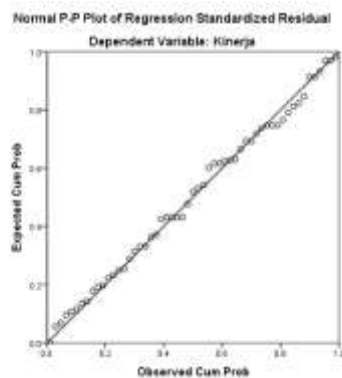


Figure 2. Normality P-Plot Graph

Source: Data processed with SPSS ( 2025 )

Based on the image above, it can be seen that the residual graph image has a normal distribution or spread. This can be seen from the distribution of points on the Normal Probability Plot Graph being around the diagonal axis of the graph.

Table 5. One-Sample Kolmogorov-Smirnov Test

|                                  |                          | Unstandardized Residual |
|----------------------------------|--------------------------|-------------------------|
| N                                |                          | 55                      |
| Normal Parameters <sup>a,b</sup> | Mean                     | .0000000                |
|                                  | Std. Deviation           | 3.88076432              |
|                                  | Most Extreme Differences |                         |
|                                  | Absolute                 | .112                    |
|                                  | Positive                 | .082                    |
|                                  | Negative                 | -.112                   |
| Test Statistics                  |                          | .112                    |
| Asymp. Sig. (2-tailed)           |                          | .383 <sup>c</sup>       |

Source: Data processed with SPSS ( 2025 )

Table 7 shows that the Asymp. Sig. (2-tailed) value is  $0,383 > \alpha(0.05)$  This means  $H_0$  it is accepted so it can be concluded that all research variables are normally distributed .

### Multicollinearity Test

Table 6. Coefficients<sup>a</sup>

| Model |                             | Collinearity Statistics |       |
|-------|-----------------------------|-------------------------|-------|
|       |                             | Tolerance               | VIF   |
| 1     | (Constant)                  |                         |       |
|       | transformational leadership | .712                    | 1.405 |
|       | innovative behavior         | .712                    | 1.405 |

Source: Data processed with SPSS ( 2025 )

Based on Table 8, it can be concluded that the regression model used does not show symptoms of multicollinearity between independent variables. This can be seen from the *Tolerance value* of each independent variable  $\geq 0.1$  with a VIF value  $< 10$ . The calculation results show that the VIF value of the Transformational Leadership variable ( $X_1$ ), Innovative Behavior ( $X_2$ ),  $< 10$ . The multicollinearity test in this study was used to see whether or not there were symptoms of multicollinearity between independent variables.

### Heteroscedasticity Test

A good regression model is one that is homoscedastic or does not have heteroscedasticity.

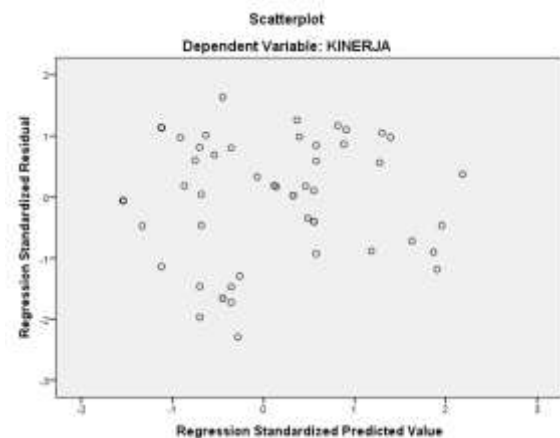


Figure 3. Scatterplot

Source: Data processed with SPSS ( 2025 )

Based on the image above, it is stated that there is no heteroscedasticity symptom. This is because the points that are spread do not have a clear pattern or the points are spread randomly, and the points are spread above and below the number 0 on the Y axis.

