

# The Influence Of Transformational Leadership On Organizational Innovation: Mediated By Employee Creativity

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## Abstract

This study aims to: 1) examine the influence of transformational leadership on employee creativity, 2) examine the influence of transformational leadership on organizational innovation, 3) examine the influence of employee creativity on organizational innovation, 4) examine the influence of transactional leadership on organizational innovation mediated by employee creativity. This research was conducted on employees of the Kendari City Local Government. The population of the study is the state civil apparatus that has positions in local government agencies totaling 1132 people. The sample determination size used the Slovin formula with five percent precision, so that the sample amounted to 296 respondents. Data collection methods using questionnaires. The research model uses a structural assessment model so that the research data is analyzed using Smart PLS ver 3. Research results: 1) transformational leadership has a positive and significant effect on employee creativity, 2) transformational leadership has a positive and significant effect on organizational innovation, 3) employee creativity has a positive and significant effect on organizational innovation, 4) transformational leadership has a positive and significant effect on organizational innovation mediated by employee creativity. Organizations that implement transformational leadership will develop the creative ideas of employees, and employees who have creative ideas will pour in service applications as a form of organizational innovation to provide excellent service and satisfaction to service users.

**Keywords:** transformational leadership, transactional leadership, intrinsic motivation, employee creativity and organizational innovation.

## I. Introduction

Organizations are currently in a very dynamic environment with rapid technological developments so that organizations need employee creativity and organizational innovation to improve their services. Innovation has become central to the dominating discussion in all organizations (Damanpour & Schneider, 2009). This shows that innovation is part of the excellence of an organization to survive and grow (Atalay et al., 2013). Thus, innovation occupies a prominent place in the minds of decision makers in the organization. However, innovation in business sector organizations is somewhat different from public organizations, especially in local governments, because the public sector is relatively not free in dealing with innovation compared to the business sector (Suwarno, 2020).

The reluctance of the public sector to take advantage of innovation is closely related to its characteristics that tend to be cynical, formal and rigid. This is because systems in the public sector with characteristics do not like change. In addition, in the institutional context, individually, innovation is very rarely part of their daily work. In general,

individuals involved in the public sector only carry out their duties and functions flatly. Thus, the development of the public sector is considered to be relatively lagging behind the business sector. Thus, the development of the public sector is considered to be relatively lagging behind the business sector. However, the public wants to obtain services that have innovations to be transparent, fast, effective to obtain satisfaction. Based on this, it is important to conduct this research.

Previous research such as Shafi et al., (2020) which examined the influence of transformational leadership on employee creativity and organizational innovation, the finding is that transformational leadership has a positive and significant effect on employee creativity and organizational innovation, however, the consideration of being adapted as an indicator of transformational leadership has no significant effect. Previous studies have found that transformational leadership has a positive and significant effect on organizational innovation (Alheet et al., 2021; Alshamsi et al., 2020; KARTONO et al., 2021). However, research by

Liao et al., (2017) found leadership had a negative effect on organizational innovation. Research by Jung et al. (2003); Khurosani (2018) found transformational leadership had a positive but insignificant effect on organizational innovation.

Previous research on the influence of transformational leadership on employee creativity with mixed findings. Research by Chaubey et al., (2019); Fuadiputra (2020); Ranjbar et al. (2019); Shafi et al. (2020) found that transformational leadership has a positive and significant effect on employee creativity. Meanwhile, research by Kim & Lee (2011); Ma & Jiang (2018); Si & Wei (2012) found that transformational leadership has a positive but insignificant effect on employee creativity.

Organizational innovation can be realized not only through the role of leadership in directing subordinates, but employee creativity is needed, because innovation is a form of application of creative ideas owned by employees. This is in line with the findings of the study Chaubey et al. (2019); Ranjbar et al. (2019) that transformational leadership elevates the values, needs, and competencies of subordinates to a higher level. The creativity possessed by employees can encourage increased organizational innovation. This is in line with the research findings of Ul Hassan et al. (2013) that innovation is a new idea that contributes to the effectiveness and survival of organizational innovation. Hirst et al. (2009) argue that the relationship between creativity and innovation is well supported, since creativity is part of the innovation process and an important foundation for innovation. Increased creativity in the workplace results in more innovation (Çokpekin & Knudsen, 2012; Sarooghi et al., 2015).

