

# THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP ON MANAGERIAL PERFORMANCE OF JUNIOR HIGH SCHOOL PRINCIPALS MEDIATED BY EMPLOYEE ENGAGEMENT AND INNOVATIVE WORK BEHAVIOR

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## ABSTRACT

This study was conducted with the aim of determining the effect of transformational leadership on the managerial performance of junior high school principals in Medan City mediated by employee engagement and innovative work behavior. This study is an explanatory study using a quantitative approach and quantitative descriptive methods. The population in this study were the Principals of Public Junior High Schools and Private Junior High Schools in Medan City totaling 404 principals. By using the Slovin formula, the number of samples used as respondents was 201 principals, consisting of 17 principals of Public Junior High Schools and 184 principals of Private Junior High Schools. The data in this study were collected using a googleform questionnaire distributed via Whatsapp Group. The collected data were then analyzed using the Partial Least Square - Structure Equation Model (PLS SEM). The results of the analysis in this study indicate that transformational leadership, employee engagement and innovative work behavior have a significant positive effect on managerial performance. Transformational leadership has a significant positive effect on employee engagement and innovative work behavior, and transformational leadership also has a significant effect on managerial performance mediated by employee engagement and innovative work behavior.

**Keywords:** Transformational leadership, Employee engagement, Innovative work behavior and Managerial performance

## INTRODUCTION

The success or failure of education and learning in schools is influenced by the performance of the principal in managing each component of the school, especially related to knowledge and understanding of management and leadership and the tasks assigned to him. The role of the Principal is very strategic in achieving the vision and mission of the school, which is responsible

for organizing educational activities, school administration, coaching of educators and education personnel, and the utilization and maintenance of facilities and infrastructure, this is stated in Government Regulation No. 28 of 1990 concerning Basic Education. The principal must maximize his performance in providing good quality education by improving the quality of educators with the hope of improving the quality of education in the school he leads.

**Table 1. Quality of Junior High School Education in Medan City for 2021/2022 – 2023/2024 Academic Year**

No	Education Quality Indicators	Criteria	Achievment		
			2021/2022	2022/2023	2023/2024
1	Literacy Ability	Good	16.0%	40.3%	47.7%
		Average	25.3%	38.6%	30.8%
		Poor	58.7%	21.1%	21.6%
2	Numeracy Ability	Good	4.0%	12.4%	39.5%
		Average	18.4%	36.8%	33.2%
		Poor	77.6%	50.8%	27.4%
3	Character	Good	17.6%	72.4%	59.3%
		Average	29.3%	26.5%	27.1%
		Poor	53.1%	1.1%	14.6%
4	Learning Quality	Good	4.9%	20.5%	28.5%
		Average	55.1%	70.0%	43.0%
		Poor	40.0%	9.5%	28.5%
5	School Safety Climate	Good	57.5%	91.1%	72.8%
		Average	32.0%	8.6%	7.9%
		Poor	10.5%	0.3%	19.3%
6	Climate Diversity	Good	31.8%	64.6%	65.7%
		Average	63.2%	35.1%	11.7%
		Poor	5.1%	0.3%	22.6%

Source : <https://s.id/dppmbpmpsumut>

In the management framework, the principal has two major roles in achieving school goals, namely as a school manager and at the same time as a school leader. Both roles are inherent in a principal (Sergiovani & Starratt, 2017). As a manager, the principal's duties are mainly related to the maintenance of the applicable school structure, procedures and goals. As a leader, the principal's duties are related to efforts to make changes, achieve vision and growth, and provide inspiration and motivation. The principal as a manager and leader needs to have excellent leadership skills for the sake of the organization he leads (Sutisna, 1998). Such leadership adheres to the following principles: 1) In quality leadership, a person measures his success from the success of the people (all members) in the organization; 2) Shared responsibility; 3) Continuous quality improvement; 4) The role of teachers and staff; 5) Vision directs people to

the goals to be followed; 6) Everyone wants to be a superior person (Sukmadinata, et al; 2006). Such a leader is a leader who applies a transformational leadership style.

Many previous researchers have conducted research on the influence of transformational leadership on performance, both individual employee performance, individual leaders and organizational performance, but the results are still inconsistent, contradictory and debatable. Santoso, et. al. (2019); Ahmad, et. al. (2019); Buchdadi, et. al. (2020); Hariadi & Muafi (2022); Sehol (2022); Firmansyah, et. al. (2022); Pratiwi, et. al. (2023), Bangun, et. al. (2023); Hendrayanti & Sari (2024); Sani (2024); and Sarinah, et. al. (2024) show that transformational leadership significantly affects performance, on the other hand Rafia, et. al. (2020); Lahat, et. al. (2022); Buwana, et. al. (2023); Putra, et. al. (2023); and Pamungkas, et. al. (2023) in their research actually proved that transformational leadership does not significantly affect performance. Lucyanda (2001) said that efforts are needed to reconcile the inconsistency of the relationship between a variable by identifying contextual factors between variables with a contingency approach. The use of contingency variables allows for other variables to act as intervening variables.

Based on the research results of Rafia, et. al. (2020) who found that transformational leadership significantly influences performance mediated by employee engagement, and the research results of Suprapti, et. al. (2020); Putra, et. al. (2023) and Indriani, et. al. (2024) who found that transformational leadership significantly influences performance when mediated by innovative work behavior, then became the basis for re-establishing employee engagement and innovative work behavior as mediating variables in mediating the influence of transformational leadership on the managerial performance of Junior High School Principals in Medan City in this study.

## **LITERATURE REVIEW**

### **Managerial Performance**

Basically, the principal's managerial performance is the work achievement or work results achieved by the principal in carrying out his/her main tasks, functions and responsibilities. The principal's managerial performance is said to be good if the school's targets or goals can be achieved. All of this is supported by the competence, attitude, motivation of the school community including the principal, teachers, administrative staff, students, and the school

committee. All work with applicable provisions, resulting in achievements (Suhardiman, 2012). Adi (2013) states that the principal's managerial performance includes the functions of planning, organizing, leading and evaluating.

