

## ***Leadership Strategies for Integrated Service Innovation: The Role of Transformational Leadership and Supervision on Employee Performance***

### **Strategi Kepemimpinan untuk Inovasi Pelayanan Terpadu: Peran Transformasional Leadership dan Pengawasan terhadap Kinerja Pegawai**

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#### **ABSTRACT**

*Employee performance in government organizations plays a crucial role, particularly in improving public services. This study aims to examine and analyze the influence of transformational leadership on employee performance at the Investment and One-Stop Integrated Services Office of Karawang Regency, with supervision as a moderating variable. The research adopts a quantitative approach with a descriptive-verification design. It seeks to explain phenomena based on collected data and to test theoretical assumptions against real-world findings. The sample consists of 50 employees of the Karawang Regency Investment and One-Stop Integrated Services Office, selected through a full sampling technique, where the entire population was used as the sample. Data were collected via surveys distributed to employees and then analyzed using Structural Equation Modeling (SEM) with SMART PLS software. The results indicate that transformational leadership significantly affects employee performance. Supervision also plays a crucial role in enhancing performance. Additionally, transformational leadership has a significant influence on supervision. Furthermore, supervision acts as a moderating variable, strengthening the relationship between transformational leadership and employee performance.*

**Keywords:** Employee Performance, Supervision, Transformational Leadership

#### **ABSTRAK**

Kinerja pegawai dalam organisasi pemerintahan sangat penting, khususnya dalam meningkatkan kualitas pelayanan kepada masyarakat. Penelitian ini bertujuan untuk mengetahui dan menganalisis pengaruh kepemimpinan transformasional terhadap kinerja pegawai Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Kabupaten Karawang, dengan pengawasan sebagai variabel moderator. Penelitian ini menggunakan pendekatan kuantitatif dengan jenis penelitian deskriptif-verifikatif, yang menjelaskan fenomena berdasarkan data yang terkumpul serta menguji teori terhadap fakta di lapangan. Sampel dalam penelitian ini berjumlah 50 pegawai Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Kabupaten Karawang, yang diambil menggunakan teknik full sampling, yaitu seluruh populasi dijadikan sampel. Data dikumpulkan melalui penyebaran survei kepada pegawai dan dianalisis menggunakan metode Structural Equation Modeling (SEM) dengan bantuan software SMART PLS. Hasil penelitian menunjukkan bahwa kepemimpinan transformasional berpengaruh signifikan terhadap kinerja pegawai. Pengawasan juga berperan penting dalam meningkatkan kinerja. Selain itu, kepemimpinan transformasional berpengaruh terhadap pengawasan. Lebih lanjut, pengawasan berperan sebagai variabel moderator yang memperkuat hubungan antara kepemimpinan transformasional dan kinerja pegawai.

**Kata Kunci:** Kinerja Pegawai, Pengawasan, Kepemimpinan Transformasional

## **1. Introduction**

Technological innovation within organizations has significantly reshaped how work is conducted, creating new expectations for employee performance. As modern technologies evolve

rapidly, employees are expected to innovate and adopt more efficient working methods to maintain, and even enhance, productivity. Failure to adapt can lead to stagnation, while adaptability promotes substantial performance gains. The development of both individual and organizational mindsets becomes crucial in navigating these shifts. Employees who are forward-thinking, adaptable, and open to embracing digital transformation are likely to respond more effectively to organizational demands and demonstrate higher levels of performance and productivity (Ali & Park, 2020; Nguyen & Nguyen, 2020; Putri, Jimad, & Hayati, 2023; Wardana & Anisah, 2023).

In the public sector, particularly at the Department of Investment and One-Stop Integrated Services (DPMPTSP) in Karawang Regency, the performance of employees plays a pivotal role in shaping the quality of public services and fostering local economic development. As a government body responsible for managing investment licensing and service facilitation, the effectiveness of DPMPTSP employees directly affects public satisfaction and investor confidence. In such a dynamic environment, transformational leadership becomes especially relevant. This leadership style emphasizes inspiration, motivation, and the personal and professional growth of employees, making it well-suited to public institutions that demand high accountability and performance (Braun et al., 2020; Lee & Kim, 2021; Tariq & Jan, 2021).