## II. Literatur Review

### 2.1. Transformational Leadership

Transformational leadership theory has been very well developed (Grant, 2012), and provides clear insights into the influence of transformational leaders on organizations. Some researchers have investigated the consequences of transformational leadership in employees such as creativity, commitment, and performance (Jung et al., 2003; Lowe et al., 1996). The results of their research also increase knowledge about employee management for creativity and innovation. Transformational leadership controls the internal-external changes that individuals need to make for the achievement of organizational goals. Bass theory centers on high-level changes in both employee effort and

performance, while traditional theory centers on first-order change.

Initially, the idea of transformation leadership was put forward by Burns (2010), then Bass & Bass (2008) expanded this concept and explained that transformational leadership motivates employees to work devotedly and achieve organizational goals. Such a leadership style focuses on the benefits of employees, organizations and society beyond self-interest (Ergeneli et al., 2007). Leaders with this leadership style motivate employees to work longer with more production than expected (Avolio & Bass, 1995). Transformational leadership represents a leadership style exemplified by the shared charisma and vision between leader and follower (G. Burns & Martin, 2010). The power of transformational leaders comes from their ability to stimulate and inspire others to produce outstanding work.

Transformational leadership is highly correlated with trust in leaders (Dirks & Ferrin, 2002). Transformational behaviors such as inspirational motivation (e.g., optimistic vision) and individual considerations (e.g., coaching) can improve the self-efficacy of subordinate individuals (McColl-Kennedy & Anderson, 2002) and the collective efficacy of the team. Intellectual stimulation can increase the creativity of individual and team followers (Howell & Avolio, 1993). Transformational leadership is considered effective in any situation or culture (Bass & Bass, 2008). This theory does not detail any conditions under which authentic transformational leadership is irrelevant or ineffective. To support this position, the positive relationship between transformational leadership and effectiveness has been replicated for many leaders at different levels of authority, in different types of organizations, and in several different countries (Bass & Bass, 2008).

G. Burns & Martin (2010) defines transformational leadership as the interaction between the leader and the target audience, and the promotion of morals and motivations. Transformational leadership is a process that transforms and transforms people (Northouse, 2016). Leadership occurs "when one or more people engage with another person in such a way that leaders and followers raise each other to a higher level of motivation and morality (Northouse, 2016). As a result of this influence, followers feel trust and respect for the leader, and they are motivated to do more than they originally expected (Yukl, 2010).

Avolio & Bass (1995) posits four dimensions of transformational leadership:

- a) Ideal influence, refers to leaders who influence employees to follow them and act as role models.
- b) Inspirational motivation: It refers to a leader who stimulates the level of motivation of employees beyond their expectations to achieve organizational as well as personal goals.
- c) Intellectual stimulation: Refers to a leader who stimulates an employee's ability to think outside the box while solving problems and refreshing their minds. Gilmore et al. (2013) call Intellectual Stimulation an act of stimulating employee creativity and innovation.
- d) Individual consideration refers to a leader who takes care of each employee by listening personally to their concerns and providing support to employees (Dionne et al., 2004).

Similarly, according to Northouse (2016), Yukl (2010) and previous research: Shafi et al., (2020), Jyoti & Dev (2015) suggest that transformational leadership indicators consist of: ideal influence, inspirational motivation, intellectual stimulation, individual consideration.

Jung et al. (2003) found that followers in groups led by transformational leaders are capable of generating more creative and original ideas. Transformational leadership has a positive and significant effect on employee creativity (Chaubey et al., 2019; Ranjbar et al., 2019; Shafi et al., 2020). This is because transformational leadership elevates the values, needs, and competencies of followers to a higher level. In addition, transformational leadership considers the task characteristics of subordinates so as to encourage employee creativity.

