

Research Article

## The Influence of Transactional Leadership on Innovative Work Behavior and Its Impact on Employee Performance

Umami Wahyuni <sup>1,\*</sup>, Fathorrahman <sup>2</sup>, Zainurrafiqi <sup>3</sup>, Nurul Hidayati <sup>4</sup>

<sup>1</sup> Universitas Madura, Indonesia : [why\\_uni68@yahoo.co.id](mailto:why_uni68@yahoo.co.id)

<sup>2</sup> Universitas Madura, Indonesia: [why\\_uni68@yahoo.co.id](mailto:why_uni68@yahoo.co.id)

<sup>3</sup> Universitas Madura, Indonesia: [why\\_uni68@yahoo.co.id](mailto:why_uni68@yahoo.co.id)

<sup>4</sup> Universitas Al-Amien Prenduan, Indonesia : [why\\_uni68@yahoo.co.id](mailto:why_uni68@yahoo.co.id)

\* Corresponding Author: Umami Wahyuni

**Abstract:** The dynamic development of Indonesia's industrial sector has prompted companies to focus on enhancing employee performance through effective leadership strategies. One of the leadership styles widely implemented in organizations is transactional leadership, which emphasizes clear structures, rewards, and supervision. However, its influence on innovative work behavior and employee performance in the context of manufacturing remains underexplored. This study aims to investigate the influence of transactional leadership on innovative work behavior and examine how this behavior subsequently affects employee performance at PT. Konveksi Jaya, a garment manufacturing company in Pamekasan. A quantitative approach was applied through a structured survey method, involving 80 employees selected using purposive sampling techniques. Data were collected using standardized questionnaires and analyzed using regression analysis to determine the strength and significance of the relationships among variables. The results reveal that transactional leadership positively influences innovative work behavior, and in turn, this innovative behavior significantly contributes to improved employee performance. The synthesis of these findings suggests that fostering a transactional leadership style that actively supports innovation can enhance overall employee effectiveness. The study concludes that while transactional leadership is often associated with routine performance, its role in promoting innovation is equally crucial, especially when appropriately aligned with employee needs and organizational goals. These insights are valuable for organizational leaders aiming to balance structure and innovation to drive sustainable employee performance.

**Keywords:** employee performance; Indonesia; innovative work behavior; leadership style; manufacturing; organizational behavior; PT. Konveksi Jaya; transactional leadership.

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### 1. Introduction

The rapid growth of the garment industry in Indonesia presents both opportunities and challenges for companies striving to enhance employee performance in a competitive and dynamic environment. One critical organizational factor influencing employee outcomes is leadership style. Transactional leadership, characterized by contingent rewards and corrective actions, has been widely recognized as an effective approach for managing performance in structured work environments [1], [2]. However, its role in promoting innovative work behavior—a key determinant of sustained performance in modern industries—remains underexplored, particularly in the context of labor-intensive sectors such as garment manufacturing.

Previous studies have examined the link between leadership styles and innovation. [3] demonstrated that transactional leadership contributes positively to employee performance, yet they did not directly explore its relationship with innovation-related behavior. Similarly, [4] suggested that leadership style influences innovation but stopped short of establishing its impact on employee performance in the garment industry. These gaps highlight the need for

empirical investigation integrating the three variables—transactional leadership, innovative work behavior, and employee performance—within a single framework.

This study focuses on PT. Konveksi Jaya Pamekasan, a fast-growing garment company known for its commitment to human resource development and innovation in production. Despite its growth, the company continues to face challenges related to employee performance, potentially due to under-optimized leadership practices. By selecting this company as the research object, this study captures a relevant and practical context in which leadership and innovation interact.

The research adopts a quantitative approach, using survey and regression analysis to test the hypothesis that transactional leadership positively influences innovative work behavior, which in turn enhances employee performance. This framework provides a holistic view of how structured leadership can serve as a catalyst for innovation and performance improvement.

