



# **IMPACT OF INNOVATIVE BEHAVIOR AND SUPPORT ORGANIZATION ON EMPLOYEE PERFORMANCE WITH ROLES TRANSFORMATIONAL LEADERSHIP (Case Study in KSP Throughout Pemalang Regency).**

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## **ABSTRACT**

*This study was conducted to examine how innovative attitudes and workplace support affect employee performance, both directly and through transformational leadership styles. The research subjects were employees of KSP Cooperatives throughout Pemalang Regency. From a total of 205 employees, a sample of 36 people was taken using the Slovin formula. The primary data were obtained through questionnaire distribution. Data were analyzed using the Partial Least Square method. This study shows that innovative attitudes, organizational support, and transformational leadership have a positive and significant impact on employee performance. In addition, innovative attitudes together with organizational support also have a positive and significant influence on the formation of transformational leadership. Transformational leadership serves as a bridge between innovative attitudes and employee performance. Likewise, transformational leadership is a link in the influence of organizational support on employee performance.*

**KEYWORDS:***Innovative Behavior, Organizational Support, Transformational Leadership, And Employee performance.*

## **INTRODUCTION**

According to Law No. 25 of 1992 concerning Cooperatives, Article 1, paragraph 1, a cooperative is a business entity whose members agree upon its establishment, which is established on the initiative of members to advance their economic interests based on the principle of movement. Cooperatives are also a people's economic enterprise, a movement in the form of a legal entity that provides services and protection. The principles, objectives, and principles of cooperatives are people's economic movements that are motivated by a family spirit. Cooperatives are structured to improve the welfare of members and other local empowerment agencies. Perhaps the formulation of Moh. Hatta, who is often called a cooperative expert, can answer what a cooperative is. He, better known as the Father of Indonesian Cooperatives, once said that cooperatives are a joint effort to rebuild economic life that is managed in accordance with applicable regulations.

In Law Number 25 of 1992, cooperatives are described as commercial entities formed by individual members or legal cooperative bodies, engaged in activities based on the principles of cooperation and the ethos of family solidarity. While cooperatives function as economic institutions, they simultaneously bear social responsibilities and missions in their operational practices. As explained by Pasolong (2019), cooperatives, in



their capacity as economic institutions, are obliged to apply sound business and management principles in their governance. Cooperatively managed companies that aspire to effectiveness require the integration of professional management, analogous to that observed in other forms of business organizations.

According to Afandi and Bahri (2020), performance itself is the success of achieving organizational targets. This can be in the form of measurable results in numbers, quality, new ideas, adaptability, trust levels, or other things that are expected by the organization. The focus of this performance can be short-term or long-term, and can be evaluated at the individual, team, or organizational level. Performance management is a system created to align organizational goals with individual aspirations, so that both can go hand in hand. Furthermore, organizational support also has a significant influence on employee performance. According to Silalahi et al. (2022), organizational support is an employee's perception of how much the organization pays attention to their emotional and social needs. Employees who experience this support are often much more satisfied with their jobs. This is due to the sense of closeness they feel with the organization, the motivation to contribute to achieving common goals, and increased loyalty to the organization. The topic of organizational support has attracted the attention of many researchers in psychology and management. Furthermore, transformational leadership styles also play a significant role in influencing employee performance. Bass, as cited by Hakim (2014), explains that transformational leadership is a crucial aspect of effective leadership and is even a key determinant of leadership outcomes. This is reflected in the extra effort exerted by subordinates and the improvement of leadership skills.

Several studies have explored this specific issue. For example, a study conducted by Hadi et al. (2020) used multiple linear regression methodologies and found that innovative behavior had a positive and statistically significant effect on employee performance. Furthermore, a study by Aripriabowo, n.d. (2022), which applied Partial Least Squares (PLS) analysis, produced similar findings, indicating that innovative behavior had a positive and significant effect on employee performance. In contrast, a study by Astuti and Sitawati (2019), which used path analysis, revealed contrasting results, indicating that innovative behavior had a negative and statistically significant impact on employee performance. Furthermore, a study conducted by Metria and Riana (2022) used Structural Equation Modeling-Partial Least Squares (SEM-PLS) analysis and concluded that organizational support positively and significantly affected employee performance. Conversely, a study by Arifin and Darmawan (2021), which utilized SEM analysis, showed that organizational support negatively and significantly affected employee performance.

