

**THE MEDIATION IMPACT OF INNOVATIVE BEHAVIOR AND JOB SATISFACTION ON THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP AND ENGAGEMENT ON EMPLOYEE PERFORMANCE AT PT PEMBANGUNAN ACEH**

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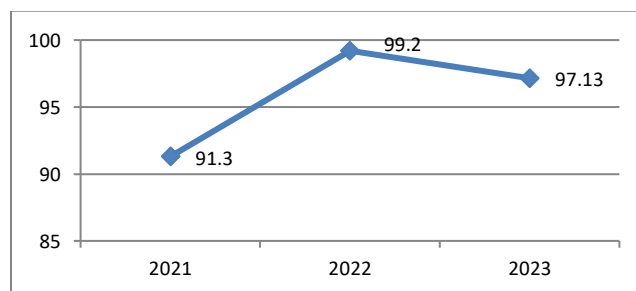
**ABSTRACT**

This research examines the mediating effects of innovative behavior and job satisfaction on the impact of transformational leadership and employee engagement on employee performance at PT Pembangunan Aceh Company (PEMA). The study's population consisted of all 102 employees of PEMA. A census method was employed, utilizing the entire population as the sample. Data analysis was conducted using Partial Least Squares (PLS). The findings reveal that transformational leadership and employee engagement positively influence innovative behavior and job satisfaction, although they do not directly impact employee performance. Additionally, innovative behavior and job satisfaction have a positive effect on employee performance, serving as full mediators in the transformational leadership and engagement effect on employee performance.

**Keywords:** Employee Performance, Innovative Behavior, Job Satisfaction, Transformational Leadership, Employee Engagement.

**1. INTRODUCTION**

PT Pembangunan Aceh Company (PEMA) is an enterprise fully owned by the Aceh Province Government. Its primary objective is to enhance development, stimulate the economy, and increase Aceh's original income. PEMA operates in various sectors, including oil and gas, mining, electricity, industry, trade, construction, agribusiness, advertising, property, transportation, and tourism within the Aceh region. Given its diverse business engagements, innovation is crucial in boosting the company's competitiveness and operational efficiency. Below are the achievements of PEMA's employee performance.



Source: PEMA (2024)

**Figure 1.** Employee Performance Over The Last 3 Years

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Based on Figure 1, employee performance at PEMA decreased in 2023, dropping from 99.2 to 97.13 (percent). This decline indicates that employee performance has not been fully optimized. A pre-survey conducted with 30 respondents on the performance variable resulted in an average score of 3.73. This average, which is greater than 3.41, suggests that overall performance is good. However, some indicators show a low average score, with respondents indicating they feel less capable of managing multiple tasks simultaneously. One influencing factor on performance is innovative behavior (Vuong & Nguyen, 2022). (Magfijar & Ekhsan, 2024) found that innovative behavior affects employee performance. When employees are encouraged to think creatively and develop new ideas, employees not only increase efficiency in their work but also contribute to the creation of better solutions to the challenges faced by the company. Innovations resulting from this behavior can include the development of new products, improvements in operational processes, or the implementation of more efficient technology, all of which lead to improved overall organizational performance. When employees see that their ideas are valued and implemented, they will contribute to increased productivity, because employees who feel valued and engaged are more likely to work hard and contribute to their full potential. Thus, innovative behavior not only improves individual work output but also creates a positive work culture. Finally, It can strengthen collaboration between teams. When employees are encouraged to share ideas and work together on innovative projects, employees build stronger relationships with their fellow employees. This collaboration not only increases creativity but also accelerates the decision-making process and the implementation of new ideas. Thus, innovative behavior is hypothesized to contribute to improving overall employee performance, creating synergies that benefit PEMA in achieving its strategic goals.

The next factor that affects performance is job satisfaction. Job satisfaction also contributes to reducing employee absenteeism and turnover (Dewi, 2020). PEMA can retain valuable talent and reduce costs associated with recruiting and training new employees. This creates stability within the team and allows the company to achieve long-term goals more effectively. The next factor that influences performance is transformational leadership. Transformational leadership has a significant impact on employee performance because this type of leader is able to inspire and motivate his subordinates to achieve higher goals than just meeting routine work demands. By providing a clear vision, transformational leaders encourage employees to see organizational goals as part of the employee's personal achievement. Transformational leadership also encourages collaboration and effective communication among team members. Leaders who are able to build strong and trusting relationships with employees will create a harmonious work atmosphere. In a collaborative environment, employees are more likely to share ideas, innovate, and work together to achieve common goals. Thus, transformational leadership is thought to contribute to the success of PEMA.

