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**CORRESPONDING AUTHOR**

Effiyaldi  
Faculty of Economics and  
Business  
Universitas Dinamika Bangsa,  
Indonesia

**EMAIL**

yldb67@gmail.com

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## THE EFFECT OF TRANSACTIONAL LEADERSHIP, TRANSFORMATIONAL LEADERSHIP, CREATIVE SELF EFFICACY ON INNOVATIVE WORK BEHAVIOR AND EMPLOYEE PERFORMANCE MODERATED BY DIGITAL LITERACY

**Effiyaldi****Herry Mulyono****Eddy Suratno**

Management Study Program, Faculty of Economics and Business,  
Universitas Dinamika Bangsa, Indonesia

**Johni Paul Karolus Pasaribu**

Entrepreneurship Study Program, Faculty of Economics and Business,  
Universitas Dinamika Bangsa, Indonesia

**Abstract:** Innovative Work Behavior and Employee Performance moderated by Digital Literacy has many benefits. To get these benefits, it is necessary to have the roles that supports the creation of Innovative Work Behavior and Employee Performance moderated by Digital Literacy. The purpose of this study is to build an understanding of the roles of Transactional Leadership, Transformational Leadership, Creative Self-efficacy In Innovative Work Behavior and Employee Performance moderated by Digital Literacy. The nature of this study is explanatory research. Data collection through questionnaire. The sampling method was target sampling. The sample size was 250 SME employees in Jambi city, and structural equation modeling (SEM) with his AMOS software was used for data analysis. The results of this study suggest that Transactional Leadership, Transformational Leadership, Creative Self -efficacy has a significant effect on Innovative Work Behavior and on Employee Performance. Digital Literacy strengthens the link between Innovative Work Behavior and Employee Performance. From the data it is recommended to increase the Transactional Leadership, Transformational Leadership, Creative Self -efficacy, and Digital Literacy to Improve the Innovative Work Behavior and Employee Performance.

**Keywords:** Transactional Leadership, Transformational Leadership, Creative Self-Efficacy, Innovative Work Behavior, Employee Performance, Digital Literacy

**CITATION**

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## INTRODUCTION

In the current era of technological shifts, technology plays a vital role in determining the industry's death. According to (Santoso et al., 2019), current technological advances encourage companies to develop creativity and innovation to serve customer needs and expectations. Because creativity in business organizations is a common good that emerges from individual and group creativity, organizational creativity has become an increasing concern for many organizational stakeholders (Borghini, 2005). Creativity is critical to supporting organizational performance while resolving problems quickly in an always-connected and dynamic landscape (Pap et al., 2022; Serrano-Bedia et al., 2016; Ghosh, 2015). Innovation is one of the driving forces within an organization to accelerate optimal organizational performance while reflecting the organization's primary objectives (Rumanti et al., 2021). Open innovation is one of the factors supporting the performance of small and medium enterprise organizations (SMEs). In open innovation, there are inbound and outbound open innovation (Popa et al., 2017; Rumanti et al., 2020). The natural outcome of organizational creativity is organizational change, such as improvement (changes from previous ways of doing things) and innovation (new activities for the company). Without creativity, organizations may be unable to adapt to internal and external changes (Choi and Lee, 2003). The responsibility of employees as the primary source and executor of innovation is crucial to creating organizational innovation. The organizational environment of knowledge-based industries, especially the telecommunications industry, is highly dynamic, and work activities typically involve complex, non-standard, and ad hoc tasks. (Shah et al., 2020).

In the day-to-day operations of organizations, organizations often encounter problems and creative solutions that cannot be quickly adapted to rapid technological changes. Therefore, employees in this industry must develop, support, and implement new methods, approaches, and procedures. (Kaasinen et al., 2020) To overcome challenges in the work environment. Must be able to perform tasks beyond the established routines of a team, group, or organization. They may seek new technologies, suggest new ways of achieving goals, implement new work methods, and hide and

secure resources to implement new ideas (Oztemel and Gursev, 2020). In this research, we focus on the effects of Transactional Leadership, Transformational Leadership, and Creative Self-Efficacy on Innovative Work Behavior and examine the role of digital literacy in moderating the relationship between innovative work behavior and employee performance.

One of the essential things in company operations is human resources (Khan et al., 2020). Other resources cannot carry out their functions if there are no human resources. SME owners need employees who can work better and faster. To achieve this, it is very important to pay attention to employee performance on the grounds that companies need employees to work effectively and efficiently. A large influence of innovative work behavior is required in order to improve employee performance. Innovative work behavior has four dimensions: idea exploration, idea creation, idea promotion, and idea implementation. Examples of items included on the scale are the ability to discover new opportunities at work, the ability to find solutions, the ability to gain support from higher management, and the ability to contribute to the implementation of new ideas.