In this context, there is a problem, namely that efforts to improve the capacity of cooperatives are still not optimal, such as the contribution of the cooperative trade sector throughout Pemalang Regency. The main problem lies in low member participation in cooperative business development, inadequate human resource quality, and minimal product innovation. The Office of Cooperatives, Small and Medium Enterprises, Industry and Trade of Pemalang Regency, as part of the Central Java Provincial Government, is responsible for managing government affairs in the cooperative and MSME sector, with the primary goal of increasing the capacity of cooperatives and micro, small, and medium enterprises throughout Pemalang. From year to year, the growth of the number of cooperatives in Pemalang Regency is inconsistent; sometimes it increases, sometimes it decreases, both in terms of the number of cooperatives and their members. The existence of the Office of Cooperatives and MSMEs of Pemalang Regency should have resulted in a continued increase in the number of active cooperatives and their members every year. However, ironically, KSP Cooperatives in Pemalang Regency often assign tasks to employees without considering their abilities, which impacts innovation. When employees are not suited to the tasks given, the enthusiasm for innovation can be reduced. Data on cooperative revenues indicate that budget targets and realization were achieved in 2019-2022. However, in 2020, revenues experienced a drastic decline due to the Covid-19 pandemic, which led to a reduction in the number of employees. Fortunately, in 2021, there was a slight increase, both in terms of budget and realization, and the number of employees also experienced a small increase as cooperatives began to take advantage of available opportunities. Therefore, the author is interested in researching "The Effect of Innovative Behavior and Organizational Support on Employee Performance through Transformational Leadership (A Study of KSP Cooperatives in Pemalang Regency)."



## LITERATURE REVIEW

### Innovative Behavior

Soebardi (2019) states that innovative behavior arises when a person uses thoughts, imagination, encouragement from various sources, and communication with the people around him to create something new, both for himself and his surroundings. Hartog (2008) explains that Innovative Work Behavior (IWB) or innovative behavior is a person's effort to realize or introduce new and useful ideas, processes, products, or work methods in the workplace, team, or organization. According to Janssen et al. (2004), innovative behavior is defined as the process of creating, introducing, and implementing new ideas in work, groups, or organizations with the aim of improving the performance of individuals, teams, or the entire organization. In summary, there are several factors that can influence innovative work behavior, such as challenges in work, freedom or autonomy, focus on strategy, a supportive environment, interaction with external parties, differences, and variations in demands. This behavior includes (1) seeking opportunities, (2) generating ideas, (3) championing ideas, (4) implementing ideas, and (5) building culture.

### Perception of Organizational Support

Kharimah and Frianto (2017) explain that the concept of organizational support focuses on the interaction of individuals with the organization, especially regarding how the organization treats its employees. On the other hand, Robbins and Judge (2016) define organizational support as employees' beliefs about how much the organization values their contributions and cares about their well-being. According to Neves and Eisenberger (2014), perceived organizational support refers to employees' views about the organization's appreciation of their contributions and concern for their well-being. When employees feel valued and cared for by the organization, they will usually have a strong sense of identity with that organization. Eisenberger and colleagues (2020) state that indicators of organizational support include (1) Trust in the organization, (2) Reliability of the organization, (3) Interest in the organization towards its members, (4) Concern for the organization towards the welfare of its members, and (5) Responsiveness of the organization to ideas.

### Transformational Leadership

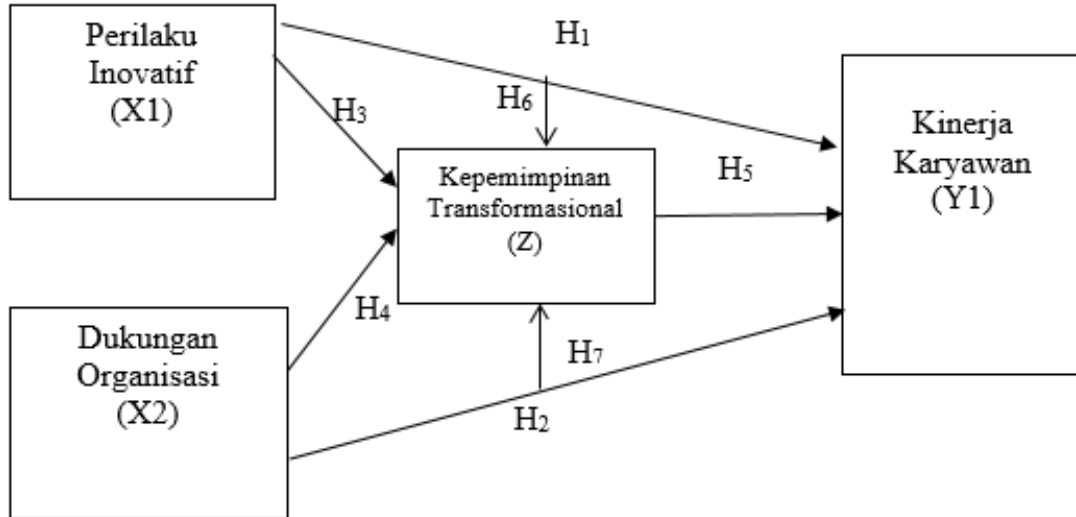
Transformational leadership relates to a leader's ability to inspire those they lead so they can achieve extraordinary accomplishments (Edison et al., 2016). With this leadership style, followers can feel trust, admiration, loyalty, and respect for their leaders. This makes them more motivated to work beyond expectations. Transformational leaders function as figures who encourage their team members to put aside personal interests and have a very significant influence (Nasution et al., 2022). They not only help followers believe in themselves but also convince them of their ability to imagine and create a better future for the organization. This type of leader can bring about significant change, both for themselves and for the organization (Samsuni, 2017). Samsuni (2017) identified several indicators of a transformational leadership style, namely (1) concern for subordinates, (2) charisma, (3) maintaining team unity, (4) communication skills, and (5) courage.