The next factor indicated to influence performance is employee engagement. This sense of engagement creates intrinsic motivation that drives employees to try harder and give their best in every task they perform. Employees who feel they have a strong connection to the company will be more proactive in finding solutions and contributing to the achievement of organizational goals (Rivai & Sagala, 2014). In addition, employee engagement also contributes to increased collaboration and cooperation among team members. Employees who feel engaged tend to be more open to sharing ideas and collaborating with fellow employees, which can result in positive synergy in the work. A work environment supported by strong engagement creates an atmosphere

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conducive to innovation and creativity, which in turn can increase productivity and operational efficiency (Pasolong, 2010). Finally, engagement is also closely related to job satisfaction, which is an important factor in performance. Employees who are satisfied with their jobs and engaged with the organization tend to have lower absenteeism and less turnover (Nurjanah et al., 2017). This leads to better team stability and skill development, which are critical to the company's long-term performance. Thus, improving employee engagement is not only beneficial to the individual but is also thought to benefit PEMA's overall performance.

## **2. LITERATURE**

### **Employee Performance**

Employee performance is one of the key factors that determine the success of an organization. This performance includes how well individuals carry out employee duties and responsibilities, as well as employee contributions to organizational goals and objectives (Arisca et al., 2019). Various factors can affect employee performance, including skills and competencies, motivation, work environment, and support from management. Employees who have the right skills and feel motivated tend to perform better, which in turn can increase the overall productivity and efficiency of the organization. In addition, employee performance can also be measured through various indicators, such as target achievement, quality of work, and customer satisfaction levels (Maryati et al., 2019). Organizations that implement an effective performance appraisal system can in employee development through training and skills development become very important to improve performance. A positive work environment and supportive organizational culture also contribute to improving employee performance, creating a conducive atmosphere for innovation and collaboration. (Sulistiyani et al., 2017) indicators that influence employee performance, namely: quantity of work, quality of work, reliability, and initiative. In this article, employee performance, which is a variable, will also often be referred to as just "performance".

### **Innovative Behavior**

Innovative behavior refers to the ability of an individual or group to create, develop, and implement new ideas that can improve products, services, or processes within an organization. This behavior is especially important in a competitive business environment, where rapid change and adaptation are key to survival and growth. Individuals who exhibit innovative behavior typically have a high level of curiosity, openness to new experiences, and the ability to think critically (Zuhaena & Harsuti, 2021). Employees are not only able to generate new ideas, but also have the courage to take risks and try different approaches to solving problems. In addition, innovative behavior is also influenced by an organizational culture that supports creativity and experimentation. Organizations that create a safe environment for employees to share ideas and experiment tend to be more successful in generating innovation. Support from management, collaboration between teams, and access to adequate resources also contribute to the development of innovative behavior. Thus, innovative behavior depends not only on individuals, but also on the systems and culture that exist within the organization, which together create an ecosystem that encourages continuous innovation. (Hadi et al., 2020) describe in more detail the indicators of Innovative Behavior: seeing the opportunity, bringing out ideas, implementation, and application.

### **Job Satisfaction**

Job satisfaction plays a crucial role in shaping an employee's mental and emotional well-being. When employees feel fulfilled and content in their roles, it positively influences their overall happiness and reduces stress levels (Eliyana et al., 2019). This state of well-being, in turn, can lead to significant improvements in physical health, as individuals who are mentally and emotionally stable are less likely to experience health issues related to stress and anxiety. Conversely, a lack of job satisfaction can result in negative emotional states, which not only diminish workplace productivity but may also manifest in physical ailments (Bakotić & Babić, 2013). Therefore, fostering a work environment that promotes job satisfaction is essential for both the mental health of employees and their physical well-being. (Fitri et al., 2018) described the indicators used to measure satisfaction include: the work itself, responsibility, supervision, and Organizational/ Company Policy. In this article, job satisfaction which is a variable will also often be called just "satisfaction".

