



Transformational Leadership, Self-Efficacy, and Employee Performance: The Mediating Role of Innovative Work Behavior and the Moderating Effect of Islamic Work Ethics

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ABSTRACT

Employee performance remains a key determinant of organizational effectiveness, particularly in public sector institutions that are expected to deliver high-quality public services while maintaining ethical standards. Although previous studies have extensively examined the effects of transformational leadership and self-efficacy on employee performance, limited empirical evidence explains how innovative work behavior mediates these relationships and how Islamic work ethics strengthen their effectiveness. This study investigates the direct effects of transformational leadership and self-efficacy on employee performance, examines the mediating role of innovative work behavior, and evaluates the moderating effect of Islamic work ethics. A quantitative explanatory research design was employed using a census approach involving 98 employees of the Regional Development Planning Agency (BAPPEDA) of Jember Regency, Indonesia. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with WarpPLS 8.0. The findings indicate that transformational leadership and self-efficacy significantly enhance innovative work behavior and employee performance. Innovative work behavior partially mediates the relationships between transformational leadership, self-efficacy, and employee performance. Furthermore, Islamic work ethics strengthen the positive influence of transformational leadership and innovative work behavior on employee performance, highlighting the importance of ethical values in improving organizational outcomes. This study extends the organizational behavior literature by integrating leadership, psychological capability, innovation behavior, and Islamic work ethics into a comprehensive framework for enhancing employee performance in public sector organizations.

Keywords: transformational leadership, self-efficacy, innovative work behavior, employee performance, islamic work ethics.

INTRODUCTION

Currently in the era of globalization and increasingly tight competition, Human Resource Management (HRM) has become a crucial aspect in the management of modern organizations, including in government institutions. The main focus is to optimize the contribution of human resources to achieve

organizational goals effectively and efficiently. According to ¹ HRM includes planning, developing, and managing employees to improve organizational performance. In line with that, ² emphasizing that good HRM practices can increase productivity, reduce turnover, and increase employee job satisfaction.

Employee performance has long been recognized as a strategic indicator of organizational effectiveness, competitiveness, and sustainability. While previous studies have consistently demonstrated that transformational leadership, self-efficacy, and innovative work behavior contribute significantly to employee performance, these relationships are generally explained through conventional organizational behavior theories. Such perspectives, although valuable, provide limited insight into the ethical and spiritual dimensions that shape employees' attitudes and behaviors, particularly in contexts where religious values influence organizational practices. Consequently, there remains a need to incorporate an Islamic ethical perspective to enrich the theoretical explanation of employee performance.

Islamic Work Ethics (IWE) offers a comprehensive normative framework that emphasizes work as an act of worship and a moral responsibility toward society. Unlike secular work ethics that primarily focus on productivity and organizational outcomes, Islamic Work Ethics integrates material achievement with moral accountability before God. It encourages employees to perform their duties with sincerity, responsibility, diligence, cooperation, and continuous self-improvement while maintaining honesty and social responsibility. Consequently, employees who internalize Islamic work ethics are more likely to demonstrate stronger organizational commitment, higher work motivation, greater creativity, and sustainable performance.³

The theoretical foundation of Islamic Work Ethics is closely associated with four fundamental Islamic values: *amanah*, *ihsan*, *'adl*, and *maslahah*. The principle of *amanah* requires employees to fulfill their responsibilities with integrity, accountability, and professionalism. From this perspective, transformational leaders who cultivate trust and responsibility can strengthen employees' confidence and encourage them to translate self-efficacy into productive performance.⁴

The concept of *ihsan* (excellence and benevolence) encourages individuals to perform beyond minimum organizational expectations by continuously improving the quality of their work. This principle aligns closely with innovative work behavior because employees who pursue excellence are more willing to generate, promote, and implement creative ideas for organizational

¹ M. Armstrong, *Armstrong's Handbook of Human Resource Management Practice* (15th Ed.) (Kogan Page., 2020).

² Gary Dessler, *Human Resource Management*, 16th ed. (New York: Pearson Education, 2020).

³ Abbas J. Ali, "Scaling an Islamic Work Ethic," *The Journal of Social Psychology* 128, no. 5 (1988): 575–583.

⁴ Abbas J. Ali and Abdullah Al-Owaidan, "Islamic Work Ethic: A Critical Review," *Cross Cultural Management: An International Journal* 15, no. 1 (2008): 5–19.

improvement. Thus, Islamic work ethics provides a moral foundation for understanding why innovative work behavior mediates the relationship between transformational leadership, self-efficacy, and employee performance.

Furthermore, the principle of *'adl* emphasizes fairness, equity, and balanced treatment in organizational relationships. Fair leadership practices enhance employees' psychological security and strengthen their belief in their own capabilities, thereby reinforcing the positive effects of transformational leadership and self-efficacy on performance.⁵ Employees who perceive justice in leadership are also more likely to engage in discretionary behaviors, including innovation and knowledge sharing.

Finally, the principle of *maslahah* extends organizational objectives beyond individual achievement toward collective welfare and sustainable organizational development. Within this perspective, innovative work behavior is not merely an individual competency but also a mechanism for creating broader organizational and societal value. Employees are therefore encouraged to innovate not only for personal recognition but also to generate benefits for stakeholders and improve public service quality.

Drawing upon these four principles, this study positions Islamic Work Ethics as a moderating construct that strengthens the relationships among transformational leadership, self-efficacy, innovative work behavior, and employee performance. By integrating ethical, psychological, and behavioral perspectives into a single conceptual framework, this study extends the organizational behavior literature and offers a more comprehensive explanation of employee performance, particularly within public sector organizations operating in a predominantly Muslim society.

Government institutions such as the Regional Personnel Agency, Regional Secretariat, and Regional Development Planning Agency (Bappeda). However, problems related to the performance of Bappeda employees in general often arise, related to the complexity of the coordination and planning tasks of regional development. Based on the research results, (Nurman, 2015) Some of the challenges faced by Bappeda employees include limited resources, complex cross-sector coordination, and regional political dynamics that influence the planning process. In addition, Nurul Qomariah⁶ identification of data quality, human resource capacity, and inadequate information systems are also obstacles in optimizing Bappeda performance in various regions. These problems are no exception for Bappeda Jember Regency which has a strategic role in regional development.

Bappeda Jember Regency as a regional technical institution in the field of research and regional development planning has a great responsibility in realizing the vision and mission of Jember Regency development. In accordance

⁵ Rafik Issa Beekun, *Islamic Business Ethics* (Herndon, VA: International Institute of Islamic Thought, 1997), 18–31.

