

Transformational Leadership and Employee Performance: Mediated Role of Innovative Work Behavior and Affective Commitment

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ABSTRACT

This research aims to determine and analyze Transformational Leadership on Employee Performance Mediated by Innovative Work Behavior and Affective Commitment. The population in this study were all BPSDM employees of North Sumatra Province, totaling 82 people. The sample in this study used saturated sampling, so the sample size was 82 employees at BPSDM North Sumatra Province. Data collection techniques in this research used observation and questionnaire techniques. The data analysis technique in this research uses a quantitative approach, statistical analysis using Outer Model Analysis, Inner Model Analysis, and Hypothesis Testing. Data processing in this research uses the PLS (Partial Least Square) software program. This research proves that Transformational Leadership has a significant effect on Employee Performance. Transformational Leadership has a significant effect on Innovative Work Behavior. Transformational Leadership has a significant effect on Affective Commitment. Innovative Work Behavior has a significant effect on Employee Performance. Employee Performance mediated by affective Commitment at BPSDM North Sumatra Province.

Keywords: Transformational Leadership; Employee Performance; Innovative Work Behavior; Affective Commitment

INTRODUCTION

The role of human resources is a subject implementing policies and operational activities in an organization. Organizations today are looking for individuals who are willing to perform tasks that are not listed in the job description. If the company meets needs, employees will immediately give more to the company. With this in mind, it is intended that workers will develop a sense of belonging to the organization, which will improve employee performance results in the organization (Hamdani & Jufrizen, 2023).

Performance is an embodiment of an employee as an achievement in accordance with his role in a company and a certain period. In measuring the performance of an employee or manager, measurement standards are needed to apply standards to determine whether the employee's performance is in line with the expected goals, as well as to see the magnitude of performance deviations, by comparing actual work results as expected (Arif et al., 2019).

If employee performance is low, it will be difficult for the company to achieve the targets that have been set, therefore it is important for companies to always monitor employee performance so that they remain in good condition, in fact the company must always try to achieve it (J. Jufrizen et al., 2019).

Good performance is also one of the organization's targets for achieving high productivity. Achieving good performance is independent of the good quality of human resources (Susilo et al., 2023). Low performance is one of the things that reflects the company's failure to develop employees in accordance with company standards in order to achieve company goals. This will be a serious threat to the company if employee performance is not immediately improved (Farisi & Utari, 2020).

One of the factors that influences employee performance is innovative work behavior. People who behave innovatively will always try to solve problems in ways that are different from usual but more effective and efficient (Muhammad Andi Prayogi, 2019).

Innovative behavior can be realized if there is a desire from employees to make changes (employee-driven innovation). Innovative behavior is the most necessary factor when facing intense economic changes and to increase a company's competitive advantage. One of the factors that influences employee performance and is also a dimension in organizations is affective commitment. Organizational commitment is characterized as a strong belief in the organization and acceptance of the organization's goals and values, a willingness to make meaningful efforts for the benefit of the organization and a strong will to maintain membership in the organization (Adhan et al., 2020). Affective commitment is the level of psychological attachment to an organization based on how well one feels about the organization (Sutrisno, 2019).

Another factor that can influence increasing employee performance is Transformational Leadership. Effective leadership must provide direction to the efforts of all employees in achieving organizational goals. This situation will create a situation where an employee works only to achieve his personal goals, while the entire organization becomes inefficient in achieving its goals. Leadership is an ability inherent in a person who leads which depends on various factors, both internal and external factors (Tamali & Munasip, 2019).

Transformational leaders pay attention to the concerns and development needs of individual followers, they change followers' awareness of issues by helping them view problems in new ways and they are able to excite, excite and inspire followers to expend extra effort to achieve goals. group or organization (Rivai & Sagala, 2018).

LITERATURE REVIEW

1. Understanding Employee Performance

The term performance comes from Job Performance or Actual Performance, the achievements produced by someone in doing work. Performance is the result of work in terms of quality and quantity achieved by someone (Mangkunegara, 2019)

According to (Sedarmanyanti, 2018), performance is a management tool used to improve the quality of decision making and accountability. And (Kasmir, 2019) explains that performance is the ability of a manager to carry out assigned tasks in accordance with the targets set by the organization.

