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The Influence of Creativity, Transformational Leadership, Job Engagement, and Job Satisfaction on employee performance

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Abstract

Errors in bureaucratic management are often detrimental to many companies. Management and worker quality are determinants of the company's progress, as happened in the PTPN III and IV plantation companies, which had decreased income in recent years. This study uses an explanatory research type to explain the causal relationship between several variables. So the need for research to determine the determinants of employee performance at PT. Nusantara Plantations III and IV in North Sumatra. The results showed that Transformational Leadership, Job Engagement, and Job Satisfaction significantly influence employee performance. Thus, if the aspects contained in the organizational culture can be implemented correctly, it can dramatically improve the performance of implementing employees at PTPN III and IV. Meanwhile, employee creativity does not have a significant influence on employee performance. Thus it can be concluded that the aspects displayed by research respondents through answers to each statement related to employee creativity are not yet at an optimal level, so the level of significance is also not optimal in influencing the performance of PTPN III and IV implementing employees.

Keyword : Determinants, Employee Performance, PT. Nusantara Plantations III and IV, North Sumatra

INTRODUCTION

The oil palm plantation sector is one of the business sectors providing a relatively higher contribution to Indonesia's foreign exchange than other commodities. PT Perkebunan Indonesia is the largest state-owned company in the plantation sector, focusing on the plantation industry and palm oil processing. PTPN III and PTPN IV are

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currently in one holding company since October 2, 2014, where PTPN III, as an operational corporate, is engaged in agro-industrial businesses, agro-business of palm oil, rubber, cultivation of plants including land clearing and management, nurseries, planting, maintenance and collection, plant yields and carry out other activities related to the cultivation of these plants which are located in North Sumatra. Based on profit and loss reports for the last two years, it is known that PTPN III (total holding) generates a net profit of 227% or IDR 1.45 trillion. Meanwhile, based on separate reports on PTPN III and IV profits, a significant increase was obtained from 2016, which had been at a negative level, increasing to more than 100 per cent in 2017.

As for the results from 2019 to 2020, the two plantation companies experienced an increase, where PTPN III experienced a rise of 14.65% (2019-2020) while PTPN IV experienced an increase of 371.10% (2019-2020) (PT Perkebunan Nusantara, 2020). But the level of PT Perkebunan's overall debt reached IDR 47 trillion, where the debt reduced the level of PT Perkebunan Nusantara's income contribution to the state. Besides that, the level of land area, availability of factories and support from the government were not able to encourage PT Perkebunan Nusantara and its subsidiaries to be able to compete with private oil palm plantation and processing companies such as PT Salim Ivomas Pratama Tbk (SIMP) which was able to record a net profit of IDR 6.78 trillion in 2020, PT Perkebunan London Sumatra Indonesia (LSIP) which recorded a net profit of IDR 501.22 in 2020, and PT Sampoerna Agro Tbk (SGRO) which was able to record a net profit in 2020 reaching IDR 1 trillion (1000% increase from 2019) (Fernando, 2021).

In addition to evaluating the financial aspects, PTPN III and IV performance is also assessed from operational and administrative aspects. Where the results obtained were that the level of performance in operational and administrative aspects at PTPN III and IV continued to decrease from 2017 to 2020, these results indicated that there was non-optimum management of PTPN III and IV in implementing the principles of GCG (good corporate governance) which became the basis of the company's management system BUMN by the Minister of BUMN Regulation No. Per – 09/MBU/2012 concerning Implementation of Good Corporate Governance in SOEs. A decrease in employee performance at PTPN III and IV can hurt the performance of PTPN III and IV because, as a company classified as a labour-intensive company, employees play an essential role in sustaining the company's sustainable performance. Based on the data obtained by the researchers, it was also found that a decrease in the level of performance occurred in all fields or work divisions at PTPN III and IV. This downward trend also indicates that there are factors that affect the decline in the level of employee performance at PTPN III and IV. Besides that, this

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phenomenon also occurs in other state-owned companies, where the human resources owned by the company cannot perform as expected. In research from Hartini (2018), it was found that the performance level of BUMN employees was not optimal because there was still an imbalance between the quality and quantity of human resources caused by overstaffing, ineffective recruitment patterns, ineffective career path planning systems, provision of HR training and development just a formality, and the quality of management is not optimal.

It was found that the management of PTPN III and IV had relatively low creativity, which was caused by employees getting used to working according to old rules or methods; besides that, it was also found that many employees were reluctant to use the latest tools or media or information technology platforms as well. Be a factor that resulted in a relatively low level of employee creativity. The situation that occurred with PTPN III and IV employees would become an obstacle for PTPN III and IV to be able to compete with private plantation companies that have employees with a high level of creativity. Whereas in the leadership aspect, problems were found, especially in leaders at plantations and factories, there were still leaders who used authoritarian leadership styles, which caused employees to work under pressure consistently. Furthermore, policies are set by top management without involving the opinions of subordinates; this is evidenced by the occurrence of demonstrations by trade unions because they are considered detrimental to workers.

The aspect of employee empowerment at PTPN III and IV has yet to be implemented optimally; this can be proven by insufficient communication and interaction patterns that impact the empowerment process and cannot be carried out optimally. An example is the level of employee participation is very limited by regulations regarding the division of labour, so employees' ability can only be increased in one line of work. This situation will make it more difficult for PTPN III and PPTPN IV to compete with private plantation companies with employees who can work in more than one line of work. Work engagement at PTPN III and IV is suspected to be low due to the lack of enthusiasm from employees, as indicated by the high level of employee tardiness caused by non-compliance with established regulations. An employee's attachment to his profession will carry out tasks related to his career as well as possible. The employee's devotion to his work will significantly motivate him to do his daily activities. Love for the profession will energise a person and have an effective relationship with his career without feeling burdened by his work (Schaufeli, 2016).