⁶ Nurul Qomariah, *Manajemen Sumber Daya Manusia: Teori, Aplikasi Dan Studi Empiris*, 1st ed. (Jember: Pustaka Abadi, 2020).

with the mandate of Law Number 11 of 2009 concerning Regional Development Planning Bappeda is responsible for formulating and implementing regional policies in the field of development planning. The effectiveness of Bappeda is highly dependent on the quality of human resources, information systems, and coordination with relevant stakeholders. To overcome various challenges and improve the performance of its employees, Bappeda Jember Regency needs to take an innovative approach in managing human resources and leadership.

Based on Jember Regency Regional Regulation Number 3 of 2016 concerning the Formation and Composition of Regional Apparatus, it is stated that "The Regional Planning and Development Agency has the task of carrying out government affairs in the fields of planning, research, and development as well as assistance tasks given to the Regent by the Central Government, and based on Jember Regent Regulation Number 109 of 2021 concerning the Position, Organizational Structure, Duties and Functions and Work Procedures of the Jember Regency Regional Planning and Development Agency Organizational Structure of the Regional Planning and Development Agency.

The Regional Planning and Development Agency of Jember Regency has the task of organizing government affairs in the field of Planning, Research, and Development as well as assistance tasks given to Jember Regency. To carry out these tasks, the Regional Planning and Development Agency has the following functions: Preparation of regional policies in the field of Planning, Research, and Development; Implementation of regional policies in the field of Planning, Research, and Development; Implementation of regional evaluation and reporting in the field of Planning, Research, and Development; Implementation of the Agency's administration in the field of Planning, Research, and Development; and Implementation of other functions given by the Regent related to his duties and functions and assistance tasks.

The performance of the Jember Regency Regional Planning and Development Agency which has been implemented for a period of 5 (five) years can be felt to provide positive benefits and impacts, but of course it is not free from various problems or obstacles (risks) faced. Therefore, an evaluation needs to be carried out in order to achieve the goals and objectives according to the planning targets and improve performance in the coming year based on Jember Regent Regulation Number 26 of 2021 concerning the Position, Organizational Structure, Duties and Functions and Work Procedures of the Jember Regency Regional Planning and Development Agency. In carrying out its duties and functions, the problems associated with the Main Duties and Functions of the Jember Regency Regional Planning and Development Agency become "Problems and Root Problems" as the causes and triggers are as follows:

Table 1. Identification of Performance Problems of Bappeda Employees of Jember Regency

No	Work Indicators	Program Target Achieved 100%
1.	PNS Bappeda Human Resource Planning related to technical understanding and planning analysis.	87%
2.	Budget distribution for each job description	85%
3.	Activity Planning Support Tools	86%
4.	Flow at the Verification and Monitoring Stage of Planning and Proposals (top -down and bottom-up)	90%
5.	Availability of series, latest and complete development data	92%
6.	Differences in information received by OPDs regarding planning are caused by differences in Bappeda personnel providing the information.	89%

Source: BAPPEDA Jember Regency (2024).

Based on table 1 regarding Identification of Problems Based on Duties and Functions of the Jember Regency Regional Planning and Development Agency, it shows that the work achievements of the indicators have not reached the expected target, so that in this study referring to the results of observations that have been made by researchers on the object, the research phenomenon is "the less than optimal performance of BAPPEDA Jember Regency employees in carrying out their duties and functions". Referring to the phenomenon obtained, the researcher tries to put forward several factors that are assumed to be important in order to improve performance and minimize problems found in the research object, these factors include the Influence of Self Efficacy and Transformational Leadership on Performance with Innovative Work Behavior as Intervening.

One approach that can be applied to improve the performance of Bappeda employees is to encourage Innovative Work Behavior (IWB). IWB is an important factor in improving organizational performance in an era of change and competition. IWB includes employee behavior that intentionally generates, introduces, and implements new ideas that are useful in work roles, groups, or organizations.⁷ According to Shanke,⁸ organizations that encourage IWB tend to be more adaptive to environmental changes and have a sustainable competitive advantage. In the context of Bappeda, IWB can help employees find creative solutions to overcome resource constraints and the complexity of development planning tasks.

⁷ A. C. Anna Bos-Nehles, T. V. Tanya Bondarouk, and J. K. Jan Kees Looise, "Innovative Work Behaviour in Knowledge-Intensive Public Sector Organizations: The Case of Supervisors in the Netherlands Fire Services.," *The International Journal of Human Resource Management* 28, no. 2 (2017): 379–398.

⁸ R. Richa Shanker et al., "Organizational Climate for Innovation and Organizational Performance: The Mediating Effect of Innovative Work Behavior.," *Journal of Vocational Behavior* 100, no. (2017): 67–77.

The strategy used to support the development of IWB is to increase employee self-efficacy as an equally important aspect. Self-efficacy is an individual's belief in their ability to carry out tasks and achieve certain goals. This concept developed by Bandura has a significant influence on employee performance and motivation. According to ⁹, it is emphasized that high self-efficacy encourages employees to face challenges with more confidence and perseverance. Meanwhile, Lunenburg¹⁰ found that self-efficacy is positively correlated with task performance, job satisfaction, and organizational commitment. In the context of Bappeda Jember Regency, increasing employee self-efficacy can help them overcome various challenges in regional development planning and coordination more effectively.

Some empirical evidence is also considered to strengthen the above statement. Research Carter¹¹ states that self-efficacy has a positive and significant effect on performance. Research by Aryoko et al.¹², with the results of the study showing that self-efficacy has a positive and insignificant effect on employee performance.

To optimize IWB and employee self-efficacy, the role of leadership becomes very crucial. In this case, Transformational Leadership has been proven as an effective leadership style in driving positive change and improving organizational performance. According Schein¹³, transformational leadership as an approach that motivates followers to go beyond personal interests for the good of the organization. Transformational leaders inspire, intellectually stimulate, and provide individual attention to their followers. shows that transformational leadership is positively correlated with employee innovation, creativity, and commitment to the organization. In the context of Bappeda Jember Regency, the application of transformational leadership style can be a catalyst in creating a work environment that supports IWB and improves employee self-efficacy.¹⁴

⁹ F. C. Fred C. Lunenburg, "Self-Efficacy in the Workplace: Implications for Motivation and Performance.," *International Journal of Management, Business, and Administration* 19, no. 1 (2016): 1–6.