### **Innovative Work Behavior**

Yuan & Woodman (2010) stated that innovative work behavior is the intention of employees to create, introduce and implement new ideas that they have in the group or organization where they work, which is intended to optimize the performance of the group or organization. According to De Jong & Den Hartog (2008), there are four dimensions related to innovative work behavior, namely idea exploration, idea generation, idea championing and idea implementation.

### **Employee Engagement**

Employee engagement is a concept that shows the level of involvement, motivation, and loyalty of employees to the organization where they work (Macey & Schneider, 2008a). Tritch (2013) said that employees who have engagement values are workers who are fully involved and enthusiastic about their work. Employee engagement can predict increased employee performance, profitability, employee retention, customer satisfaction, and success for the organization (Bates, 2004; Baumruk, 2004; Richman, 2006). Schaufeli, et. al. (2002) 3 (three) dimensions in employee engagement, namely vigor, dedication, and absorption.

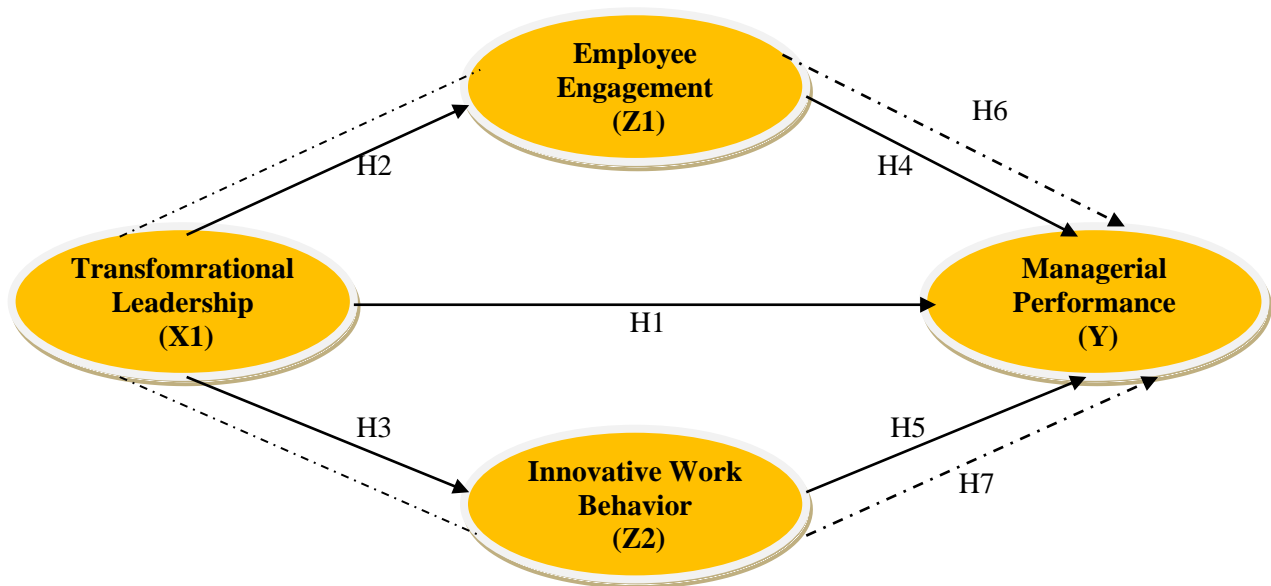
### **Transformational Leadership**

Robbins & Cuolter (2010) stated that transformational leadership is a leadership style that stimulates and inspires (transforms) subordinates to achieve extraordinary results. Munandar (2020) stated that transformational leadership is a leadership that seeks to change the behavior of subordinates so that they have high abilities and motivation, and strives to achieve high and quality work performance to achieve common goals. Bass & Avolio (1993) mentioned 4 (four) dimensions inherent in transformational leadership, namely: Idealized influence. Inspirational motivation, Intellectual simulation and Individualized consideration.

## **CONCEPTUAL FRAMEWORK AND HYPHOTHESIS DEVELOPMENT**

### **Conceptual Framework**

The conceptual framework of the relationship between variables in this study is shown in Figure 1.



**Figure 1. Conceptual Framework**

### **Hypothesis Development**

#### **The effect of Transformational Leadership on Managerial Performance**

Avolio & Bass (2012) stated that through Transformational Leadership followers can achieve performance that exceeds what the leader has expected. Santoso, et. al. (2019); Ahmad, et. al. (2019); Hariadi & Muafi (2022); Sehol (2022); Firmansyah, et. al. (2022); Pratiwi, et. al. (2023), Bangun, et. al. (2023); Hendrayanti & Sari (2024) and Sani (2024); Sarinah, et. al. (2024) in their research found that transformational leadership significantly influences performance. Based on the explanation above, hypothesis 1 (H1) was developed:

H1 : Transformational leadership has a positive significant effect on managerial performance

#### **The effect of Transformational Leadership on Employee Engagement**

Kanexa (2018) said four basic principles that influence engagement, three of which are leaders who inspire confidence in the future, management that values employees and top management that shows real responsibility to employees. These three principles are characteristics of a transformational leadership style. Mozammel, et. al. (2016), Balwant, et. al. (2019); Nguyen, et.

al. (2020), Islam, et. al. (2021) and Salma & Ramli (2023) show that transformational leadership has a significant positive effect on employee engagement. Based on the explanation above, hypothesis 2 (H2) was developed:

H2 : Transformational leadership has a positive significant effect on employee engagement

### **The effect of Transformational Leadership on Innovative Work Behavior**

Nardelli (2017) reported that innovation is largely determined by the role of leaders who are able to provide intellectual stimulation and inspirational motivation. Leaders who are able to provide intellectual stimulation and inspirational motivation are leaders who have a transformational leadership style. This view has been proven by many previous studies, including: Aryee, et. al. (2012); Afsar & Badir (2014); Afsar & Masood (2018); Rafique, et. al. (2022); and Helmy, et. al. (2023). Based on the explanation above, hypothesis 3 was developed:

H3 : Transformational leadership has a positive significant effect on innovative working behavior