Meanwhile, according to (Hamali, 2019), performance is the result of work that has a strong relationship with the organization's strategic goals, customer satisfaction and contribution to the economy. And performance is a sign of the success or failure of a person or group in carrying out real work that has been determined by an organization.

2. Understanding Innovative Work Behavior

According to innovative work behavior, it is very necessary for organizational development and improving performance through improving or efficiencies in various activities through the resulting innovations (Jufrizen & Intan, 2021).

According to (Gultom, 2015) innovative work behavior is the deliberate creation, introduction and application of new ideas in a job, group or organization to gain benefits in the performance of a job, group or organization.

3. Understanding Affective Commitment

According to (Yusuf & Syarif, 2018) affective commitment is an emotional bond attached to employees, to identify and involve themselves with the organization. And affective commitment is related to members' emotional connection to their organization, identification with the organization, and members' involvement with activities in the organization (Umam, 2018).

According to (Sutrisno, 2019) affective commitment is the level of psychological attachment to an organization based on how well one feels about the organization. This type of commitment arises from the encouragement of comfort, security and other benefits felt in an organization that one does not get from the place or organization that other.

According to (Suwatno & Priansa, 2018) affective commitment is defined as an employee's desire to remain part of the organization, with the consideration that if he leaves, he will face the risk of loss.

4. Understanding Transformational Leadership

According to (Northouse, 2021) Transformational Leadership is pure Transformational Leadership which is leadership that is social in nature and cares about the common good. These socially transformational leaders overcome their own interests for the good of others.

According to (Mutholib & Ammy, 2021) Transformational Leadership is a process where people engage with other people, and create relationships that create motivation and morality in leaders and followers.

Furthermore (Rivai & Sagala, 2018) states that Transformational Leadership is a type of leadership that guides or motivates their followers towards goals that are upheld by clarifying roles and task demands. This type of leader provides individualized consideration and intellectual stimulation, and who has charisma.

According to (J. Jufrizen & Lubis, 2020) Transformational Leadership is a type of leadership that guides or motivates their followers towards goals that are upheld by clarifying roles and task demands.

Conceptual Framework

1. The Influence of Transformational Leadership on Employee Performance

High performance is one of the company's competitive advantages. With good human resources, carrying out their duties and responsibilities in accordance with existing regulations, there will be a good increase in performance. Leadership that can increase employee work motivation is leadership that can increase employee self-confidence in carrying out their respective duties (Indajang et al., 2020). Apart from that, leadership always involves influencing other people to achieve a good goal. Employee performance is not only seen from skills but also from the way a person leads and influences his co-workers to achieve goals that benefit the company (Sukoco et al., 2020).

Transformational leadership is an individual's ability to motivate and influence others, while the basic definition of leadership has consistently been used as a basis for evaluating leadership, experts have developed the basics of leadership theory in practice such as trait, behavioral, situational, transactional and transformational.

2. The Influence of Transformational Leadership on Innovative Work Behavior

A person who has innovative behavior is a person whose daily attitude is someone who always thinks critically, tries to always make changes in their environment that are towards renewal from traditional to modern, or from attitudes that have not yet advanced to attitudes that are more advanced and efforts are made so that these changes have certain uses or added value (Fahmi & Sanika, 2019).

People who behave innovatively will always try to solve problems in ways that are different from usual but more effective and efficient. Self-efficacy reflects a person's belief in their ability to carry out specific tasks in the innovation process (Susilo et al., 2023)

3. The Influence of Transformational Leadership on Affective Commitment

The definition of leadership shows that this process involves an individual's ability to motivate and influence others, while the basic definition of leadership has consistently been used as a basis for evaluating leadership, experts have developed the basics of leadership theory in practice such as trait, behavioral, situational, transactional and transformation.