¹⁰ A. D. Alexander D. Stajkovic et al., "Test of Three Conceptual Models of Influence of the Big Five Personality Traits and Self-Efficacy on Academic Performance: A Meta-Analytic Path-Analysis.," *Personality and Individual Differences* 120, no. (2018): 238–245.

¹¹ E. C. Evan C. Carter et al., "A Series of Meta-Analytic Tests of the Depletion Effect: Self-Control Does Not Seem to Rely on a Limited Resource.," *Journal of Experimental Psychology: General* 147, no. 12 (2018): 1931–1956.

¹² Y. P. Aryoko, A. Y. Kharismasyah, and I. Maulana, "Kepuasan Kerja, Locus of Control Dan Self-Efficacy: Pengaruhnya Terhadap Kinerja Karyawan.," *JSSH (Jurnal Sains Sosial dan Humaniora)* 6, no. 2 (2022): 101–112.

¹³ Edgar H. Schein, *Organizational Culture and Leadership* (New Jersey: Jossey-Bass Inc Pub, 2020).

¹⁴ T. W. H. Ng, "Transformational Leadership and Performance Outcomes: Analyses of Multiple Mediation Pathways.," *The Leadership Quarterly* 28, no. 3 (2017): 385–417.

This opinion is supported by the following studies, The study Abbas¹⁵ and Bakker¹⁶ found that transformational leadership has a positive and significant influence on various dimensions of project success, including project team performance. However, the study Research Prijono¹⁷ with the results of the study showed that transformational leadership did not have a significant influence on employee performance.

By combining effective HR approaches, IWB development, self -efficacy enhancement, and transformational leadership implementation, Bappeda Jember Regency can overcome various challenges in its employees' performance. This in turn will increase the effectiveness of the institution in carrying out regional development planning and coordination tasks, as well as contributing to the achievement of the vision and mission of Jember Regency development as a whole.

Literature Review

The main theory in this study is Goal-Setting Theory, developed by Locke and Latham, which provides a strong conceptual framework for understanding the relationship between transformational leadership, self-efficacy, innovative work behavior, and employee performance. This theory argues that specific and challenging goals drive higher performance compared to easy or vague goals.¹⁸ In the context of this study, transformational leaders play an important role in setting challenging and inspiring goals, which in turn can trigger innovative work behavior and improve employee performance.

Self-efficacy, as an individual's belief in their ability to succeed at a particular task, is closely related to the process of goal setting and achievement. Individuals with high self-efficacy tend to set more ambitious goals and demonstrate a stronger commitment to achieving those goals.¹⁹ In an organizational context, high self-efficacy can encourage employees to adopt innovative work behaviors as a means to achieve challenging goals, which ultimately contributes to improved performance.

Innovative work behavior, within the framework of Goal Setting Theory, can be understood as a strategy developed by employees to achieve challenging goals. When transformational leaders set clear innovation goals and employees

¹⁵ M. Abbas and R. Ali, "Transformational versus Transactional Leadership Styles and Project Success: A Meta-Analytic Review.," *European Management Journal* 41, no. 1 (2023): 125–142.

¹⁶ Arnold B Bakker, Olav Kjellevold, and Roar Espevik, "Daily Transformational Leadership: A Source of Inspiration for Follower Performance?," *European Management Journal*, no. April (2022).

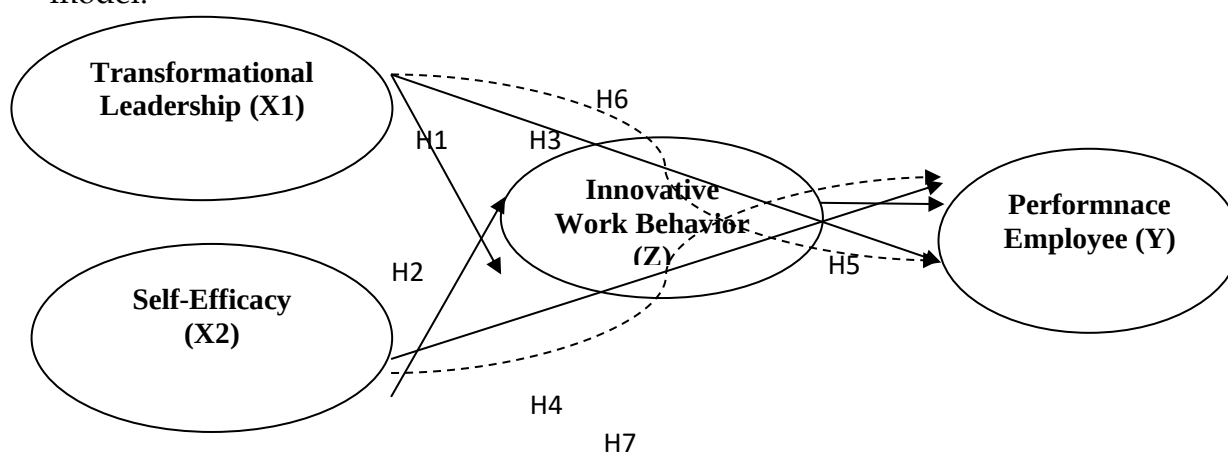
¹⁷ Wiwin Puguh Prijono, Dwi Cahyono, and Nurul Qomariah, "Usaha Meningkatkan Kinerja Pegawai SKPD (Satuan Kerja Pemerintah Daerah) Di Lingkungan Inspektorat Kabupaten Jember," *JSMBI* 9, no. 1 (2019): 20–33.

¹⁸ E. A. Edwin A. Locke and G. P. Gary P. Latham, *A Theory of Goal Setting and Task Performance*. (Prentice Hall., 1990).

¹⁹ F. C. Lunenburg, "Self-Efficacy in the Workplace: Implications for Motivation and Performance.," *International Journal of Management, Business, and Administration* 14, no. 1 (2015): 1–6.

have high self-efficacy, this creates ideal conditions for innovative work behavior to emerge.²⁰ This innovative behavior, in turn, becomes the mechanism through which transformational leadership and self-efficacy influence employee performance. Thus, Goal Setting Theory provides a strong theoretical foundation for understanding the complex interactions between the variables in this study.

