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The Influence Of Transformational Leadership And Organizational Innovation On Employee Performance With Creativity As A Mediating Variable

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Abstrak

Perkembangan transformasi digital menuntut lembaga pendidikan untuk meningkatkan kinerja pegawai melalui kepemimpinan yang efektif, inovasi organisasional, dan pengembangan kreativitas. Penelitian ini bertujuan untuk menganalisis pengaruh kepemimpinan transformasional dan inovasi organisasional terhadap kinerja pegawai dengan kreativitas sebagai variabel mediasi pada Baitul Jannah Islamic School Bandar Lampung. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei. Data dikumpulkan melalui penyebaran kuesioner kepada 125 pegawai dan dianalisis menggunakan *Structural Equation Modeling* berbasis *Partial Least Squares* (PLS-SEM) dengan bantuan aplikasi SmartPLS. Hasil penelitian menunjukkan bahwa seluruh hipotesis yang diajukan didukung. Kepemimpinan transformasional berpengaruh positif dan signifikan terhadap kinerja pegawai. Inovasi organisasional berpengaruh positif dan signifikan terhadap kinerja pegawai. Kreativitas terbukti memediasi pengaruh kepemimpinan transformasional terhadap kinerja pegawai, yang menunjukkan bahwa penerapan kepemimpinan transformasional dapat mendorong kreativitas pegawai sehingga meningkatkan kinerja. Kreativitas juga terbukti memediasi pengaruh inovasi organisasional terhadap kinerja pegawai, yang menunjukkan bahwa inovasi organisasional mampu menciptakan kondisi yang mendukung berkembangnya kreativitas pegawai dan peningkatan kinerja. Temuan ini menunjukkan bahwa peningkatan kinerja pegawai tidak hanya dipengaruhi oleh kepemimpinan transformasional dan inovasi organisasional secara langsung, tetapi juga melalui kreativitas yang berperan sebagai mekanisme penting dalam menjembatani hubungan antara kepemimpinan transformasional, inovasi organisasional, dan kinerja pegawai.

Kata Kunci: *Kepemimpinan Transformasional, Inovasi Organisasional, Kreativitas, Kinerja Pegawai.*

Abstract

Digital transformation requires Civil Servants (CSs) to demonstrate adaptive, The rapid development of digital transformation has required educational institutions to enhance employee performance through effective leadership, organizational innovation, and the development of creativity. This study aims to analyze the influence of transformational leadership and organizational innovation on employee performance, with creativity serving as a mediating variable at Baitul Jannah Islamic School Bandar Lampung. This research employed a quantitative approach using a survey method. Data were collected through questionnaires distributed to 125 employees and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the assistance of SmartPLS software. The results indicate that all proposed hypotheses were supported. Transformational leadership has a positive and significant effect on employee performance. Organizational innovation also has a positive and significant effect on employee performance. Furthermore, creativity was found to mediate the relationship between transformational leadership and employee performance, indicating that the implementation of transformational leadership can foster employee creativity and subsequently improve performance. Creativity also mediates the relationship between organizational innovation and employee performance, suggesting that organizational innovation creates conditions that encourage the development of employee creativity and enhance performance. These findings demonstrate that employee performance is influenced not only by transformational leadership and organizational innovation directly but also through

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creativity, which plays an important role in bridging the relationships between transformational leadership, organizational innovation, and employee performance.

Keywords: Transformational Leadership, Organizational Innovation, Creativity, Employee Performance.

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INTRODUCTION

The era of digital transformation has fundamentally reshaped various sectors, including education. The integration of information and communication technologies has evolved from being a complementary resource into a strategic necessity for educational institutions seeking to remain competitive and sustainable. Educational organizations are increasingly required to adopt adaptive, technology-driven, and integrated management systems to respond effectively to the rapid pace of environmental change. The success of this transformation, however, depends not only on technological infrastructure but also on organizational leadership, human resource quality, and organizational capabilities that facilitate change and innovation (Lee & Kim, 2019).

Among the organizational factors that contribute to successful transformation, transformational leadership has received considerable attention in management and educational research. Transformational leaders inspire employees through a compelling vision, encourage innovation, foster commitment, and stimulate employees to exceed expected performance levels (Bass & Avolio, 1994). This leadership style is particularly important in educational institutions undergoing digital transformation because it enables organizations to adapt to changing technological and environmental demands while maintaining employee engagement and organizational effectiveness (Nasir et al., 2022). Previous studies have consistently demonstrated that transformational leadership positively influences employee attitudes, organizational innovation, and overall performance outcomes (Li et al., 2023).