### **Transformational Leadership**

Transformational leadership is a dynamic and influential leadership style that fosters innovation and drives positive change within a team or organization. Leaders who adopt this approach inspire their employees to create a clear and compelling vision for the future, motivating them to transcend their individual limitations (Fathiyah et al., 2022). This style emphasizes the importance of cultivating strong, trust-based relationships among team members, which are built on a foundation of open and transparent communication (Qalati et al., 2022). By actively engaging with their teams, transformational leaders encourage collaboration, creativity, and a shared commitment to achieving common goals. There are several indicators of transformational leadership style according to (Kharis, 2015): charisma, inspirational motivation, intellectual stimulation, and individual attention.

### **2.5. Employee Engagement**

Employee engagement refers to an individual's level of commitment and involvement in the organization they work for. Employees who are emotionally and psychologically engaged tend to have a high sense of ownership, and they contribute more and strive to achieve organizational goals (Saks, 2019). Employees who feel valued and recognized for their contributions are more likely to demonstrate strong engagement, which in turn can increase productivity and reduce turnover rates. In addition, employee engagement is also closely related to satisfaction and overall well-being (Robbins & Judge, 2017). When employees feel involved and connected to the organization's vision and mission, they are more likely to invest in their work and actively participate in initiatives that support the company's goals. Organizations that successfully create a work environment that supports employee engagement often see improvements in team performance, innovation, and employee loyalty. Thus, building employee engagement is one of the important strategies for organizations to achieve long-term success. In this article, employee engagement, which is a variable, will also often be mentioned simply as "engagement".

### **3. METHOD**

In this study, the target population comprises all employees of PEMA, totaling 102 individuals. As the entire population is included as respondents, the research employs a census method

(Sugiyono, 2017). This approach is feasible due to the relatively small size of the population. Data analysis utilizes the Partial Least Square (PLS) technique (Sarstedt et al., 2017). The hypotheses being tested are as follows:

- H1: transformational leadership affects innovative behavior
- H2: engagement affects innovative behavior
- H3: transformational leadership affects satisfaction
- H4: engagement affects satisfaction
- H5: transformational leadership affects performance
- H6: engagement affects performance
- H7: innovative behavior affects performance
- H8: satisfaction affects performance
- H9: innovative behavior mediates transformational leadership affecting performance
- H10: innovative behavior mediates engagement affecting performance
- H11: satisfaction mediates transformational leadership affecting performance
- H12: satisfaction mediates engagement affecting performance

**4. RESULT**

**Direct Effect Hypothesis Test**

The direct effect hypothesis test results are provided in Table 1. The significance of the effect being tested is determined by the p-value: below 0.05, the effect is considered significant; above 0.05, the effect is not significant.

**Table 1. Path Coefficient**

Variables	Original Sample	Sample Mean	Standard Deviation	T- statistics	P-values
X1→Y1	0.415	0.411	0.064	6.454	0.000
X2→Y1	0.482	0.483	0.069	6,954	0.000
X1→Y2	0.484	0.479	0.054	8,890	0.000
X2→Y2	0.456	0.459	0.060	7,654	0.000
X1→Z	-0.066	-0.067	0.070	0.947	0.344
X2→Z	-0.085	-0.078	0.116	0.737	0.462
Y1→Z	0.447	0.440	0.077	5,799	0.039
Y2→Z	0.538	0.526	0.095	5.675	0.000

Source: Processed Primary Data, (2024)

*H1 result : Transformational Leadership on Innovative Behavior*

The result shows transformational leadership has a significant impact on innovative behavior. Transformational leaders serve as inspirations, elevating the spirits and motivation of employees to think beyond conventional boundaries. By establishing a clear and compelling vision, these leaders encourage employees to contribute innovative ideas that can enhance operational efficiency and effectiveness (Saif et al., 2024). This approach is particularly important in the context of PEMA, where innovation is essential for addressing the challenges and dynamics of an ever-changing market. In addition, transformational leadership also focuses on creating a high sense of engagement. Employees who feel valued and supported tend to be more willing to come

up with new ideas and participate in the innovation process. At PEMA, this approach helps create an organizational culture that is open to change and experimentation, which in turn increases the likelihood of creative solutions to problems being faced. Finally, transformational leaders at PEMA also play a role in providing the resources and support needed to realize innovative ideas. By providing training, access to the latest technology, and opportunities for collaboration, leaders can empower employees to implement employee ideas effectively. This not only increases innovative behavior but also contributes to the achievement of the company's strategic goals (Jong & Hartog, 2010). Thus, the influence of transformational leadership on innovative behavior at PEMA is very important in creating an organization that is adaptive and responsive to change.