The conceptual framework in this study can be described based on the theory that connects independent variables to dependent variables and through intervening variables to determine the influence of transformational leadership and self-efficacy on employee performance. through Innovative work behavior as an intervening variable. For more details, it can be described in the following model:



METHODS

Research design refers to the comprehensive plan that guides the implementation of a study and serves as the primary framework for conducting research. It outlines the procedures, methods, and strategies employed to answer the research questions systematically.²¹ This study adopts a descriptive quantitative research design, which is appropriate for examining relationships among variables through statistical analysis. Quantitative research employs scientific procedures to obtain valid and reliable data that can be used to explain, verify, and develop knowledge for understanding and solving research problems.²²

Data collection constitutes one of the most critical stages of the research process because the quality of research findings depends largely on the accuracy and completeness of the collected data.²³ In quantitative research, the collected data must be objective, measurable, and capable of supporting statistical analysis. Data may be obtained through several techniques, including observation, interviews, documentation, questionnaires, and methodological triangulation,

²⁰ A. Bos-Nehles, M. Renkema, and M. Janssen, "HRM and Innovative Work Behaviour: A Systematic Literature Review.," *Personnel Review* 46, no. 7 (2017): 1228-1253.

²¹ John W. Creswell, *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*, 4th ed. (Thousand Oaks, CA: Sage Publications, 2014), 5-8.

²² Sugiyono, *Metode Penelitian Kuantitatif, Kualitatif, dan R&D* (Bandung: Alfabeta, 2013), 2-3.

²³ Sugiyono, *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*, 224.

depending on the objectives and characteristics of the study.²⁴ In this research, primary data were collected using structured questionnaires administered to respondents, while supporting information was obtained through documentation. Therefore, the selected data collection methods provide the empirical basis for testing the proposed hypotheses and achieving the objectives of the study.²⁵

The population of this study consisted of all employees working in the district offices throughout Jember Regency, totaling 601 employees. Because the study employed Partial Least Squares Structural Equation Modeling (PLS-SEM) for data analysis, the determination of the sample size followed the recommendations proposed by Hair et al. According to Hair et al., the minimum sample size in PLS-SEM can be determined using the 10-times rule, which suggests that the sample should be at least ten times the largest number of formative indicators used to measure a single construct or ten times the largest number of structural paths directed at any endogenous construct in the structural model.²⁶ In other words, the minimum sample size is calculated by multiplying the maximum number of arrows pointing to a latent variable in the PLS path model by ten.

Furthermore, Hair et al. explain that the 10-times rule also applies to the most complex regression equation in the structural model, where the minimum sample size should be at least ten times the maximum number of predictor variables associated with an endogenous construct.²⁷ Although recent methodological literature recommends more advanced approaches, such as statistical power analysis using G*Power, the 10-times rule remains a widely accepted guideline for determining the minimum sample size in exploratory and prediction-oriented PLS-SEM studies.²⁸ Based on the structural model employed in this study, the minimum sample size requirement was fulfilled, ensuring that the dataset was adequate for estimating the proposed relationships among the latent constructs.

Based on the Slovin formula with a 5% margin of error, the minimum required sample size was calculated to be 101.4 respondents. Since the number of respondents must be expressed as a whole number, the sample size was rounded to 101 respondents.²⁹

²⁴ Sugiyono, *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*, 225–241.

²⁵ Uma Sekaran and Roger Bougie, *Research Methods for Business: A Skill-Building Approach*, 7th ed. (Chichester: John Wiley & Sons, 2016), 109–127.

²⁶ Joseph F. Hair Jr., G. Tomas M. Hult, Christian M. Ringle, and Marko Sarstedt, *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)* (Thousand Oaks, CA: Sage Publications, 2014), 20–21.

²⁷ Hair Jr., Hult, Ringle, and Sarstedt, *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*, 21–24.

²⁸ Joseph F. Hair Jr., G. Tomas M. Hult, Christian M. Ringle, and Marko Sarstedt, *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*, 3rd ed. (Thousand Oaks, CA: Sage Publications, 2022), 47–53.

²⁹ Sugiyono, *Metode Penelitian Kuantitatif, Kualitatif, dan R&D* (Bandung: Alfabeta, 2013), 126–131.

Furthermore, the adequacy of the sample size was evaluated based on the recommendations for Partial Least Squares Structural Equation Modeling (PLS-SEM). Hair et al. explain that PLS-SEM is suitable for studies with relatively small to medium sample sizes, provided that the sample meets the minimum requirement based on the 10-times rule or, preferably, statistical power analysis. Recent methodological developments recommend using G*Power to determine the minimum sample size required to achieve adequate statistical power for detecting the hypothesized effects in the structural model.^{30,31} Given that this study employed a sample of 101 respondents, the sample size satisfies the minimum requirements for estimating the proposed PLS-SEM model and is considered adequate for hypothesis testing.

The sampling technique employed in this study was purposive sampling, a non-probability sampling method in which respondents were selected based on predetermined criteria relevant to the research objectives.³² Specifically, the respondents were employees of district offices throughout Jember Regency who (1) held Civil Servant (Aparatur Sipil Negara/ASN) status and (2) had more than three years of work experience. These criteria were established to ensure that respondents possessed sufficient organizational experience to evaluate transformational leadership, self-efficacy, innovative work behavior, and employee performance.

RESULT AND DISCUSSION

Hypothesis Test Results

The research hypothesis test aims to determine whether or not there is an influence of the independent variable on the dependent variable by conducting a regression analysis. Regression analysis is used to measure the strength of the relationship between two or more variables, also to show the direction of the relationship between the independent variable and the dependent variable. The description of the structural model test in PLS is presented as follows:

³⁰ Joseph F. Hair Jr., G. Tomas M. Hult, Christian M. Ringle, and Marko Sarstedt, *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*, 3rd ed. (Thousand Oaks, CA: Sage Publications, 2022), 45–57.

³¹ Christian M. Ringle, Sven Wende, and Jan-Michael Becker, *SmartPLS 4 User Manual* (Oststeinbek, Germany: SmartPLS GmbH, 2024), 34–40.

³² John W. Creswell and J. David Creswell, *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*, 6th ed. (Thousand Oaks, CA: Sage Publications, 2023), 165–168.