In addition to leadership, organizational innovation has emerged as a critical determinant of organizational effectiveness and competitiveness. Organizational innovation refers to the implementation of new managerial practices, organizational structures, and work processes designed to improve organizational performance and adaptability (Damanpour, 1991). Educational institutions that successfully develop innovative organizational practices are generally more capable of responding to technological developments, stakeholder expectations, and changing educational needs. Furthermore, organizational innovation contributes to the creation of a collaborative and flexible work environment that supports continuous improvement and sustainable organizational growth (Gundry et al., 2015; Zulkarnain et al., 2022).

Another factor that plays a crucial role in organizational success is employee creativity. Creativity is defined as the ability to generate novel and useful ideas, solutions, or products that contribute to organizational objectives (Amabile, 1996). According to the Componential Theory of Creativity, creative performance is influenced by domain expertise, creative thinking skills, and intrinsic motivation (Amabile, 1996). In contemporary organizations, particularly those operating in dynamic and technology-intensive environments, employee creativity serves as a catalyst for innovation, problem-solving, and organizational adaptability. Creative employees are more capable of

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identifying opportunities, addressing challenges, and developing innovative solutions that enhance organizational performance (Csikszentmihalyi, 1996).

The relationships among transformational leadership, organizational innovation, creativity, and employee performance have attracted growing scholarly attention. Employee performance is commonly understood as the quality and quantity of work outcomes achieved by individuals in carrying out their organizational responsibilities (Campbell, 1990; Nasir et al., 2022). Beyond task completion, performance encompasses behaviors that contribute to organizational effectiveness, including initiative, collaboration, and adaptability to change (Wang & Chen, 2019). Several studies have suggested that transformational leadership and organizational innovation can improve employee performance both directly and indirectly through creativity, which serves as a mechanism through which leadership and innovation are translated into productive work behaviors (Gumusluoglu & Ilsev, 2009).

These issues are particularly relevant in the context of Baitul Jannah Islamic School, a modern Islamic educational institution that integrates Islamic values with digital-based educational management systems. As part of its commitment to educational excellence, the institution has implemented various digital transformation initiatives, including digital learning platforms, technology-based administrative systems, digital performance evaluation mechanisms, and collaborative innovation programs. Internal evaluations indicate that transformational leadership practices and organizational innovation have been implemented at moderate to high levels within the institution.

Despite these achievements, several organizational challenges remain. First, the individualized consideration dimension of transformational leadership has not been fully optimized, indicating limitations in coaching, mentoring, and personal employee development. Second, several aspects of organizational innovation, particularly financial management, asset management, and system integration, remain at moderate levels of implementation. Third, although employee creativity has shown gradual improvement over recent years, it has not yet reached the institution's expected performance standards. Finally, dimensions related to digital technology utilization and innovation-based performance continue to demonstrate relatively lower achievement levels compared with other performance indicators.

These conditions indicate a discrepancy between theoretical expectations and organizational realities. Theoretically, transformational leadership and organizational innovation are expected to significantly enhance employee performance by fostering a supportive environment for creativity and innovation (Bass & Avolio, 1994; Damanpour, 1991). However, empirical evidence within educational organizations suggests that these relationships may not always be straightforward, as creativity often functions as an intervening mechanism that influences how leadership and innovation affect performance outcomes.

Furthermore, previous studies have reported inconsistent findings regarding the effects of transformational leadership and organizational innovation on employee performance, indicating the existence of a research gap. While some studies have found significant positive relationships, others have reported weak or indirect effects, suggesting that additional explanatory variables may be necessary to clarify these relationships. In particular, studies examining creativity as a mediating variable within Islamic educational institutions undergoing digital transformation remain relatively limited.

Therefore, this study aims to examine the effects of transformational leadership and organizational innovation on employee performance, with creativity serving as a mediating variable, at Baitul Jannah Islamic School Bandar Lampung. This study is expected to contribute to the advancement of human resource management and educational

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management literature by providing empirical evidence regarding the mechanisms through which transformational leadership and organizational innovation influence employee performance in the context of digital transformation. Moreover, the findings are expected to provide practical insights for educational institutions seeking to enhance employee performance through effective leadership, organizational innovation, and the development of employee creativity.