**H1:** Transformational leadership has a positive and significant effect on employee creativity.

Inspirational motivation as a component of transformational leadership, is considered a key factor in stimulating employees' innovative work behavior through an interesting and positive vision of the future, while intellectual stimulation creates the motivation to challenge existing assumptions and look at problems from a new perspective that increases the potential opportunities to come up with creative solutions to the problems at hand (Avolio & Bass, 1995). On the other hand, there are previous studies that have found that transformational leadership styles have no positive and significant effect on organizational innovation (Khurosani, 2018; Liao et al., 2017). This is because employees have different views and what is conveyed by the leadership element psychologically is not embedded in the minds of employees.

Previous research by (Shafi et al., 2020), (Alheet et al., 2021), (KARTONO et al., 2021), (Alshamsi et al., 2020) found that transformational leadership had a positive and significant effect on organizational innovation. Based on the theoretical foundations and previous research, the hypothesis that is built is:

**H2:** Transformational leadership has a positive and significant effect on organizational innovation.

The theory of componential creativity explains that one can devote their efforts to the creative process by attracting a person to be interested and enjoy his work (Amabile, 1996). In contrast, social cognitive theory emphasizes the premise that creative self-efficacy encourages one to engage in the creative process and maintains one's level of involvement by allowing one to believe in one's ability to successfully complete a process of motivational force that can be done (Albert Bandura, Nancy E. Adams, 1977). In the creative stage that determines the usefulness of the creative result, prosocial motivation will be of great importance for one's creativity, namely: the motivational force that drives one to focus on new discoveries that benefit others (Bolino & Grant, 2016; Grant, 2012).

Creativity is making new and useful ideas in a particular field (Richard W. Woodman, John E. Sawyer, 1993). Employee creativity seeks to generate ideas carried out by employees related to new products, services, practices, and procedures and potentially having benefits for organizations and companies (Zhou & George, 2001). Employee creativity is considered one of the essential elements of organizational success and efficiency (Michael D. Mumford & Marcy, 2006). Employee creativity is the attitude of the employee that is a function of the person and the situation or context (Amabile, 1996). Employee creativity is needed to develop new ideas to create new products as well as improve existing products (Shafi et al., 2020). Creativity is an attempt to make changes aimed at the social or economic strength of an organization, the use of mental abilities to create new ideas or concepts. Besides, it is also the ability to create new ideas or thoughts in management such as developing new products (Ranjbar et al., 2019).

Two main components as indicators of employee creativity are proposed by (Vu et al., 2021), (Shalley et al., 2004), (Michael D. Mumford & Marcy, 2006):

- a) Newness

In particular, novelty is when combining existing things in new ways or developing completely new things (Oldham & Cummings, 1996). According to (Kreitner et al., 1989), novelty is expressed in three forms: creating new things that are completely different from the previous ones in the organization; combining or synthesizing synthesis to create a unique and unprecedented product in the organization; and repair or change an existing one (modification).

## 2.2. Employee Creativity

## b) Utility

Utility is a direct or indirect value that the idea of creativity brings to organizations in the short as well as long term (Shalley et al., 2004). More specifically, usability is reflected in the practicality and feasibility of implementation, the application of that creative idea into practice, and the creation of value. The value of creativity is expressed first in the ability to solve problems faced by the organization as well as help individuals perform assigned tasks and achieve work goals. Creative ideas once successfully implemented can bring greater and long-term value to the organization.

Previous research Aminah et al. (2021), Ul Hassan et al. (2013) found that employee creativity has a positive and significant effect on organizational innovation. Because innovation is a new idea that contributes to the effectiveness and viability of an organization's innovation. Hirst et al., (2009) argue that the relationship between creativity and innovation is well supported, in the sense that creativity is part of the innovation process and an important foundation for innovation. Increased creativity in the workplace results in more innovation (Çokpekin & Knudsen, 2012; Sarooghi et al., 2015). Based on the theoretical foundations and the consequences of previous research, the research hypothesis:

H3: Employee creativity has a positive and significant effect on organizational innovation.

