



The effect of transformational leadership style, employee creativity, and employee empowerment on employee performance at PT Casa Woodworking Industry

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ABSTRACT

Every business or business is required to be able to continue to develop to face every opportunity and threat that comes from competition between business organizations. a business organization is required to have the right strategy that can help the business or business survive and have an advantage compared to competing businesses or businesses. Along with the increasingly uncertain and complex business environment that results in changes to the market and consumer needs, it requires businesses to be able to find strategies that can create products that match market demands. Employee performance is a parameter for measuring the performance of a business. Employee performance is often interpreted as the output of all business activities, both individual and group in nature, which have an impact on business continuity and sustainability. In the development of organizational behavior, the level of creativity possessed by an employee can also be formed from patterns of interaction that occur in the work environment and can further form collective creativity. Employee creativity/employee creativity has a significant influence on employee performance. Transformational leadership has a significant influence on employee performance. Employee Empowerment/Employee Empowerment does not have a significant effect on employee performance.

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INTRODUCTION

Business competition in this era is getting tighter and cannot be avoided. Every business or business is required to be able to continue to develop to face every opportunity and threat that comes from competition between business organizations. In facing this competition, a business organization is required to have the right strategy that can help the business or business survive and have an advantage compared to competing businesses or businesses. Espite the significance of workplace spirituality, a limited number of tourism studies have empirically examined its outcomes within tourism higher education institutions (HEIs). To address this gap, this study investigates the

influence of workplace spirituality on lecturers' engagement, commitment, workforce agility, trust, and empowerment. A quantitative approach was adopted by gathering surveys from 218 tourism and hospitality lecturers in HEIs in Italy and Portugal. With the employment of PLS-SEM, the empirical findings reveal that workplace spirituality has a positive and significant impact on lecturers' engagement, commitment, workforce agility, trust, and empowerment (Soliman et al., 2021a). Mindfulness refers to the psychological attentional state in which a person is conscious and accepting of the present. It is increasingly emerging as an estimable quality, especially within the hospitality industry where frontline employees' creativity is critical to sustaining high-reliability organizations (HROs)(Soliman et al., 2021a).

This study examines employee evaluations of HR practices (HRPs), which are a critical and yet underexplored antecedent of their effectiveness. Drawing on the Job Demands-Resources model, it proposes a moderated mediation model that studies the relationship between employee satisfaction with HRPs and in-role and extra-role performance as mediated by engagement. The results suggest satisfaction with HRPs influences both the performance dimensions considered, although its effects are greater for extra-role performance (Stirpe et al., 2022).

Leadership is a key predictor of employee, team, and organizational creativity and innovation. Research in this area holds great promise for the development of intriguing theory and impactful policy implications, but only if empirical studies are conducted rigorously (Hughes et al., 2018a).

Mindfulness refers to the psychological attentional state in which a person is conscious and accepting of the present. It is increasingly emerging as an estimable quality, especially within the hospitality industry where frontline employees' creativity is critical to sustaining high-reliability organizations (HROs). Drawing on the literature on mindfulness, HROs, and creativity, this study (1) examines the moderating effect of organizational error tolerance on the relationship between employee mindfulness and creativity; and (2) investigates the mediating role of creativity on the relationship between employee mindfulness and customer satisfaction (Wang et al., 2021). Specifically, job initiatives, workload pressure, creative change and overtime are shown to particularly affect stress levels. Job-creativity and use of skills have a higher impact on satisfaction followed by distance from work, freedom of actions and wages and other benefits. Further, job training and changes in management proved to be statistically insignificant.(Bousinakis & Halkos, 2021). Consent is central to many organizational interactions and obligations. Employees consent to various terms of employment, both formal (contractual obligations) and informal (extra-role responsibilities, interpersonal requests). Yet consent has traditionally been considered a legal matter, unrelated to organizational behavior. In this article, we make a case for why, and how, organizational behavior scholars should undertake the study of consent.(Bohns & Schlund, 2020)