### Multiple Linear Regression Analysis

Table 7. Coefficients<sup>a</sup>

| Model                       | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig. |
|-----------------------------|-----------------------------|------------|---------------------------|--------|------|
|                             | B                           | Std. Error | Beta                      |        |      |
| 1 (Constant)                | 61,944                      | 5.916      |                           | 10,470 | .000 |
| Transformational Leadership | .280                        | .177       | .205                      | 2,585  | .019 |
| Innovative Behavior         | .637                        | .172       | .481                      | 3,715  | .000 |

Source: Data processed with SPSS ( 2025 )

Based on the table above, the results of the multiple linear regression equation are as follows:

$$Y = 61,944 + 0.280 X_1 + 0.637 X_2 + e$$

Based on the multiple linear regression equation above, it can be interpreted as follows:

1. Constant Value ( $\beta_0$ ) = 61.944 , this shows the constant level, where if the Transformational Leadership ( $X_1$ ) and Innovative Behavior ( $X_2$ ) variables are 0, then the value of the Employee Performance (Y) variable will remain at 61.944 assuming the other variables remain constant.
2. variable ( $\beta_1$ ) = 0.280 > 0. This shows that the Transformational Leadership variable ( $X_1$ ) has a positive effect on employee performance. Or in other words, if the Transformational Leadership variable is increased by one unit, then the Employee Performance variable will increase by 0.280 . The positive sign on the Transformational Leadership variable indicates a unidirectional relationship between the Transformational Leadership variable and Employee Performance.
3. Innovative behavior variable ( $\beta_2$ ) = 0.637 > 0. This shows that the innovative behavior variable ( $X_2$ ) has a positive effect on employee performance. If the Innovative Behavior variable is increased, then the Performance of the Medan Sunggal District Office with the assumption that other variables remain constant, and vice versa.

#### Coefficient of Determination

The determination coefficient test is used to measure how much the independent variable contributes to the dependent variable:

**Table 8. Model Summary <sup>b</sup>**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .756 <sup>a</sup> | .571     | .556              | 3.95469                    |

Source: Data processed with SPSS ( 2025 )

Based on Table 10. it is known that the Adjusted R Square value is 0.556 or 55.6 percent. This shows that the Performance variable can be explained by the variables , Transformational Leadership, Innovative Behavior by 55.6 percent in this study, while the remaining 44.4% percent is explained by other factors not included in the study, such as, Discipline, compensation or training.

#### Hypothesis Testing

##### Simultaneous Test (f-Test)

The F-test aims to test the influence of independent variables partially or separately on dependent variables. In this study, the number of samples (n) was 55 respondents and the number of parameters (k) was 4, so that:

- a.  $df_1$  (numerator) = 3 – 1 = 2
  - b.  $df_2$  (denominator) = 55 – 2 = 53
- Thus, at  $\alpha = 0.05$ , we get  $F_{tabel} = 3.17$

**Table 9. ANOVA <sup>a</sup>**

| Mode l     | Sum of Squares | df | Mean Square | F      | Sig.              |
|------------|----------------|----|-------------|--------|-------------------|
| Regression | 497,288        | 2  | 248,644     | 25,898 | .000 <sup>b</sup> |
| Residual   | 813,258        | 52 | 15,640      |        |                   |
| Total      | 1310.545       | 54 |             |        |                   |

Source: Data processed with SPSS ( 2025 )

Based on Table 11. obtained  $F_{hitung}$  ( 25,898 ) >  $F_{tabel}$  (3.17) and significance (0.000) <  $\alpha$  (0.05). Based on the

hypothesis testing criteria, if  $F_{hitung} > F_{tabel}$  then  $H_0$  rejected and  $H_1$  accepted. This means that the independent variables consisting of Transformational Leadership ( $X_1$ ) , Innovative Behavior ( $X_2$ ) , simultaneously have a significant effect on Performance.

#### Partial Test (t-Test)

The t-test was conducted to partially test whether Transformational Leadership ( $X_1$ ) , Innovative Behavior ( $X_2$ ) , partially have a significant effect on the performance of employees of PT Supra Primatama Nusantara (Biznet) . With the number of samples (n) = 55, the number of parameters (k) = 3, ( $df$ ) = (nk) = 55 – 2 = 53, so that the value at the significance level of 0.05  $t_{tabel}$  is 2.005. The results of the partial test can be seen in Table 12.