### 2.3. Organizational Innovation

Goal setting theory rests on the belief that life is a goal-oriented process of action (Locke, 1991). Goals can be defined as the results that individuals are trying to achieve (Latham & Locke, 2007). In organizations, people are motivated to direct their attention towards and achieve goals. Goals have internal and external aspects for the individual. Internally, the goal is the ultimate goal of the desired achievement; externally, the purpose refers the employee to the object or condition sought, such as the level of performance, sales to customers, or promotion (Locke A., 1996). The positive relationship between goal setting and task performance is one of the most replicable findings in management and organizational literature (Latham & Locke, 2007). According to goal-setting theory, the highest level of performance is usually achieved when goals are difficult and specific. The more difficult a goal is given to a person, the greater the resulting level of performance. When specific and difficult goals are set for an employee, then the achievement of the goal gives the employee an objective and

unambiguous basis for evaluating the effectiveness of their performance (Latham & Locke, 2007).

Innovation is the application of new or completely different ideas that bring value to customers and consequently increase the growth of the organization. Innovation is considered to provide a competitive advantage for companies and can improve their business performance (Jaiswal & Dhar, 2015). It can be a bottom-up approach that is process-based and driven by organizational culture, which should enable creative thinking and tolerate risk, or be a top-down approach that follows a vision-based managerial approach (Deschamps, 2005).

An innovative public sector is a sector that offers high-quality services, in particular new services or new aspects, ease of use, access, punctuality, actions to strengthen the relationship between the public sector and citizens in various fields such as: public information, taxation, education, health, and others (Bloch, 2011).

The measurement of organizational innovation according to Damanpour & Evan (1984); Naranjo-Gil (2009):

## a) Technical innovation

Innovations that occur in the technical system of the organization and are directly related to the main work activity of the organization. Technical innovations can be the implementation of ideas for new products or new services or the introduction of new elements in the production process of the organization or service operations. Technical innovations are related to users or people who need services by the government.

## b) Administrative innovation

Administrative innovation is defined as innovation that occurs in the social system of an organization. The social system here refers to the relationship between people who interact to achieve a specific goal or task (Cummings & Srivastva, 1977). It also includes rules, roles, procedures, and structures related to communication and exchange among people and between neighborhoods and people (Cummings & Srivastva, 1977). Administrative innovations can take the form of implementing new ways of recruiting personnel, allocating resources, and drawing up tasks, authorities, and rewards (Daft, 1978).

Previous research has found that transformational leadership has a positive and significant effect on organizational innovation mediated by employee creativity (Amabile, 1996; Janssen & Yperen, 2004; Shin & Zhou, 2003).

Based on the theoretical foundation and previous research, the research hypothesis:

**H4:** Transformational leadership has a positive and significant effect on organizational innovation mediated by employee creativity.

### III. Research Methods

#### 3.1. Variables and Measurements

In this study, the independent variable is transformational leadership. The measurements refer to Northouse (2016), Yukl (2010) and previous research: (Jyoti & Dev, 2015; Shafi et al., 2020) that transformational leadership indicators consist of: ideal influence, inspiration motivation, intellectual stimulation, individual consideration. The mediation variable of this study is employee creativity. Its measurements refer to the research of Vu et al. (2021), Shalley & Zhou (2008), Michael D. Mumford & Marcy (2006) that the main components of employee creativity are newness and usefulness. While the dependent variable is organizational innovation, the measurement refers to the research of Damanpour & Evan (1984); Naranjo-Gil (2009) that the indicators of employee creativity are technical innovations and administrative innovations.