With Affective Commitment there will be a strong desire to become a member of a group, a high willingness to work for the organization, certain beliefs and acceptance of the organization's values and goals. Affective Commitment is the extent to which employees believe and accept the organization's goals and will stay or not leave the organization (Jufrizen Jufrizen & Noor, 2022)

4. The Influence of Innovative Work Behavior on Employee Performance

Innovative work behavior is individual behavior that aims to introduce new and useful ideas, processes, products or procedures to a group or organization. This really depends on each individual in the organization to respond to various changes through innovative behavior in producing creative ideas in using more effective and efficient work methods.

The existence of human resources in an organization is very important. Every company must be professional in managing company resources. Human resources are people referred to as managers, employees, employees, laborers or workers who work for an organization (Jufrizen & Sitorus, 2021)

5. The Effect of Affective Commitment on Employee Performance

Affective Commitment means a strong acceptance within the individual of the company's goals and values, so that the individual will work and have a strong desire to remain in the company (Umam, 2018).

One way to see a company's development is to look at the performance of its employees at the company. Performance as something visible, where individuals are relevant to organizational goals (Marbun & Jufrizen, 2022)

6. The Influence of Transformational Leadership on Employee Performance Mediated by Innovative Work Behavior

Human resource assessment can be seen from the results of the work they have done through the performance they produce. So it can be said that effective human resources produce good performance (Jufrizen Jufrizen et al., 2020). It is important to pay attention to employee performance because employees are the main resources and important assets in the company. Companies must be able to maintain or even improve the quality of their employees so that their employees can produce good performance (Jufrizen Jufrizen & Noor, 2022)

Leadership is an important factor that determines employee performance and the organization's ability to adapt to environmental changes. Leadership is an ability inherent in a person who leads which depends on various factors, both internal and external factors (J. Jufrizen & Lubis, 2020)

7. The Influence of Transformational Leadership on Employee Performance Moderated by Affective Commitment

Employee performance can also be influenced by the leadership adopted and implemented by top management or leadership. Transformational Leadership is a leadership style that can inspire subordinates or followers to go beyond their own interests for the benefit of the company. This leadership style is an inspirational style, can improve employee performance, and can act as an effective leader (Farisi et al., 2021)

The conceptual framework in this research can be seen from the image below:

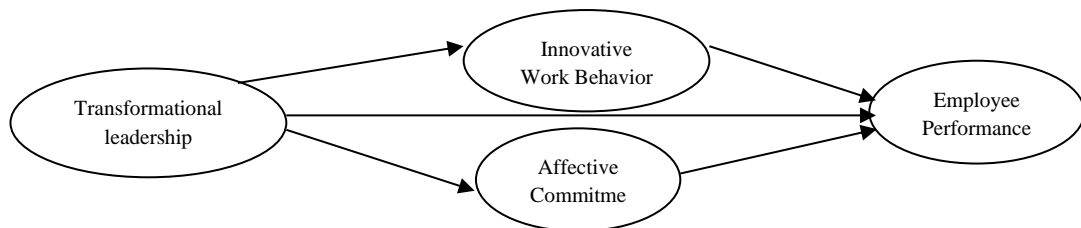


Figure 1. Conceptual Framework Hypothesis

A hypothesis is a guess, conclusion, or temporary answer to a problem that has been formulated in the previous problem formulation (Azuar Juliandi et al., 2014). Based on the description above, the author proposes the following hypothesis:

1. There is an influence of Transformational Leadership on employee performance
2. There is an influence of Transformational Leadership on the Innovative Work Behavior
3. There is an influence of Transformational Leadership on the Affective Commitment
4. There is an influence of innovative work behavior on the performance of BPSDM employees in North Sumatra Province.
5. There is an influence of Affective Commitment on the Performance of BPSDM Employees in North Sumatra Province.
6. There is an influence of Transformational Leadership on Employee Performance Mediated by Innovative Work Behavior.
7. There is an influence of Transformational Leadership on Employee Performance by Moderating the Affective Commitment of BPSDM North Sumatra Province.