### PerformanceEmployee

Silaen and colleagues (2021) stated that employee performance reflects success in achieving company goals, which can be in the form of measurable or quality results, innovation, adaptability, trust, or other factors deemed important by the company. The focus on performance can be short-term or long-term, and can be assessed at the individual, team, or organizational level as a whole. Performance management is a process designed to align the company's vision with individual ambitions, so that the two can collaborate well. Performance can also be defined as an action or implementation of tasks carried out by an individual over a certain period of time and can be assessed. According to Fauzi (2020), employee performance reflects how well programs, activities, or policies can be implemented to achieve the organization's goals, objectives, vision, and mission, which are then formulated in the company's strategic plan. Mangkunegara (2019) identified employee performance indicators as (1) Cooperation, (2) Quality, (3) Quantity, (4) Reliability, (5) Responsibility.

### Theoretical Framework of Thought

Here is how this research is constructed, based on existing theoretical foundations:



### RESEARCH METHODS

This research takes a quantitative approach by going directly into the field. This means the researcher seeks to gain a deep and structured understanding of the various aspects and relationships within the phenomenon under study, based on accurate facts. The population of this study was 205 KSP employees throughout Pemalang Regency. According to Sugiyono (2017), the ideal sample size calculation from this population using the Slovin formula yields 136 respondents.

Data collection for this study was conducted by directly administering a questionnaire to respondents for them to complete. This questionnaire was well-structured. The PLS analysis technique was used for data analysis.

### RESEARCH RESULTS AND DISCUSSION

#### Validity Test

Before the measuring instrument is used, a test will be conducted involving 138 people as an initial sample. With this number of participants and a significance level of  $\alpha = 0.05$ , the degrees of freedom (df) are calculated using the formula  $df = n - 2$ . From this calculation, the value of  $df = 138 - 2 = 36$  is obtained. From these results, the r table value obtained is 0.142. The following are the results of the validity test in this study:



**Tabel Hasil Uji Validitas**

Variabel	Item	r hitung	r tabel	Keterangan
Perilaku Inovatif (X.1)	X.1.1	0,819	0,142	Valid
	X.1.2	0,741		Valid
	X.1.3	0,779		Valid
	X.1.4	0,844		Valid
	X.1.5	0,801		Valid
Dukungan Organisasi (X.2)	X.2.1	0,708	0,142	Valid
	X.2.2	0,871		Valid
	X.2.3	0,849		Valid
	X.2.4	0,922		Valid
	X.2.5	0,935		Valid
Kepemimpinan Transformasional (Z)	Z.1	0,748	0,142	Valid
	Z.2	0,832		Valid
	Z.3	0,77		Valid
	Z.4	0,793		Valid
	Z.5	0,737		Valid
Kinerja Karyawan (Y)	Y.1	0,829	0,142	Valid
	Y.2	0,831		Valid
	Y.3	0,835		Valid
	Y.4	0,861		Valid
	Y.5	0,792		Valid

The following is an interpretation of the data we obtained, for the year 2024.

According to the information in the table above, the validity test results show that the calculated r-value for each research indicator is greater than the r-value in the table. Thus, we can conclude that all indicators, including innovative behavior, organizational support, transformational leadership style, and employee performance, are valid.

**Reliability Test**

The reliability level of this Cronbach's Alpha structure was calculated using SPSS software. The following table shows the results of the reliability test of the research measuring instrument:

**Tabel Hasil: Uji Reliabilitas**

No	Variabel	Cronbachs Alpha	Nilai Minimum	Keterangan
1	Perilaku Inovatif (X.1)	0,817	0,70	Reliabel
2	Dukungan Organisasi (X.2)	0,880	0,70	Reliabel
3	Kepemimpinan Transformasional (Z)	0,874	0,70	Reliabel
4	Kinerja Karyawan (Y)	0,885	0,70	Reliabel

Berikut adalah interpretasi data yang kami peroleh, tahun 2024.