Advances in technology, intense competition, and changes in the form and function of the organizations in the last decades have elevated the importance of innovation, and the worker's creativity as a survival mechanism for corporations in the marketplace. The personal characteristics of employees, and organizational climate have a significant effect on innovation and worker's creativity. High job satisfaction is a key factor for innovative work environment, and also correlates with positive attitude and high performance at workplace (Akdol & Arikboga, 2015). As most hospitality firms turn to informal processes to create knowledge, employee-driven innovation becomes paramount in the sector, especially the one generated from frontline employees' suggestions. The work studied creativity, knowledge and motivation as internal aspects of frontline hospitality employees for making innovative suggestions. The study of these three broad aspects leads to the presentation of six research hypotheses after discussing the potential influence of six specific factors on the generation of innovative suggestions; those factors are creativity, work experience and formal education (knowledge), along with internal motivation, direct re-wards, and the perception of the validity of the suggestion system (motivation). Those hypotheses are tested

with data from 153 front office employees from hotels in Tenerife (Spain) (González-González & García-Almeida, 2021a).

Regarding antecedent variable of transformational leadership with its effect to work performance of the middle-level leaders at the organization of Pelabuhan Indonesia III Inc. The samples used in this study are 30 respondents as 75% of the population. The technique used to collect the data from the respondents is questionnaires to minimize any interpretation differences between respondents and the researcher (Eliyana et al., 2019). Business cannot escape the impact of climate change that is deteriorating day by day. Many organizations are becoming motivated more than ever to introduce new business models, modern technologies, and supportive policies with an effort to cope with critical issues connected to climate change. The present study has investigated the mediating effect of psychological safety on the relationship between sustainable leadership and sustainable performance as well as evaluating the moderation impact of psychological empowerment on that relationship. To date, the present research is the first attempt wherein the incorporation of psychological empowerment and psychological safety has redefined the association between sustainable leadership and sustainable performance. Using cluster sampling approach, the data for this research was collected from 405 SMEs from Kuala Lumpur (Malaysia), Jakarta (Indonesia), and Bandar Seri Begawan (Brunei Darussalam). Using structural equation modelling (variance-based), this study has analyzed proposed hypothesis. Hierarchical regression analysis (PROCESS Macro) in SPSS was employed to analyze the moderated-mediation impact of psychological empowerment. The empirical results confirm that sustainable leadership has a substantial impact on psychological safety. This study confirms that sustainable leadership has positive indirect effect on sustainable performance through psychological safety which amplifies in the presence of psychological empowerment. Establishment of a psychologically safe environment that encourages knowledge sharing and openness to speaking will improve sustainable performance in the presence of sustainable leadership (Iqbal et al., 2020a). The direct relationship between transformational leadership and work engagement was found to be partially mediated by employees' perceptions of meaning in work. Practical implications: Industry reports show that globally, the number of unengaged employees have increased, costing nations billions in productivity losses (Ghadi et al., 2013).

The mediation influence of work engagement in the linkage between servant leadership and absenteeism is greater than the mediation influence of job satisfaction. This is also true for the mediation impact of work engagement in the association between servant leadership and in-role and extra-role performances. These findings enhance current understanding about the effectiveness of work engagement versus job satisfaction regarding the effect of servant leadership on behavioral consequences (Ozturk et al., 2021). The findings indicate that transformational leaders can foster a climate for innovation that promotes employee creativity. Further, a significant moderating role of creative self-efficacy was found in the relationship between innovation climate and employee creativity. The findings reveal that employees with high creative-self-efficacy resort to creative behavior when they receive a supportive innovation climate (Ozturk et al., 2021)

However, mediation analysis using bootstrapping methods has shown that creativity has fully mediated the relationship between engagement and performance. Originality/value: The study extends previous research and increases the external validity of the findings by investigating the relationship between engagement and performance in new non-western contexts. Moreover, this is one of the first research studies that explores the role of creativity in the relationship between the two variables; this helps in improving our understanding of the model and aids in enhancing the effect of engagement on performance (Ismail et al., 2019).