Head of the Cooperative Institutional Division of the Jambi Province Cooperatives, Small and Medium Enterprises Service, Muhammad Ilyas, stated that in 2022, the Jambi Provincial government allocated funds of 20 billion rupiah for the development of MSMEs in Jambi Province. However, the amount of funds allocated has not been able to improve the performance of MSMEs in Jambi Province optimally. Apart from that, Jambi Province is an attractive and potential area for the development of SMEs, which will have a significant impact on improving the economy of Jambi Province.

The influence of transactional leadership, transformational leadership, and creative self-efficacy is needed to increase innovative work behavior and employee performance. Transactional Leadership is a behavior in which leaders focus on economic or political transactions or exchanges involving leaders and their members (Hutahaean, 2021). Transformational leadership evaluates the ability and potential of each subordinate to carry out a task/job and the possibility of expanding the responsibilities and authority of subordinates in

the future. Innovative work behavior of employees will result in better performance.

The novelty of this study is that digital literacy factors moderate the relationship between innovative work behavior and employee performance. Research on digital literacy as a moderating variable of the relationship between innovative work behavior and employee performance is still relatively rare. Therefore, researchers want to investigate digital literacy as a moderating effect that can strengthen the relationship between innovative work behavior and employee performance. So, it is necessary to study transactional leadership, transformational leadership, and self-efficacy for innovative work behavior that will impact the performance of MSME employees.

## LITERATURE REVIEW

### Transactional Leadership

Transactional design is about “keeping the boat afloat.” Transactional leaders use discipline management and demonstrable motivation to encourage employees to perform at their best. (Nadia et al., 2022; Afsar et al., 2017). Transactional leadership focuses on interactions between leaders and followers, with leaders managing rewards and recognition (Meisam et al., 2013). Transactional Leadership will make rewards a way to lead followers (Jensen et al., 2019). Transactional leadership is a behavior in which leaders focus their attention by conducting economic or political transactions or exchanges involving leaders and their members.

### Transformational Leadership

Leadership is the process of influencing members of an organization to achieve organizational goals (Schein, 2017). Transformational leaders are leaders who change their organizations for the better. These show that transformational leaders see themselves as agents of change, take risks, are courageous, and collaborate with colleagues and employees on an emotional and substantive level (Tichy and Devanna, 1990). Jiang et al. (2017) indicated that transformational leaders can transform their subordinates to adopt the organization's vision as their own. and, (Mulla and Krishnan, 2022) have pointed to transformational leaders seeking potential motives and higher needs in followers. So, Transformational leadership considers individual workers. This will become an in-

spirational motivation for workers and provide direction to achieve common goals. This activity encourages workers to be active in brainstorming ideas, thinking about breakthroughs, and ultimately being able to create innovations in the workplace.

### Creative Self Efficacy

Creative self-efficacy (CSE) is the belief that one has the necessary knowledge and skills to achieve innovative outcomes (Karwowski et al., 2018). Tierney and Farmer (2002) introduced the concept of CSE, inspired by Bandura's idea of “self-efficacy (Bandura et al., 1997). Creative self-efficacy is a person's belief has the ability to produce creative results (Vally et al., 2019). Someone with creative self-efficacy tends to feel confident in their knowledge and skills in generating ideas, implementing them at work, and trying to be responsible (Teng et al., 2020). In simple words, a person's CSE is related to their beliefs and confidence in achieving and implementing creative and innovative results.

### Innovative Work Behavior

Researchers state that innovation is one of the key tools for organizational success and competitive advantage (Chughtai and Khalid, 2023; Li et al., 2022). Innovation mainly relies on employees' innovative work behavior (IWB), which has been observed to produce high-quality performance and minimize errors (Anjum and Zhao, 2022). Siregar et al. (2019) define innovative work behavior as a reflection of creating something new or different. Bos-Nehles and Veenendaal (2019) define innovative work behavior as a product, process, or service that results from problem identification and idea generation. The conclusion, therefore, is that innovative work behavior is a product, process, or service that results from problem identification and idea generation and is used to create something new or different.

### Employee Performance

Diamantidis and Chatzoglou (2019) identified Employee Performance as the level of absence or attendance, ability to meet targets, and timeliness in completing tasks. Organizations should be aware that employees must garner the right caliber and ability (Locke and Latham, 2006). An employee's performance results from the qualita-

tive and quantitative work that he or she performs per the assigned responsibilities. (Paais and Pattiruhu, 2020) add that performance is employee behavior appropriate to their role or work. So, Employee performance results from the employee's qualitative and quantitative work, ability to achieve goals, and responsibility for achieving these goals.

**Digital Literacy**

According to Reddy et al. (2020), digital literacy is the appropriate use of digital tools and equipment to identify, access, manage, integrate, evaluate, analyze, and synthesize digital resources to construct new knowledge and create media of expression. It is an individual's awareness, attitude, and ability to do something. Communicating with others according to specific life situations enables constructive social behavior. Digital literacy refers to different types of digitally mediated social activities or practices for communication, identity construction, and social relationship management (Jones and Hafner, 2012). Research shows that the concept of digital literacy evolved with the invention and growing use of new digital technologies (Perdana et al., 2016; Techataweewan and Prasertsin, 2017). So, digital literacy is an activity that relates to the attitude and ability of individuals to use digital tools for communication, identity construction, and social relationships.