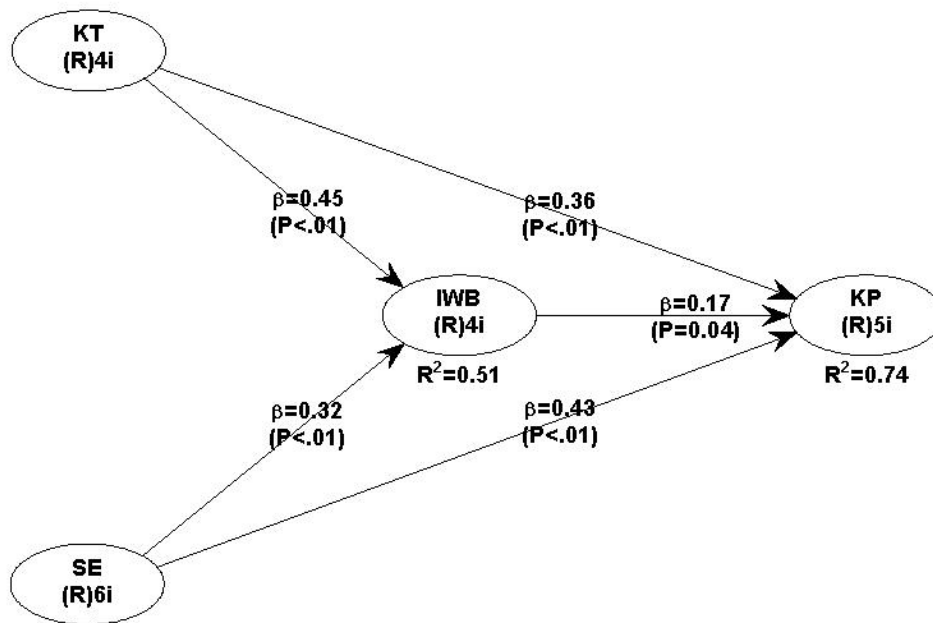


Figure 2. PLS Structural Model Test Results

Based on the image above, the results of the hypothesis test using the Warp PLS application are presented in the form of a table as follows:

Table 2. Direct Influence Path Coefficient Value

Hypothesis	Direct Effect	Path	P-Value	Results
H1	IWB KT→	0.445	0.001	H1 Accepted
H2	SE →IWB	0.317	0.001	H2 Accepted
H3	KT →KP	0.361	0.001	H3 Accepted
H4	SE →KP	0.434	0.001	H4 Accepted
H5	IWB →KP	0.171	0.001	H5 Accepted
H6	KT →IWB →KP	0.24	0.001	H6 Accepted
H7	SE →IWB →KP	0.495	<0.001	H7 Accepted

Source: Data Processed by Researchers, 2024.

Discussion

The Influence of Transformational Leadership on Innovative Work Behavior

Based on the test results of the Transformational Leadership variable (X1) on Innovative Work Behavior (Z), the Path coefficient value is 0.445 with a p value of 0.001. Therefore, the p value is smaller than α ($0.001 < 0.05$), then H_0 is rejected, thus there is a significant influence of Transformational Leadership (X1) on Innovative Work Behavior (Z). This means that transformational leadership has a significant influence on the Innovative Work Behavior of employees of the Regional Development Planning Agency of Jember Regency, its truth is proven or H_1 is accepted. This is because the aspect of transformational leadership is able to increase the Innovative Work Behavior of employees of the Regional Development Planning Agency of Jember Regency. Cultural aspects of Idealized Influence, Inspirational Motivation, Intellectual Stimulation and Individualized Consideration. The results of this study indicate the importance of the role of transformational leadership in encouraging innovative work behavior in

employees of the Regional Development Planning Agency of Jember Regency. Transformational leadership with its four main aspects, namely Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration, has been proven to have a significant positive impact on the way employees innovate at work. This underlines that leaders who are able to inspire, motivate, and encourage the creativity of their employees can create a conducive work environment for the emergence of new ideas and the implementation of innovative solutions. Furthermore, these findings have important implications for the development of leadership strategies in the public sector, especially in regional development planning institutions. By understanding the relationship between transformational leadership and innovative work behavior, local governments can design more effective leadership development programs to improve organizational innovation capacity. This in turn can contribute to improving the quality of development planning and public services in Jember Regency. Therefore, this study not only provides theoretical insights into the dynamics of leadership and innovation in the context of local government but also provides a practical basis for initiatives to improve the performance of public organizations.

The results of this study show significant similarities with previous research conducted by ³³ with research results stating that transformational leadership has a significant influence on innovative work behaviour.

The Influence of Self-Efficacy on Innovative Work Behavior

Based on the results of testing the Self-efficacy variable (X2) on Innovative Work Behavior (Z), the Path Coefficient value was obtained as 0.317 with a p value of 0.001. Because the value of p is smaller than α ($0.001 < 0.05$ then H_0 is rejected thus there is a significant influence of Self efficacy (X2) on Innovative Work Behavior (Z). This means that Self efficacy has a significant influence on Innovative Work Behavior of employees of the Regional Development Planning Agency of Jember Regency is proven true or H_2 is accepted. This is because the aspect of self efficacy is able to increase Innovative Work Behavior of employees of the Regional Development Planning Agency of Jember Regency. The aspect of self efficacy is the work done according to the employee's ability. employees can adapt. the work done is in accordance with expectations. employees have technical knowledge. employees have the same or more abilities than their colleagues, experience helps employees feel confident. Further explanation of the aspects of self efficacy mentioned in the context of testing the Self Efficacy variable (X2) on Innovative Work Behavior (Z) of employees of the Regional Development Planning Agency of Jember Regency:

Work performed according to employee capabilities: This aspect indicates that employees feel that the tasks given are in accordance with their competencies. When employees feel capable of carrying out their work, they tend

³³ N. Li, H., Sajjad et al., "Influence of Transformational Leadership on Employees' Innovative Work Behavior in Sustainable Organizations: Test of Mediation and Moderation Processes.," *Sustainability* P 11, no. 6 (2019).

to be more confident in exploring new ideas and implementing innovative solutions in their work. Adaptive employees: This adaptability reflects employee flexibility in dealing with changes and new challenges. Adaptive employees tend to be more open to new ideas and willing to try innovative approaches in solving problems.

Work meets expectations: When employees feel that their performance meets or exceeds expectations, they are more likely to take risks and try new things. This can encourage innovative work behavior because employees feel supported and appreciated for their efforts. Employees have technical knowledge: Having technical knowledge relevant to their jobs provides a strong foundation for employees to innovate. With a deep understanding of the technical aspects of their jobs, employees can identify areas for potential improvement and propose viable innovative solutions.

Employees are as competent or superior to their coworkers: This perception can boost employees' self-confidence and encourage them to contribute more to the team. When employees feel equal or superior to their coworkers, they are more likely to express innovative ideas and take initiative in new projects. Experience helps employees feel confident: Work experience built over time can boost employees' self-efficacy. With each challenge they overcome, employees build confidence in their ability to solve problems and come up with innovative solutions in the future.