**Table 10. Coefficients <sup>a</sup>**

| Model                       | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig. |
|-----------------------------|-----------------------------|------------|---------------------------|--------|------|
|                             | B                           | Std. Error | Beta                      |        |      |
| 1 (Constant)                | 61,944                      | 5.916      |                           | 10,470 | .000 |
| Transformational leadership | .280                        | .177       | .205                      | 2,585  | .019 |
| Innovative behavior         | .637                        | .172       | .481                      | 3,715  | .000 |

Source: Data processed with SPSS ( 2025 )

Based on the results of the t-test in Table 12, the results obtained were:

- a. Transformational Leadership variable ( $X_1$ ) has  $t_{hitung}$  ( 2.585 ) >  $t_{tabel}$  (2.005) and significance (0.019) < 0.05. Thus, Transformational Leadership variable has a positive and significant effect on Biznet Employees. If Transformational Leadership increases, Biznet Employee Performance will increase significantly, and vice versa.
- b. Innovative Behavior variable ( $X_2$ ) has  $t_{hitung}$  ( 3.715 ) >  $t_{tabel}$  (2.005) and significance (0.010) < 0.05. Thus, the Innovative Behavior variable has a positive and significant effect on Biznet Employees. If Innovative Behavior increases, Biznet Employee Performance will increase significantly, and vice versa.

#### Discussion

##### The Influence of Transformational Leadership on Performance

Transformational Leadership variable ( $X_1$ ) has  $t_{hitung}$  ( 2.585 ) >  $t_{tabel}$  (2.005) and significance (0.019) < 0.05. Thus, Transformational Leadership variable has a positive and significant effect on Biznet Employees . If Transformational Leadership increases, Biznet Employee Performance will increase significantly, and vice versa.

Transformational leadership is defined as a leader's ability to change the work environment, work motivation, work patterns and work values applied to his subordinates so that employees can improve and optimize their work performance to achieve the goals of an organization (Handayani et al., 2023) . According to Rachman & Kurniawati (2024) Transformational leadership is a leadership process that brings change through a clear vision, and involves subordinates in every activity, as well as a charismatic attitude as an approach between leaders and followers.

According to Kandou (2022) Transformational leadership is a condition where the followers of a transformational leader feel trust, admiration, loyalty, and respect for the leader, and they are motivated to do more than was initially expected of them, employee performance is something that plays an important role in terms of productivity and the success of an organizational activity because employee efficiency is very important for the development of a workplace activity.

According to Silas et al (2019) employee performance is the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Performance is a function of motivation and ability (Darmilisani et al., 2024) . According to Safitri (2022) employee performance is Employee performance is the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him .

According to Ritonga et al (2022) Performance is the result of work and behavior achieved in completing tasks and responsibilities given within a certain period of time , this shows that a leader can create changes in the work environment, motivation, patterns, and work values applied to subordinates, this leadership is characterized by a clear vision, involvement of subordinates in organizational activities, and a charismatic approach that builds trust, admiration, loyalty, and respect from followers.

The results of this study are in line with research conducted by (Afza et al., 2022) and (Khoiri & Oktavia, 2019) which showed that transformational leadership has an effect on performance.

### The Influence of Innovative Behavior on Performance

Innovative Behavior variable ( $X_2$ ) has  $t_{hitung}$  ( 3.715 ) >  $t_{tabel}$  (2.005) and significance (0.010) < 0.05. Thus, the Innovative Behavior variable has a positive and significant effect on Biznet Employees. If Innovative Behavior increases, Biznet Employee Performance will increase significantly, and vice versa.

Innovative behavior is a complex behavior consisting of how employees generate new ideas and implement those ideas. According to Amalya (2019) Innovative behavior is the ability/action of individuals to make changes as actions to create, introduce, apply and adopt new ideas and ways of working in the form of adopting new procedures, practices and work techniques in completing their tasks and work.

According to Widiyanti & Sawitri (2019) Innovative behavior is described as a behavior that is different from creativity, where creativity will stop at the generation of ideas. While innovative behavior will continue until the idea is implemented (Darmilisani et al., 2018) . Employee performance is the work results achieved by individuals in carrying out their duties according to the responsibilities given, both in terms of quality and quantity. This performance has an important role in the productivity and success of the organization, because employee efficiency is a key factor in the development of the workplace. Performance is influenced by a combination of employee motivation and ability (Fangiziah et al., 2023)

The results of the study indicate that innovative behavior is needed so that employees have the initiative in carrying out their work. The results of this study are in line with research conducted by (Tico et al., 2023) and (Elny, 2021) which show that Innovative Behavior has an effect on Performance