Literature Review

Transformational Leadership

Transformational leadership refers to a leadership style that motivates followers to exceed expected performance by inspiring a shared vision, encouraging innovation, and fostering personal development (Bass & Avolio, 1994). Transformational leaders influence employees through four key dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Through these dimensions, leaders build trust, stimulate creativity, and encourage employees to contribute beyond their formal responsibilities.

In the context of educational institutions, transformational leadership plays a critical role in facilitating organizational change and improving employee effectiveness. Leaders who demonstrate transformational behaviors create a supportive environment that enhances employee engagement, commitment, and adaptability to change. Previous studies have shown that transformational leadership positively influences employee creativity, organizational innovation, and performance outcomes (Gumusluoglu & Ilsev, 2009; Li et al., 2023). Therefore, transformational leadership is considered an important antecedent of both creativity and employee performance.

Organizational Innovation

Organizational innovation refers to the implementation of new organizational methods, managerial practices, structures, and work processes aimed at improving organizational effectiveness and adaptability (Damanpour, 1991). Unlike technological innovation, organizational innovation focuses on changes in management systems, organizational structures, decision-making processes, and human resource practices.

Damanpour (1991) categorizes organizational innovation into two primary dimensions: structural innovation and managerial innovation. Structural innovation involves modifications in organizational arrangements, authority distribution, and coordination mechanisms, while managerial innovation relates to the adoption of new managerial practices and administrative systems. Organizations that continuously innovate are generally more responsive to environmental changes and better equipped to improve performance and competitiveness (Gundry et al., 2015). In educational institutions, organizational innovation supports the development of more effective educational services and enhances institutional adaptability in the digital era.

Creativity

Creativity is defined as the ability to generate novel and useful ideas, solutions, or products within a specific organizational context (Amabile, 1996). According to the Componential Theory of Creativity, creativity is influenced by three fundamental components: expertise, creative thinking skills, and task motivation. These components interact to determine an individual's capacity to produce innovative and valuable outcomes.

Creativity has become increasingly important in organizations facing rapid technological and environmental changes. Employees with high levels of creativity are more capable of identifying opportunities, solving complex problems, and developing

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innovative approaches to work. Previous studies suggest that leadership practices and organizational environments significantly influence employee creativity by providing psychological support, intellectual stimulation, and opportunities for experimentation (Amabile & Pratt, 2016; Anderson et al., 2014). Consequently, creativity serves as a critical mechanism through which leadership and organizational practices contribute to organizational effectiveness.

Employee Performance

Employee performance refers to the level of achievement attained by employees in carrying out tasks and responsibilities assigned by the organization (Campbell, 1990). Performance encompasses both task-related outcomes and contextual behaviors that contribute to organizational effectiveness, including cooperation, initiative, adaptability, and commitment (Wang & Chen, 2019).

In contemporary organizations, employee performance is increasingly influenced by factors beyond technical competencies. Leadership quality, organizational innovation, and employee creativity have emerged as significant determinants of performance in dynamic and digitally transformed environments. Organizations that encourage innovation and creativity while providing effective leadership support are more likely to achieve higher levels of employee performance and overall organizational success (Nasir et al., 2022).

Transformational Leadership and Employee Performance

Transformational leadership theory suggests that leaders can enhance employee performance by inspiring employees, fostering commitment, and encouraging them to achieve higher levels of performance than initially expected (Bass & Avolio, 1994). Through intellectual stimulation and individualized consideration, transformational leaders help employees develop their competencies and confidence, which subsequently improve work outcomes. Empirical studies have consistently reported a positive relationship between transformational leadership and employee performance across various organizational settings (Li et al., 2023; Nasir et al., 2022).

H1: Transformational leadership has a positive effect on employee performance.

Organizational Innovation and Employee Performance

Organizational innovation contributes to employee performance by improving organizational processes, enhancing efficiency, and creating supportive working environments. Innovative organizations provide employees with opportunities to utilize new methods, technologies, and management practices that facilitate higher productivity and effectiveness (Damanpour, 1991). Research has demonstrated that organizational innovation positively influences employee and organizational performance by strengthening adaptability and operational effectiveness (Gundry et al., 2015).