All aspects of self-efficacy play a role in improving the innovative work behavior of employees of the Regional Development Planning Agency of Jember Regency. Employees with high self-efficacy tend to be more willing to take risks, more creative in solving problems, and more proactive in proposing and implementing new ideas. This in turn encourages a culture of innovation in the organization and improves overall performance in regional development planning and implementation. This study is in line with the results of previous studies conducted by Newman³⁴ which states that self-efficacy has a significant influence on innovative work behavior .

The Influence of Transformational Leadership on Employee Performance

Based on the test results of the Transformational Leadership variable (X1) on employee performance (Y), the Path coefficient value is 0.361 with a p value of 0.001. Therefore, the p value is smaller than α ($0.001 < 0.05$), then H_0 is rejected, thus there is a significant influence of Transformational Leadership (X1) on employee performance (Y). This means that transformational leadership has a significant effect on employee performance at the Jember Regency Regional Development Planning Agency, proven true or H_3 is accepted. The results of this test indicate a strong positive relationship between transformational leadership and employee performance at the Jember Regency Regional Development Planning Agency. The path coefficient value of 0.361 indicates that an increase in transformational leadership practices correlates with a significant increase in

³⁴ A. Newman et al., "The Effects of Employees' Creative Self-Efficacy on Innovative Behavior: The Role of Entrepreneurial Leadership.," *Journal of business research* 89, no. (2018): 1-9.

employee performance. This confirms that a leadership style that inspires, motivates, and empowers employees can directly affect their productivity and work effectiveness. Transformational leadership, with a focus on shared vision, intellectual stimulation, and individual attention, appears to create a work environment that encourages employees to perform above their normal expectations. These findings have important implications for human resource management and leadership development in the public sector, particularly in regional development planning agencies. By understanding the significant impact of transformational leadership on employee performance, management can design more effective training and development programs for leaders. Investing in developing transformational leadership skills can be a key strategy for improving overall organizational performance. In addition, these findings can also be a basis for evaluating and improving existing leadership practices, with the aim of creating a more dynamic, innovative, and high-performance-oriented organizational culture in the Regional Development Planning Agency of Jember Regency. This is supported by research conducted Abbas et al.³⁵ concluded that transformational leadership has a positive and significant influence on performance.

The Influence of Self-Efficacy on Employee Performance

Based on the test results of the Self-efficacy variable (X2) on employee performance (Y), the Path Coefficient value is 0.434 with a p value of 0.001. Because the p value is smaller than α ($0.001 < 0.05$), then H_0 is rejected, thus there is a significant influence of Self-efficacy (X2) on employee performance (Y). This means that Self-efficacy has a significant effect on employee performance at the Regional Development Planning Agency of Jember Regency, the truth is proven or H_4 is accepted.

The finding that self-efficacy has a significant effect on employee performance at the Regional Development Planning Agency of Jember Regency has important implications for human resource management and organizational development. Self-efficacy, which is an individual's belief in their ability to succeed in a particular situation or task, has been shown to be a key factor in driving better performance. Employees with high levels of self-efficacy tend to be more confident in facing challenges, more persistent in pursuing goals, and more effective in managing work stress. This in turn contributes to increased productivity, work quality, and achievement of organizational targets.

The significant influence of self-efficacy on employee performance also shows the importance of developing programs aimed at improving employee self-efficacy. This can include skills training, mentoring programs, and providing regular constructive feedback. By improving employee self-efficacy, the Jember Regency Regional Development Planning Agency can create a more resilient, adaptive, and innovative workforce. Employees with high self-efficacy tend to be more proactive, find creative solutions to problems, and persist in the face of

³⁵ Abbas and Ali, "Transformational versus Transactional Leadership Styles and Project Success: A Meta-Analytic Review."

obstacles, all of which are important in the context of dynamic regional planning and development.

Furthermore, these findings emphasize the importance of creating a supportive and empowering work environment for employees. Management can play a key role in building employee self-efficacy by providing appropriate responsibilities, recognizing achievements, and providing adequate resources to complete tasks. By understanding the relationship between self-efficacy and performance, organizations can design more effective strategies to enhance employee intrinsic motivation, which will ultimately have a positive impact on the overall performance of the Jember Regency Regional Development Planning Agency.

This finding is in line with previous studies that have shown a positive relationship between self-efficacy and employee performance in various sectors. For example, Bandura and Locke's (2003) study confirmed that self-efficacy is a strong predictor of job performance in various domains. Stajkovic and Luthans (1998) in their meta-analysis found a significant correlation between self-efficacy and job-related performance. In the context of the public sector, Gist and Mitchell's (1992) study showed that self-efficacy influences employees' choice of activities, effort, and persistence in facing organizational challenges. More recently, Judge et al.'s (2007) study strengthened the relationship between self-efficacy and job performance, showing that its influence is consistent across different types of jobs and organizations. All of these studies support the current findings and emphasize the importance of self-efficacy in improving employee performance in government organizations such as the Regional Development Planning Agency of Jember Regency.

This study has similar results that are significantly similar to previous studies which stated Haddad et al.³⁶ that there is a positive and significant influence between self-efficacy and performance.

The Influence of Innovative Work Behavior on Employee Performance

Based on the test results of the variable Innovative work behavior (Z) on employee performance (Y), the path coefficient value is 0.171 with a p value of 0.036. Because the p value is smaller than α ($0.036 < 0.05$), then H_0 is rejected, thus there is a significant influence of Innovative work behavior (Z) on employee performance (Y). This means that Innovative work behavior has a significant effect on employee performance at the Regional Development Planning Agency of Jember Regency, which is proven true or H_1 is accepted. This is because the aspect of Innovative work behavior is able to improve employee performance at the Regional Development Planning Agency of Jember Regency.

The finding that Innovative Work Behavior (IWB) has a significant effect on employee performance at the Regional Development Planning Agency of Jember Regency has profound implications for organizational development and

³⁶ S. I. Haddad and R. A. Taleb, "The Impact of Self-Efficacy on Performance (An Empirical Study on Business Faculty Members in Jordanian Universities).," *Computers in Human Behavior Reports* 55, no. (2016): 877–887.

performance management. IWB, which includes behaviors such as idea generation, conceptualization, and implementation of innovation, has been shown to be a key factor in improving employee effectiveness and productivity. These positive effects can be explained through several mechanisms, including increased efficiency, better adaptability to change, more creative problem solving, increased intrinsic motivation, and more valuable strategic contributions to the organization.