**HYPOTHESIS DEVELOPMENT**

**Relationship between Transactional Leadership and Innovative Work Behavior**

Transactional leadership is a behavior in

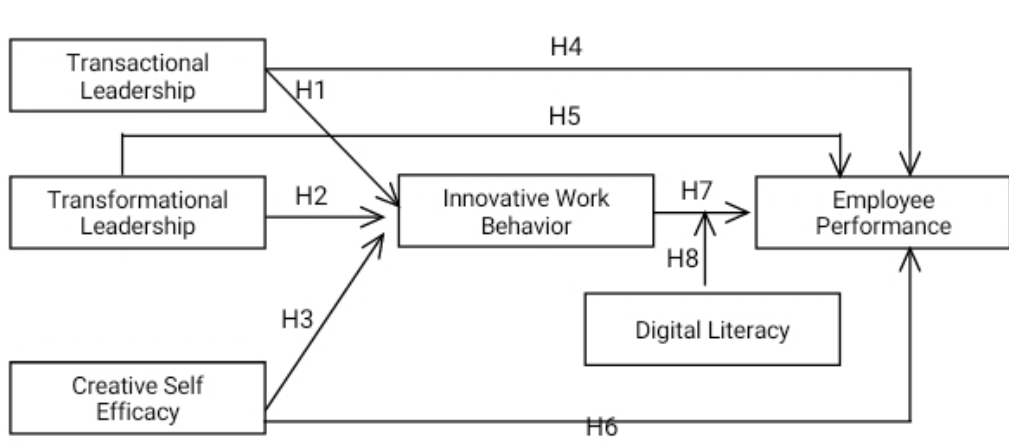
which leaders focus their attention by conducting economic or political transactions or exchanges involving leaders and their members. Transactional Leadership uses rewards to lead followers (Jensen et al., 2019). It is closely related to these dimensions. SME owners must be able to motivate their workers to achieve the set targets by clarifying the roles and requirements. Based on this description, the first hypothesis is:

**H1:** Transactional Leadership has a significant effect on Innovative Work Behavior.

**Relationship between Transformational Leadership and Innovative Work Behavior**

According to (Boukamcha, 2019), transformational leadership tends to provide intellectual stimulation to its team members. They stimulate their team members to find new ways of solving workplace problems. Transformational leadership takes individual team members into account. They are inspirational motivators for their team members, providing direction to achieve common goals. Therefore, team members chose them as role models. This activity encourages team members to participate in ideation actively, think of breakthroughs, and ultimately create innovation in the workplace. According to a recent study, transformational leadership can encourage employee creativity (Hisrich and Soltanifar, 2021). (Chaubey et al., 2019) found that transformational leadership has a positive and significant relationship with innovative work behavior. Based on this description, the second hypothesis is:

**H2:** Transformational Leadership has a significant effect on Innovative Work Behavior



**Figure 1. Research Framework**

### **Relationship between Creative Self-efficacy and Innovative Work Behavior**

According to (Yang et al., 2020), people with high creative cell efficacy are sensitive to positive stimuli and tend to adopt a goal-oriented approach to achieving positive outcomes. Creative self-efficacy is associated with better work performance through a motivation-oriented approach that involves goal setting to achieve positive outcomes at work actively (Hallak et al., 2018), High creative confidence, more proactive people, and independent work in pursuit of positive results. Additionally, creative self-efficacy includes general self-efficacy, evaluation of one's own performance, and the ability to successfully cope with different situations (Akbari et al., 2021). These results suggest that employees with higher creative confidence also have higher job satisfaction. This study suggests that the effectiveness of creative cells is positively related to their innovative task behavior. Based on this description, the third hypothesis is:

**H3:** Creative Self Efficacy has a significant effect on Innovative Work Behavior.

### **Relationship between Transactional Leadership and Employee Performance**

Wahyuni et al. (2020) suggests that the transactional leader's relationship with subordinates is reflected in three things: 1) Leaders understand what subordinates want and explain what they will get if their work is on target. 2) The leader exchanges the efforts of subordinates for a reward. 3) Leaders are responsive to the personal interests of subordinates as long as these interests are proportional to the value of the work done by the subordinates. Transactional leadership is when a leader guides or motivates followers toward the goals set by clarifying the requirements of roles and tasks (Abdelwahed et al., 2023). This is in accordance with (Hoxha, 2019) that relationship exchange is in transactional leadership, where subordinates are expected to offer performance to leaders; in this case, in the form of transactions, employers offer abstract rewards (trust, commitment, and appreciation), and real rewards. Based on this description, the fourth hypothesis is:

**H4:** Transactional Leadership has a significant effect on Employee Performance.

### **The Relationship between Transformational Leadership and Employee Performance**

A transformational leadership style can provide employees with useful feedback, encourage them to go the extra mile to find new solutions and increase their intrinsic motivation to think creatively. (Top et al., 2020). Transformational leadership style can motivate employees to achieve their goals through higher self-improvement rather than establishing reciprocal relationships with employees (Eliyana and Maarif, 2019). (Buil et al., 2019) evaluated the effect of different leadership styles in a longitudinal laboratory experiment, and their results indicated that transformational leadership had a more positive effect on group effectiveness. According to (Hasib et al., 2020), transformational leadership has a positive impact on employee performance and organizational innovation.