H2: Organizational innovation has a positive effect on employee performance.

The Mediating Role of Creativity

Creativity serves as an important mechanism linking leadership and organizational practices to performance outcomes. Transformational leaders foster creativity by encouraging employees to challenge conventional assumptions, explore new ideas, and engage in innovative problem-solving (Gumusluoglu & Ilsev, 2009). Similarly, organizational innovation creates an environment that supports experimentation, learning, and knowledge sharing, all of which contribute to higher levels of employee creativity.

Employees with greater creativity are more capable of generating innovative solutions and improving work processes, leading to enhanced performance. Therefore,

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creativity may function as a mediating variable through which transformational leadership and organizational innovation influence employee performance.
H3: Creativity mediates the relationship between transformational leadership and employee performance.
H4: Creativity mediates the relationship between organizational innovation and employee performance.

METHOD

Research Design

This study employed a quantitative explanatory research design to examine the relationships among transformational leadership, organizational innovation, creativity, and employee performance. Specifically, the study investigated the direct effects of transformational leadership and organizational innovation on employee performance, as well as the mediating role of creativity in these relationships.

The research was conducted at Baitul Jannah Islamic School, an Islamic educational institution consisting of kindergarten, elementary, junior high school, senior high school, special education school, and foundation administrative units.

Population and Sample

The population comprised all employees of Baitul Jannah Islamic School Bandar Lampung, including teaching staff, educational personnel, and administrative employees, totaling 231 employees. The sample size was determined using the Slovin formula with a 5% margin of error, resulting in a minimum sample requirement of 146 respondents.

A probability sampling approach using proportionate stratified random sampling was employed because the population was distributed across several educational units with different numbers of employees. This technique ensured proportional representation of respondents from each organizational unit, including kindergarten, elementary school, junior high school, senior high school, special education school, and foundation administration.

Data Collection

Data were collected using a structured questionnaire distributed to the selected respondents. All measurement items were assessed using a five-point Likert scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*).

The study utilized both primary and secondary data sources. Primary data were obtained directly from respondents through questionnaires, while secondary data were collected from institutional performance reports, organizational records, and relevant academic literature to support the interpretation of empirical findings.

Measurement of Variables

Four latent constructs were included in the research model: transformational leadership, organizational innovation, creativity, and employee performance.

Transformational leadership was measured using the dimensions proposed by Nasir et al. (2022), namely idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Organizational innovation was measured through structural innovation and managerial innovation dimensions adapted from Gundry et al. (2015) and Olabisi and Gbadamosi (2020). Creativity was assessed based on Amabile's (1996) componential theory, encompassing expertise, creative thinking skills, and task motivation. Employee performance was measured using task performance, adaptive

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performance, and contextual performance dimensions adapted from Chang et al. (2021) and Nasir et al. (2022).

Table 1 summarizes the operationalization of the study variables.

Table 1. Operational Definition of Variables

Variable	Dimensions
Transformational Leadership	Idealized Influence, Inspirational Motivation, Intellectual Stimulation, Individualized Consideration
Organizational Innovation	Structural Innovation, Managerial Innovation
Creativity	Expertise, Creative Thinking Skills, Task Motivation
Employee Performance	Task Performance, Adaptive Performance, Contextual Performance

Data Analysis

Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS software. PLS-SEM was selected because it is appropriate for examining complex relationships among multiple latent variables and for testing mediating effects within predictive research models (Hair et al., 2019).

The analysis consisted of two stages: measurement model evaluation (outer model) and structural model evaluation (inner model).

Measurement Model Assessment

The measurement model was evaluated through tests of validity and reliability. Convergent validity was assessed using outer loadings (> 0.70) and Average Variance Extracted (AVE > 0.50). Discriminant validity was examined using cross-loadings and the Fornell–Larcker criterion. Reliability was assessed through Cronbach's alpha, Composite Reliability (CR), and rho_A, with acceptable threshold values exceeding 0.70 (Hair et al., 2019).