Increasing sustainability traction in business and the environmental consciousness of customers have forced multinationals to adopt eco-friendly processes. Despite using the different recycling approaches the textile industry is still fighting with problems like higher water pollution, emissions, and increased carbon footprint. Hence, the need for innovating green products or using

sustainable material is growing and researchers still have discordance on the predictor and outcome of innovation in the industry. Considering this, the present study is tried to understand the impact of the environmental consciousness of consumers on the green performance of the textile industry. A conceptual model has been proposed which includes adaptability of green culture, innovation, green performance, and employee commitment. The study uses the data of 198 employees from textile manufacturing organizations through a structured questionnaire. With the help of the structural equation modeling (SEM) technique, it was found that the most relevant factor of innovation is the adaptability of green culture and green performance was found as the major outcome and significant mediating role of employee commitment between innovation and green performance. The findings of the study would help the textile industry managers to create a green culture by creating its link with green innovation and green performance through developing environmental consciousness among the employees which further support the textile industry in pollution reduction (Sharma et al., 2021)

Employee Performance, Employee performance is a parameter for measuring the performance of a business. Employee performance is often interpreted as the output of all business activities, both individual and group in nature, which have an impact on business continuity and sustainability. Robert & Jhon (2010) define employee performance as the result of all activities that have been carried out which are measured based on the quantity and quality of work, timeliness and level of employee cooperation in each work activity.

Employee Empowerment, Empowerment is the authority to make decisions in a certain area of operational activity without having to obtain approval from other people. Meanwhile, Bloom (2021), interprets empowerment as giving autonomy, authority, trust, and encouraging individuals in an organization to develop rules in order to complete work. Empowerment also means sharing information and knowledge among employees which I use to understand and support organizational performance, giving awards on organizational performance and the granting of autonomy in decision-making that affects the organization. According to Durai (2010) Empowerment is a contemporary practice that is very important for human resources and is widely recognized in today's competitive business context. DeCenzo et al. (2016) which reflects an individual's orientation to his work role into 4 dimensions I, namely meaning, competence, *self determination*, and *impact*.

Transformational leadership, According to Hawkins (2011) Transformational leadership seeks to lead each individual and the team works beyond status. Transformational leadership is someone who has the power to bring about change within the team members and within the organization as a whole. According to Bass & Riggio (2006) The term transformational leadership is the leader's attempt to transform followers from one level of need to a lower hierarchy of needs to another higher level of need. According to Abrahami Maslow's motivational theory, the leader also transforms expectations for the success of followers, incorporates values and develops organizational culture to achieve the goals set by the leader. Through Transformational Leadership, followers can achieve performance that exceeds what the leader expects (*performance beyond expectations*). In several studies, the indicators of transformational leadership are formulated as follows: Agents of change. They clearly identify themselves as agents of change. Their personal and professional image is to make a difference and transform their organization. Based on design or opportunity, they are responsible for leading the business throughout the transformation, fully of Brave. They are risk takers, be careful, and dare to face challenges, dare to face the status quo. Trust to their other. Transformational leaders are not dictators. They are very powerful and even so, they are sensitive to other people, and they try to empower others, a good value sharer. Each transformational leader is able to describe a core set of values and demonstrate behavior that is appropriate to his position, a good learner. All transformational leaders are able to talk about mistakes - mistakes they do. However, they do not view failures as failures but rather as learning experiences. Comfort with unpredictable situations, each transformational leader is able to deal with

and frame problems in a world that is complex and changing. Visionary person. Transformational leaders can dream, i am able to describe dreams and images so that people share them.

The Effect of Employee Creativity on Employee Performance, Technological developments and market changes are very fast forcing businesses to use a different approach to be able to compete or become a leader in the market (Kozak & Buhalis, 2019). Be obtained from the emergence of creative ways of thinking both individually and collectively in a business (Tuffaha, 2020; Yoopetch et al., 2021). The level of creativity in a business is often identified as the result of a process of thinking and working to find new and alternative solutions that aim to improve old and conventional ways of working so as to create efficiency and effectiveness at work (Gumusluoglu & Ilsev, 2009; Hon, 2011; Özaralli, 2015). In fact, several studies have found that the level of creativity individually or collectively in a business can create a competitive advantage for a business (Hughes et al., 2018b). Employees have a very important role for a business, especially in labor-intensive businesses because apart from being the operator of every policy and regulation, employees can also play a role as a source of inspiration to formulate effective policies to improve business performance (individual or collective performance) The level of creativity possessed by an employee can create a more effective and efficient work system, in several studies it has also been found that businesses that have employees with high creativity will help businesses find new products, create new ways of working, and create more work bureaucracy short (González-González & García-Almeida, 2021b; Zhou & George, 2001).