The importance of the relationship between innovative behavior and employee performance emphasizes the importance of creating a work environment that encourages and supports innovative behavior. The Regional Development Planning Agency of Jember Regency can consider various strategies to improve the innovative behavior of its employees, such as developing a culture of innovation, providing training programs that focus on innovation skills, implementing a reward system that recognizes innovative contributions, allocating adequate resources to explore new ideas, and developing leadership that supports innovation. These steps will not only increase innovative behavior but also have the potential to improve overall employee performance.

This finding is in line with previous studies that have shown a positive relationship between IWB and employee performance in various organizational contexts. Studies conducted by De Jong and Den Hartog (2010), Janssen (2000), and Bysted and Hansen (2015) have emphasized the importance of IWB in improving individual, team, and organizational effectiveness, including in the public sector context. A meta-analysis conducted by Hammond et al. (2011) further strengthened this understanding by confirming a positive relationship between individual creativity and job performance. Thus, the results of this study not only strengthen the understanding of the importance of IWB in the context of the Regional Development Planning Agency, but also provide a strong foundation for investment in initiatives that encourage innovation among employees. These efforts are expected to contribute to improving overall organizational performance and, ultimately, increasing the effectiveness of regional development planning and implementation in Jember Regency.

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

Based on the sixth hypothesis, the magnitude of the indirect influence of transformational leadership (X_1) on the employee performance variable (Y) through the intervening variable of innovative work behavior (Z) is 0.076, which is smaller when compared to the magnitude of the direct influence of the transformational leadership variable (X_1) on the employee performance variable (Y), which is 0.361.

It can be concluded that transformational leadership has an effect on innovative work behavior and innovative work behavior has an effect on employee performance at the Regional Development Planning Agency of Jember Regency. So it can be ascertained that indirectly transformational leadership has

an effect on performance through innovative work behavior . The findings regarding the indirect effect of transformational leadership on employee performance through innovative work behavior (IWB) at the Regional Development Planning Agency of Jember Regency are supported by a number of empirical studies that have been conducted previously. These studies strengthen the understanding of the complex relationship between leadership, innovation, and performance in various organizational contexts.

One relevant study was conducted by Afsar et al. (2014) who examined the relationship between transformational leadership, innovation, and organizational performance. They found that transformational leadership has a positive influence on employee innovative behavior, which in turn improves organizational performance. This study confirms the mediating role of innovative behavior in the relationship between transformational leadership and performance, in line with the findings at the Regional Development Planning Agency of Jember Regency.

Another study that supports this finding is the study by Choi et al. (2016) which focused on the context of work teams. They found that transformational leadership improves team performance through the mediation of innovation climate and innovative work behavior. This finding broadens the understanding of how transformational leadership can affect performance not only at the individual level, but also at the team level, which is very relevant in the context of government organizations such as the Regional Development Planning Agency.

Furthermore, a meta-analysis conducted by Ng (2017) analyzed 57 independent studies and found a consistent positive relationship between transformational leadership, employee creativity, and organizational innovation. The study also identified that this relationship was stronger in the context of public organizations compared to private organizations, which is highly relevant to the context of the Jember Regency Regional Development Planning Agency. These findings collectively strengthen the validity of the current research findings and emphasize the importance of transformational leadership in driving innovation and improving performance in government organizations.

The Influence of Self-Efficacy on Employee Performance Through Innovative Work Behavior

Based on the seventh hypothesis, the indirect effect of the self-efficacy variable (X2) on employee performance (Y) through the intervening variable Innovative work behavior (Z) is 0.054 smaller than the direct effect of the self-efficacy variable (X2) on employee performance variable (Y) which is 0.434. Thus, it can be stated that transformational leadership (X1) and self-efficacy (X2) affect employee performance (Y) through Innovative work behavior (Z) with a smaller value than its direct effect.

Your conclusion is very appropriate and illustrates an important mediation mechanism in the organizational context of the Jember Regency Regional Development Planning Agency. The indirect relationship between self-efficacy and employee performance through Innovative Work Behavior (IWB)

shows the complexity and interconnectedness of factors that influence organizational performance. This mechanism can be explained through several stages. First, self-efficacy, which is an individual's belief in their ability to succeed in a particular situation or task, has a positive effect on IWB. Employees with high self-efficacy tend to be more confident in exploring new ideas, taking calculated risks, and implementing innovative solutions in their work. Second, IWB facilitated by self-efficacy then has a positive effect on employee performance. Employees who demonstrate innovative work behavior tend to be more effective in completing tasks, more adaptive to change, and more contributing to achieving organizational goals. These findings have significant implications for human resource management at the Jember Regency Regional Development Planning Agency. First, employee development programs should focus on improving self-efficacy, for example through skills training, mentoring programs, and providing constructive feedback. Second, there needs to be an effort to create a work environment that supports and empowers employees, which can improve their self-efficacy. Third, the performance appraisal and career development system must consider not only work results, but also the innovation and creativity demonstrated by employees.

Empirical support for this relationship can be found in various previous studies. For example, a study by Hsu et al. (2011) found that self-efficacy has a positive influence on employee innovative behavior, which in turn improves performance. A study by Gong et al. (2009) showed that creative self-efficacy is positively related to employee creativity and work performance. Furthermore, a meta-analysis conducted by Stajkovic and Luthans (1998) confirmed a strong relationship between self-efficacy and work performance across various organizational contexts. By understanding these pathways of influence, the Jember Regency Regional Development Planning Agency can develop a more comprehensive strategy to improve organizational performance. Focusing on improving employee self-efficacy and cultivating IWB will not only improve individual performance but also has the potential to encourage broader innovation in regional development planning and implementation. This can ultimately improve the effectiveness and efficiency of the organization in serving the community and achieving regional development goals. It is also important to conduct further research to understand the contextual factors that may influence this relationship in the specific context of the Jember Regency Regional Development Planning Agency.

The findings demonstrate that transformational leadership and self-efficacy significantly improve employee performance both directly and indirectly through innovative work behavior. More importantly, Islamic Work Ethics strengthens these relationships, indicating that ethical values play a pivotal role in translating leadership effectiveness and individual capability into superior organizational outcomes. These findings suggest that employee performance is not solely determined by managerial practices or psychological resources but is also influenced by employees' internalization of Islamic ethical values.