### **The effect of Employee Engagement on Managerial Performance**

The concept of employee engagement is becoming increasingly important in human resource management because it has been shown to be associated with better organizational performance, higher productivity, and lower absenteeism and turnover rates. Employees who are engaged in their work will be highly motivated, feel connected to the goals and values of the organization, and feel called to make maximum contributions to improving performance. (Macey & Schneider, 2008b). Kilonzo, et. al., (2018); Ismail, et. al. (2018); Aiyub, et. al., (2021); Gemilang, et. al. (2021) and Siddique, et. al. (2022) show that employee engagement has a significant positive effect on performance. Based on the explanation above, hypothesis 4 is developed:

H4 : Employee engagement has a positive significant effect on managerial performance

### **The effect of Innovative Work Behavior on Managerial Performance**

The importance of innovative work behavior at the individual level in the public sector has been put forward by (Borins, 2002). It is generally believed that individual innovative work behavior in the public sector can improve performance (Bos Nehles et.al., 2017). Recent studies that have proven that innovative work behavior has a significant positive effect on performance include: Suprpti, et. al. (2020); Luhgiatno, et. al. (2021); Sofiyana, et. al. (2022); Sanusi & Dibyantoro (2022); Ausat, et. al. (2022); Bastian & Widodo (2022); Putra, et. al. (2023); Wenehenubun, et.

al. (2024) and Indriani, et. al. (2024). Based on the explanation above, hypothesis 5 was developed:

H5 : Innovative work behavior has a positive significant effect on innovative working behavior

### **The effect of Transformational Leadership on Managerial Performance Mediated by Employee Engagement**

In many studies, transformational leadership has an effect on employee engagement and managerial performance. Employee engagement also has an effect on managerial performance. Rafia, et. al. (2020) showed that transformational leadership significantly influences performance mediated by employee engagement. Based on the explanation above, hypothesis 6 was developed:

H6 : Transformational leadership has a positive significant effect on managerial performance mediated by employee engagement

### **The effect of Transformational Leadership on Managerial Performance Mediated by Innovative Work Behavior**

Several previous studies have shown that transformational leadership has an effect on innovative work behavior and managerial performance. Innovative work behavior also significantly affects managerial performance. Suprapti, et. al. (2020); Putra, et. al. (2023) and Indriani, et. al. (2024) showed that transformational leadership has a significant positive effect on managerial performance mediated by innovative work behavior. Based on the explanation above, hypothesis 7 was developed in this study

H7 : Transformational leadership has a positive significant effect on managerial performance mediated by innovative working behavior

## **METHODS**

This study is an explanatory research with the aim of explaining the position of the variables studied and the influence between one variable and another (Sugiyono, 2017). The researcher used a quantitative descriptive study through hypothesis testing using a causal design (Sugiyono, 2017), on the relationship between transformational leadership, employee engagement, innovative work behavior and managerial performance. The method used in this study is a

quantitative method, namely: a method used to test a theory and depends on the quality of the measurement instrument used (Schindler, 2022).

The population in the study of principals spread across 404 junior high schools in Medan City, consisting of 45 public junior high schools and 359 private junior high schools. The number of samples in this study was calculated using the Slovin Formula (Hidayat, 2017; Syatriani, 2020), and the number of samples obtained was 201 principals. The number of samples for each population unit was calculated using the proportional stratified sampling approach (Henri, 2018), then the number of samples obtained for public junior high schools was 17 principals and for private junior high schools was 184 principals.

The data used in this study are primary data, namely data originating from original or first sources, collected by researchers to answer problems found in research obtained directly from sources (Sugiyono, 2017). The data in this study were collected using a questionnaire in the form of a Google form distributed via Whatsapp Group. According to Sugiyono (2017), a questionnaire is a data collection technique carried out by providing a set of written statements to respondents to answer. The questionnaire in the study used a Likert scale of 1-5, where a scale of 1 indicates an attitude of strongly disagreeing, and a scale of 5 indicates an attitude of strongly agreeing.

## RESULTS

### Demographic Statistical Analysis

The results of the demographic statistical analysis in this study are shown in Table 2..

**Table 2. Results of Demographic Statistical Analysis of Research Respondents**

Demographic of Respondent	Frequency	
	(People)	Pecent (%)
<b>Gender :</b>		
Male	148	73.63
Female	53	26.37
<b>Total</b>	<b>201</b>	<b>100.00</b>
<b>Age :</b>		
31- 40 Years	57	28.36
41 – 50 Years	99	49.25
More than 50 Years	45	22.39
<b>Total</b>	<b>201</b>	<b>100.00</b>
<b>Education</b>		



Bachelor degree (S1)	89	44.28
Master degree (S2)	106	52.74
Doctor degree (S3)	6	2.99
<b>Total</b>	<b>201</b>	<b>10.00</b>
<b>Length of Working :</b>		
6 – 10 Years	19	9.45
11 – 15 Years	65	32.34
16 -20 Years	64	31.84
More than 20 Years	53	26.37
<b>Total</b>	<b>201</b>	<b>10.00</b>

Source : Questionnaire Survey

Table 2. Shows that respondents in the study were dominated by male school principals, aged between 41 - 50 years with a final education level of Masters (S2) and length of service between 11 - 15 years..

### Descriptive Statistical Analysis

The results of the descriptive statistical analysis in this study are shown in Table 3

**Table 3. Results of Descriptive Statistical Analysis of Research Variables**

Variables	Dimenssions	Indicators	Results of Descriptive Statistical Analysis					
			Min	Max	Mode	Mean	Stdev	
Transformational Leadership (X)	Inspirational	X1.1	1	5	4	4,15	0,86	
		Motivation	X1.2	1	5	5	4,15	0,88
		(X1)	X1.3	1	5	5	4,17	0,85
	Idelaized Influence (X2)	X2.1.	1	5	4	4,14	0,87	
		X2.2	1	5	5	4,21	0,89	
		X2.3	1	5	5	4,15	0,90	
	Intellectual Stimulation (X3)	X3.1	1	5	4	4,05	0,86	
		X3.2	1	5	4	3,75	1,00	
		X3.3	1	5	4	3,93	0,85	
	Individual Consideration (X4)	X4.1.	1	5	4	4,18	0,85	
		X4.2	1	5	4	4,14	0,84	
		X4.3	1	5	4	4,08	0,83	
		X4.4	1	5	4	4,12	0,81	
		X4.5	1	5	4	3,96	0,92	
	Empoyee Engagement (Z1)	Vigor (Z1.1)	Z1.1.1	1	5	4	4,29	0,67
Z1.1.2			2	5	4	4,28	0,67	
Z1.1.3			2	5	4	4,23	0,69	
Dedication (Z1.2)		Z1.2.1	3	5	5	4,35	0,69	
		Z1.2.2	2	5	5	4,36	0,69	
		Z1.2.3	2	5	4	4,25	0,69	
		Z1.2.4	1	5	4	4,17	0,80	
Absorption (Z1.3)		Z1.3.1	1	5	4	3,86	0,93	
		Z1.3.2	3	5	4	4,23	0,62	