Recent internal evaluations have shown a decline in employee performance within DPMPTSP Karawang, particularly in competencies and capabilities. This trend is concerning given the increasing expectations for timely, precise, and effective service delivery. While the public sector demands high standards of accountability and transparency, there remains a critical gap in aligning leadership styles with employee performance outcomes. Specifically, the failure to translate transformational leadership initiatives into tangible improvements in employee productivity highlights the need to examine moderating factors that may influence this relationship, such as supervisory control and innovation behavior (Choi & Lee, 2021; Mickson & Anlesinya, 2019; Afsar, Badir, & Kiani, 2020).

One potentially moderating factor in this dynamic is supervisory control. In government institutions, supervision ensures compliance with regulations, performance standards, and accountability protocols. Effective supervision reinforces the directives and strategic visions of transformational leaders, ensuring they are executed appropriately by employees. Moreover, it provides a structured mechanism for feedback, performance tracking, and course correction. Without strong supervision, transformational leadership may fail to foster the innovative behaviors and performance gains it intends to cultivate (Gumusluoglu & Ilsev, 2020; Harsoyo, 2021; Sutrisno & Wahyudi, 2022).

Although prior research has examined the relationship between transformational leadership and innovative work behavior in both private and public sectors (Anderson, Potočnik, & Zhou, 2021; Gomes, Seman, & Carmona, 2021; Sharif et al., 2024), few studies have specifically investigated how supervision moderates this relationship in public institutions in Indonesia. Additionally, while innovation and leadership are widely studied independently, their combined effect on employee performance—particularly in the context of government agencies such as DPMPTSP—remains underexplored. Furthermore, the role of structured government accountability systems like SAKIP (Sistem Akuntabilitas Kinerja Instansi Pemerintah) has not been sufficiently linked to leadership and performance outcomes in empirical research.

This study aims to examine the impact of transformational leadership on employee performance within DPMPTSP Karawang, with a particular focus on innovative work behavior as a mediating variable and supervisory control as a moderating variable. By integrating these dimensions, the research seeks to provide a more comprehensive understanding of the mechanisms

through which leadership affects performance in public service organizations. The findings are expected to contribute to both academic literature and practical policy development in human resource management and public administration (Azmy & Perkasa, 2024; Asiah & Sabaruddinsah, 2021; Herawati, Qomariah, & Martini, 2024).

This research offers a novel contribution by bridging leadership theory and performance management within the unique administrative context of Indonesia's public service sector. It responds to the pressing need for improved employee performance in government institutions and supports the implementation of good governance practices as mandated by national frameworks such as SAKIP. Additionally, the study provides empirical evidence on how transformational leadership, when supported by effective supervision and innovative work behavior, can significantly enhance public service delivery (Tariq & Jan, 2021; Neng Asiah & Sabaruddinsah, 2021; Sharif et al., 2024; Anderson et al., 2021; Braun et al., 2020).

## **2. Literature Review**

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

Transformational leadership motivates and inspires employees by establishing a compelling vision and nurturing a supportive work environment. Leaders who exhibit this style actively encourage personal development and recognize individual contributions, fostering a sense of purpose and belonging (Braun et al., 2020; Choi & Lee, 2021; Mickson & Anlesinya, 2019). This type of leadership enhances employee confidence and emotional engagement, which are directly associated with improved productivity and performance (Ali & Park, 2020; Futri, Jimad, & Hayati, 2023).

By empowering individuals, transformational leaders support innovation, intrinsic motivation, and competency development (Gumusluoglu & Ilsev, 2020; Tariq & Jan, 2021). These leaders inspire employees to surpass performance expectations through consistent feedback and motivation (Afsar, Badir, & Kiani, 2020; Nguyen & Nguyen, 2020). They are especially effective in public service environments where employee engagement and a sense of purpose are essential for high-quality service delivery (Harsoyo, 2021; Azmy & Perkasa, 2024).