#### 3.2. Data

The population in this study was all employees of the Kendari City Government spread across OPD with echelon II, III and IV ranks totaling 1,132 people. Sample selection is carried out using the stratified random sampling method, and to determine the number of samples using the Slovin

formula. So with a set level of precision of 5%, based on this formula, the number of samples (n) of 296 respondents was obtained. The data collection method used in this study used a questionnaire. Scale data measurement using the Likert scale. The answer item with the category strongly agrees to have a score of 5, agrees with a score of 4, is neutral with a score of 3, disagrees with a score of 2 and strongly disagrees with a score of 1.

This study used undimensional variables with a reflective indicator model. Undimensional variables are variables formed from indicators both reflectively and formatively. While the reflective indicator model is a model that assumes that the covariance between measurements is explained by variants which are manifestations of their latent constructs where the indicator is an effect indicator. Thus, the research data will be analyzed using smartPLS 3 to determine the direct influence and indirect influence.

### IV. Result

#### 4.1. Descriptive Statistics

Descriptive analysis displays the average value (mean), maximum value, minimum value and standard deviation of each indicator used. The descriptive statistical values contained in Table 1 show that all indicators obtained mean values greater than the standard deviation. This indicates that the current mean value indicates a good representation of the overall data.

Table1: Descriptive Statistics

	Mean	Median	Min	Max	Standard Deviation
X11	4.553	4.500	3.250	5.000	0.394
X12	4.449	4.500	3.000	5.000	0.442
X13	4.046	4.000	2.500	5.000	0.503
X14	3.916	4.000	2.750	5.000	0.527
Y11	4.025	4.000	2.890	5.000	0.490
Y12	3.969	4.000	2.250	5.000	0.539
Y21	4.032	4.000	2.400	5.000	0.525
Y22	4.062	4.000	2.670	5.000	0.529

#### 4.2. Inferential Statistics

The outer loadings value as presented in table2 shows that all indicators have an original sample value greater than 0.5 and a p-value smaller than 0.05 thus all indicators are able to reflect their variables.

Table2: Outer Loadings

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
X11 <- Transformasional Leadership	0.834	0.834	0.019	43.097	<b>0.000</b>
X12 <- Transformasional Leadership	0.812	0.812	0.022	36.625	<b>0.000</b>
X13 <- Transformasional Leadership	0.807	0.808	0.024	33.790	<b>0.000</b>
X14 <- Transformasional Leadership	0.785	0.785	0.026	30.499	<b>0.000</b>
Y11 <- Employee creativity	0.958	0.958	0.004	223.502	<b>0.000</b>
Y12 <- Employee creativity	0.947	0.947	0.007	126.714	<b>0.000</b>
Y21 <- Organizational Innovation	0.946	0.946	0.007	140.319	<b>0.000</b>
Y22 <- Organizational Innovation	0.942	0.942	0.009	107.597	<b>0.000</b>

Table 3 shows that the contribution of transformational leadership variables to employee creativity is 0.430. Meanwhile, the contribution of transformational leadership variables and employee creativity to organizational innovation was 0.425. Each R-Square value with a sufficient

degree of tightness. Meanwhile, the Q-Square value of 0.672 which reflects that the contribution of transformational leadership variables and the role of employee creativity variables as mediation variables to organizational innovation is 0.672 or with a good level of solidness.

Table3: R-Square

	R Square
Employee creativity	0.430
Organizational Innovation	0.425
Q-Square	0.672