		Z1.3.3	3	5	4	4,32	0,65	
Innovative Work Behavior (Z2)	Idea Exploration (Z2.1)	Z2.1.1	1	5	4	4,14	0,91	
		Z2.1.2	2	5	4	4,15	0,80	
		Z2.1.3	1	5	4	3,73	0,98	
	Idea Generation (Z2.2)	Z2.2.1	1	5	5	4,20	0,90	
		Z2.2.2	1	5	5	4,08	0,88	
	Idea Championing (Z2.3)	Z2.3.1	1	5	4	4,08	0,84	
		Z2.3.2	1	5	4	4,13	0,86	
	Idea Implmentation (Z2.4)	Z2.4.1	1	5	4	3,70	0,97	
		Z2.4.2	1	5	4	4,17	0,87	
		Z2.4.3	1	5	4	4,10	0,83	
	Managerial Performance (Y)	Planning (Y1)	Y1.1	2	5	4	4,02	0,84
			Y1.2	1	5	4	4,03	0,84
Y1.3			1	5	4	3,98	0,88	
Y1.4			1	5	4	3,99	0,84	
Y1.5			1	5	4	4,00	0,87	
Y1.6			1	5	4	4,01	0,91	
Organizing (Y2)		Y2.1	1	5	4	3,98	0,89	
		Y2.2	1	5	4	4,05	0,83	
		Y2.3	1	5	4	3,98	0,85	
Evaluation (Y3)		Y3.1	1	5	4	3,78	0,93	
		Y3.2	1	5	4	3,80	0,92	
		Y3.3	2	5	4	3,95	0,80	
		Y3.4	1	5	4	3,94	0,83	
		Y3.5	1	5	4	4,04	0,83	
Leading (Y4)		Y4.1	1	5	4	4,07	0,82	
		Y4.2	1	5	4	4,21	0,81	
		Y4.3	1	5	4	4,10	0,86	

Source : Questionnaire Survey

Table 3. describes that respondents in the study gave very varied responses in measuring transformational leadership, employee engagement, innovative work behavior and managerial performance of school principals in Medan City, which were between the range of 1 (strongly disagree) and 5 (strongly disagree), mode 4 (the most frequent answer scale agrees), the average answer between the range of 3.70 - 4.35 with a standard deviation between the range of 0.62 - 1.00. This indicates that transformational leadership, employee engagement, innovative work behavior and managerial performance of school principals in Medan City are in the good criteria.

### Validity and Reliability Test

The results of the validity and reliability test analysis in this study are shown in Tables 4 and Table 5.

**Table 4. The Result of Validity Test**

Variables	Dimenssions	Item	Loading Factor	AVE
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			<b>Item</b>	<b>Dimenssions</b>	<b>Dimenssions</b>	<b>Variables</b>		
Transformational Leadership (X)	Inspirational Motivation (X1)	X1.1	0.924	0.894	0.824	0.564		
		X1.2	0.915					
		X1.3	0.884					
	Idealized Influence (X2)	X2.1	0.889	0.924	0.799			
		X2.2	0.913					
		X2.3	0.879					
	Intellectual Stimulation (X3)	X3.1	0.821	0.715	0.671			
		X3.2	0.814					
		X3.3	0.824					
	Individual Consideration (X4)	X4.1	0.795	0.945	0.866			
		X4.2	0.832					
		X4.3	0.803					
		X4.4	0.833					
		X4.5	0.745					
	Employee Engagement (Z1)	Vigor (Z1.1)	Z1.1.1	0.799	0.873		0.670	0.549
Z1.1.2			0.853					
Z1.1.3			0.803					
Dedication (Z1.2)		Z1.2.1	0.764	0.914	0.657			
		Z1.2.2	0.829					
		Z1.2.3	0.837					
		Z1.2.4	0.811					
Absorption (Z1.3)		Z1.3.1	0.660	0.817	0.612			
		Z1.3.2	0.869					
		Z1.3.3	0.804					
Innovative Work Behavior (Z2)		Idea Exploration (Z2.1)	Z2.1.1	0.881	0.911	0.729	0.621	
			Z2.1.2	0.867				
	Z2.1.3		0.812					
	Idea Generation (Z2.2)	Z2.2.1	0.935	0.872	0.866			
		Z2.2.2	0.927					
	Idea Championing (Z2.3)	Z2.3.1	0.918	0.856	0.729			
		Z2.3.2	0.904					
	Idea Implementation (Z2.4)	Z2.4.1	0.814	0.920	0.830			
		Z2.4.2	0.872					
		Z2.4.3	0.878					
	Managerial Performance (Y)	Planning (Y1)	Y1.1	0.831	0.944	0.718		0.590
			Y1.2	0.867				
Y1.3			0.844					
Y1.4			0.833					
Y1.5			0.861					
Y1.6			0.847					
Organizing (Y2)		Y2.1	0.895	0.876	0.820			
		Y2.2	0.928					
		Y2.3	0.893					
Evaluation (Y3)		Y3.1	0.743	0.891	0.640			
		Y3.2	0.688					
		Y3.3	0.855					
		Y3.4	0.872					
		Y3.5	0.826					

	Leading (Y4)	Y4.1 Y4.2 Y4.3	0.867 0.882 0.843	0.890	0.747
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Source: Result of Data Processing by SmartPLS SEM 3.0