RESEARCH METHODS

1. Research Approach.

The research approach used in this research is an associative approach. According to (Sugiyono, 2017) associative research is "research that aims to determine the relationship between two or more variables". Meanwhile, according to (A Juliandi, 2018). Associative research is research that attempts to examine how a variable has an interest or is related to other variables, or whether a variable is influenced by other variables, or whether a variable is the cause of changes in other variables.

2. Research Place

The location of this research was carried out at the Human Resources Development Agency of North Sumatra Province which is located at Jl. Ngalengko No 1, Pioneer of East Medan Medan City Medan, North Sumatra 20233.

3. Sampling Technique

Population is a generalized area consisting of objects/subjects that have certain quantities and characteristics determined by the researcher to be studied and then conclusions drawn. A sample is a portion of the population that will be taken for research and the research results are used as a representation of the population as a whole. Thus, the sample can be stated as part of the population taken using certain techniques or methods to be researched and generalized to the population (Hendrayadi, 2015). The population and sample of this research are all permanent employees of the Human Resources Development Agency of North Sumatra Province, totaling 79 people.

RESULTS

1. Internal Consistency Analysis

Internal consistency analysis is a form of reliability used to assess the consistency of results across items on the same test. Internal consistency testing uses composite reliability values with the criteria that a variable is said to be reliable if the composite reliability value is > 0.600 (Joseph F. Hair et al., 2023)

Based on the internal consistency analysis data in the table above, the Affective Commitment variable is reliable

2. Convergent Validity

Convergent validity is used to see the extent to which a measurement correlates positively with alternative measures of the same construct. To see whether an indicator of a construct variable is valid or not, look at the outer loading value. If the outer loading value is greater than (0.4) then an indicator is valid (Joseph F. Hair et al., 2023). Based on the table above, it can be seen that the outer loading value means all indicators in the Transformational Leadership variable are declared valid.

3. Discriminant Validity

Discriminant validity aims to assess whether an indicator of a construct variable is valid or not, namely by looking at the Heterotrait - Monotrait Ratio of Correlation (HTMT) value < 0.90 , then the variable has good discriminant validity (valid).

Based on the table above, the results of the Heterotrait - Monotrait Ratio of Correlation (HTMT) correlation are obtained, thus all Affective Commitment correlation values are declared valid.

4. Collinearity (Collinearity / Variance Inflation Factor / VIF)

Collinearity testing is to prove whether the correlation between latent variables/constructs is strong or not. If there is a strong correlation, it means that the model contains problems from a methodological point of view, because it has an impact on the estimation of statistical significance. The value used to analyze it is by looking at the Variance Inflation Factor (VIF) value. If the VIF value is greater than 5.00, it means there is a collinearity problem, and vice versa, there is no collinearity problem if the VIF value is < 5.00 . Thus, from the data above, the structural model in this case is not all correlations that are free from collinearity problems.

5. Structural Model Analysis (Inner Model)

In this test there are two stages, namely testing the direct influence hypothesis and testing the indirect influence hypothesis. The hypothesis testing path coefficients are in the image below:

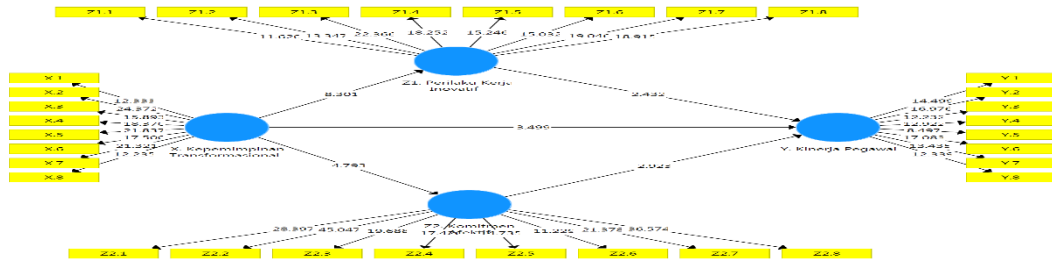


Figure 2. Hypothesis Testing

5.1. Direct Effect Testing

Direct influence hypothesis testing aims to prove the hypotheses of the influence of a variable on other variables directly (without intermediaries), namely:

1. If the path coefficient value is positive, it indicates that an increase in the value of one variable is followed by an increase in the value of another variable.
2. If the path coefficient value is negative, it indicates that an increase in one variable is followed by a decrease in the value of another variable.