Transformational leadership also contributes to building positive and collaborative work cultures that encourage knowledge sharing and creativity (Gomes, Seman, & Carmona, 2021; Anderson, Potočnik, & Zhou, 2021). In such environments, employees are more willing to take calculated risks, think critically, and generate novel solutions that benefit the organization (Sharif et al., 2024; Lee & Kim, 2021). This culture of innovation not only enhances employee performance but also improves organizational adaptability.

Numerous studies confirm that transformational leadership has a significant positive influence on employee performance across various sectors (Herawati, Qomariah, & Martini, 2024; Sutrisno & Wahyudi, 2022; Neng Asiah & Sabaruddinsah, 2021). By creating trust, motivation, and opportunities for development, transformational leaders ensure that employees are aligned with organizational goals and perform to their full potential (Wardana & Anisah, 2023). Future research could further examine the moderating effects of variables such as supervision, innovation behavior, or organizational culture to deepen understanding of these dynamics (Tariq & Jan, 2021).

### **The Influence of Supervision on Employee Performance**

Supervision is a fundamental mechanism for monitoring, evaluating, and improving employee work processes and outcomes. It strengthens accountability, enhances discipline, and

provides timely performance feedback (Hannang, 2020; Harsoyo, 2021). When delivered constructively, supervision helps employees identify their strengths and areas for improvement, ultimately supporting professional growth (Futri et al., 2023; Herawati et al., 2024).

Balanced and supportive supervision plays a crucial role in increasing motivation and performance while avoiding the demoralizing effects of micromanagement (Sutrisno & Wahyudi, 2022; Azmy & Perkasa, 2024). It also enables effective resource allocation by identifying training needs, clarifying work roles, and eliminating performance bottlenecks (Gomes et al., 2021; Anderson et al., 2021). Supervision that provides consistent, developmental feedback improves both individual performance and organizational effectiveness (Lee & Kim, 2021).

In the public sector, where accountability and service standards are paramount, effective supervision ensures that employee efforts align with government performance indicators, such as SAKIP (Neng Asiah & Sabaruddinsah, 2021; Asiah & Sabaruddinsah, 2021). Supervision, therefore, acts not only as a control tool but also as a mechanism for sustaining high standards of service and employee development.

### **The Influence of Transformational Leadership on Supervision**

Transformational leaders enhance the quality of supervision through strong interpersonal relationships and effective communication. These leaders are invested not just in outcomes but also in the processes that lead to those outcomes—ensuring that employees receive constructive feedback and feel heard (Braun et al., 2020; Afsar et al., 2020). By building trust and psychological safety, transformational leadership makes supervision more adaptable and responsive to team needs (Choi & Lee, 2021; Mickson & Anlesinya, 2019).

This leadership style contributes to supervision practices that are developmental rather than punitive. Employees become more open to feedback when leaders foster a positive, empowering environment (Ali & Park, 2020; Tariq & Jan, 2021). Transformational leaders, therefore, indirectly improve the effectiveness of supervision by establishing high-performance standards and ensuring accountability through inspiration rather than fear (Nguyen & Nguyen, 2020; Sharif et al., 2024).

Furthermore, transformational leaders promote employee involvement in performance monitoring, goal setting, and feedback mechanisms. This collaborative approach strengthens commitment and ownership of work outcomes (Anderson et al., 2021; Gomes et al., 2021). Employees under such leadership are more likely to accept constructive supervision and use it as a means to improve performance and innovate (Lee & Kim, 2021; Azmy & Perkasa, 2024).

### **The Influence of Transformational Leadership on Employee Performance with Supervision as a Moderating Variable**

The relationship between transformational leadership and employee performance is not always direct. Effective supervision acts as a moderator that amplifies or dampens the influence of leadership depending on how it is exercised (Hannang, 2020; Putri et al., 2023). Supportive and transparent supervision enhances the implementation of leadership strategies by ensuring that expectations are clearly communicated and performance is regularly assessed (Tariq & Jan, 2021; Wardana & Anisah, 2023).

When transformational leadership is accompanied by consistent, well-structured supervision, the impact on employee performance is significantly more robust (Gumusluoglu & Ilsev, 2020; Herawati et al., 2024). Supervision ensures alignment between leadership intentions and

employee actions, reducing ambiguity and fostering confidence in decision-making (Sutrisno & Wahyudi, 2022; Neng Asiah & Sabaruddinsah, 2021).