**H5:** Transformational Leadership has a significant effect on Employee Performance.

### **Relationship between Creative Self-efficacy and Employee Performance**

A sense of efficacy focused on creativity should promote creativity because it can offset the barriers associated with creative endeavors. Creativity requires trial and error experimentation and a willingness to learn from it. According to (Honnicke et al., 2020), self-efficacy can promote the adoption of mastery goal orientation (Alhadabi and Karpinski, 2020). In addition, domain-specific beliefs can lead to further experiences of work-related flow, an affective state closely related to creative idea generation (Akbari et al., 2021). Empirical research tends to support the idea that creative self-efficacy has a greater influence on innovative work behavior than the influence of creative self-efficacy on performance (Hallak et al., 2018).

**H6:** Creative Self Efficacy has a significant effect on Employee Performance.

### **Relationship between Innovative Work Behavior and Employee Performance**

Innovative work behavior consists of four interrelated groups of activities: problem recognition, idea generation, idea promotion, and idea realization. (Santoso et al., 2019). These activities can increase employees' ability to innovate (Ganguli et al., 2019). Problem recognition and idea ge-

neration are activities for problem recognition. The promotion and realization of ideas are achieved through the implementation of innovative ideas. Previous research has shown that employees who are able and willing to innovate extend their contributions beyond their work area (Akram et al., 2020). The study also concludes that innovative work behavior has a positive relationship with employee performance. According to (Li et al., 2019), innovative work behavior is positively correlated with task performance.

**H7:** Innovative Work Behavior has a significant effect on Employee Performance.

### **Moderation Role of Digital Literacy**

the context of the high-tech industry, especially the telecommunications industry, digital is core knowledge. Digitalization plays a major role in our daily activities. According to (Wahjusaputri and Nastiti, 2022), Digital literacy refers to the appropriate use of digital tools and equipment to identify, access, manage, integrate, evaluate, analyze, and synthesize digital resources to construct new knowledge, create media of expression, and communicate with others. It is an individual's awareness, attitude, and ability to understand the context of a particular life situation that enables constructive social action. According to (Santoso et al., 2019), technological innovation is a central factor determining a company's competitiveness. Technology-based innovation plays a crucial role in the survival and growth of companies. Therefore, employees in the high-tech industry, especially in the telecommunications industry, need to be aware of this technology and digitalization. Furthermore, (Mohd-Abas et al., 2019) highlighted how important it is for employees or individuals to analyze digital materials and gain a deeper understanding of how digitalization impacts their work. I'm emphasizing. This digital capability will help you overcome new challenges and solve current problems.

**H8:** Digital Literacy strengthens the relationship between Innovative Work Behavior and Employee Performance.

### **METHOD**

The variables in this study were measured using a Likert scale ranging from 1 to 7. 1 corresponds to "strongly disagree," and seven corre-

sponds to "strongly agree." The variables investigated consisted of exogenous and endogenous variables. Transactional leadership variables are the subject of transactional leadership research. Transactional leadership is measured in its four dimensions: performance pay, active management with exceptions, passive management with exceptions, and the ability to work according to procedures. Transformational leadership researchers use measurements based on (Bass, 1985). Transformational leadership is a subject of research in the field of transformational leadership. Transformational leadership variables have five dimensions: intellectual stimulation, personal consideration, ideal influence (traits and behaviors), and inspirational motivation. Examples of items included in this scale include leader values and beliefs, leader optimism, leader perspective on problems, and leader coaching and mentoring. On the other hand, the variable "innovative work behavior" (De Jong and Den Hartog, 2010) refers to the object of evaluating innovative work behavior. Innovative work behavior has four dimensions: idea exploration, idea generation, idea promotion, and idea implementation. Examples of items included in this scale include exploring new opportunities at work, finding solutions, receiving support from senior management, and contributing to implementing new ideas. This study uses measurements from (Tierny and Farmer, 2011). Examples of items included in the scale include the ability to solve problems creatively, the ability to generate new ideas, the ability to develop ideas, and the ability to solve difficult problems. We use the measures created by (Koopmans et al., 2012) to measure employee performance. According to (Koopmans et al., 2012), there are four dimensions of employee performance: task performance, situational performance, adaptive performance, and counterproductive work behavior. Examples of items in the scale include the ability to create and complete a work plan on time, take the initiative to solve problems, and adapt to work situations. This study refers to Martin (2005) and Ng (2012) to measure digital literacy. According to Ng (2012), digital literacy has three dimensions: technical, cognitive, and socio-emotional dimensions. Examples of items included in scale include ability to solve technical problems at work, willingness to learn new technology, and willingness to use technology at work.