From the perspective of amanah (trustworthiness), transformational leadership becomes more effective when leaders cultivate responsibility, integrity, and accountability within the organization. Employees who perceive leadership as trustworthy are more likely to reciprocate organizational trust through responsible work behavior and greater confidence in completing their assigned tasks. This finding supports the argument that amanah is not merely a moral obligation but also an organizational resource that strengthens employees' self-efficacy and encourages them to transform personal competence into productive performance. Such an interpretation is consistent with Islamic Work Ethics, which regards work as a trust entrusted by Allah that must be fulfilled with sincerity and professionalism.³⁷

The mediating role of innovative work behavior can also be interpreted through the principle of ihsan (excellence). Islamic teachings encourage believers to perform every task with the highest possible quality and continuous improvement. Employees who internalize ihsan are therefore more willing to generate creative ideas, share knowledge, solve organizational problems, and implement innovative solutions. Consequently, innovative work behavior is not merely a behavioral outcome but represents the practical manifestation of the Islamic value of excellence. This explains why transformational leadership and self-efficacy significantly encourage innovative work behavior, which subsequently enhances employee performance.³⁸

Furthermore, the moderating effect of Islamic Work Ethics is closely associated with the principle of 'adl (justice). Organizational justice creates an environment in which employees perceive equal treatment, transparent decision-making, and fair opportunities for professional development. Such perceptions strengthen psychological safety and reinforce employees' confidence in their own abilities. Consequently, transformational leadership becomes more influential because employees respond positively to leaders who demonstrate fairness and consistency. Likewise, employees with high self-efficacy are more motivated to utilize their competencies when organizational systems reflect justice and impartiality. Therefore, 'adl functions as an ethical mechanism that amplifies the effectiveness of leadership and psychological capability in improving employee performance.³⁹

The findings may also be interpreted through the principle of maslahah (public benefit), one of the central objectives of Maqāṣid al-Sharī'ah. From this perspective, organizational performance should not be evaluated solely by

³⁷ Gary Dessler, *Human Resource Management*, 16th ed. (New York: Pearson Education, 2020).

³⁷ Ali, "Scaling an Islamic Work..."

³⁸ Onne Janssen, "Job Demands, Perceptions of Effort-Reward Fairness and Innovative Work Behaviour," *Journal of Occupational and Organizational Psychology* 73, no. 3 (2000): 287-302

³⁹ Jason A. Colquitt et al., "Justice at the Millennium: A Meta-Analytic Review of 25 Years of Organizational Justice Research," *Journal of Applied Psychology* 86, no. 3 (2001): 425-445

individual productivity but also by its contribution to collective welfare and sustainable organizational development. Innovative work behavior therefore serves a broader purpose than achieving individual recognition; it becomes a strategic mechanism for creating organizational value, improving service quality, enhancing institutional effectiveness, and generating long-term societal benefits. Employees motivated by *maslahah* are more likely to perceive innovation as a form of social responsibility rather than merely a means of achieving personal success. Consequently, organizations that integrate Islamic ethical values into their managerial systems are better positioned to foster sustainable innovation and long-term organizational performance.⁴⁰

Overall, this study extends existing organizational behavior literature by demonstrating that Islamic Work Ethics should not be viewed merely as an individual ethical orientation but as a strategic organizational capability that reinforces the effectiveness of transformational leadership, strengthens employees' self-efficacy, stimulates innovative work behavior, and ultimately improves employee performance. The integration of *amanah*, *ihsan*, *'adl*, and *maslahah* provides a comprehensive ethical framework that complements contemporary leadership and organizational behavior theories. This integrated perspective offers a more holistic explanation of employee performance by acknowledging that sustainable organizational success depends not only on managerial competence and psychological capability but also on the internalization of ethical and spiritual values that guide employees' attitudes and behaviors.

CONCLUSION

Based on the results of the research and analysis that have been conducted, it can be concluded that there is a complex and significant relationship between transformational leadership, self-efficacy, Innovative Work Behavior (IWB), and employee performance at the Regional Development Planning Agency of Jember Regency. Transformational leadership and self-efficacy are proven to have a positive influence on IWB, which in turn has a positive influence on employee performance. Furthermore, it was found that transformational leadership and self-efficacy also have an indirect influence on employee performance through the mediation of IWB. This finding emphasizes the importance of paying attention not only to factors that directly affect performance, but also to indirect mechanisms that play a role in increasing organizational effectiveness.

The implications of these findings are important for the management of the Regional Development Planning Agency of Jember Regency. First, it is necessary to develop and implement a leadership development program that focuses on improving the transformational skills of leaders. Second, there needs to be a

⁴⁰ Abū Ishāq Ibrāhīm ibn Mūsā al-Shātibī, *Al-Muwāfaqāt fī Uṣūl al-Sharī'ah*, ed. Abdullah Draz (Beirut: Dār al-Kutub al-'Ilmiyyah, 2004), 2:8–15; M. Umer Chapra, *The Future of Economics: An Islamic Perspective* (Leicester: The Islamic Foundation, 2000), 118–135.

systematic effort to improve employee self-efficacy through various interventions such as training, mentoring, and providing constructive feedback. Third, the organization must create an environment that supports and encourages innovative work behavior at all levels. Fourth, the performance appraisal and career development system must be revised to include aspects of innovation and creativity as important components.

Based on the findings and implications, several suggestions can be put forward to improve the effectiveness of the Jember Regency Regional Development Planning Agency. First, it is recommended to implement a comprehensive transformational leadership training program for managers and supervisors. Second, it is necessary to develop a self-efficacy development program that is tailored to the specific needs of employees and the organizational context. Third, organizations need to consider the formation of cross-departmental innovation teams that can encourage and facilitate innovative work behavior. Fourth, the reward and recognition system needs to be redesigned to better appreciate employees' innovative contributions.

For further research, it is recommended to conduct longitudinal studies to understand the dynamics of the relationship between these variables over time. In addition, comparative research with other government agencies is also needed to see whether these findings can be generalized. Finally, it is important to explore other contextual factors that may influence the relationship between transformational leadership, self-efficacy, IWB, and employee performance in the context of local government. By understanding more deeply the mechanisms underlying organizational performance, the Regional Development Planning Agency of Jember Regency can develop more effective strategies to improve its efficiency and effectiveness in serving the community and achieving regional development goals.

Author's Contribution

Rendra Adi Dharma, Nurul Qomariah: Contribute to formulating research ideas, collecting data, processing data, and interpreting data

Arik Susbiyani: Contributing to writing systematics and research methods

Mohammad Thamrin: Contributing to analyzing interpretation results and collecting data

Mutiara Sari Dewi: Contribute to compiling a literature review and to language proofreading.

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Declaration of Competing Interest

The author declares that there is no conflict of interest.

Ethical Approval

Ethical approval No patient-identifying parts in this paper were used or known to the authors.

Therefore, no ethical approval was requested.

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