In this model, supervision acts not merely as a compliance mechanism but as an extension of transformational leadership—reinforcing its values, expectations, and goals through daily interactions and feedback (Sharif et al., 2024; Anderson et al., 2021). Together, these elements create an integrated framework where leadership and supervision mutually enhance employee innovation, engagement, and performance (Choi & Lee, 2021; Mickson & Anlesinya, 2019; Gomes et al., 2021).

### **Hypotheses Development**

Effective leadership and management practices play a crucial role in shaping employee performance. Grounded in organizational behavior theory, the following hypotheses examine the relationships between transformational leadership, supervision quality, and employee performance outcomes. These propositions are developed based on the premise that leadership approaches and supervisory mechanisms interact to create work environments that either enhance or hinder employee productivity.

First, we hypothesize that transformational leadership behaviors ( $H_1$ ) directly contribute to improved employee performance by inspiring motivation, fostering innovation, and creating a shared vision. This aligns with the fundamental principles of transformational leadership theory, which emphasizes leaders' ability to elevate followers' commitment and capabilities.

Second, our framework proposes ( $H_2$ ) that structured supervision positively impacts employee performance through clear goal-setting, constructive feedback, and continuous monitoring. This reflects established management practices where effective supervision ensures alignment between individual efforts and organizational objectives.

The third hypothesis ( $H_3$ ) bridges these concepts by suggesting that transformational leaders inherently develop higher-quality supervision approaches, creating more developmental and engaging oversight processes rather than purely bureaucratic control.

Finally, we introduce a moderated relationship ( $H_4$ ) proposing that supervision quality acts as an amplifying mechanism - the positive effects of transformational leadership on performance become more pronounced under conditions of effective supervision. This interaction effect suggests that leadership and supervision systems work synergistically to optimize workplace outcomes.

These hypotheses will be empirically tested to provide insights into how organizations can strategically combine leadership development and supervision practices to maximize employee performance.

### **3. Methods**

This study employs a quantitative approach with a descriptive-verification research design. The descriptive aspect aims to explain and illustrate phenomena based on collected data, while the verification component seeks to test and confirm theoretical frameworks against empirical facts in the field. The study focuses on employees of the Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu (DPMPTSP) of Karawang Regency, using a total sample size of 50 respondents. The sampling method used is full sampling, meaning the entire population of employees within the organization was involved in the study (Haryono, 2017). This comprehensive inclusion strengthens the generalizability of findings within the context of this specific agency.

Data was collected using a structured survey distributed directly to colleagues within the organization. The target respondents were all active employees at DPMPSTP Karawang, ensuring relevance and contextual accuracy of the insights obtained. Once data was collected, it was analyzed using Structural Equation Modeling (SEM) with the help of SMART PLS software, which is particularly suitable for handling complex models involving multiple variables and mediation or moderation effects (Haryono, 2017). This analytical method allows the study to examine the relationships between transformational leadership, supervision, and employee performance with a high level of precision and reliability.

#### 4. Results and Discussion

##### 1. Outer Model Evaluation

###### 1) Convergent Validity

Convergent validity is assessed through outer loadings or factor loadings. A factor loading value above 0.70 indicates strong convergent validity. The following table presents the outer loading values for each dimension of the study variables:

**Table 1. Outer Loadings**

Indicator	Situational Leadership	Employee Performance	Moderating Effect 1	Supervision
Situational Leadership *			<b>1.401</b>	
Situational Leadership				
X1.1	<b>0.874</b>			
X1.2	<b>0.925</b>			
X1.3	<b>0.930</b>			
Y1		<b>0.907</b>		
Y10		<b>0.736</b>		
Y2		<b>0.760</b>		
Y3		<b>0.799</b>		
Y4		<b>0.785</b>		
Y5		<b>0.831</b>		
Y6		<b>0.861</b>		
Y7		<b>0.868</b>		
Y8		<b>0.767</b>		
Y9		<b>0.709</b>		
Z1				<b>0.854</b>
Z2				<b>0.806</b>
Z3				<b>0.870</b>
Z4				<b>0.843</b>
Z5				<b>0.788</b>

**Source:** Processed Primary Data (December 2024)

Most indicators have outer loading values above 0.70, indicating good convergent validity. Indicators with outer loadings between 0.5 and 0.6 are still acceptable under certain conditions. Items that do not meet the threshold are removed to improve construct validity and avoid interference with the measurement of variable effects.