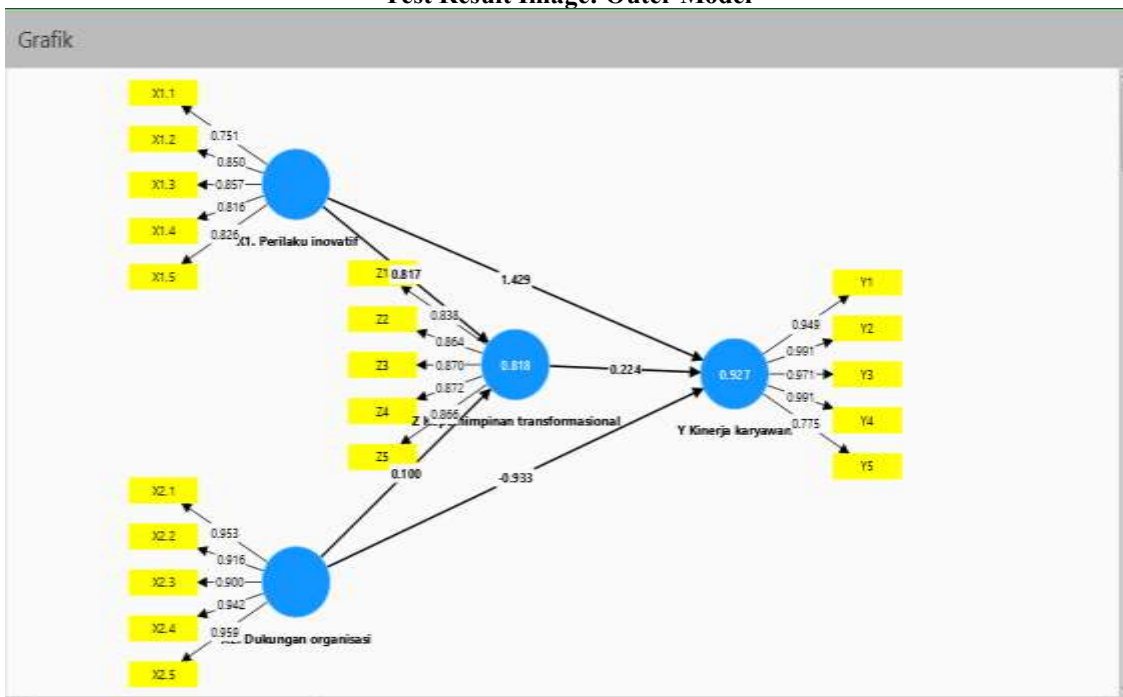
Based on the information in the table above, the reliability test results show a Cronbach's Alpha value above 0.7. This was true for the variables behavioral innovation, organizational support, transformational leadership, and employee performance. Therefore, it can be concluded that these variables can be considered reliable.

**1. Evaluation of Measurement Model (Outer Model)**

**Outer Model Test**

Based on the data in the previous table, the reliability test results show a Cronbach's Alpha value greater than 0.7. This applies to the variables behavioral innovation, organizational support, transformational leadership, and employee performance. Therefore, it can be concluded that these variables have a good level of reliability.

**Test Result Image: Outer Model**



The following is an interpretation of the data we obtained, for the year 2024.

The figure above shows that each variable, such as behavioral innovation, is measured through five indicators (X1.1 – X1.5), organizational support is evaluated with five indicators (X2.1 – X2.5), transformational leadership is determined with five indicators (Z.1 – Z.5), while employee performance is measured using five indicators (Y.1 – Y.5). These indicators consist of various questions contained in the questionnaire. The direction of the arrows intertwined between the indicators and the latent construct indicates that this study applies formative indicators that are useful for formulating characteristics or describing the construct or variable. The results of the outer loading indicate that among the five indicators that evaluate innovative behavior, distance from superiors has the highest or most prominent value compared to other indicators. For the five indicators that measure organizational support, it appears that encouraging open conversations is the indicator that has the highest value compared to other indicators. Based on the five indicators used to measure transformative leadership, employee performance in the process shows the highest value compared to the other four indicators.

**Convergent Validity Test**

Convergent validity refers to a measurement model whose elements are based on the relationship between element values and construct values. The measure for assessing convergent validity is determined by the outer loading value. The following are the results of external model testing, showing the outer loading using smart PLS4 analysis.



**Tabel Hasil Uji: Outer Loading Model**

Konstru k	Perilak u Inovati f (X1)	Dukung a n Organias i (X2)	Kepemimpinan Transformasion al (Z)	Kinerja Karyawa n (Y)
X.1.1	0,751			
X.1.2	0,850			
X.1.3	0,857			
X.1.4	0,816			
X.1.5	0,826			
X.2.1		0,953		
X.2.2		0,916		
X.2.3		0,900		
X.2.4		0,942		
X.2.5		0,959		
Y.1				0,949
Y.2				0,991
Y.3				0,971
Y.4				0,991
Y.5				0,775
Z.1			0,838	
Z.2			0,864	
Z.3			0,870	
Z.4			0,872	
Z.5			0,866	

Data ini diperoleh melalui kuesioner yang dibagikan langsung kepada responden (sumber: data primer, 2024).