**Table 5. The Result of Reliability Test**

Variables	Dimensions	Cronbach Alpha		Composite Reliability	
		Dimensions	Variables	Dimensions	Variables
Transformational Leadership (X)	Inspirational Motivation (X1)	0.893	0.938	0.934	0.947
	Idelaized Influence (X2)	0.874		0.923	
	Intellectual Stimulation (X3)	0.759		0.860	
	Individual Consideration (X4)	0.861		0.900	
Empoyee Engagement (Z1)	Vigor (Z1.1)	0.753	0.885	0.859	0.907
	Dedication (Z1.2)	0.825		0.884	
	Absorption (Z1.3)	0.753		0.859	
Innovative Work Behavior (Z2)	Idea Exploration (Z2.1)	0.814	0.932	0.899	0.942
	Idea Generation (Z2.2)	0.846		0.928	
	Idea Championing (Z2.3)	0.795		0.907	
	Idea Implmentation (Z2.4)	0.816		0.891	
Managerial Performance (Y)	Planning (Y1)	0.922	0.956	0.939	0.960
	Organizing (Y2)	0.890		0.932	
	Evaluation (Y3)	0.858		0.898	
	Leading (Y4)	0.830		0.899	

Source: Result of Data Processing by SmartPLS SEM 3.0

Table 4 shows all loading factor values of items and dimensions of transformational leadership, employee engagement, innovative work behavior and managerial performance variables  $> 0.60$  with average variance extracted (AVE) values  $> 0.50$ . Ghozali & Latan (2017) said that loading factor values with values  $> 0.60$  are still acceptable and average variance extracted (AVE) with values  $> 0.50$  can be accepted to test validity. Thus, it can be stated that all instruments used to measure the dimensions of each variable studied in this study are declared valid.

Table 5 shows all Cronbach alpha values of all dimensions and variables studied in this study  $> 0.60$  and composite reliability values  $> 0.70$ . Abdillah & Hartono (2015) stated that a construct is declared reliable if it has a Cronbach Alpha value of  $> 0.6$  and a Composite Reliability value of  $> 0.7$ . Thus, it can be stated that all instruments used to measure the dimensions of each variable studied in this study are declared reliable.

### **Analysis of Structural Equation Model - Partial Least Square (SEM PLS)**

The results of the structural equation model partial least square (SEM PLS) analysis in this study are shown in Figure 2.



**Figure 2. Analysis of Structural Equation Model - Partial Least Square (SEM PLS)**

Source: Result of Data Processing by SmartPLS SEM 3.0

Based on Figure 2, a structured equation model was built on the influence of transformational leadership on the performance of junior high school principals in Medan City which is mediated by employee engagement and innovative work behavior as follows:

1. Direct Effect :

$$Z_1 = 0.631X \dots \dots \dots \text{(Eq. 1)}$$

$$Z_2 = 0.793X \dots \dots \dots \text{(Eq. 1)}$$

$$Y = 0.289X + 0.285Z_1 + 0.370Z_2 \dots \dots \dots \text{(Eq. 1)}$$

2. Indirect Effect :

$$Y = 0.160\rho_{YXZ_1} + 0.294\rho_{YXZ_2} \dots \dots \dots \text{(Eq. 1)}$$

Equation 1. interprets transformational leadership as having a positive effect on employee engagement. This can be seen from the regression coefficient of transformational leadership which is positive at 0.631. This means that every additional 1 transformational leadership is estimated to increase employee engagement by 0.631..

Equation 2. interprets transformational leadership has a positive effect on innovative work behavior. This can be seen from the positive transformational leadership regression coefficient of 0.793. This means that every 1 additional transformational leadership is estimated to increase managerial performance by 0.793.

Equation 3. interprets transformational leadership has a positive effect on managerial performance. This can be seen from the regression coefficient of transformational leadership which is positive at 0.289. This means that every increase of 1 transformational leadership is estimated to increase managerial performance by 0.289. Employee engagement also has a positive effect on managerial performance. This is shown by the regression coefficient of employee engagement which is positive at 0.285. This means that every increase of 1 employee engagement is estimated to increase managerial performance by 0.285. Likewise, innovative work behavior also has a positive effect on managerial performance. This is shown by the regression coefficient of innovative work behavior which is positive at 0.370. This means that every increase of 1 innovative work behavior is estimated to increase managerial performance by 0.370.

Equation 4. interprets transformational leadership has a positive effect on managerial performance mediated by employee engagement. This can be seen from the regression coefficient of employee engagement mediation which is positive at 0.160. This means that every additional 1 mediation of employee engagement is estimated to increase the effect of transformational leadership on managerial performance by 0.160. Transformational leadership also has a positive effect on managerial performance mediated by innovative work behavior. This can be seen from the regression coefficient of innovative work behavior mediation which is positive at 0.294. This means that every additional 1 mediation of innovative work behavior is estimated to increase the effect of transformational leadership on managerial performance by 0.294.

### **Evaluation of *Goodness of Fit***

The results of the Goodness of Fit evaluation in this study are shown in Table 6.

**Table 6. The results of the Goodness of Fit evaluation**

<b>Variable</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Kesimpulan</b>
Employee engagement (Z1)	0.398	0.395	Moderate
Innovative work behavior (Z2)	0.629	0.627	Kuat
Managerial Performance (Y)	0.706	0.702	Sangat Kuat

Source: Result of Data Processing by SmartPLS SEM 3.0

Ghozali & Latan (2017) stated that the GoF value can be seen from the R-Square or Adjusted R<sup>2</sup> with criteria  $> 0.70 - 1.00$  indicating a very strong GoF;  $> 0.45 - \leq 0.70$  indicating a strong GoF;  $> 0.25 - \leq 0.45$  indicating a moderate GoF and  $\leq 0.25$  indicating a weak GoF. Hair, et al., (2021) said that an SEM model is said to meet the Gof criteria, when the standardized Root mean square residual (SRMR) value produced by the fit model in SmartPLS  $< 0.100$ .