The main contributions of this study include: (1) bridging the gap in the literature regarding the indirect effect of transactional leadership on performance through innovation; (2) providing practical insights for garment firms seeking to align leadership practices with innovation goals; and (3) proposing a validated conceptual model applicable to similar industrial settings. The remainder of this paper is structured as follows: Section 2 presents the literature review and hypothesis development, Section 3 outlines the methodology, Section 4 discusses results and findings, and Section 5 concludes with implications, limitations, and suggestions for future research.

## **2. Literature Review**

### **2.1 Transactional Leadership**

Transactional leadership is a leadership style that focuses on motivating employees through rewarding and punishing them based on their performance. According to [3], [5], transactional leadership emphasizes structured tasks, clear expectations, and an exchange process between leaders and followers. Leaders provide rewards or punishments based on the achievement of predetermined goals. The main advantage of this leadership style is its ability to maintain productivity and efficiency in an organization. In the context of PT. Konveksi Jaya, the transactional leadership approach is expected to influence employee behavior and performance by setting clear expectations and providing rewards or sanctions based on their performance results.

### **2.2 Innovative Work Behavior**

Innovative work behavior refers to the generation, promotion, and realization of new ideas in the workplace that can improve processes or products [6],[7],[8],[9]. Employees who exhibit innovative work behavior contribute to organizational success by introducing creative solutions to problems and improving the work environment. This behavior is influenced by various factors, including leadership style, work environment, and individual characteristics. Research by [10] suggests that supportive and structured leadership styles, such as transactional leadership, can encourage employees to engage in innovative work behavior by providing them with the necessary resources and incentives. At PT. Konveksi Jaya, the development of innovative work behavior through transactional leadership is expected to increase employee involvement and creativity in solving problems, which can lead to improved organizational performance.

### **2.3 Employee performance**

Employee performance is defined as work-related behaviors and outcomes evaluated against organizational goals [11]. Performance is an important aspect of organizational success because it directly affects productivity and goal achievement. Various factors affect employee performance, such as individual competence, motivation, and leadership style. Research by [3] shows that leadership style has a significant impact on employee performance. Transactional leadership, through its structured approach and focus on rewards and punishments, is seen as a way to improve employee performance by ensuring accountability and clear direction. At PT. Konveksi Jaya, it is expected that transactional leadership will have

a direct influence on improving employee performance by aligning their goals with organizational goals.

## 2.4 Hypothesis Development

Transactional leadership, through reward and punishment mechanisms, can directly influence employee behavior. Leaders who provide clear and structured expectations are more likely to encourage employees to engage in behaviors that are consistent with organizational goals [5]. Transactional leadership is particularly effective in environments that prioritize goal achievement and efficiency. According to research conducted by [10], transactional leadership has a positive influence on employee motivation, which in turn can increase innovative work behavior. At PT. Konveksi Jaya, it is expected that the implementation of transactional leadership will motivate employees to be more creative in contributing to the work process, which ultimately increases innovative work behavior.

H1: Transactional Leadership Has a Positive Influence on Innovative Work Behavior

Innovative work behavior is very important to improve employee performance because it contributes to creative problem solving, increased efficiency, and the development of new ideas that improve organizational performance [12]. Employees who demonstrate innovative behavior tend to contribute more positively to their work environment, increasing productivity and overall performance. According to [13], [14], [15], [16], employees who demonstrate innovative behavior are more likely to excel in their jobs and contribute to the achievement of organizational goals. Therefore, at PT. Konveksi Jaya, innovative work behavior is expected to directly affect employee performance by improving work processes and productivity.

H2: Innovative Work Behavior Has a Positive Influence on Employee Performance

Innovative work behavior can have a direct impact on employee performance through creativity and new solutions applied in daily work. According to research by [17], employees who engage in innovative behavior tend to show higher performance, because they contribute to increased efficiency and effectiveness in their work. This study proposes that innovative work behavior not only has a direct impact on performance, but can also strengthen the relationship between transactional leadership and employee performance.

On the other hand, innovative work behavior can also be mediated by various other factors that increase its efficiency, one of which is more organized or directed innovative behavior in the context of the leadership applied. Researches by [6], [10], emphasized that innovative behavior triggered by transactional leadership, which is driven by clear rewards or punishments, has the potential to improve employee performance through continuous encouragement to innovate. Therefore, in the context of PT. Konveksi Jaya, it is expected that directed innovative work behavior can strengthen employee performance by providing space to implement creative ideas more systematically and productively, which will ultimately improve employee work results.