*H2 result : Employee Engagement on Innovative Behavior*

The results indicate that engagement significantly influences innovative behavior. When employees feel emotionally and psychologically connected to the company, they become more committed to its goals and vision. This sense of belonging not only motivates employees to fulfill their responsibilities but also encourages them to seek out new and improved methods for completing their tasks. Consequently, engaged employees are more likely to proactively suggest innovative ideas and take part in the development of new products or services (Zuhaena & Harsuti, 2021). In addition, employee engagement also contributes to increased collaboration and communication among team members. Employees who feel connected to their peers are more likely to share ideas and collaborate on innovative projects. A work environment that supports this collaboration allows for a better exchange of ideas, which in turn can lead to creative and innovative solutions. At PEMA, this engagement can create strong synergy among employees, thereby increasing the organization's ability to adapt and innovate in the face of market challenges. Engagement is also closely related to enthusiasm for innovation. Leaders who are able to create an environment that values employee involvement and provides constructive feedback will increase employee motivation to innovate. Thus, employee engagement not only contributes to innovative behavior, but also creates a dynamic organizational culture that is responsive to change (Ali et al., 2022).

*H3 result : Transformational Leadership on Job Satisfaction*

The findings indicate that Transformational Leadership positively impacts Satisfaction. Transformational leaders prioritize individual development, creating opportunities for employees to learn and advance in their roles. By offering training, constructive feedback, and support for skill enhancement, these leaders empower employees to feel more competent and prepared to tackle challenges. As employees perceive opportunities for growth and significant contributions, their levels of job satisfaction tend to rise (Fitri et al., 2018). Additionally, transformational leadership promotes open communication and collaboration among team members. Leaders who actively listen and value employee input foster a high level of trust and engagement. When employees feel their voices are acknowledged and appreciated, they are more likely to experience satisfaction in their work (Huang et al., 2017).

*H4 result : Employee Engagement on Job Satisfaction*

The findings indicate that engagement has a significant impact on satisfaction. It also plays a key role in enhancing interpersonal relationships within the team. Engaged employees are more likely

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to collaborate and share ideas with their colleagues, fostering a harmonious and supportive work environment. This positive atmosphere not only boosts individual job satisfaction but also strengthens the overall team cohesion (Samud et al., 2021). When employees feel comfortable and supported by one another, they are more likely to enjoy their work experience at PEMA. Additionally, employee engagement influences how employees perceive management policies and practices. Employees who feel engaged tend to be more accepting and supportive of decisions made by management, because they believe that these decisions are in line with the goals and values of the organization. This creates a positive cycle where high engagement contributes to satisfaction, and high satisfaction in turn strengthens employee engagement (Syamtar & Mayasari, 2019). Thus, PEMA can leverage employee engagement as a strategic tool to improve job satisfaction and overall organizational performance.

*H5 result : Transformational Leadership on Employee Performance*

The result indicates that transformational leadership does not significantly influence performance. This suggests that transformational leadership may not be a crucial factor in fostering high employee performance at PEMA. This finding contrasts with the prevailing theory, which asserts that transformational leadership has a considerable influence on employee performance. The results imply that enhancing transformational leadership may not lead to improved employee performance. Ideally, transformational leadership should foster strong, trusting relationships between leaders and employees, contributing to a harmonious work environment. In such a collaborative atmosphere, employees are more likely to share ideas, innovate, and work together to achieve common goals (Priyatmo, 2018).

*H6 result : Employee Engagement on Employee Performance*

The result indicates that employee engagement does not significantly affect employee performance at PEMA. This finding contradicts previous research, which suggested that employee engagement can substantially impact performance. Ideally, when employees feel emotionally and psychologically connected to their organization, they demonstrate greater commitment to their work (Sari, 2021). This sense of attachment is expected to foster intrinsic motivation, encouraging employees to put forth their best efforts in every task. Furthermore, employees with a strong connection to their company are generally more proactive in seeking solutions and contributing to organizational goals. Additionally, employee engagement promotes increased collaboration and cooperation among team members.