Table 1. Variable Operational Definition

Variable	Item	Ref	Definition
V	<b><i>Transactional Leadership</i></b>	Meisam et al. (2013)	Transactional leadership focuses on interactions between leaders and followers, with leaders managing rewards and recognition.
Variable 1	Performance awards		
Variable 2	Active management		
Variable 3	Passive management		
Variable 4	Ability to work according to procedures		
V	<b><i>Transformational Leadership</i></b>	Tichy and Devanna (1990)	A transformational leader is one who changes an organization for the better. These show that transformational leaders see themselves as agents of change, take risks, have courage, and collaborate with colleagues and employees on an emotional and practical level.
Variable 5	Intellectual stimulation		
Variable 6	Individual considerations		
Variable 7	Ideal charisma/influence (attribute)		
Variable 8	Inspirational motivation		
Variable 9	Ideal charisma/influence (behavior)		
V	<b><i>Creative Self-Efficacy</i></b>	Karwowski et al. (2018)	Creative self-efficacy (CSE) is the belief that one has the knowledge and skills necessary to achieve innovative results..
Variable 10	Problem-solving ability		
Variable 11	Ability to generate new ideas		
Variable 12	Talent in developing other people's ideas		
Variable 13	Ability to tackle difficult problems		
Variable 14	Ability to solve problems		
V	<b><i>Innovative Work Behavior</i></b>	Bos-Nehles and Veenendaal (2019)	Define innovative work behavior as the products, processes, or services originating from problem identification and idea generation.
Variable 15	Idea Exploration		
Variable 16	Idea generation		
Variable 17	Promote ideas		
Variable 18	Implementation of ideas		
V	<b><i>Employee performance</i></b>	Diamantidis and Chatzoglou (2019)	Employee Performance is the level of absence or attendance, ability to meet targets, and timeliness in completing tasks.
Variable 19	Counterproductive work behavior		
Variable 20	Adaptive performance		
Variable 21	Contextual performance		
Variable 22	task performance		
V	<b><i>Digital Literacy</i></b>	Reddy et al. (2020)	Digital literacy is the awareness, attitude, and ability of individuals to use digital tools and facilities appropriately to identify, access, manage, integrate, evaluate, analyze, and synthesize digital resources, construct new knowledge, create media of expression, and communicate with others in the context of certain life situations, which enables constructive social action.
Variable 23	Technical		
Variable 24	Cognitive		
Variable 25	Emotional social		

## RESULTS

The respondents in this study were 250 employees in Jambi Province. Based on the results of this study, it is known that most respondents, namely employees in Jambi Province, are men, which amounts to 150 people (60%), and some are women, which amounts to 100 people (40%). Based on this study, respondents are employees in Jambi

Province who have a working period of under five years (< 5 years), totaling 70 people (28%), while the rest are employees in Jambi Province working for more than five years (> five years) is 180 people (72%).

AMOS software with structural equation modeling (SEM) method was used for data analysis. Structural equation modeling (SEM) consists

of two phases. The validity and reliability calculation results of SEM-PLS are described by convergent average variance extracted validity (AVE), discriminant validity (cross-loading), composite reliability (CR), and Cronbach alpha (CA). The value of AVE must be greater than 0.5. Discriminant validity, such as cross-loading, composite reliability (CR) should be greater than 0.6, and alpha Cronbach (CA) should be greater than 0.7 (Cheung et al., 2023). The statistical analysis showed that 25.

Indicators have a strong correlation with a

loading factor greater than 0.5, called valid. Based on the calculations obtained, the Average variance extracted (AVE) values in each indicator above 0.5 with a range of 0.64 to 0.96; the Reliability of Composites (CR) of each Construction has a range of numbers from 0.90 to 0.94, which means that all indicators are reliable; Cronbach's Alpha (CA) also shows range values from 0.088 to 0.97 which means seven indicators are valid and reliable. At the same time, one indicator (RmR) is invalid and unreliable because the Cronbach's Alpha (CA) value is less than 0.7.