The Effect of Transformation Leadership on Employee Performance, A person who has a transformational leadership style is also able to create a vision and mission that can help businesses to face competition, where in the future a leader must also be able to clearly define, communicate to all parts of the business and articulate the contents of the vision and mission to all parts of the business (Hawkins, 2011).

Based on research conducted by previous researchers, it was found that leaders who have a transformational leadership style can stimulate employees to work more effectively, innovatively, optimally and in accordance with the targets set by the business (Gumusluoglu & Ilsev, 2009; Singh et al., 2020). In another study it was found that a leader who has a transformational leadership style will encourage employees to have a high work ethic and comply with work regulations (Rafferty & Griffin, 2004; Ulrich et al., 2020).

The Effect of Employee Empowerment on Employee Performance, The process of empowering employees cannot be considered as a simple matter or just as a routine process carried out as one of the formalities of human resource management activities, instead empowering employees is a process that is much needed to improve employee performance and can only be carried out by practitioners who have competent skills in provide empowerment. Besides that, the process of empowering employees must also generate motivation for employees involved in the process and can have an impact on improving employee performance (Soliman et al., 2021b). Based on the objectives of implementing employee empowerment, information is obtained that employee empowerment is carried out to encourage employees to work in an effective way, create independent employees and control employee performance according to predetermined standards (Bloom, 2021). The results of several studies found that employee empowerment has a significant influence on employee performance individually or collectively (Iqbal et al., 2020b; Tuffaha, 2020).

The differences between previous and the current research is In the development of organizational behavior, the level of creativity possessed by an employee can also be formed from patterns of interaction that occur in the work environment and can further form collective creativity. Employee creativity/employee creativity has a significant influence on employee performance. Transformational leadership has a significant influence on employee performance. Employee Empowerment/Employee Empowerment does not have a significant effect on employee performance.

RESEARCH METHOD

This study uses an explanatory research type, where this research focuses on explaining the cause and effect relationship between several variables in this study, which include: employee creativity, employee empowerment, transformational leadership on employee performance. The scope of this research is intended to limit the discussion only to the main research problems, so that the research results can be more systematic and measurable. The population in this study were 100 employees of PT Casa woodworking Industry. Furthermore, the sample in this study involved the entire population in this study. The research analysis is SEM analysis using the Smart-PLS version 3.0 application program to process data.

RESULTS AND DISCUSSIONS

Goodness of Fit (GoF) Testing

This test is one of the feasibility tests of the research model, where this test will analyze the R-square level of each pattern of relationship or influence on a research model.

Table 1. R-Square test results

	R Square
<i>Employee Performance</i>	0.500

Based on table 1, information can be obtained that the influence of employee creativity, employee empowerment organizational climate, transformational leadership variables on employee performance is 0.500 or 50%. After knowing the r-square value of each equation, then the Q-Square value is sought to determine the level of goodness of fit in this study. The following is a Q-Square calculation.

$$\begin{aligned}
 \text{Q-Square} &= 1 - [(1 - R^2)] \\
 &= 1 - [(1 - 0.500)] \\
 &= 1 - (0.500) \\
 &= 1 - 0.500 \\
 &= 0.50
 \end{aligned}$$

Based on the results of the Q-Square test, the result is 0.50. Where these results indicate that the level of research diversity that can be explained by this research model is 50% while the rest are variables or other factors outside of this research. Based on these results it can also be concluded that the level of goodness of fit of this research model is in a fairly good category.

Path of Coefficient Testing

This test will examine the level of influence of each influence pattern or equation in this study. The value to be analyzed in this test is the T-statistic value compared to 1.969 (Malhotra & Hall, 2015). The following are the results of testing the path of coefficient in this study.