And the probability value is:

1. If the probability value (P-Value) < Alpha (0.05) then H_0 is rejected (the influence of one variable on other variables is significant).
2. If the probability value (P-Value) > Alpha (0.05) then H_0 is accepted (the influence of one variable on other variables is not significant)

5.2. Testing the Influence Hypothesis No Direct

Indirect influence hypothesis testing aims to prove hypotheses about the influence of a variable on other variables indirectly (through intermediaries).

1. If the indirect influence coefficient value > direct influence coefficient, then it mediates the relationship between one variable and another variable.
2. If the indirect influence coefficient value is < direct influence coefficient, then it does not mediate the relationship between one variable and another variable.

Table 1. Indirect Effect Hypothesis

	Sampel Asli (O)	Rata-rata Sampel (M)	Standar Deviasi (STDEV)	T Statistik (O/STDEV)	P Values
X. Transformational leadership -> Z1. Innovative Work Behavior -> Y. Employee Performance	0,187	0,188	0,084	2,228	0,026
X. Transformational leadership -> Z2. Affective Commitment -> Y. Employee Performance	0,131	0,139	0,062	2,128	0,034

Source: SEM PLS (2022)

Based on the table above, it is obtained

1. P Values, thus it can be stated that Transformational Leadership has a significant effect on Employee Performance through Innovative Work Behavior.

2. The P Values can thus be stated that Transformational Leadership has a significant effect

on Employee Performance through spiritual mediation in the workplace

5.3. Coefficient of Determination (R Square)

The Coefficient of Determination (R Square) aims to evaluate the accuracy of predictions for a variable. In other words, to evaluate how variations in the value of the dependent variable are influenced by variations in the value of the independent variable in a path model.

1. An R Square value of 0.75 indicates a strong PLS model
2. An R Square of 0.50 indicates a moderate PLS model.
3. An R Square value of 0.25 indicates a weak PLS model

Tabel 2. Koefisien Determinasi

	R Square	Adjusted R Square
Y. Employee Performance	0,709	0,697
Z1. Innovative Work Behavior	0,439	0,432
Z2. Affective Commitment	0,279	0,269

Source: SEM PLS (2022)

In the table above, the results show that the influence of Transformational Leadership on Employee Performance is 0.709, meaning the magnitude of the influence is 70.9%, this means it shows a strong PLS. Then, the result of the influence of Transformational Leadership on Innovative Work Behavior is 0.439, meaning the magnitude of the influence is 43.9%, this means it shows moderate PLS. And, the result of the influence of Transformational Leadership on Affective Commitment is 0.279, meaning the magnitude of the influence is 27.9%, this means it shows moderate PLS.

DISCUSSION

1. The Influence of Transformational Leadership on Employee Performance.

The results of this research found that the direct influence of the Transformational Leadership variable on Employee Performance has a path coefficient of 0.443 (positive), and has a P-Values value of 0.001, then $0.001 < 0.05$, so it can be stated that Transformational Leadership has a significant effect on Employee Performance. North Sumatra Province Human Resources Development Agency

High performance is one of the company's competitive advantages (Jufrizen Jufrizen & Rahmadhani, 2020). Human Resources are one of the most important elements in determining the success of a company. With good human resources, carrying out their duties and responsibilities in accordance with existing regulations, there will be a good increase in performance (Siswadi & Lestari, 2020).

Leadership is a very important thing in management, because of leadership the management process will run well and employees will be enthusiastic in carrying out their duties. Leadership that can increase employee work motivation is leadership that can increase employee self-confidence in carrying out their respective duties (Indajang et al., 2020). Apart from that, leadership always involves influencing other people to achieve a good goal. A leader is required to have great responsibility and be able to show the right or right path, but can also be required to head a job or activity. Employee performance is not only seen from skills but also from the way a person

leads and influences his co-workers to achieve goals that benefit the company (Sukoco et al., 2020).