Structural Model Assessment

The structural model was evaluated using the coefficient of determination (R^2), effect size (f^2), predictive relevance (Q^2), and model fit indices. According to Sarstedt et al. (2017), R^2 values of 0.75, 0.50, and 0.25 indicate substantial, moderate, and weak explanatory power, respectively. Effect sizes were interpreted using the criteria proposed by Hair et al. (2019), where values of 0.02, 0.15, and 0.35 indicate small, medium, and large effects.

Model fit was additionally assessed using the Standardized Root Mean Square Residual (SRMR) and Normed Fit Index (NFI). An SRMR value below 0.08 indicates an acceptable model fit (Hair et al., 2019).

Hypothesis Testing

Hypothesis testing was performed using the bootstrapping procedure in SmartPLS. The significance of structural relationships was evaluated based on path coefficients, t-statistics, and p-values. Hypotheses were accepted when the t-statistic exceeded 1.96 and the p-value was less than 0.05, indicating statistical significance at the 5% level (Hair et al., 2019).

RESULTS AND DISCUSSION

Respondent Characteristics

A total of 171 questionnaires were distributed to employees of Baitul Jannah Islamic School Bandar Lampung. All questionnaires were returned, resulting in a response rate of

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100%. After the data screening process, 146 questionnaires were deemed valid and suitable for further analysis, while 25 questionnaires were excluded. Thus, the minimum sample requirement for this study was fulfilled.

Table 2. Questionnaire Distribution

Description	Total
Distributed questionnaires	171
Returned questionnaires	171
Unreturned questionnaires	0
Valid questionnaires	146
Invalid questionnaires	25
Response rate	100%

The respondent profile indicates that female employees dominated the sample, accounting for 74.7% of respondents, while male employees represented 25.3%.

In terms of educational background, most respondents held a bachelor's degree (84.9%), followed by master's degree holders (8.2%), diploma graduates (6.9%), and others. These findings suggest that the workforce possesses an adequate educational background to support organizational performance.

Measurement Model Assessment

Convergent Validity

Convergent validity was assessed using outer loading values and Average Variance Extracted (AVE). Following Hair et al. (2022), indicators are considered valid when outer loadings exceed 0.70 and AVE values exceed 0.50.

The results show that all indicators achieved loading values above the recommended threshold. Furthermore, the AVE values of transformational leadership (0.665), organizational innovation (0.634), creativity, and employee performance all exceeded 0.50, indicating satisfactory convergent validity.

Table 3. Convergent Validity Results

Construct	AVE	Interpretation
Transformational Leadership	0.665	Valid
Organizational Innovation	0.634	Valid
Creativity	>0.50	Valid
Employee Performance	>0.50	Valid

These findings indicate that all indicators adequately represent their respective constructs and are suitable for further structural analysis.

Discriminant Validity

Discriminant validity was evaluated using the Fornell–Larcker criterion. The square root of AVE for each construct was greater than its correlations with other constructs, indicating satisfactory discriminant validity.

Table 4. Fornell–Larcker Criterion

Construct	IO	TL	EP	CR
Organizational Innovation	0.816			
Transformational Leadership	0.602	0.796		
Employee Performance	0.587	0.629	0.815	
Creativity	0.581	0.652	0.698	0.844

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The results confirm that each construct is empirically distinct from the others.

Reliability Assessment

Reliability was assessed using Cronbach's Alpha and Composite Reliability (CR). All constructs achieved values above the minimum threshold of 0.70, indicating satisfactory internal consistency.

Table 5. Reliability Results

Construct	Cronbach's Alpha	Composite Reliability
Organizational Innovation	0.916	0.933
Transformational Leadership	0.806	0.873
Employee Performance	0.873	0.908
Creativity	0.949	0.957

These findings demonstrate that all measurement instruments are reliable and suitable for subsequent analyses.

Descriptive Statistics

The descriptive analysis revealed that respondents generally perceived transformational leadership, organizational innovation, employee performance, and creativity positively.

Transformational leadership obtained an average score of 4.05, indicating a good category. The highest-rated item was the leader's ability to communicate a clear vision of the future (mean = 4.20).

Organizational innovation achieved an average score of 3.96, indicating a good level of organizational support for innovative practices. The highest-rated item concerned organizational encouragement to use innovative approaches in solving problems (mean = 4.09).

Employee performance recorded the highest average score among all constructs (mean = 4.25), suggesting a very good level of performance. The highest-rated indicators were task completion according to targets and adaptability to workplace changes (mean = 4.37).