From the data analysis using Smart PLS4, as shown in the table above, most indicators for each variable in this study showed loading factor values above 0.70 and were considered valid. This indicates that variable indicators with loading factor values above 0.70 exhibit a high level of validity, thus meeting the criteria for convergent validity.

**Discriminant Validity**

Discriminant validity is performed to ensure that each concept of a different latent variable does not overlap with other variables. A model is considered to have adequate discriminant validity if each item's loading value in a latent variable is at the highest level compared to the loadings on other latent variables. The results of discriminant validity are as follows:



**Tabel Hasil Uji: Cross Loading**

Konstruk	Perilaku Inovatif (X.1)	Dukungan Organisasi (X.2)	Kepemimpinan Transformasional (Z)	Kinerja Karyawan (Y)
X.1.1	0,643	<b>0,892</b>	0,378	0,785
X.1.2	0,647	<b>0,895</b>	0,382	0,753
X.1.3	0,771	<b>0,764</b>	0,904	0,599
X.1.4	0,678	<b>0,898</b>	0,425	0,847
X.1.5	0,788	<b>0,998</b>	0,525	0,747
X.2.1	0,726	0,825	0,487	<b>0,92</b>
X.2.2	0,663	0,855	0,438	<b>0,843</b>
X.2.3	0,771	0,733	0,472	<b>0,919</b>
X.2.4	0,618	0,645	0,427	<b>0,848</b>
X.2.5	0,804	0,557	0,797	<b>0,877</b>
Y.1	0,829	0,653	<b>0,954</b>	0,662
Y.2	0,769	0,613	<b>0,983</b>	0,614
Y.3	0,762	0,668	<b>0,963</b>	0,614
Y.4	0,769	0,613	<b>0,983</b>	0,614
Y.5	0,662	0,678	<b>0,976</b>	0,627
Z.1	<b>0,788</b>	0,647	0,447	0,77
Z.2	<b>0,888</b>	0,604	0,882	0,664
Z.3	<b>0,986</b>	0,643	0,928	0,664
Z.4	<b>0,769</b>	0,591	0,734	0,616
Z.5	<b>0,906</b>	0,841	0,466	0,838

Data ini diperoleh melalui kuesioner yang dibagikan langsung kepada responden (sumber: data primer, 2024).

From the cross-analysis results in the table above, it can be seen that the correlation value between the construct and its indicators is higher than the correlation value with other constructs. Therefore, all constructs or latent variables have demonstrated satisfactory discriminatory validity, where the indicators in the construct's indicator block are superior to the indicators in the other (blue) blocks.

**Tabel: AVE**

Konstruk	Rata-rata varians diekstraksi (AVE)
Perilaku Inovatif (X.1)	<b>0,687</b>
Dukungan Organisasi (X.2)	0,746
Kinerja Karyawan (Y)	<b>0,934</b>
Kepemimpinan Transformasional (Z)	0,716

Data ini diperoleh melalui kuesioner yang dibagikan langsung kepada responden (sumber: data primer, 2024).

The next evaluation is to contrast the root mean variance extracted (AVE) value with the relationships between various constructs. The expected result is that the AVE value is always greater than the interaction between the constructs. The model will have better discriminant validity if the square root of the AVE for each construct exceeds the relationship between the two constructs contained in the model. An adequate AVE value should be above 0.50. In this study, the AVE and square root values The AVE squared for each construct can be found in the table below.



Based on the table provided, all constructs show Average Variance Extracted (AVE) values exceeding 0.50, with the lowest value reaching 0.687 for behavioral innovation and the highest value of 0.934 for employee performance variables. These values have met the criteria according to the minimum threshold of AVE values that have been set, namely 0.50. After obtaining the square root value of AVE for each construct, the next step is to compare the square root of AVE with the relationship between constructs in the model being studied. In this study, the results of the correlation between constructs and the square root value of AVE will be presented in the following table:

**Tabel Nilai korelasi antara konstruk dengan nilai akar kuadrat AVE**

Konstruk	Perilaku Inovatif (X1)	Dukungan Organisasi (X2)	Kinerja Karaywan (Y)	Kepemimpinan Transformasional (Z)
Perilaku Inovatif (X1)	<b>0,829</b>			
Dukungan Organisasi (X2)	0,817	<b>0,864</b>		
Kinerja Karyawan (Y)	0,815	0,668	<b>0,967</b>	
Kepemimpinan Transformasional (Z)	0,871	0,857	0,653	<b>0,846</b>

Data ini diperoleh melalui kuesioner yang dibagikan langsung kepada responden (sumber: data primer, 2024.)

The table shown above indicates that the square root value of the Average Variance Extracted (AVE, marked with black blocks) for each construct exceeds the existing correlation value, which indicates that the constructs used in this study still maintain good discriminant validity.