Table 2. Path of coefficient testing results

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Decision
Transformational Leadership -> Employee Performance	0.695	26.775	0.000	Accepted
Employee Creativity -> Employee Performance	0.102	2.163	0.031	Accepted
Employee Empowerment -> Employee Performance	0.029	0.585	0.559	Rejected

Source: Processed Results of Smart PLS 3.3.3 (2022)

Based on the results of the Path of Coefficient test in Table 2, it can be concluded that the influence categories of each equation are as follows: (a) The Influence of Transformational Leadership → Employee Performance is included in the significant category because the t-statistic value $> 1,969$ ($26,775 > 1.969$) and the P-values < 0.05 ($0.000 < 0.05$). (b) Effect of Employee Creativity → Employee Performance is included in the significant category because the t-statistic value $> 1,969$ ($2,163 > 1,969$) and P-values < 0.05 ($0.032 < 0.05$). (c) Effect of Employee Empowerment → Employee performance is included in the insignificant category because the t-statistic value < 1.969 ($0.585 < 1.969$) and P-values > 0.05 ($0.559 > 0.05$).

Discussions

The creativity possessed by an employee in a business will also determine whether the business will develop or not in the midst of competition, with the level of creativity possessed by business employees, they can find new business ideas, have a strong work team and will ultimately be able to encourage innovation that has an impact on employee and business performance (Bousinakis & Halkos, 2021; Kozak & Buhalis, 2019). In several studies it was found that the creativity of an employee can improve the performance of the employee itself because when an employee has creativity, the employee will try to produce the most effective and efficient way to produce optimal work (González-González & García-Almeida, 2021 ; Tuffaha, 2020; Yoopetch et al., 2021). Based on the results of the distribution of answers, it was found that the level of employee creativity was at a moderate level, this result illustrates that employees still have limited ability to think creatively in an effort to find solutions to work problems. These results are also reflected in the results of testing the effect of employee creativity on employee performance, where a significant influence of employee creativity on employee performance is found. These results indicate that the level of employee creativity is at a fairly good level which can improve employee performance. The results of this study are in line with the research of Yang et al. (2021) who found that employee creativity can affect employee performance.

Transformational leadership is the most widely discussed leadership style approach in several studies in the last two decades (Ghadi et al., 2013; Jaiswal & Dhar, 2015; Kim et al., 2021; Singh et al., 2020). According to Robbins & Judge (2012), transformational leadership can be categorized as one of the modern leadership styles first introduced by James McGroger Burns, which explicitly raises a theory of transformational leadership as a process in which a leader and his members jointly try to achieve high level of motivation. In implementing a transformational leadership style, a leader will try to encourage change towards common interests and goals in a business. In practice too, a leader who has a transformational leadership style will motivate his members to take responsibility and complete work according to the set targets (Ashby, 2002). The test results found that transformational leadership has a significant influence on employee performance, these results are in line with several studies that found the same results (Gumusluoglu & Ilsev, 2009; Singh et al., 2020).

Employee empowerment or employee empowerment is considered as a process of business management activities to empower all of its human resources to improve work abilities, have a high sense of work responsibility, become employees who can be trusted and are able to work in accordance with their work authority (Bloom, 2021). The process of implementing employee empowerment is often identified as an activity to train employees to think, act, behave, react and carry out the work given (Roller, 1998). Empowerment is essentially carried out to give responsibility and authority to all employees to make decisions in work processes that affect the level (quality and quantity) of employee work. The test results show that employee empowerment does not have a significant effect on employee performance, these results find the same results as various studies which find that employee empowerment does not have a significant effect on employee performance.

CONCLUSION

Based on the results of testing and analysis on each influence pattern of each research variable, the following conclusions can be obtained: Employee creativity/employee creativity has a significant influence on employee performance. Thus it can be concluded that the aspects displayed by research respondents through answers to each statement related to employee creativity are already at a fairly good level so that the significance level is also not optimal in influencing employee performance. Transformational leadership has a significant influence on employee performance. Thus it can be concluded that if the aspects contained in Transformational Leadership can be applied properly then it will be able to contribute significantly to improving employee performance. Employee Empowerment/Employee Empowerment does not have a significant effect on employee performance. Thus it can be concluded that the aspects displayed by research respondents through answers to each statement related to Employee Empowerment are not yet at an optimal level so that the level of significance is also not optimal in influencing employee performance. The future research is The effect of implementation of quality function development and service quality at PT Casa Woodworking Industry

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