Creativity also received a positive evaluation with an average score of 4.01, indicating that employees frequently generate new ideas and innovative solutions in their work activities.

Table 6. Descriptive Statistics of Research Variables

Variable	Mean	Category
Transformational Leadership	4.05	Good
Organizational Innovation	3.96	Good
Employee Performance	4.25	Very Good
Creativity	4.01	Good

Structural Model Assessment

Predictive Relevance (Q^2)

The predictive relevance test was conducted using the blindfolding procedure. All Q^2 values were greater than zero, indicating satisfactory predictive capability of the structural model.

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Table 7. Predictive Relevance (Q^2)

Construct	Q^2
Organizational Innovation	0.393
Transformational Leadership	0.529
Employee Performance	0.471
Creativity	0.630

The highest predictive relevance was observed for creativity (Q^2 = 0.630), indicating strong predictive capability for this construct.

Coefficient of Determination (R^2)

The explanatory power of the model was assessed using R-square values. Employee performance achieved an R^2 value of 0.517, indicating that 51.7% of its variance is explained by transformational leadership, organizational innovation, and creativity. Creativity obtained an R^2 value of 0.474, indicating that transformational leadership and organizational innovation explain 47.4% of its variance.

Table 8. Coefficient of Determination (R^2)

Endogenous Variable	R^2	Adjusted R^2
Employee Performance	0.517	0.505
Creativity	0.474	0.465

The results indicate a moderate explanatory power of the proposed model.

Effect Size (f^2)

The effect size analysis revealed varying levels of influence among the constructs. Organizational innovation demonstrated a moderate effect on creativity (f^2 = 0.257), while creativity showed a moderate effect on employee performance (f^2 = 0.178). The remaining relationships exhibited small effect sizes.

Table 9. Effect Size (f^2)

Relationship	f^2
Organizational Innovation → Creativity	0.257
Transformational Leadership → Creativity	0.115
Creativity → Employee Performance	0.178
Organizational Innovation → Employee Performance	0.055
Transformational Leadership → Employee Performance	0.045

Hypothesis Testing

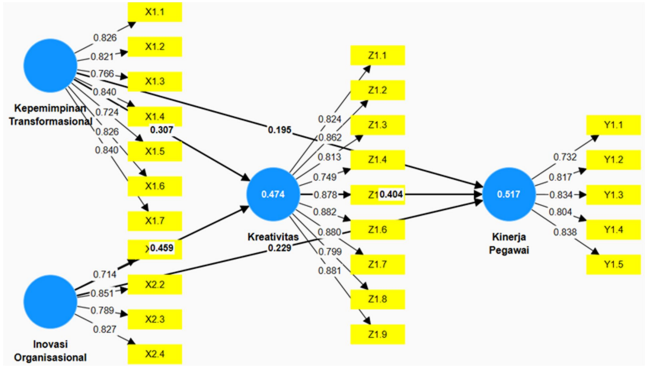


Figure 1. Structural Model Results

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Figure 1 illustrates the structural relationships among transformational leadership, organizational innovation, creativity, and employee performance. The model demonstrates both direct and indirect relationships among the constructs.

Direct Effects

The bootstrapping results indicate that transformational leadership and organizational innovation both exert positive and significant effects on employee performance.

Table 10. Direct Effect Results

Hypothesis	Path	β	t-value	p-value	Decision
H1	Transformational Leadership → Employee Performance	0.197	2.250	0.024	Supported
H2	Organizational Innovation → Employee Performance	0.227	2.160	0.031	Supported

These findings indicate that improvements in transformational leadership and organizational innovation contribute significantly to employee performance.

Indirect Effects

The mediating role of creativity was assessed using the Specific Indirect Effect test. The results indicate that creativity significantly mediates the relationships between transformational leadership and employee performance, as well as between organizational innovation and employee performance.

Table 11. Specific Indirect Effect Results

Hypothesis	Path	β	t-value	p-value	Decision
H3	Transformational Leadership → Creativity → Employee Performance	0.185	2.433	0.015	Supported
H4	Organizational Innovation → Creativity → Employee Performance	0.124	2.261	0.024	Supported

The findings confirm that creativity serves as a significant mediating mechanism through which transformational leadership and organizational innovation enhance employee performance.