**Composite Reliability**

Composite reliability is used to evaluate the reliability of a construct in PLS-SEM using SmartPLS4. Two approaches are applied: Cronbach's Alpha and Composite Reliability. The table below shows the composite reliability:

**Tabel Hasil Uji: Keandalan Komposit**

Konstruk	Cronbach's alpha	Keandalan komposit (rho_a)	Keandalan komposit (rho_c)	Rata-rata varians diekstraksi (AVE)
Perilaku Inovatif (X1)	0,886	0,892	0,916	0,687
Dukungan Organisasi (X2)	0,89	0,913	0,921	0,746
Kinerja Karaywan (Y)	0,965	0,966	0,977	0,934
Kepemimpinan Transformasional (Z)	0,898	0,902	0,926	0,716

Data ini diperoleh melalui kuesioner yang dibagikan langsung kepada responden (sumber: data primer, 2024.)



The table above shows that all variable values in the reliability test, both those measured using Cronbach's Alpha and Composite Reliability, are 0.7. Furthermore, the validity test using AVE exceeds 0.5. Therefore, it can be concluded that the tested variables have good validity and reliability, allowing for structural model testing. Therefore, it can be concluded that both Cronbach's Alpha and Composite Reliability are greater than 0.7.

**Inner Model(Structural Model Testing)**

**Determination Test (R2)**

The determination test aims to evaluate the effectiveness of a structural model in making predictions. R-squared is used to indicate the influence of certain latent variables related to oxygen on the affected variables and to determine whether these influences are significant according to criteria of 0.75, 0.05, and 0.25, indicating the strength of the model, which can be categorized as strong, moderate, or weak. The following is a test of these variables:

Data This was obtained through a questionnaire distributed directly to respondents (source: primary data, 2024.)

**Tabel Hasil Uji: R-Square**

Konstruk	R-square	Adjusted R-square
Kepemimpinan transformasioanl (Z)	0,778	0,773
Kinerja karyawan (Y)	0,870	0,859

Referring to table 4.13, the total coefficient of determination (R2) can be calculated in the following way:

$$\begin{aligned}
 R2 &= 1-(1-0.778) (1-0.870) \\
 &= 1- (0.222) (0.130) \\
 &= 0.971
 \end{aligned}$$

The total coefficient of determination (R2) in this study was 0.971. Therefore, it can be concluded that the dependent variable in this study has a determination level of 97.1%, while the remaining 2.9% is influenced by other variables outside this research model.

**Q2 Predictive Relevance**

The predictive relevance of Q-Square in the context of structural models reflects the extent to which observed values are obtained through the model and its parameter estimates. If the Q-square value is greater than 0, it indicates that the model has predictive relevance; conversely, a Q-square value equal to or less than 0 indicates that the model is inadequate in terms of predictive relevance. Predictive relevance Q2 values of 0.02, 0.15, and 0.35, respectively, indicate that the model is included in the weak, moderate, and strong categories. A Q2 value exceeding 0 indicates that the model has predictive relevance, while Q2.

From the table above, it can be seen that each Q2 variable has a value above 0.35, so it can be concluded that transformational leadership and employee performance have positive predictive relevance.

**Tabel Hasil Uji: Q2 Predictive Relevance**

Konstruk	Q <sup>2</sup> prediksi
K e p e m i m p i n a n transformasional (Z)	0,765
Kinerja karyawan (Y)	0,831

Data ini diperoleh melalui kuesioner yang dibagikan langsung kepada responden (sumber: data primer, 2024.)



**Quality Index**

PLS path modeling helps determine global optimization criteria to assess how well a model performs using the GoF index. The GoF value criteria are 0.10 (small GoF), 0.25 (medium GoF), and 0.36 (large GoF).

**Tabel Hasil Uji: *Quality Indeks***

Variabel	Average Variance Extracted (AVE)	R Square
Perilaku Inovatif (X.1)	0,687	0,778
Dukungan Organisasi (X.2)	0,746	0,87
Kinerja Karyawan (Y)	0,934	
Kepemimpinan Transformasional (Z)	0,716	

Data ini diperoleh melalui kuesioner yang dibagikan langsung kepada responden (sumber: data primer, 2024.)

AVE rata-rata = (0,687+0,746+0,934+0,716)/4= 0,771

R2 rata-rata = (0,778+0,870)/2 = 0,824

GoF =  $\sqrt{\text{AVE rata-rata} \times (\text{R2 rata-rata})^2}$

GoF =  $\sqrt{0,778 \times 0,624^2}$

=  $\sqrt{0,770 \times 0,390}$

= 0,550

Keterangan:

GoF : *Goodness of Fit*

R : *Average R-square*

The table above, which presents the formula and calculates it, shows that the GoF value reaches 0.550. Therefore, this model is classified as large.



**Significance Test (Bootstrapping)**

The bootstrapping test determines whether a hypothesis is accepted or rejected by looking at statistical significance. The formula for the ttable is:  $df = n-1-k \Rightarrow df = 136 -1-2: 133 = 1.656$ .