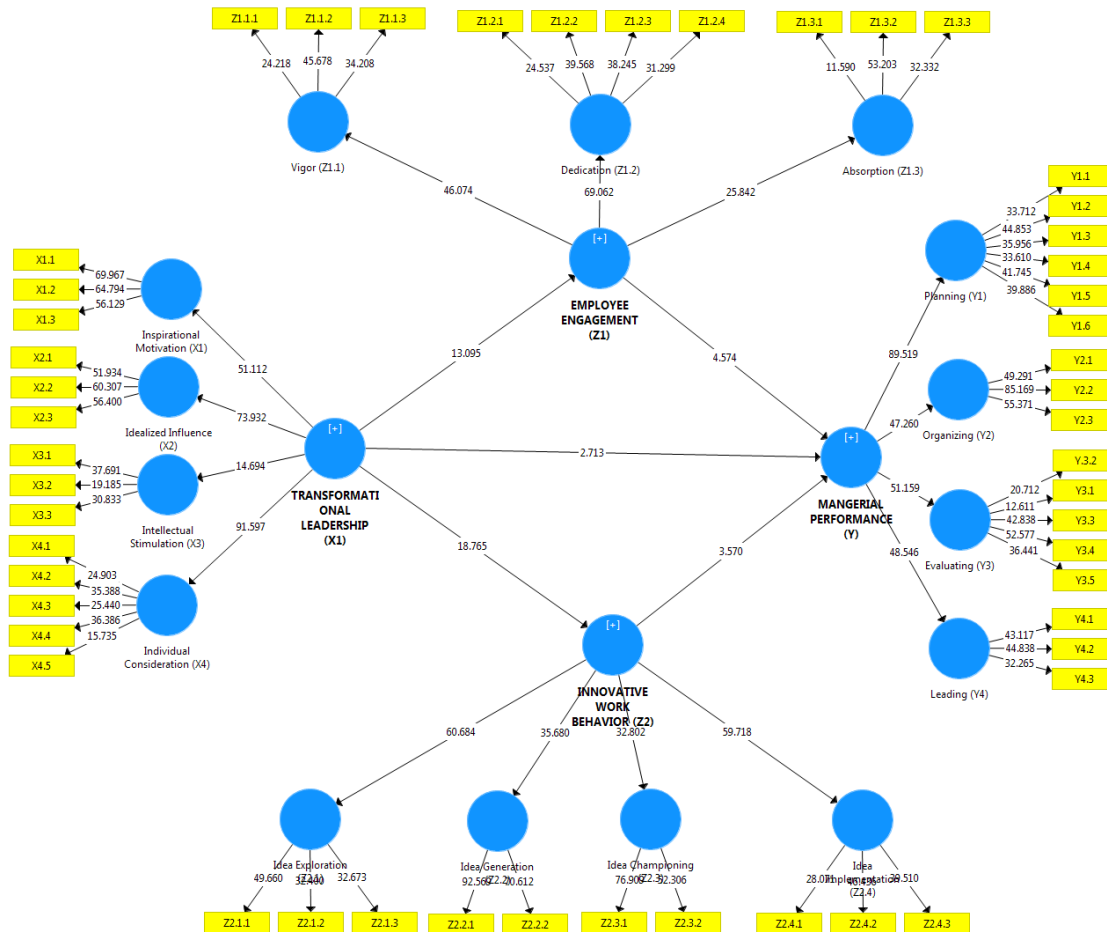
Table 5.14. above shows the r square value of employee engagement produced in the study of 0.398 and the adjusted R Square value of 0.395. This means that the exogenous (independent) variable of transformational leadership has a moderate ability to explain the endogenous (mediating) variable of employee engagement, which is 39.50%, while the remaining 60.50%, employee engagement is influenced by other variables outside the transformational leadership variable that have not been revealed in this study. The r square value of innovative work behavior in the study is 0.629 and the adjusted R Square value is 0.627. This means that the exogenous (independent) variable of transformational leadership has a strong ability to explain the endogenous (mediating) variable of innovative work behavior, which is 62.70%, while the remaining 37.30%, innovative work behavior is influenced by other variables outside the transformational leadership variable that have not been revealed in this study. The r square value of managerial performance in the study was 0.706 and the adjusted R Square value was 0.702. This means that the exogenous (independent) variables of transformational leadership, employee engagement and innovative work behavior have a very strong ability to explain the endogenous (dependent) variable of managerial performance, which is 70.20%, while the remaining 29.80%, managerial performance is influenced by other variables outside the employee engagement and innovative work behavior variables that have not been revealed in the study..

The standardized Root mean square residual (SRMR) value of the fit model produced in the study was  $0.082 < 0.100$ . Thus, the model of the influence of transformational leadership on the managerial performance of the Head of Junior High Schools in Medan City mediated by

employee engagement and innovative work behavior built in the study is stated to meet the Goodness of Fit, or is feasible to be implemented.

### Hypothesis Testing

The results of hypothesis testing in this study are shown in Figure 3 and Table 7.



**Gambar 3. The Result of Hypothesis Testing (Bootstrapping)**

Source: Result of Data Processing by SmartPLS SEM 3.0

**Tabel 7. The Result of Hypothesis Testing (Bootstrapping)**

	Hypothesis	Coef.	t value	p value	Conclusion
H <sub>1</sub>	Transformational leadership has a positive significant effect on managerial performance	0.289	2.713	0.007	t value > t tabel n 201 = 1.653 dan p value < α 0.05; H <sub>1</sub> : Accepted
H <sub>2</sub>	Transformational leadership has a positive significant effect on terhadap employee engagement	0.631	13.095	0.000	t value > t tabel n 201 = 1.653 dan p value < α 0.05; H <sub>2</sub> : Accepted
H <sub>3</sub>	Transformational leadership has a	0.793	18.765	0.000	t value > t tabel n 201 =