Discussion

The Effect of Transformational Leadership on Employee Performance

The findings indicate that transformational leadership has a positive and significant effect on employee performance (β = 0.195; t = 1.963; p = 0.050), supporting the first hypothesis. As presented in Table 9, employees who perceive higher levels of transformational leadership tend to demonstrate better performance outcomes. These findings suggest that leaders who effectively communicate organizational vision, inspire employees, and provide individual support contribute to improved employee productivity and effectiveness.

The descriptive results reported in Table 5 further reveal that transformational leadership received a high mean score (4.05), indicating that respondents generally perceived school leaders as capable of motivating employees and providing clear

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organizational direction. Such leadership practices create a supportive work environment that encourages employees to perform beyond minimum expectations.

The findings support Transformational Leadership Theory proposed by Bass (1985) and further developed by Bass and Avolio (1994), which argues that transformational leaders enhance employee performance through idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Through these dimensions, leaders can foster commitment, motivation, and engagement among employees, ultimately improving performance outcomes.

The results are consistent with previous studies. Qalati et al. (2024) found that transformational leadership significantly improves employee performance through increased work engagement and organizational commitment. Similarly, Nasir et al. (2023) reported that transformational leaders create a productive work environment that enhances employee effectiveness. Garcia-Morales et al. (2022) also demonstrated that transformational leadership positively influences performance through employee empowerment and continuous competency development. Therefore, the present study reinforces existing evidence that transformational leadership serves as a strategic factor in improving employee performance within educational institutions.

The Effect of Organizational Innovation on Employee Performance

The second hypothesis proposed that organizational innovation positively influences employee performance. The results support this hypothesis, as organizational innovation significantly affects employee performance ($\beta = 0.229$; $t = 1.962$; $p = 0.050$). As shown in Table 9, organizational innovation contributes directly to improving employee performance.

Descriptive findings presented in Table 5 indicate that organizational innovation achieved a high mean score (3.96), suggesting that employees perceive Baitul Jannah Islamic School as an organization that encourages innovative practices, openness to change, and continuous improvement. Such an environment enables employees to adopt new approaches, improve work processes, and perform tasks more efficiently.

These findings support the organizational innovation theory of Damanpour (1991), which emphasizes that innovation enhances organizational effectiveness through the adoption of new ideas, methods, and systems. Organizations that continuously innovate are more adaptable to environmental changes and better positioned to improve both individual and organizational performance.

The findings are consistent with those of Ouedraogo et al. (2022), who reported that organizational innovation enhances employee performance by improving work processes and organizational adaptability. Likewise, Chen et al. (2023) found that innovative organizations tend to achieve higher productivity and work quality. Muzakkir et al. (2024) further emphasized that innovation contributes to employee performance through technological advancement and improved work systems. Thus, organizational innovation emerges as an important mechanism for enhancing employee effectiveness and organizational competitiveness.

The Mediating Role of Creativity in the Relationship between Transformational Leadership and Employee Performance

The results indicate that creativity significantly mediates the relationship between transformational leadership and employee performance ($\beta = 0.185$; $t = 2.433$; $p = 0.015$), supporting the third hypothesis. The mediation results presented in Table 10 demonstrate that transformational leadership enhances employee performance not only directly but also indirectly through creativity.

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As shown in Table 5, creativity received a high mean score (4.01), indicating that employees frequently generate new ideas and innovative solutions in their work activities. Figure 2 further illustrates the significant mediating role of creativity in transmitting the influence of transformational leadership to employee performance.

These findings suggest that transformational leaders create an environment that encourages employees to think creatively, explore alternative solutions, and continuously improve their work practices. By providing inspiration, trust, and intellectual stimulation, leaders increase employees' confidence to express ideas and implement innovative approaches.

The results support the Componential Theory of Creativity proposed by Amabile (1996), which explains that creativity is influenced by individual expertise, creative-thinking skills, and intrinsic motivation supported by the work environment. Transformational leadership functions as an important contextual factor that stimulates intrinsic motivation and encourages creative behavior among employees.

The findings are consistent with Nabi et al. (2024), who found that transformational leadership promotes creativity through inspiration and employee empowerment. Similarly, Rehmani et al. (2023) reported that creativity serves as a critical mechanism linking transformational leadership and employee performance. Zhang et al. (2023) also demonstrated that leaders who encourage idea exploration and autonomy significantly enhance employee creativity, which subsequently improves performance. Therefore, creativity represents an important pathway through which transformational leadership contributes to superior employee outcomes.