H3: Innovative Work Behavior Has a Positive Influence on Employee Performance Mediated by Innovative Work Behavior

## 3. Metode

### 3.1 Types of research

This study uses a quantitative approach with descriptive and causal research types [18], [19], [20], [21], [22], [23], [24], [25]. This study aims to analyze the influence of transactional leadership on innovative work behavior and its impact on employee performance at PT. Konveksi Jaya Pamekasan. This type of research emphasizes the collection of numerical data which is then analyzed using statistical techniques to test the hypotheses that have been developed.

### 3.2 Research Instruments

The instrument used in this study is a questionnaire compiled based on indicators that have been defined for each variable studied. This questionnaire consists of several questions covering transactional leadership variables, innovative work behavior, and employee

performance. Each item in the questionnaire is measured using a Likert scale of 1-5, which includes strongly disagree to strongly agree. The validity and reliability of the instrument have been tested through the validity test and Cronbach's Alpha reliability test [26].

The variables studied consist of exogenous and endogenous variables. Exogenous variables include transactional leadership measured by 2 indicators adopted from [27], [28]. Meanwhile, the endogenous variables are Innovative Work Behavior measured by 4 indicators adopted from [29], and Employee Performance measured by 2 indicators adopted from [14].

### 3.3 Data Sources and Research Locations

The data used in this study came from employees of PT. Konveksi Jaya Pamekasan. The sample taken in this study consisted of 80 employees working in the company. Data were collected by distributing questionnaires to employees selected using purposive sampling techniques.

### 3.4 Population and Sampling Techniques

The population in this study were all employees of PT. Konveksi Jaya totaling 150 people. The sampling technique used was purposive sampling, where samples were taken based on certain criteria, namely employees who have worked for more than one year and have direct experience with the leadership style applied in the company. The sample taken was 80 employees.

### 3.5 Data Analysis Techniques

The data obtained from the questionnaire will be analyzed using regression analysis to test the relationship between transactional leadership variables, innovative work behavior, and employee performance. Before conducting the regression analysis, the data will first be tested for normality and multicollinearity to ensure that the data meets the assumptions required for the regression analysis. In addition, descriptive analysis is also used to describe the characteristics of the respondents [30].

## 4. Results and Discussion

### 4.1 Respondent Characteristics

In this study, the sample used consisted of 80 employees of PT. Konveksi Jaya Pamekasan. Respondent characteristics were analyzed based on several demographic factors including age, gender, education level, and length of service. The following are details of the characteristics of respondents who participated in the study:

**Table 1.** Respondent Characteristics

Category	Subcategory	Percentage
Gender	Male	60%
Gender	Women	40%
Age	18-25 years	25%
Age	26-35 years	50%
Age	36-45 years	20%
Age	46 years and over	5%
Level of education	High School/Vocational School	30%
Level of education	Diploma	50%
Level of education	Bachelor	20%
Length of work	1-3 years	40%
Length of work	4-6 years	35%
Length of work	7 years and above	25%

Source: Data Processed (2024)

The demographic profile of the respondents in this study, consisting of 80 employees from PT. Konveksi Jaya Pamekasan, reveals several important characteristics. In terms of gender, the workforce is predominantly male, accounting for 60% of the respondents, while female employees make up 40%. This suggests that although men dominate numerically, women still represent a substantial part of the company's human resources. Regarding age, the majority of employees (50%) are within the 26–35 age group, indicating that the company has a youthful and productive workforce. A significant portion (25%) are aged 18–25 years, followed by 20% in the 36–45 age bracket, while only 5% are aged 46 and above, showing a relatively small number of senior workers.

In terms of educational attainment, most employees (50%) hold a diploma, followed by 30% who completed high school or vocational school, and 20% who possess a bachelor's degree. This reflects a moderately educated workforce with the skills needed in the garment industry. When examining the length of employment, 40% of respondents have worked at the company for 1–3 years, 35% for 4–6 years, and 25% for more than 7 years. This composition indicates a balanced mix of junior and senior employees, allowing for effective knowledge sharing and continuity within the organization. These demographic findings provide valuable context for interpreting the study's analysis of leadership, innovation, and performance within the company.