	Hypothesis	Coef.	t value	p value	Conclusion
	positive significant effect on <i>innovaive work behavior</i>				1.653 and p value < $\alpha$ 0.05; H <sub>3</sub> : Accepted
H <sub>4</sub>	<i>Employee engagement</i> has a positive significant effect on <i>managerial performance</i>	0.285	4.574	0.000	t value > t tabel n 201 = 1.653 dan p value < $\alpha$ 0.05; H <sub>4</sub> : Accepted
H <sub>5</sub>	<i>Innovative work behavior</i> has a positive significant effect on <i>managerial performance</i>	0.370	3.570	0.000	t value > t tabel n 201 = 1.653 dan p value < $\alpha$ 0.05; H <sub>5</sub> : Accepted
H <sub>6</sub>	<i>Transformational leadership</i> has a positive significant effect on <i>managerial performance</i> mediated by <i>Employee engagement</i>	0.180	4.435	0.000	t value > t tabel n 201 = 1.653 dan p value < $\alpha$ 0.05; H <sub>6</sub> : Accepted
H <sub>7</sub>	<i>Transformational leadership</i> has a positive significant effect on <i>managerial performance</i> mediated by <i>innovative work behavior</i>	0.294	3.584	0.000	t value > t tabel n 201 = 1.653 dan p value < $\alpha$ 0.05; H <sub>7</sub> : Accepted

Source: Result of Data Processing by SmartPLS SEM 3.0

## DISCUSSION

According to Stoner & Wankel (2006), management is the process of planning, organizing, leading, and controlling members of an organization and the use of all other organizational resources in order to achieve organizational goals. To realize good management in an organization, a manager who has professional skills in his field is needed, and that also applies in the world of education, especially schools, the quality of school management will depend on a principal who acts as a manager. As a manager, the principal has great duties and responsibilities in managing his school. The success of the principal in managing his school will not be separated from the ability of the principal as a school leader in carrying out his managerial functions, which include: planning, organizing, evaluating and leading.

There are many factors that influence managerial performance, including the focus of this study, namely transformational leadership, innovative work behavior (Putra, et. al. 2023) and employee engagement (Siddique, et. al., 2022).

Transformational leadership has been shown to influence employee performance (Thomas, 2016). Santoso, et. al. (2019); Ahmad, et. al. (2019); Hariadi & Muafi (2022); Sehol (2022); Firmansyah, et. al. (2022); Pratiwi, et. al. (2023), Bangun, et. al. (2023); Hendrayanti & Sari (2024) and Sani (2024); Sarinah, et. al. (2024) showed that transformational leadership significantly influences performance. Likewise, this study also shows that transformational

leadership has a significant positive effect on the managerial performance of Junior High School Principals in Medan City. This is indicated by the coefficient value of the influence of transformational leadership on managerial performance as shown in Table 7. which is positive at 0.289, t value of 0.273 > t table n 201 of 1.653 and the probability is 0.007 <  $\alpha$  0.05. Bass (2002) stated that with transformational leadership, performance can be achieved beyond expectations. Transformational leadership will produce and create good performance. Principals in Medan City with a transformational leadership style will be a motivation and stimulus and influence and be a consideration for teachers, school residents and stakeholders to achieve more. The better the principal implements a transformational leadership style in carrying out his managerial functions, the better the principal's managerial performance.

Kanexa (2008) said that the transformational dimension of leaders who inspire confidence in the future, management that values employees and top management that shows real responsibility to employees greatly influences employee engagement. This has been proven in many studies, including Mozammel, et. al. (2016), Balwant, et. al. (2019); Nguyen, et. al. (2020), Islam, et. al. (2021) and Salma & Ramli (2023), including this study also consistently shows that transformational leadership has a significant positive effect on employee engagement. This is indicated by the coefficient value of the influence of transformational leadership on employee engagement as shown in Table 7. which is positive at 0.631, t value of 13.095 > t table n 201 of 1.653 and probability of 0.000 <  $\alpha$  0.05. This means that a principal with a transformational leadership style will be an inspirational motivation, provide an ideal influence, stimulate knowledge and become a personal consideration for teachers, school residents and stakeholders to be more enthusiastic about working, learning and participating, dedicating themselves and absorbing all educational activities and teaching and learning processes at school.

The dimensions of inspirational motivation and intellectual stimulation contained in the transformational leadership style will encourage followers to behave in innovative work. Nardelli (2017) reported that innovation is largely determined by the role of leaders who are able to provide intellectual stimulation and inspirational motivation. The significance of the influence of transformational leadership on innovative work behavior has been proven by many previous researchers, some of which are Aryee, et. al. (2012); Afsar & Badir (2014); Afsar & Masood (2018); Rafique, et. al. (2022); Wulan, et. al. (2023) and Helmy, et. al. (2023). This study also again proves that transformational leadership has a significant positive effect on innovative work

behavior. This is indicated by the coefficient value of the influence of transformational leadership on innovative work behavior as shown in Table 7. which is positively marked at 0.793, t value of 18.765 > t table n 201 of 1.653 and the probability is 0.000 <  $\alpha$  0.05. Principals with a transformational leadership style are able to motivate teachers, school residents and stakeholders to have high inspiration and stimulate the intellectual abilities they have to behave in innovative work by exploring, generalizing, winning and implementing innovative ideas in advancing the world of education and the teaching and learning process in schools.

Nowadays, many organizations consider employee engagement as one of the important factors to achieve long-term success, so that employee engagement becomes an increasingly important concept in human resource management. Employee engagement has been shown to be related to better organizational performance, higher productivity, and lower absenteeism and turnover rates. Macey & Schneider (2008a) showed the level of employee involvement, motivation, and loyalty to the organization where they work. Employees who are engaged in their work will have high motivation, feel connected to the goals and values of the organization, and feel called to make maximum contributions. This study provides empirical evidence that employee engagement has a significant effect on managerial performance. This is indicated by the coefficient value of the influence of employee engagement on managerial performance as shown in Table 7. which is positive at 0.285, t value of 4.574 > t table n 201 of 1.653 and probability of 0.000 <  $\alpha$  0.05. The findings of this study support the results of the study (Macey & Schneider, 2008b). Kilonzo, et. al., (2018); Ismail, et. al. (2018); Aiyub, et. al., (2021); Gemilang, et. al. (2021) and Siddique, et. al. (2022) previously showed that employee engagement has a significant positive effect on performance. Principals who are directly involved in the teaching and learning process at school will produce better managerial performance. Principals who have high vigor, dedication and absorption will produce good and optimal planning, organizing, evaluating and leading of educational programs at school.