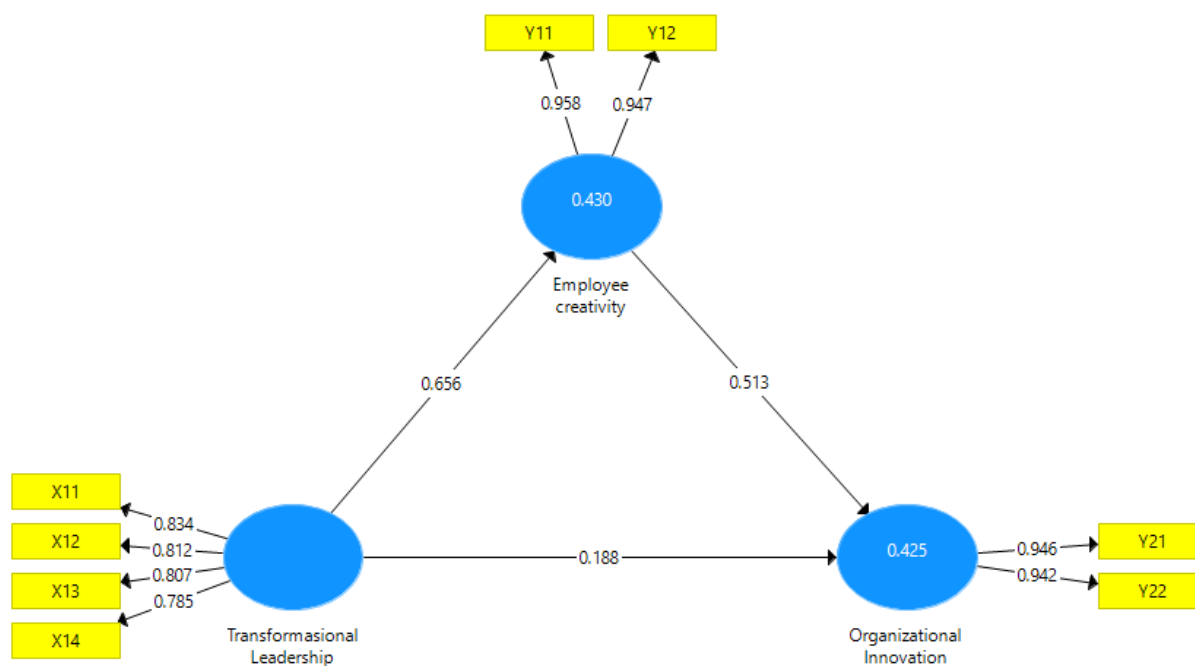
The value of the path coefficient as presented in table 5 shows that the direct influence, namely: transformational leadership on employee creativity, transformational leadership on organizational innovation, and employee creativity on organizational innovation has a positive original sample value and each p-value is smaller than 0.05, it is declared significant. However, the direct influence of transformational leadership on

organizational innovation has a path coefficient value smaller than the value of the coefficient of indirect influence of transformational leadership on organizational innovation mediated by employee creativity, similarly, the p-value of direct influence is greater than indirect influence. Thus, the nature of the mediation variable of employee creativity is partial mediation.

Table4: Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Employee creativity -> Organizational Innovation	0.513	0.511	0.062	8.205	<b>0.000</b>
Transformasional Leadership -> Employee creativity	0.656	0.659	0.033	19.755	<b>0.000</b>
Transformasional Leadership -> Organizational Innovation	0.188	0.188	0.066	2.837	<b>0.005</b>
Indirect efect	0.336	0.337	0.044	7.596	<b>0.000</b>

Figure 1: Research empiric model



## V Discussion

### 5.1. The Influence of Transformational Leadership on Employee Creativity

The results showed that the coefficient of transformational leadership paths to employee creativity was 0.656 and p-value was 0.000 or significantly level 1%. This shows that transformational leadership variables can explain the increase in employee creativity. The application of transformational leadership is able to provide high morale and give confidence to subordinates to carry out their duties well, this encourages employees to look for new things in completing tasks in order to provide maximum results. In addition, transformational leadership is also able to encourage employees to do new things to improve the quality of their work.

Avolio & Bass (1995) that transformational leadership encourages employees to make more efforts to solve problems and involve themselves voluntarily in creative work behaviors. The results of research by Cheung & Wong (2011) also reveal that transformational leadership styles challenge employees and energize them to seek new approaches in their work. The results of this study support the research of Chaubey et al., (2019); Jyoti & Dev (2015); Ranjbar et al. (2019), which found that transformational leadership has a positive and significant effect on employee creativity.