*H7 result : Innovative Behavior on Employee Performance*

The finding shows that innovative behavior significantly impacts employee performance at PEMA. When employees are encouraged to think creatively and develop new ideas, they not only increase their work efficiency but also help create better solutions to the challenges the company faces. Innovations resulting from this behavior can include the development of new products, improvements in operational processes, or the implementation of more efficient technologies. All of these advancements contribute to enhancing the overall performance of the organization (Shanker et al., 2017). In addition, innovative behavior also creates a dynamic and engaging work environment, where employees feel more engaged and motivated. When employees see that their ideas are valued and implemented, they tend to feel more satisfied with their work (Anderson et

al., 2014). This satisfaction contributes to increased productivity, as employees who feel valued and engaged are more likely to work hard and contribute to their full potential. Thus, innovative behavior not only improves individual work output, but also creates a positive work culture at PEMA. Finally, innovative behavior can strengthen collaboration between teams (Rao, 2017). When employees are encouraged to share ideas and work together on innovative projects, employees build stronger relationships with their fellow employees. This collaboration not only increases creativity but also accelerates the decision-making process and the implementation of new ideas. Thus, innovative behavior contributes to improving overall employee performance, creating synergies that benefit PEMA in achieving its strategic goals.

*H8 result : Job Satisfaction on Employee Performance*

The result demonstrates that satisfaction significantly affects employee performance. Additionally, it helps reduce absenteeism and turnover rates among employees. When employees are satisfied, they tend to be more loyal to their company and are less likely to seek job opportunities elsewhere (Mustaqim et al., 2023). This loyalty enables PEMA to retain valuable talent and minimize the costs associated with recruiting and training new employees. As a result, the company can maintain stability within its teams and pursue long-term goals more effectively. Furthermore, high levels of satisfaction foster a positive and collaborative work environment. Therefore, job satisfaction not only influences individual performance but also enhances overall team performance, ultimately contributing to the success and growth of PEMA as an organization (Prawirosentono, 2014).

**Mediation Effect Hypothesis Test**

The mediating effect hypothesis test results are shown in Table 2 below. These results are further explained based on the p-value: below 0.05 indicates that the effect being tested is statistically significant, while 0.05 or above suggests that the effect is not significant.

**Table 2. Bootstrapping Test Results**

Variables	Original Sample	Standard Deviation	T- statistics	P-values
X1→Y1→Z	0.186	0.045	4.116	0.000
X2→Y1→Z	0.215	0.046	4,690	0.000
X1→Y2→Z	0.260	0.058	4,521	0.000
X2→Y2→Z	0.245	0.054	4,550	0.000

Source: Processed Primary Data, (2024)

*H9 result : Innovative behavior Mediation on Transformational Leadership Affecting Employee Performance*

The results indicate that Innovative Behavior serves as a mediating variable on the transformational leadership effect on Performance. At PEMA, employees are inspired to think beyond conventional limits. By articulating a clear and motivating vision, transformational leaders encourage employees not only to fulfill their responsibilities but also to explore new and more effective methods of completing their work, resulting in improved performance. Innovative behavior that emerges as a result of transformational leadership serves as a bridge connecting leadership style and employee performance (Kim & Koo, 2017). When employees feel encouraged



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to innovate, they tend to be more proactive in finding solutions to problems they face, and are more open to change and adaptation. This creates a dynamic and responsive work atmosphere, where employees do not only focus on routine tasks, but also strive to improve employee work processes and results. Thus, innovative behavior becomes a key factor that strengthens the transformational leadership impact on employee performance.

*H10 result ; Innovative Behavior mediation on Employee Engagement affecting Employee Performance.*

The results indicate that Innovative Behavior serves as a mediating variable between Engagement and Performance. When employees feel emotionally connected to the organization, they are more inclined to commit to actively contributing to their work. This sense of attachment fosters a strong motivation not only to meet expectations but also to discover new and improved ways to accomplish tasks, ultimately enhancing overall performance. Innovative behavior serves as a bridge that connects employee engagement with employee performance. Employees who feel engaged with the company are more likely to innovate, because employees have a strong sense of belonging to the organization and want to see it grow. The innovations resulting from this behavior not only increase efficiency and effectiveness in work, but also create new solutions that can help companies face challenges and take advantage of opportunities in the market (Shanker et al., 2017). Thus, high employee engagement can encourage innovative behavior, which in turn contributes to improved employee performance at PEMA. Organizations that are able to create an environment that supports engagement and innovation will benefit from more productive and creative employees. This sense of engagement creates intrinsic motivation that drives employees to try harder and give their best in every task they perform. Employees who feel attached to the company are usually more proactive in finding solutions and contributing to the achievement of organizational goals (Fauzia et al., 2017).