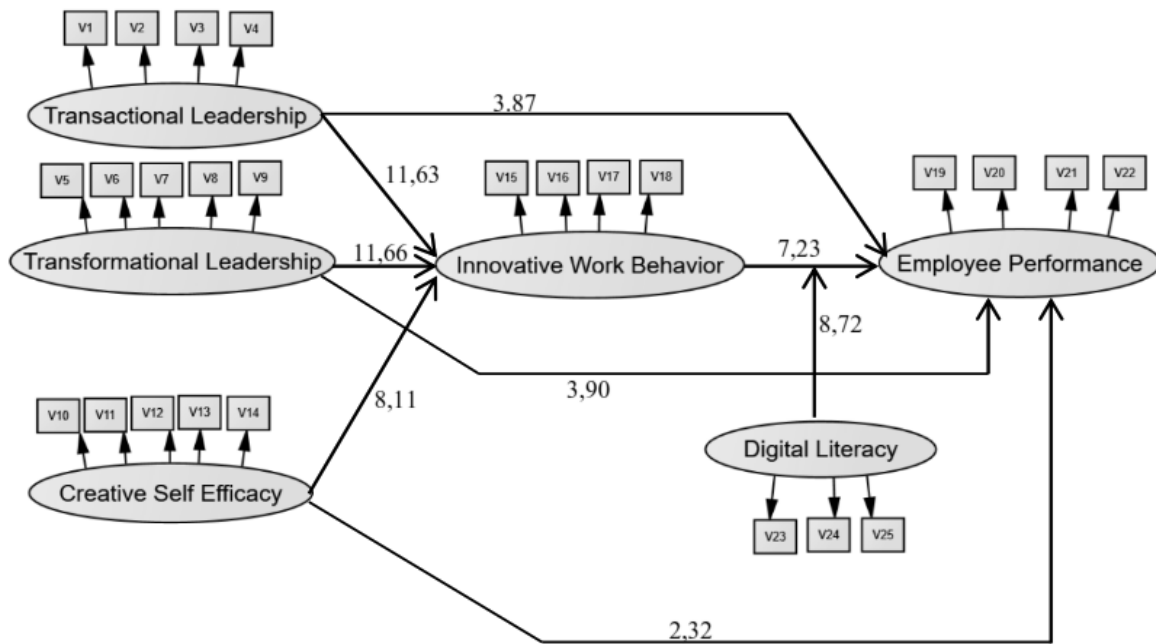


Figure 2. T-Score Results

Table 4. Direct and indirect results

Relationship Test	T-Value	Direct and Indirect Relationship
Transactional Leadership – Innovative Work Behavior – Employee Performance	84.27	Indirect Relationship
Transactional Leadership – Employee Performance	3.87	Direct Relationship
Transformational Leadership – Innovative Work Behavior – Employee Performance	84.30	Indirect Relationship
Transformational Leadership – Employee Performance	3.90	Direct Relationship
Creative Self-Efficacy – Innovative Work Behavior – Employee Performance	58.62	Indirect Relationship
Creative Self-Efficacy – Employee Performance	2.32	Direct Relationship



All the research hypotheses proved positive and significant, with the data shown in Figure 2 and based on the t value generated in the test using SEM-AMOS. The Transactional Leadership variable has a significant effect on the Innovative Work Behavior variable with  $t = 11.63 > 1.96$ , so it has a positive and significant effect. The Transformational Leadership variable has a significant effect on the Innovative Work Behavior variable with  $t = 11.66 > 1.96$ , so it has a positive and significant effect. The Creative Self-Efficacy variable has a significant effect on the Innovative Work Behavior variable, with  $t = 8.11 > 1.96$ , so it has a positive and significant effect. The Transactional Leadership variable has a significant effect on the Employee performance variable with  $t = 3.87 > 1.96$ . Transformational Leadership variable has a significant effect on the Employee performance variable with  $t = 3.90 > 1.96$ . The Creative Self-Efficacy variable has a significant effect on the Employee performance variable with  $t = 2.32 > 1.96$ , so it has a positive and significant effect. The Innovative Work Behavior variable has a significant effect on the Employee performance variable, with  $t = 7.23 > 1.96$ , so it has a positive and significant effect. The Digital Literacy variable has a significant effect on the relationship between Innovative Work Behavior and Employee performance variables with  $t = 8.72 > 1.96$ , so it becomes a moderating variable between Innovative Work Behavior and Employee performance.

This research proves that there is a positive and significant relationship between transactional leadership and innovative work behavior (H1), transformational leadership and innovative work behavior (H2), creative self-efficacy and innovative work behavior (H3), and transactional leadership and employee performance (H4). Transformational leadership and employee performance (H5), creative self-efficacy and employee performance (H6), innovative work behavior is positively related to employee performance (H7), and Digital Literacy provides a significant moderating effect on the relationship between innovative work behavior and employee performance (H8). Based on the t-count value in Figure 2 above, it can be seen that the direct and indirect effects of exogenous variables (transactional leadership, transformational leadership, and creative self-efficacy) on endogenous variables (innovative work behavior

and employee performance).

The indirect effect of transactional leadership on employee performance through innovative work behavior has a stronger effect (t-value = 84.27) than the direct effect of transactional leadership on employee performance (t-value = 3.87). The indirect effect of transformational leadership on the employee performance through innovative work behavior (t-value = 84.30) is greater than the direct effect of transformational leadership on employee performance (t-value = 3.90) and has a stronger influence. The indirect effect of creative self-efficacy on employee performance through innovative work behavior has a stronger effect (t-value = 58.64) than the direct effect of creative self-efficacy on employee performance (t value = 2.32).