Transformational leadership is an individual's ability to motivate and influence others, while the basic definition of leadership has consistently been used as a basis for evaluating leadership, experts have developed the basics of leadership theory in practice such as trait, behavioral, situational, transactional and transformational (Orabi & Tareq, 2016).

This is in line with research conducted by (Arif et al., 2019), which states that Transformational Leadership influences Employee Performance

2. The Influence of Transformational Leadership on Innovative Work Behavior

The results of this research found that Transformational Leadership on Innovative Work Behavior has a path coefficient of 0.663 (positive), and has a P-Values value of 0.0000 then $0.000 < 0.05$, so it can be stated that Transformational Leadership has a significant effect on Innovative Work Behavior in Employee of the Human Resources Development Agency of North Sumatra Province

A person who has innovative behavior is a person whose daily attitude is someone who always thinks critically, tries to always make changes in their environment which are towards renewal from traditional to modern, or from attitudes that have not yet advanced to attitudes that are more advanced and efforts are made so that these changes have certain uses or added value.

People who behave innovatively will always try to solve problems in ways that are different from usual but more effective and efficient. Self-efficacy reflects a person's belief in their ability to carry out specific tasks in the innovation process

The results of this research are in line with research conducted by (J. Jufrizen et al., 2021) which states that leadership style influences innovative work behavior.

3. The Influence of Transformational Leadership on Affective Commitment

The results of this research found that Transformational Leadership on Affective Commitment has a path coefficient of 0.528 and has a P-Values value of 0.0000, so $0.000 < 0.05$, so it can be stated that Transformational Leadership has a significant effect on Innovative Work Behavior in Resource Development Agency Employees. Man of North Sumatra Province. The definition of leadership shows that this process involves an individual's ability to motivate and influence others, while the basic definition of leadership has consistently been used as a basis for evaluating leadership, experts have developed the basics of leadership theory in practice such as trait, behavioral, situational, transactional and transformation (AE Nasution, 2018).

With Affective Commitment there will be a strong desire to become a member of a group, a high willingness to work for the organization, certain beliefs and acceptance of the organization's values and goals (Marbun & Jufrizen, 2022). Affective Commitment is the extent to which employees believe and accept the organization's goals and will stay or not leave the organization (Jufrizen Jufrizen & Noor, 2022)

4. The Influence of Innovative Work Behavior on Organizational Citizenship Behavior (OCB)

The direct influence of Innovative Work Behavior on Employee Performance has a path coefficient of 0.283 (positive), and has a P-Values value of 0.015, so $0.015 < 0.05$, so it can be stated that Innovative Work Behavior has a significant effect on Employee Performance in Human Resources Development Agency employees. North Sumatra Province. Innovative work behavior is individual behavior that aims to introduce new and useful ideas, processes, products or procedures to a group or organization. Innovative work behavior is needed in organizational development and improving performance through improvement or efficiency of various activities through the resulting innovation. This really depends on each individual in the organization to

respond to various changes through innovative behavior in producing creative ideas in using more effective and efficient work methods.

The existence of human resources in an organization is very important. Every company must be professional in managing company resources. Human resources (HR) play the most important role in an organization or company compared to other resources. One of the management functions applied in organizations is the personnel function/human resource management. Human resources are people referred to as managers, employees, employees, laborers or workers who work for an organization (Jufrizen & Sitorus, 2021)

5. The Influence of Employee Affective Commitment on Employee Performance

The results of this research found that Affective Commitment to the Employee Performance variable has a path coefficient of 0.248 (positive) and has a P-Values value of 0.004 so $0.004 < 0.05$, so it can be stated that Affective Commitment has a significant effect on Employee Performance in Resource Development Agency Employees. Human Resources of North Sumatra Province

Affective Commitment means a strong acceptance within the individual of the company's goals and values, so that the individual will work and have a strong desire to remain in the company (Umam, 2018).