The Mediating Role of Creativity in the Relationship between Organizational Innovation and Employee Performance

The fourth hypothesis examined whether creativity mediates the relationship between organizational innovation and employee performance. The findings confirm that creativity significantly mediates this relationship ($\beta = 0.124$; $t = 2.261$; $p = 0.024$), supporting the fourth hypothesis. As shown in Table 10 and Figure 2, organizational innovation contributes to employee performance indirectly through the enhancement of employee creativity.

The descriptive results indicate that both organizational innovation (mean = 3.96) and creativity (mean = 4.01) were perceived positively by employees. These findings suggest that innovative organizational practices create conditions that stimulate employees to develop new ideas, improve work methods, and generate more effective solutions to workplace challenges.

The results align with Damanpour's (1991) perspective that innovative organizations provide opportunities for employees to experiment with new approaches and continuously improve organizational processes. Moreover, Amabile (1996) argued that creativity flourishes when organizations provide support, freedom of expression, and opportunities for experimentation. Therefore, organizational innovation serves as an important antecedent of creativity, which subsequently contributes to improved performance.

The findings are supported by Nguyen et al. (2024), who found that organizational innovation promotes employee creativity through an open and adaptive work environment. Harsono et al. (2024) similarly reported that innovative organizations tend to have more creative employees who achieve higher performance levels. Furthermore, Nasir et al. (2023) emphasized that creativity acts as a mechanism that translates organizational innovation into tangible performance improvements. Consequently, creativity plays a crucial role in strengthening the impact of organizational innovation on employee performance and organizational effectiveness.

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CONCLUSION

This study examined the effects of transformational leadership and organizational innovation on employee performance, as well as the mediating role of creativity among employees of Baitul Jannah Islamic School Bandar Lampung. The findings reveal that transformational leadership has a positive and significant effect on employee performance. Leaders who effectively communicate organizational vision, provide inspiration, foster trust, and support employee development contribute to improved employee effectiveness and productivity. These findings confirm the importance of transformational leadership in creating a supportive work environment that encourages employees to achieve higher levels of performance.

The study also found that organizational innovation positively and significantly influences employee performance. An organizational environment that promotes innovation, supports new ideas, and encourages continuous improvement enables employees to perform their tasks more effectively and adapt to changing organizational demands. This finding highlights the strategic role of innovation in enhancing individual and organizational performance.

Furthermore, the results demonstrate that creativity serves as a significant mediating variable in the relationship between transformational leadership and employee performance. Transformational leadership stimulates employee creativity by encouraging idea generation, problem-solving, and continuous improvement, which subsequently enhances performance outcomes. Similarly, creativity was found to mediate the relationship between organizational innovation and employee performance. Innovative organizational practices create conditions that foster employee creativity, allowing employees to develop novel solutions and improve work processes, ultimately contributing to higher performance levels.

From a theoretical perspective, this study extends the literature on transformational leadership, organizational innovation, creativity, and employee performance by providing empirical evidence within the context of an educational institution. The findings support Transformational Leadership Theory and the Componential Theory of Creativity, demonstrating that leadership and innovation can improve performance both directly and indirectly through creativity.

From a practical perspective, the findings suggest that Baitul Jannah Islamic School Bandar Lampung should strengthen transformational leadership practices, particularly in encouraging employees to think critically and approach problems from multiple perspectives. The organization should also continue fostering an innovative work climate by supporting idea development, continuous learning, and employee participation in organizational improvement initiatives. In addition, efforts to enhance employee creativity and work quality should be prioritized through competency development programs, collaborative problem-solving activities, and innovation-oriented organizational policies.

Despite its contributions, this study has several limitations. The research was conducted within a single educational institution, which may limit the generalizability of the findings to other organizational contexts. Additionally, the cross-sectional design restricts the ability to observe causal relationships over time. Future research is therefore encouraged to examine similar relationships in different sectors and organizational settings, employ longitudinal research designs, and incorporate additional mediating or moderating variables such as organizational commitment, work engagement, organizational culture, or knowledge-sharing behavior to provide a more comprehensive understanding of employee performance.

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