### 5.2. The Influence of Transformational Leadership on Organizational Innovation

The results of the research on the influence of transformational leadership on organizational innovation with a path coefficient of 0.188 and a p-value of 0.005 or significant at the level of 1%. This shows that through transformational leadership, the leadership element will easily form teamwork, cohesiveness in an achievement of organizational goals, leadership patterns can be accepted by various parties, build subordinates' work motivation, direct subordinates and build ideas so as to create a relationship that can be used for the implementation of activities in each of its work units. Thus, employees can hone their skills to have communication skills, technical skills, conceptual skills, morality and self-confidence. The research results support the research findings of Alheet et al., (2021); Shafi et al., (2020) that transformational leadership has a positive and significant effect on organizational innovation. This is because transformational leadership creates an environment for employees to engage in innovative work behaviors.

### 5.3. The Influence of Employee Creativity on Organizational Innovation

The results of the study on the influence of employee creativity on organizational innovation with a path coefficient of 0.513 and a p-value of 0.000 or significant at the level of 1%. This shows that increasing employee creativity can increase organizational innovation. Employees who have

new ideas or thoughts related to the implementation of tasks that have novelty and benefits will seek to implement these ideas in the form of innovations both related to administrative innovations and technical innovations.

The results of this study support the research findings of Aminah et al. (2021), Ul Hassan et al. (2013) that employee creativity has a positive and significant effect on organizational innovation. Because innovation is a new idea that contributes to the effectiveness and viability of an organization's innovation. Hirst et al. (2009) argue that the relationship between creativity and innovation is well supported, in the sense that creativity is part of the innovation process and an important foundation for innovation. Increased creativity in the workplace results in more innovation (Çokpekin & Knudsen, 2012; Sarooghi et al., 2015).

The results of this study support the theory of componentual creativity that a person can devote their efforts to the creative process by being interested in and enjoying his work (Amabile, 1996). Similarly, social cognitive theory emphasizes the premise that creative self-efficacy encourages a person to engage in the creative process and maintains one's level of involvement by allowing one to believe in one's ability to successfully complete the process of his tasks (Albert Bandura, Nancy E. Adams, 1977).

#### **5.4. The influence of transformational leadership on organizational innovation mediated employee creativity.**

The indirect influence of transformational leadership on organizational innovation mediated by employee creativity has a path coefficient of 0.336 and p-value of 0.000 or significant at the level of 1%. The results showed that leaders who provide high morale and confidence in subordinates to carry out their duties well encourage employees to look for new ideas in completing tasks to provide maximum results in the form of administrative and service processes that are fast, transparent, efficient and effective. With the transformation of knowledge provided by the leadership element, employees will be encouraged to explore their potential and abilities and carry out mutual communication with the leadership element about their ideas so that employees can implement these ideas through the application of applications that facilitate the administrative process and service to the community.

The results of the study support the theory of transformational leadership according to (Bass & Riggio, 2006) that followers in groups led by

transformational leaders are able to produce more creative and original ideas. Previous research has found that transformational leadership has a positive and significant effect on organizational innovation mediated by employee creativity (Amabile, 1996; Janssen & Yperen, 2004; Shin & Zhou, 2003).. Similarly, the research of Shafi et al. (2020) found that transformational leadership has a positive and significant effect on organizational innovation mediated by organizational innovation, because leadership as the main driver of organizational innovation and stimulation of individual creativity are important elements for organizations to remain comprehensive and will inspire employees to work creatively and develop innovative ideas.

#### **VI. Conclusion**

This research examines the influence of transformational leadership on organizational innovation mediated by employee creativity. The results showed that leaders who implement transformational leadership are able to improve the creative ideas of employees to implement and succeed work programs in their work units. The application of transformational leadership is also able to make employees to express their creative ideas in the form of making applications that facilitate technical and administrative services. Employees who have new ideas in the implementation of tasks that have novelty and benefits will seek to implement these ideas in the form of innovations. Organizations that implement transformational leadership will develop the creative ideas of employees, and employees who have creative ideas will pour in service applications as a form of organizational innovation to provide excellent service and satisfaction to service users.

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