#### 4.2 Data Analysis Results

In this sub-chapter, the results of data analysis will be presented to test the effect of transactional leadership on innovative work behavior and its impact on employee performance at PT. Konveksi Jaya Pamekasan. The data collected through the questionnaire were then analyzed using regression analysis to test the hypotheses that had been developed.

The following table shows the results of the regression analysis for the relationship between transactional leadership, innovative work behavior, and employee performance.

**Table 2.** Results of Regression Analysis

Variables	Regression Coefficient	Significance (p-value)	R <sup>2</sup>
Transactional Leadership → Innovative Work Behavior	0.623	0.000	0.45
Innovative Work Behavior → Employee Performance	0.517	0.003	0.38

Source: Data Processed (2024)

The table above shows the results of the regression analysis that tests the effect of transactional leadership on innovative work behavior and its impact on employee performance. Based on the results obtained, it can be seen that transactional leadership has a significant effect on innovative work behavior ( $p\text{-value} = 0.000$ ), with a regression coefficient of 0.623. This shows that increasing transactional leadership will increase employee innovative work behavior. Furthermore, innovative work behavior also has a significant effect on employee performance ( $p\text{-value} = 0.003$ ), with a regression coefficient of 0.517, which means that innovative work behavior can improve employee performance at PT. Konveksi Jaya Pamekasan.

To better understand the relationship between variables, here is a diagram that illustrates the relationship between transactional leadership, innovative work behavior, and employee performance. (This diagram will be presented in the form of a graph that illustrates the direction and strength of the relationship between variables).

From the results of the analysis that has been done, it can be concluded that transactional leadership plays an important role in improving innovative work behavior of employees, which in turn has a positive impact on their performance. This finding supports the hypothesis proposed in this study and provides insight for companies to consider improving transactional leadership in order to encourage innovation and improve employee performance.

#### 4.3 The Influence of Transactional Leadership on Innovative Work Behavior

The results of the study indicate that transactional leadership has a positive effect on employees' innovative work behavior. This finding is in line with research conducted by [31] which shows that transactional leadership can motivate employees to behave innovatively through the provision of rewards and punishments based on achievement. This occurs because transactional leadership creates a structured and clear work environment in terms of goals and expectations, which allows employees to feel more motivated to innovate in completing existing tasks.

However, this study also differs from the study by [32] who found that transactional leadership focuses more on tasks and efficiency, and does not directly encourage innovative work behavior. In this study, although transactional leadership focuses on results and rewards, employees at PT. Konveksi Jaya still show innovative behavior because of the implementation that supports creativity and problem solving in a more open work environment. This difference may be due to the characteristics of the company that is more supportive of employee initiatives to innovate even though a structured leadership style is applied.

#### **4.4 The Influence of Innovative Work Behavior on Employee Performance**

This study also found that innovative work behavior has a positive effect on employee performance. This finding is in line with research by [33] which states that innovative work behavior can improve employee performance because innovative employees tend to be able to find new solutions to existing problems, increase efficiency, and contribute to achieving organizational targets. Employees who engage in innovative behavior are more likely to work more effectively and efficiently, which ultimately improves their performance.

This study is also consistent with the findings of [34], which states that innovative behavior plays an important role in improving performance because employees who propose new ideas tend to perform better. At PT. Konveksi Jaya, innovative behavior driven by transactional leadership has been shown to have a positive impact on employee performance, where more innovative employees can complete tasks more efficiently, solve problems quickly, and provide solutions that increase productivity.

#### **4.5 The Relationship Between Innovative Work Behavior and Employee Performance**

Innovative work behavior, which includes the generation of new ideas and the implementation of creative solutions in the work, is often associated with increased employee performance. Employees who engage in innovative behavior can identify new ways to increase productivity, reduce existing obstacles, and improve the quality and efficiency in carrying out their tasks. This finding is in line with research conducted by [35] which states that innovative work behavior contributes to increased performance because employees who develop new ideas will have higher performance, both in terms of productivity and more creative work results.