One way to see a company's development is to look at the performance of its employees at the company. Performance is a measurement of the results of work in a program that realizes targets in the form of results or outputs that are the result of an evaluation that is considered by the manager to make a decision. Performance as something visible, where individuals are relevant to organizational goals (Marbun & Jufrizen, 2022). The higher the affective commitment of employees, the greater the employee's individual performance will increase. Thus, from the theory and previous research above, the hypothesis was obtained that "Affective commitment influences employee performance".

In contrast to research conducted by (Pohan et al., 2022) which concluded that "affective commitment does not have a significant effect on employee performance" this shows that the performance displayed is not influenced by employee affective commitment.

6. The Influence of Transformational Leadership on Employee Performance Through Innovative Work Behavior.

The results of this research found that the P Values of the indirect influence of Transformational Leadership on Employee Performance through Innovative Work Behavior have a path coefficient of 0.187 (positive) and have a P-Values value of 0.026, so $0.026 < 0.05$, thus it can be stated that Transformational Leadership has a significant effect on Employee Performance through Innovative Work Behavior at Pelindo 1.

Human resource assessment can be seen from the results of the work they have done through the performance they produce. So it can be said that effective human resources produce good performance (Daulay et al., 2017). It is important to pay attention to employee performance because employees are the main resources and important assets in the company. Companies must be able to maintain or even improve the quality of their employees so that their employees can produce good performance (Jufrizen Jufrizen & Noor, 2022)

Leadership is an important factor that determines employee performance and the organization's ability to adapt to environmental changes. Effective leadership must provide direction to the efforts of all employees in achieving organizational goals. Without leadership, the relationship between individual goals and organizational goals may become unidirectional. This situation will create a situation where an employee works only to achieve his personal goals, while the entire organization becomes

inefficient in achieving its goals. Leadership is an ability inherent in a person who leads which depends on various factors, both internal and external factors (J. Jufrizen & Lubis, 2020)

7. The Influence of Transformational Leadership on Employee Performance Through Affective Commitment

The results of this research found that the P-Values value of the indirect influence of Transformational Leadership on Employee Performance has a path coefficient of 0.131 (positive) and has a P-Values value of 0.034, so it is $0.034 < 0.05$, thus it can be stated that Transformational Leadership has a significant effect on Employee Performance. spiritually mediated in the workplace at Pelindo 1.

Employee performance can also be influenced by the leadership adopted and implemented by top management or leadership. Path Goal theory assumes that leaders can change their behavior to meet the demands of certain situations, for example when facing a new group of subordinates or a new project, leaders may behave directly in creating work procedures and explaining what must be done. Next, leaders can use supportive behavior to increase group cohesion and foster a positive climate.

Transformational Leadership is a leadership style that can inspire subordinates or followers to go beyond their own interests for the benefit of the company. This leadership style is an inspirational style, can improve employee performance, and can act as an effective leader (Fahmi & Sanika, 2019)

CONCLUSION

Based on the results of the research and discussion previously presented, the following conclusions can be drawn: Transformational Leadership has a significant effect on Employee Performance, Transformational Leadership has a significant effect on Innovative Work Behavior in Employees, Transformational Leadership has a significant effect on Affective Commitment in Employees, Innovative Work Behavior has a significant effect on Employee Performance, Affective Commitment has a significant influence on Employee Performance, Transformational Leadership has a significant influence on Employee Performance through Innovative Work Behavior in Employees, Transformational Leadership has a significant influence on Employee Performance through spiritual mediation in the workplace for Employees

LIMITATION (OPTIONAL)

This research has not been able to fully reveal the factors that influence employee performance at the Human Resources Development Agency of North Sumatra Province. This research is only limited to organizational justice factors, employee performance. Innovative Work Behavior and Affective Commitment. It was difficult for researchers to distribute questionnaires because respondents were busy working.

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DECLARATION OF CONFLICTING INTERESTS

The author has no conflict of interest in writing this article

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