*H11 result ; Job Satisfaction mediation on transformational leadership affecting Employee Performance.*

The findings reveal that satisfaction acts as a vital mediator within the dynamic relationship between transformational leadership and performance. This suggests that job satisfaction fully mediates this relationship, meaning that transformational leadership in isolation does not exert a significant direct influence on employee performance at PEMA. In other words, while transformational leadership may set the stage for positive outcomes, it is the level of job satisfaction experienced by employees that truly drives performance metrics. When employees report higher levels of job satisfaction, it translates into enhanced morale and increased productivity. This sense of fulfillment and engagement fosters a more motivated workforce that is more likely to go the extra mile in their roles (Al-dalahmeh et al., 2018). As a result, the positive effects of job satisfaction serve to amplify the benefits derived from effective transformational leadership practices. Therefore, it is evident that cultivating job satisfaction is crucial, not only as a workplace objective but also as a means of enhancing the overall effectiveness of transformational leadership, which, in turn, leads to significant improvements in employee performance overall.

*H12 result ; Job Satisfaction mediation on Employee Engagement affecting Employee Performance.*

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The results indicate that satisfaction mediates significantly the engagement effect on performance. Specifically, it appears that job satisfaction serves as a full mediator, meaning that employee engagement alone does not significantly impact employee performance without the influence of satisfaction. In essence, when employees feel satisfied with their jobs, it enhances their morale and productivity, which in turn amplifies the positive effects of employee engagement on their overall performance (Samud et al., 2021). Moreover, there is a strong connection between employee engagement and satisfaction, highlighting that job satisfaction is a vital component in driving performance outcomes. Employees who find fulfillment in their roles and feel connected to the organization typically experience lower rates of absenteeism and reduced turnover. This stability within teams fosters an environment conducive to skill development and growth, both of which are essential for long-term success and performance (Orgambídez-Ramos & Almeida, 2017). Ultimately, enhancing employee engagement not only nurtures individual performance but also contributes significantly to the organization's overall effectiveness and success. By prioritizing job satisfaction and engagement, PEMA can create a more resilient workforce that is better equipped to thrive in a competitive landscape.

## **5. CONCLUSION**

The findings concluded that transformational leadership and engagement influence innovative behavior and job satisfaction but do not directly impact employee performance. However, both innovative behavior and job satisfaction do affect employee performance. Furthermore, innovative behavior and job satisfaction serve as full mediators in the transformational leadership and engagement effect on employee performance. These results provide valuable insights into improving employee performance by emphasizing the importance of enhancing transformational leadership and engagement, as well as increasing employee job satisfaction. From an academic perspective, this model has the potential to bolster future research. Practically, several recommendations were generated from the survey results for the research subjects (PEMA), namely:

1. PEMA is advised to put more emphasis on developing innovative behavior among employees. This can be done by providing training and facilities that support creativity, as well as encouraging employees to innovate in completing employee tasks. By increasing innovative behavior, employee performance will increase, along with the creation of new solutions that are more efficient and productive.
2. Given that satisfaction mediates the engagement impact on performance, companies need to create a more enjoyable and supportive work environment. Providing opportunities for employees to grow, giving more recognition for employee contributions, and improving aspects of work related to emotional and professional well-being will increase job satisfaction. Higher job satisfaction will strengthen employee engagement and have a positive impact on performance.
3. Organization is very important to achieve optimal performance. Therefore, PEMA is advised to strengthen programs that increase employee ownership and engagement with the company, such as improving internal communication, offering appropriate rewards and incentives, and creating an inclusive and collaborative organizational culture.
4. PEMA is advised to continue developing transformational leadership styles among managers and team leaders. Training and workshops on inspirational and motivational

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leadership can help leaders to be more effective in motivating employees, creating a work environment that supports innovation, and increasing employee engagement with the organization.

5. Companies need to create a culture that supports innovative behavior among employees. This can be done by providing space for employees to share ideas, brainstorm, and participate in innovative projects. In addition, providing rewards or incentives for employees who demonstrate innovative behavior can encourage more initiative from employees.
6. To improve job satisfaction, PEMA must pay attention to factors that affect employee well-being, such as work-life balance, career development, and effective communication. Conducting regular job satisfaction surveys can help management.
7. Companies are advised to implement programs that increase employee engagement, such as team-building activities, mentoring programs, and opportunities to participate in decision-making.

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