## DISCUSSION

This study tested a conceptual model of innovation theory in knowledge-based industries, specifically SMEs in Jambi City. In this conceptual model, transactional leadership, transformational leadership, creative self-efficacy, innovative work behavior, employee performance, and digital competence are moderating variables of the relationship between innovative work behavior and employee performance. Verify the relationship between them. This study shows that innovative work behavior in SMEs in Jambi City acts as a mediating or moderating variable, increasing the influence of transactional leadership, transformational leadership, and creative self-efficacy on employee performance. I conclude that it does.

### **Transactional Leadership has a Significant Effect on Innovative Work Behavior**

Based on the findings of the analysis, the transactional leadership variable has a significant effect on the innovative work behavior variable. This indicates that transactional leadership is very important in creating innovative work behavior. The results of this study are the same as the results of research conducted by Galit (2023). Kang et al. (2015) and Bagheri (2017) also found that the firm's innovative climate mediates the positive relationship between transactional leadership and followers' innovative behavior. Furthermore, the findings from Bagheri (2017) and Bagheri and Akbari (2018) claimed that Entrepreneurial Lead-

ership is a critical factor that enables, encourages, and promotes employees.

The difference with previous research is the variable aspect of Innovative Work Behavior. This study found a significant effect on Innovative Work Behavior. The SME manager can improve Innovative Work Behavior by paying attention to the Transactional Leadership indicators: performance awards, Active management, Passive management, and the Ability to work according to procedures.

### **Transformational Leadership has a Significant Effect on Innovative Work Behavior**

Based on the analysis of the findings, The Transformational Leadership variable has a significant effect on the Innovative Work Behavior variable. This indicates that transformational leadership is very important to innovative work behavior. (Bilal and Waheed, 2019) conducted research with results that stated Transformational Leadership substantially influences employees' Innovative Work Behavior. At the same time, some studies found a strong significant relationship, specifically between the transformational leadership style and innovation behavior (Kang et al., 2015; Rosing et al., 2011; Zaech and Baldegger, 2017; Afzar and Umrani, 2020).

The difference with previous research is the variable aspect of Innovative Work Behavior. The SME manager can improve Innovative Work Behavior by paying attention to the Transformational Leadership indicator, namely intellectual stimulation, Individual considerations, Ideal charisma/influence (attribute), Inspirational motivation, and Ideal charisma/influence (behavior).

### **Creative Self Efficacy has a Significant Effect on Innovative Work Behavior**

Based on the analysis of the findings, the creative self-efficacy variable has a significant effect on the innovative work behavior variable. This indicates that creative self-efficacy is very important in creating innovative work behavior. Moreover, the findings suggest that the employees' Innovative Work Behavior can also be enhanced if they are confident in their creative and innovative skills (Newman et al., 2018; Park et al., 2021). Some scholars have elaborated that creative self-efficacy (CSE) is considered the primary tool

for generating and implementing innovative ideas because it is based on individuals' self-confidence, knowledge, and skills (Bandura, 1986; Farmer et al., 2017). Moreover, scholars report that increased CSE leads to innovative performance (Christensen-Salem et al., 2021; Farmer et al., 2017; Tierney and Farmer, 2002). The current study indicated that Creative self-efficacy is a vital employee resource that helps develop Innovative Work Behavior (Hira et al., 2023).

This research differs from previous research, where the variable is innovative work behavior. The SME manager can improve Innovative Work Behavior by paying attention to the Creative Self-Efficacy indicator, namely Problem-solving ability, Ability to generate new ideas, Talent in developing other people's ideas, Ability to tackle difficult problems, and Ability to solve problems.

### **Transactional Leadership has a Significant Effect on Employee Performance**

According to the results analysis, the "transactional leadership" variable has a significant impact on the "employee performance" variable. This shows that transactional leadership is essential for improving employee performance. Leadership is about the performance of employees within an organization (NawoseIng'ollan and Roussel, 2017; Dastane, 2020). Based on the study of Nadia et al. (2022), the Trading style directs followers to achieve predetermined goals and unpredictable rewards. When managers practice transactional leadership, they use reward strategies to improve organizational performance, which those who excel in an activity receive and punish those who do not (Dai et al., 2013).

This study is different from the current study because it uses employee performance as a variable. SME managers can improve employee performance by paying attention to transactional leadership indicators. SMEs should also pay attention to employee performance indicators, namely counterproductive work behavior, adaptive performance, situational performance, and task performance.

### **Transformational Leadership has a Significant Effect on Employee Performance**

According to the results analysis, the "transformational leadership" variable has a significant impact on the "employee performance" variable.

This shows that transformational leadership is very important for improving employee performance. A recent study found that transformational leadership (TL) has a significant impact on multiple employee attitudes and behaviors (Gao et al., 2020). In Sikandar et al. (2022) show that transformational leadership is a leadership style that positively impacts various human and organizational outcomes. Transformational leadership improves leader effectiveness (Brandt et al., 2016), job performance (Torlak and Kuzey, 2019), organizational citizenship behavior (OCB) (Koo and Lee, 2021; Majeed and Jamshed, 2021), and associated.