**Tabel Hasil Uji: t-statistik**

Hipotesis		Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values	Keterangan
H1	Perilaku inovatif (X1) à Kinerja karyawan (Y)	0,409	0,449	0,186	2,199	0,028	Diterima
H2	Dukungan organisasi (X2) à Kinerja karyawan (Y)	0,302	0,268	0,217	3,394	0,002	Diterima
H3	Perilaku inovatif (X1) à Kepemimpinan karyawan (Z)	0,265	0,259	0,105	2,527	0,012	Diterima
H4	Dukungan organisasi (X2) à Kepemimpinan karyawan (Z)	0,644	0,651	0,104	5,198	0	Diterima

Data ini diperoleh melalui kuesioner yang dibagikan langsung kepada responden (sumber: data primer, 2024.)

**Significance Test (Bootstrapping)**

The significance value between the construct, t-statistic (hypothesis), and p-value is used in bootstrapping to determine whether the hypothesis can be accepted or rejected. The formula for ttable:  $df = n-1-k \Rightarrow df = 136 -1-2: 133 = 1.656$ .

**Tabel Hasil Uji: Signifikansi Mediasi**

Konstruksi	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values	Keterangan
Perilaku Inovatif (X1) dan Kepemimpinan Transformasional (Z) à Kinerja karyawan (Y)	0,503	0,704	0,135	3,735	0	Diterima
Dukungan Organisasi (X2) dan Kepemimpinan Transformasional (Z) à Kinerja karyawan (Y)	0,693	0,898	0,055	2,064	0,039	Diterima

Data ini diperoleh melalui kuesioner yang dibagikan langsung kepada responden (sumber: data primer, 2024.)

Based on the table above, the t-statistic value for innovative behavior on employee performance through transformational leadership shows significance with a value of 3.735 which is greater than 1.656. The t-statistic value for organizational support on employee performance through transformational leadership is also significant



with a value of 2.064 which is greater than 1.656. These findings indicate that transformational leadership plays a mediator in the relationship between innovative behavior and employee performance as well as organizational support on employee performance.

**Summary of Hypothesis Test Results**

The summary results of a hypothesis test are used to assess whether there is an influence between the existing variables and to understand whether there is an influence between these variables. The results of the summary hypothesis test can be explained as follows:

**Tabel Rekapitulasi Hasil Uji: Hipotesis**

Hipotesis		Keterangan
H1	Perilaku inovatif (X1) Kinerja karyawan (Y)	Diterima
H2	Dukungan organisasi (X2) Kinerja karyawan (Y)	Diterima
H3	Perilaku inovatif (X1) Kepemimpinan transformasional (Z)	Diterima
H4	Dukungan organisasi (X2) Kepemimpinan transformasional (Z)	Diterima
H5	Kepemimpinan transformasional (Z) Kinerja karyawan (Y)	Diterima
H6	Perilaku inovatif (X1) Kepemimpinan transformasional (Z) Kinerja karyawan (Y)	Diterima
H7	Dukungan organisasi (X2) Kepemimpinan transformasional (Z) Kinerja karyawan (Y)	Diterima

Data ini diperoleh melalui kuesioner yang dibagikan langsung kepada responden (sumber: data primer, 2024.)

**DISCUSSION**

**Innovativeness improves employee performance positively.**

Innovative behavior does have a positive and significant impact on employee performance. Employee performance significantly impacts the success of a company, which is increasingly dependent on innovation. The challenge for companies is to maintain and develop innovative employee behavior and engage them effectively. Alviani and Nuvriasari (2022) found that innovative behavior positively impacts employee performance.

Hadi et al. (2020) found that innovative behavior has a positive and significant impact on employee performance. In a highly competitive environment, companies need to motivate employees to come up with creative ideas to accelerate development. By increasing innovative behavior, company quality and employee performance in cooperatives within Pemalang Regency will also improve. Therefore, cooperatives within Pemalang Regency must provide a deep understanding of the importance of innovation and implement open communication to encourage employees to be more innovative.

**Organizational support influences employee performance.**

Organizational support positively impacts employee performance, which is related to efficiency, effectiveness, fairness, and responsiveness. Employees who perform well can fulfill their duties and help the organization achieve its goals. (Suseno et al., 2023). According to Kurniawan and Harsono (2021), employees who are supported by the organization do not look for other jobs. They feel supported when rewards are fair, there is an opportunity to express their opinions, and they feel supported by their superiors. Research by Arifin and Darmawan (2021) found that organizational support positively impacts employee performance. Putra et al. (2019) found that better organizational support can improve employee performance. This support is important for employee behavior and can come from leadership attention and adequate facilities. KSP Cooperatives throughout



Pemalang Regency need to treat employees well, considering that they also need attention to welfare, recognition, appreciation, and opportunities for development. Lack of equitable rewards can make employees lazy and often absent. Support improves their motivation and performance.