### The Influence of Transformational Leadership and Innovative Behavior on Performance

Based on Table 4.14 obtained  $F_{hitung}$  ( 25.898 ) >  $F_{tabel}$  (3.17) and significance (0.000) <  $\alpha$  (0.05). Based on the hypothesis testing criteria, if  $F_{hitung} > F_{tabel}$  then  $H_0$  rejected and  $H_1$  accepted. This means that the independent variables consisting of Transformational Leadership ( $X_1$ ) , Innovative Behavior ( $X_2$ ) , simultaneously have a significant effect on Performance.

Transformational leadership is defined as a leader's ability to change the work environment, work motivation, work patterns and work values applied to subordinates so that employees can improve and optimize their work performance to achieve the goals of an organization (Handayani et al., 2023) .

According to Rachman & Kurniawati (2024), transformational leadership is a leadership process that brings change through a clear vision, and involves subordinates in every activity, as well as a charismatic attitude as an approach between leaders and followers.

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trust, admiration, loyalty, and respect for the leader, and they are motivated to do more than was initially expected of them, employee performance is something that plays an important role in terms of productivity and the success of an organizational activity because employee efficiency is very important for the development of a workplace activity.

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According to Widiyanti & Sawitri (2019) Innovative behavior is described as a behavior that is different from creativity, where creativity will stop at the generation of ideas. While innovative behavior will continue until how the idea is implemented (Darmilisani et al., 2018) .

Employee performance is the work results achieved by individuals in carrying out their duties in accordance with the responsibilities given, both in terms of quality and quantity. This performance plays an important role in the productivity and success of the organization, because employee efficiency is a key factor in the development of the workplace.

Performance is influenced by a combination of employee motivation and ability (Fangiziah et al., 2023) , research results show that innovative behavior is needed so that employees have the initiative in carrying out their work.

The results of this study are in line with research conducted by (Tico et al., 2023) (Afza et al., 2022) (Khoiri & Oktavia, 2019) and (Elny, 2021) which show that Transformational Leadership and Innovative Behavior have an influence on performance.

### Conclusions and Recommendations

Based on the research results above, the conclusions that can be drawn from this research are:

1. Transformational Leadership variable ( $X_1$ ) has  $t_{hitung}$  ( 2.585 ) >  $t_{tabel}$  (2.005) and significance (0.019) < 0.05. Thus, the Transformational Leadership variable has a positive and significant influence on Biznet Employees.
2. Innovative Behavior variable ( $X_2$ ) has  $t_{hitung}$  ( 3.715 ) >  $t_{tabel}$  (2.005) and significance (0.010) < 0.05. Thus, the Innovative Behavior variable has a positive and significant effect on Biznet Employees.
3. Value  $F_{hitung}$  ( 25.898 ) >  $F_{tabel}$  (3.17) and significance (0.000) <  $\alpha$  (0.05). Based on the hypothesis testing criteria, if  $F_{hitung} > F_{tabel}$  then  $H_0$  it is rejected and  $H_1$  accepted. This means that the independent variables consisting of Transformational Leadership ( $X_1$ ) , Innovative Behavior ( $X_2$ ) , simultaneously have a significant effect on Performance

Based on the research results above, the suggestions that can be taken in this research are:

1. Based on transformational leadership, efforts that can be made are to focus on developing leadership that not only directs but also inspires employees, because leaders who are able to motivate and demonstrate a clear mission will increase employee performance enthusiasm by conducting training and development so that leaders can emphasize the importance of open communication within the team.

2. Based on innovative behavior, efforts that can be made are to create an environment that supports new ideas and the courage of employees to try different things by implementing awards or incentives for innovative ideas that contribute to improving work in this way, employees will be more enthusiastic about innovating and implementing clear goals regarding targets determined by the company.
3. Based on performance efforts that can be made as a leader, then the company should maintain a culture of flexibility by continuing to adapt to change, then the company also needs to increase employee creativity by providing facilities and eliminating obstacles that dull creativity in the workplace and need to maintain employee creative ideas by always providing opportunities for employees through the right media, then the company also needs to increase the availability of funds needed to implement new ideas.

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