This study is different from the current study. This study uses employee performance as a variable. Small business managers can improve employee performance by paying attention to "transformational leadership" metrics. Transformational leadership is based on inspiring others to follow, which requires high levels of coordination, communication, and cooperation (Hall et al., 2002).

### **Creative Self Efficacy has a Significant Effect on Employee Performance**

According to the results analysis, the "creative self-efficacy" variable has a significant influence on the "employee performance" variable. This indicates that creative self-efficacy is very important for employee performance. The results of this study are consistent with those of the conducted study (Shumaila and Jawad, 2022). These employee skills are combined with initiative, self-control, and self-management strategies (Alameri et al., 2019; He et al., 2020). This study is different from the current study. This study uses employee performance as a variable. Small business owners can improve employee performance by paying attention to the "creative self-efficacy" index.

### **Innovative Work Behavior has a Significant Effect on Employee Performance**

According to the results analysis, the variable "Innovative work behavior" has a significant influence on the variable "Employee performance". This shows that innovative work behavior is very important for employee performance. The results of this study are consistent with those of the conducted study (Dan et al., 2023). Previous research has revealed various factors that influence employee innovative work behavior, i.e., Stress

(Anjum and Zhao, 2022), organizational climate (Xu et al., 2022), learning organizations (Chughtai and Khalid, 2022), and different leadership styles (Khan et al., 2020; Messmann et al., 2022).

This study is different from the current study. This study uses employee performance as a variable. Small business managers can improve employee performance by paying attention to innovative work behavior indicators: idea exploration, idea generation, idea promotion, and idea implementation.

### **Digital Literacy Strengthens the Relationship Between Innovative Work Behavior and Employee Performance**

Marek et al. (2021) highlight the importance of digital literacy due to training activities for academic librarians, which has gained importance in the wake of digital transformation. When employees understand how to use digital literacy to learn, digital literacy becomes part of their identity (Zimmer et al., 2021). Digital skills are often used in limited contexts to effectively use information and communication technologies (Koltay, 2011).

Previous studies have not examined anything related to Hypothesis 8. Hypothesis 8 states that digital capabilities strengthen the relationship between innovative work behavior and employee performance. According to the results analysis, the "digital capabilities" variable has a significant influence on the relationship between innovative work behavior and "employee performance" variables. This indicates that digital literacy is crucial to strengthening the relationship between innovative work behavior and employee performance. Managers of small and medium-sized enterprises can strengthen the relationship between innovative work behavior and employee performance by paying attention to technical, cognitive, emotional, and social competencies that are indicators of digital competency.

### **IMPLICATIONS**

An employee's performance is the result of the qualitative and quantitative work he performs in accordance with his assigned responsibilities. Paaïs and Pattiruhu (2020) add that employee performance is the behavior that is appropriate for an employee's role or job. Therefore, employee performance is the result of the employee's qualitative

and quantitative work, ability to achieve goals, and responsibility for achieving these goals.

Siregar et al. (2019) define innovative work behavior as reflecting the creation of something new and different. Bos-Nehles and Veenendaal (2019) define innovative work behavior as a product, process, or service that results from problem identification and idea generation. Therefore, the conclusion is that innovative work behavior is a product, process, or service that results from problem identification and idea generation and is used to create something new or different.

This study presents information on transactional leadership, transformational leadership, creative self-efficacy, innovative work behavior, employee performance, and digital capabilities. Based on the research findings, MSME managers also improve innovative work behavior and employee performance to improve transactional leadership, transformational leadership, creative self-efficacy, and digital literacy. It is known that there is a need. Because these three have a huge impact on innovation work. Employee behavior and performance. Therefore, this information is expected to help MSME owners and managers in designing corporate policies that influence highly innovative work behaviors and improve employee performance.

## RECOMMENDATIONS

It is hoped that further research can use both This study aimed to investigate the role of transactional leadership, transformational leadership, creative self-efficacy, innovative work behavior, employee performance, and digital literacy in a specific period and their impact on employee performance. It's about digging deep. However, the influence of some variables changes over time and may change your results. Therefore, this study suggests that further research can develop research models that yield more comprehensive results/information. Since this study only focuses on a sample size of 250 small business employees in Jambi City, its results cannot be generalized to other businesses in other cities/districts. Future research could extend the results by analyzing other cities and including larger companies.

## CONCLUSIONS

The results of this study indicate that transactional leadership has a significant impact on in-

novative work behavior, transformational leadership has a significant impact on innovative work behavior, and creative self-efficacy has a significant impact on innovative work behavior. Influence and transactional leadership have been shown to have a significant impact on innovative work behavior. Employee performance transformational leadership has a significant impact on employee performance, creative self-efficacy has a significant impact on employee performance, innovative work behavior has a significant impact on employee performance, and digital literacy strengthens the relationship between innovative work behavior and employee performance.

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