Research by [33] also supports this finding by stating that employees who are active in innovation tend to perform better. Innovative work behavior gives them the opportunity to not only follow the directions that have been set, but also to improve the way of working more efficiently and effectively, which ultimately has an impact on better work results and improves their performance.

#### **4.6 Innovative Work Behavior as a Mediator Variable**

In this study, innovative work behavior is viewed not only as a factor that directly influences employee performance, but also as a mediator variable that strengthens the relationship between transactional leadership and employee performance. This means that although transactional leadership plays an important role in encouraging innovative work behavior, innovative behavior itself plays a greater role in improving employee performance. In other words, transactional leadership can lead employees to behave innovatively, and this innovative behavior then contributes to improved performance.

This study found that innovative behavior triggered by transactional leadership provides the impetus to be creative and find new solutions, leading to improved work quality and better outcomes. This is consistent with previous findings by [14], which showed that individuals who are empowered to innovate through supportive leadership are more likely to produce higher performance.

## 5. Differences with Previous Research

Although the results of this study are consistent with several previous studies, there are some important differences that need to be noted. For example, this study shows that even though transactional leadership focuses more on structured supervision and rewards, employees at PT. Konveksi Jaya can demonstrate positive innovative behavior. This may be due to the company culture being more open to new ideas and creativity, which allows employees to feel empowered to innovate despite limitations in leadership style.

Research by [36] which examined the relationship between transactional leadership and employee performance in the manufacturing sector also showed consistent results, where transactional leadership had an effect on improving performance. However, this study is different because it focuses on the manufacturing sector in general, while this study focuses more on the convection sector in Pamekasan, with different work culture characteristics. This difference shows the importance of organizational context in influencing research results related to leadership style and employee performance.

This study has differences with several previous studies. For example, research by [37] showed that the direct influence between innovative work behavior and employee performance may not be very visible, depending on the context and type of work performed. However, in the context of PT. Konveksi Jaya, where the work environment is more supportive of creativity and innovation, innovative work behavior has been shown to have a greater impact on employee performance. This difference can be explained by differences in the type of industry, organizational characteristics, and leadership policies implemented.

In addition, research by [38] emphasizes more on the direct relationship between leadership and performance without considering the role of innovative behavior as a mediator. However, this study found that innovative behavior acts as a mediator that strengthens the relationship between transactional leadership and employee performance, which provides a new contribution to understanding the dynamics of this relationship.

## 6. Conclusions

This study aimed to examine the influence of transactional leadership on innovative work behavior and its subsequent impact on employee performance at PT. Konveksi Jaya Pamekasan. The findings revealed that transactional leadership significantly contributes to the enhancement of innovative work behavior, which in turn has a positive impact on employee performance. Specifically, employees who respond to performance-based rewards and structured leadership tend to display greater creativity and problem-solving capabilities, ultimately contributing to improved job outcomes.

The synthesis of the results supports the hypothesis that innovative work behavior mediates the relationship between transactional leadership and employee performance. This implies that transactional leadership, although traditionally associated with structured routines, can also foster innovation when appropriately implemented. The research contributes to the ongoing discourse in leadership theory by demonstrating that transactional leadership can support not only compliance and efficiency but also creativity and innovation in the workplace.

In terms of practical implications, the study underscores the importance of clear performance expectations and reward mechanisms in motivating employees to engage in innovative behaviors. For companies operating in competitive industries such as garment manufacturing, fostering such leadership practices can lead to sustainable improvements in employee output and overall productivity.

Despite its contributions, the study has several limitations. The sample was limited to one company, which may restrict the generalizability of the findings. Moreover, the cross-sectional survey method did not capture long-term changes in leadership dynamics. Future research is encouraged to expand the scope by including multiple organizations, employing mixed-method approaches, and examining additional mediating or moderating variables such as organizational culture, intrinsic motivation, or job satisfaction. These directions will enhance our understanding of the mechanisms through which leadership influences innovation and performance in diverse organizational contexts.

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