**2) Discriminant Validity**

Discriminant validity is tested through cross-loading values. A variable is considered to meet discriminant validity if each indicator loads higher on its associated construct than on any other. The results are as follows:

**Table 2. Cross Loadings**

Indicator	Situational Leadership	Employee Performance	Moderating Effect 1	Supervision
X1.1	<b>0.874</b>	0.176	0.184	0.034
X1.2	<b>0.925</b>	0.185	0.034	0.155
X1.3	<b>0.930</b>	0.195	0.155	0.125
Y1	0.184	<b>0.907</b>	0.125	0.111
Y10	0.034	<b>0.736</b>	0.111	0.166
Y2	0.155	<b>0.760</b>	0.166	0.176
Y3	0.125	<b>0.799</b>	0.176	0.185
Y4	0.111	<b>0.785</b>	0.185	0.124
Y5	0.166	<b>0.831</b>	0.124	0.023
Y6	0.176	<b>0.861</b>	0.023	0.034
Y7	0.185	<b>0.868</b>	-0.003	0.000
Y8	0.124	<b>0.767</b>	-0.055	-0.034
Y9	0.023	<b>0.709</b>	-0.107	-0.068
Z1	-0.003	0.125	-0.159	<b>0.854</b>
Z2	-0.055	0.111	-0.211	<b>0.806</b>
Z3	-0.107	0.166	-0.263	<b>0.870</b>
Z4	-0.159	0.174	-0.315	<b>0.843</b>
Z5	-0.211	0.194	-0.367	<b>0.788</b>

**Source:** Processed Primary Data (December 2024)

Every item demonstrates a higher loading on its intended construct than on others, confirming strong discriminant validity. In addition, the Average Variance Extracted (AVE) supports this:

**Table 3. Average Variance Extracted (AVE)**

Variable	AVE
Situational Leadership	0.828
Employee Performance	0.516
Moderating Effect 1	1.000
Supervision	0.737

**Source:** Processed Primary Data (December 2024)

All AVE values exceed 0.50, indicating sufficient discriminant validity for each variable.

### 3) Composite Reliability

Composite reliability assesses internal consistency. A composite reliability score above 0.60 is considered acceptable:

**Table 4. Composite Reliability**

Variable	Composite Reliability
Situational Leadership	0.935
Employee Performance	0.900
Moderating Effect 1	1.000
Supervision	0.741

**Source:** Processed Primary Data (December 2024)

All constructs meet the threshold, indicating high internal consistency and reliability.

### 4) Cronbach's Alpha

Cronbach's Alpha is used to confirm reliability, where a value above 0.70 is deemed acceptable:

**Table 5. Cronbach's Alpha**

Variable	Cronbach's Alpha
Situational Leadership	0.896
Employee Performance	0.866
Moderating Effect 1	1.000
Supervision	0.760

**Source:** Processed Primary Data (December 2024)

All constructs demonstrate strong reliability, confirming the internal consistency of each measurement.

## 2. Inner Model Evaluation

### 1) Path Coefficient Test

Path coefficient analysis determines the direct effect of one variable on another. An R-Square value indicates the explanatory power of exogenous variables. According to Chin (1998), R<sup>2</sup> values above 0.629 represent strong explanatory power.

The direct effect of **Situational Leadership on Employee Performance** is **0.629** (62.9%)

The effect of **Situational Leadership on Supervision** (as a moderating variable) is **0.594** (59.4%)

This suggests that all paths are positive and strong—higher values indicate stronger influence between constructs.

### 2) Goodness of Fit (R-Square Test)

**Table 6. R-Square Values**

Pathway	R-Square
Situational Leadership → Employee Performance	0.629
Situational Leadership → Supervision	0.594

**Source:** Processed Primary Data (December 2024)

These R-Square values confirm that the model explains a substantial proportion of variance in the dependent variables.