Borins (2002) stated that innovative work behavior at the individual level is very important to be built in the public sector. It is generally believed that individual innovative work behavior in the public sector can improve performance. The influence of innovative work behavior on performance has been proven in many studies, including: Bos Nehles et.al. (2017); Suprapti, et. al. (2020); Luhgiatno, et. al. (2021); Sofiyani, et. al. (2022); Sanusi & Dibyantoro (2022); Ausat, et. al. (2022); Bastian & Widodo (2022); Putra, et. al. (2023); Wenehenubun, et. al. (2024) and

Indriani, et. al. (2024). This study again confirms the findings of previous studies which consistently show that innovative work behavior has a positive effect on the managerial performance of school principals in Medan City. This is indicated by the coefficient value of the influence of employee engagement on managerial performance as shown in Table 7. which is positively marked at 0.370, t value of 3.570 > t table n 201 of 1.653 and the probability is 0.000 <  $\alpha$  0.05. Principals with innovative work behavior will produce good achievements in carrying out their managerial functions. With the ability of idea exploration, idea generation, idea championing and idea implementation, they can better design and implement planning, organizing, evaluating and leading educational programs in schools well and on target.

The significance of the influence of transformational leadership on managerial performance as produced in research that supports the results of previous studies by Santoso, et. al. (2019); Ahmad, et. al. (2019); Hariadi & Muafi (2022); Sehol (2022); Firmansyah, et. al. (2022); Pratiwi, et. al. (2023), Bangun, et. al. (2023); Hendrayanti & Sari (2024) and Sani (2024); Sarinah, et. al. (2024), is inconsistent with the research results of Rafia, et. al. (2020); Lahat, et. al. (2022); Buwana, et. al. (2023); Putra, et. al. (2023); and Pamungkas, et. al. (2023) which show that transformational leadership does not significantly affect managerial performance. For this reason, a mediating variable is needed to generalize the inconsistency of the relationship between these variables. Rafia, et. al. (2020) in his study showed that transformational leadership significantly affects performance mediated by employee engagement. Suprapti, et. al. (2020); Putra, et. al. (2023) and Indriani, et. al. (2024) showed that transformational leadership significantly affects performance when mediated by innovative work behavior. The results of the research conducted in this study showed that transformational leadership had a significant positive effect on the managerial performance of junior high school principals in Medan City which was mediated by employee engagement. This is indicated by the coefficient value of the influence of employee engagement in mediating the influence of transformational leadership on managerial performance as shown in Table 7. which is positive at 0.180, t value of 4.435 > t table n 201 of 1.653 and probability of 0.000 <  $\alpha$  0.05. This finding supports the research results of Rafia, et. al. (2020). This study also shows that transformational leadership has a significant positive effect on the managerial performance of junior high school principals in Medan City which is mediated by innovative work behavior. This is indicated by the coefficient value of the influence of innovative work behavior in mediating the influence of transformational leadership

on managerial performance as shown in Table 7. which is positive at 0.294, t value of 4.435 > t table n 201 of 1.653 and probability of 0.000 <  $\alpha$  0.05. This finding is in line with the research results of Suprapti, et. al. (2020); Putra, et. al. (2023) and Indriani, et. al. (2024). This means that Inspirational motivation, Idealized Influence, Intellectual stimulation and Individual consideration in the transformational leadership of the principal in carrying out his managerial functions must be followed by high vigor, dedication and absorption. High vigor, dedication and absorption possessed by the principal will be able to further optimize the principal's managerial performance in designing and implementing planning, organizing, evaluating and leading educational programs in schools so that they can run in accordance with the goals, vision, mission and targets of the educational program to be achieved. Ideal Exploration, Idealized Influence, Intellectual stimulation and Individual consideration of the principal's transformational leadership in carrying out his managerial functions must also be followed by good idea exploration, generation, championing and idea implementation skills. Good idea exploration, generation, championing and idea implementation possessed by the principal will be able to further optimize the principal's managerial performance in producing innovative ideas in designing and implementing planning, organizing, evaluating and leading educational programs in schools in accordance with the goals, vision, mission and targets of the educational program to be achieved.

## **CONCLUSION**

This study found that transformational leadership, employee engagement and innovative work behavior have a significant positive effect on managerial performance, transformational leadership has a significant positive effect on employee engagement and innovative work behavior, and transformational leadership also has a significant positive effect on managerial performance mediated by employee engagement and innovative work behavior.

When the principal implements a transformational leadership style in carrying out his leadership function, it will motivate inspiration, stimulate knowledge, influence and become a consideration for teachers, school residents and stakeholders to be more involved and innovative in the teaching and learning process at school, which will ultimately improve the performance of the principal himself and the quality of education in the school he leads.

## **LIMIATION**

This study has several limitations that certainly affect the results of the study. Some of the limitations referred to are that managerial performance in this study was only confirmed using 1 (one) exogenous variable of transformational leadership and 2 (two) mediating variables of employee engagement and innovative work behavior. These limitations certainly affect the results of the study which have not been able to fully generalize the theory of managerial performance. The population of this study was only limited to junior high schools in Medan City, which of course the results have not been able to fully generalize the phenomenon of principal managerial performance in Indonesia. The data used in the study were limited to primary data. This certainly affects the results of the study which have not been able to fully generalize the facts of managerial performance without comparing them with primary data.

## **IMPLICATION**

The results of this study indicate that transformational leadership has a significant positive effect on managerial performance mediated by employee engagement and innovative work behavior. In the realm of theory, the results of this study have implications for the development of a theory of managerial performance determinants that not only see the linear influence between transformational leadership, employee engagement and innovative behavior on managerial performance, but also place employee engagement and innovative behavior variables as contingency variables in mediating the influence of transformational leadership on managerial performance which is still inconsistent and debatable. In the realm of managerial, the results of this study have implications for the Principal in carrying out managerial functions in compiling and implementing planning, organizing, evaluating and leading in schools that are led to implement a transformational leadership style that can build more inspiring motivation, provide ideal influence, stimulate intellectuality and consider the personality of teachers, school residents and stakeholders with high vigor, dedication and absorption by exploring more widely idea exploration, idea generation, idea championing and idea implementation.

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