#### **Positive Innovation for Transformational Leadership.**

The third hypothesis states that organizational behavior has a positive and significant effect on transformational leadership. Innovative employees are essential for company development. Transformational leadership is more effective in driving innovation than transactional leadership (Zaki et al., 2019). According to Robbins, SPA, and Judge (2017), transformational leaders inspire followers to prioritize common interests and influence them deeply. In research conducted by Santoso and Nugraheni (2022), it was revealed that innovative behavior has a positive and significant impact on transformational leadership. Safrizal (2022) Innovative behavior has a positive effect on transformational leadership. KSP Cooperatives throughout Pemalang Regency require innovative employees to achieve targets and progress. In a highly competitive environment, every employee must put forward innovative ideas to meet targets and excel over competitors.

#### **Positive Organizational Support for Transformational Leadership.**

Organizational support has been shown to have a positive and significant influence on transformational leadership. This support is crucial for leaders. Hermawan (2017) stated that support from the organization and management can strengthen transformational leadership among employees. Transformational leadership influences people to understand and agree with the tasks to be performed. Organizational support means a commitment to encourage employees. In the interaction between individuals and organizations, there is an individual commitment to the organization. Research conducted by Nasution (2019) found that organizational support has a positive effect on transformational leadership. Research by Metria and Riana (2019) found that organizational support has a positive effect on transformational leadership. In KSP Cooperatives throughout Pemalang Regency, support for employees improves leadership quality. The more support, the better the leadership is seen.

#### **Transformational Leadership improves employee performance positively.**

The fifth hypothesis shows that transformational leadership has a positive and significant effect on employee performance. Employee performance is the result of an individual's work over a certain period of time, compared to established standards or targets. It is the achievement of individuals or groups within an organization, to achieve goals legitimately and in accordance with norms and ethics. (Silaen et al., 2021). Transformational leadership influences employee performance and organizational adaptation. (Kartono, 2019). Transformational leadership is the characteristic of organizational leaders who can influence others to achieve goals. It also includes the ability to direct and motivate individuals. Research conducted by Thamrin et al. (2020) and Purwanto et al. (2020) Transformational leadership has a positive and significant impact on employee performance. Good leaders can improve team performance by providing clear direction. (Purwanto et al., 2020) Transformational leadership is important for aligning individual and organizational goals. Without it, individuals may focus on personal goals, which reduces the organization's efficiency in achieving goals.

#### **Transformational Leadership influences Employee performance.**

Employee performance can improve with innovative behavior influenced by transformational leadership, which has been proven effective. Leadership is a way of acting to influence others (Nurchaeni et al., 2023). Transformational leaders increase employee awareness, work quality, and innovation. Research conducted by Tolu et al. (2021) shows that transformational leadership mediates innovation and performance. (Purwanto et al., 2020), Innovative behavior facilitates the creation and integration of creative ideas into innovations that can improve performance. In KSP Cooperatives throughout Pemalang Regency, transformational leaders can encourage employees to achieve more by providing trust. High levels of innovative behavior among staff encourage them to innovate and hone their skills.

#### **Transformational Leadership influences organizational support for employees.**

Employee performance can be improved with organizational support and effective transformational leadership. Quality human resources are expected to be able to overcome problems both inside and outside the company. Therefore, companies must focus on improving employee performance. Transformational leadership combines creativity, perseverance, and sensitivity, helping employees achieve organizational goals. Transformational leaders



create space for discussion and collaboration, which also helps build professionalism among employees. Organizational support is also very important for employee performance. Simatupang et al. (2023) found that organizational and management support increases employee motivation. Research conducted by Ariyanti and Rijanti (2021) and Novitasari and Asbari (2020) found that transformational leadership can help the relationship between organizational support and employee performance. The better the leadership, the more positive the performance.

## CONCLUSION

The results of the study show several important points. First, innovative behavior has impact positive Which significant There is performance Employees; the higher the innovation, the better the performance. Second, organizational support also positively influences employee performance, where efficiency, effectiveness, fairness, and responsiveness are crucial. Third, positive organizational behavior influences transformational leadership, which is needed to maintain company dynamics. Fourth, organizational support is important for leaders. Fifth, transformational leadership positively influences employee performance. Sixth, employee performance can improve through innovation and transformational leadership. Finally, organizational support in the context of transformational leadership can strengthen employee performance and help companies overcome problems.

## Research Limitations

In this study, there are several limitations that need to be noted, namely the importance of additional variables that can support the findings of this study, such as providing incentives in the form of gifts and cash that can contribute to improving employee performance.

## Research Agenda Which Will Come

Study This expected can become reference for researchers Furthermore, due to limitations in previous research, performance is influenced by factors such as organizational culture and work ethic.

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