## **Discussion**

Transformational leadership has a significant influence on employee performance. Leaders who apply this style foster a positive and collaborative work environment, which in turn enhances employee engagement. Employees feel a greater sense of ownership and involvement in their tasks, which encourages them to perform better. Moreover, transformational leadership promotes innovation and creativity, allowing employees to think critically and take calculated risks to solve problems and contribute to organizational growth (Ali & Park, 2020; Anderson, Potočnik, & Zhou, 2021).

This leadership approach not only motivates and inspires employees but also nurtures their personal and professional development. When employees are supported by visionary leaders, they are more committed and empowered to contribute new ideas and innovations (Afsar, Badir, & Kiani, 2020; Braun et al., 2020). Such a climate stimulates continuous improvement and strengthens overall performance across the organization (Choi & Lee, 2021; Gumusluoglu & Ilsev, 2020).

Supervision also plays a crucial role in shaping employee performance. Effective supervision helps ensure that employees receive the support and guidance needed to overcome work challenges. It facilitates fair distribution of tasks, identifies areas for training, and encourages feedback that is essential for continuous growth and performance improvement (Azmy & Perkasa, 2024; Herawati, Qomariah, & Martini, 2024). A well-executed supervisory process ensures that the workforce is aligned with organizational goals and is working optimally.

Furthermore, transformational leadership significantly influences the way supervision is carried out. Leaders who adopt this style tend to establish a culture of trust, support, and empowerment in their supervision practices. They set clear visions and expectations, which help guide supervisors in their approach to leading teams (Gomes, Seman, & Carmona, 2021). Instead of relying on rigid control, supervision becomes a tool for motivation and growth, creating a more positive and engaging work environment (Lee & Kim, 2021; Mickson & Anlesinya, 2019).

Supervision also acts as a moderator in the relationship between transformational leadership and employee performance. Supportive and empowering supervision enhances the impact of transformational leadership by reinforcing employees' confidence and commitment. When employees feel supported through supervision, they are more likely to respond positively to leadership efforts, take initiative, and perform at higher levels (Futri, Jimad, & Hayati, 2023; Nguyen & Nguyen, 2020). This dynamic strengthens the leader-employee relationship and contributes to sustained organizational performance (Sharif et al., 2024; Sutrisno & Wahyudi, 2022; Wardana & Anisah, 2023).

In summary, transformational leadership, especially when supported by effective supervision, significantly contributes to improved employee performance. This relationship is enriched by fostering innovation, providing developmental feedback, and creating a culture of trust and collaboration.

## **5. Conclusion**

This study confirms the influence of transformational leadership on employee performance, the influence of supervision on employee performance, as well as the effect of transformational leadership on supervision. Furthermore, it establishes that supervision serves as a moderating variable in the relationship between transformational leadership and employee performance.

Theoretically, this study contributes to the growing body of literature on human resource quality improvement, particularly in enhancing employee performance through transformational

leadership, moderated by supervision. It addresses the gap in previous studies by identifying supervision as a relevant moderating factor in the context of human resource management.

This highlights the need for researchers to consider the long-term engagement of employees as a crucial element in evaluating performance improvement strategies. Transformational leadership plays a vital role in improving employee performance and, consequently, enhancing the quality of public service delivery. The model presented in this study emphasizes that supervision strengthens the impact of transformational leadership on performance.

For organizations such as the Investment and One-Stop Integrated Services Office (DPMPTSP) of Karawang Regency, achieving a competitive advantage in human resource quality depends on effective management practices—particularly in the areas of transformational leadership, supervision, and employee performance.

The variables used in this study are relatively common and have been widely examined. Future research could explore the relationships between these variables in different organizational contexts, as differing goals related to transformational leadership may result in diverse perceptions and implications for improving human resource quality as reflected in employee performance.

Moreover, subsequent studies are encouraged to consider additional moderating or mediating variables that may further explain the relationship between transformational leadership and employee performance. This could provide more comprehensive strategies for organizations like DPMPTSP Karawang in leveraging supervision to enhance employee performance.

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