There was a decrease in the employee satisfaction rating index score from 2017 to 2020 because, during this period, companies made policies that were considered detrimental to employees, such as premium cuts, layoffs and early

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retirement programs. The impact of this policy was a demonstration spearheaded by the workers' union (SP-bun) and became an indication of less-than-optimal employee love for the profession. Besides that, a policy regarding a new work system oriented towards efficiency and effectiveness makes employees uncomfortable at work. It affects the level of employee job satisfaction. Given the importance of the factors that affect employee performance, especially at PTPN III and IV, it is essential to study and test the conceptual model of PTPN III and IV Employee Performance Determinants in North Sumatra.

RESEARCH METHOD

This study uses an explanatory research type, which focuses on explaining the causal relationship between several variables, including employee creativity, work engagement, transformational leadership, and employee performance. The scope of this research is intended to limit the discussion only to the primary research problems so that the research results can be more systematic and measurable. The population in this study were employees of PTPN III and IV, as the population is the overall combination of elements with the same characteristics and an environment to be studied (Birks, 2016; Civelek, 2018; Malhotra & Hall, 2015). Based on the existing population, a sample is taken based on the status of a permanent employee who has worked at PTPN III or IV for at least three years. Furthermore, determining the sample in this study uses the Structural Equation Model, which determines the number of samples based on multiplying the number of indicators by the number of answer choices or scales. The following is the calculation of the number of samples in this study: Minimum sample = Number of indicators x 5 = 56 x 5 = 280 people.

Data Types and Sources

The type of data used in this research is subject data (self-report data), namely the type of data in the form of attitudes, opinions, experiences, or the characteristics of a person or group of people who become research subjects or respondents. Sources of data used in this study were primary data distributed to respondents, in this case, PTPN III and IV employees, and secondary data obtained from literature, journals, and performance level data for PTPN III and IV employees. Data collection techniques in this study by giving questionnaires to the study subjects. The Likert scale method is used to collect questions related to this study's problem.

Validity and Reliability Test

In the primary analysis stage, the validity test will use the confirmatory factor analysis (CFA) method by looking at how good the causal relationship is between each indicator and its latent variables. At this early stage, the purpose of evaluating the

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causal relationship is to assess the extent to which the validity and reliability of the model are aggregated. The validity test can be seen from the loading factor and AVE values. A loading factor ≥ 0.5 can be significant (Hair et al., 2010). Reliability is related to the reliability and consistency of an indicator. Reliability analysis is used to measure the level of accuracy and precision of possible answers to several questions. High-reliability measurement provides a basis for researchers for the level of confidence that each indicator is consistent in its measurement. The reliability limit value using Cronbach Alpha which is generally acceptable, is 0.60 (Birks, 2016; Malhotra & Hall, 2015). However, the higher the Cronbach Alpha value, the better for research. Data analysis was carried out to ensure the data obtained was as needed. The research analysis is SEM analysis using the Smart-PLS version 3.0 application program to process data. Several reasons form the basis of this research using SEM (Civelek, 2018; Kline, 2015).

RESULT

Schematic of the Partial Least Square Model

This sub-chapter will present each Partial Least Square test stage using the Smart PLS 3.3.3 statistical tool. The stages in this test start with testing the outer model, which consists of testing validity and reliability. Next is the inner model test, which tests the Goodness of Fit (GOF), F-Square, and Path of Coefficient. The last is testing the partial/direct and indirect (mediation) hypotheses.

Validity and Reliability Testing

In this test, the feasibility test of the statement instrument will be carried out from each research variable, namely: Independent Variables (employee creativity, transformational leadership), Mediation Variables (Work engagement and Job satisfaction) and Bound Variables (Employee Performance). The following are the results of testing the validity of each variable, as seen from the outer loading test. Five statements in the transformational leadership variable need to meet the standard outer loading test. Three statement instruments in the work engagement variable do not meet the test standards. Five statements do not pass the outer loading test in the variable job satisfaction. In the employee performance variable, one statement does not pass the outer loading test. Meanwhile, all statements meet the outer loading test standards for the employee creativity variable. Furthermore, the Cronbach alpha test found that all variables met the test standards (Cronbach alpha > 0.70). However, in the Average Variance Extracted test, two variables still needed to meet the test standards: organizational culture variables and transformational leadership variables.

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Description of Research Variables

The distribution of answers to descriptive analysis was carried out to determine the description of the character or condition of all respondents based on the variables in this study. This descriptive analysis was carried out by calculating the average or value of each statement indicator which was interpreted into 3 (three) categories, namely, low, medium and high. Based on Levine et al. (2002) divided the interval scale using five scales for all statements.

Description of Employee Creativity Variables

Table 1. Description of Employee Creativity

No.	Statement	STS	TS	KS	S	SS
1	I have a great curiosity about something	8	69	119	54	30
2	I'm always looking for new things that are not yet known	6	55	127	58	34
3	I am able to realize the ideas given to innovative things	5	59	119	71	26
4	I have high imagination power	8	71	119	52	30
5	I do not run out of ideas in solving problems	6	55	128	58	33
6	In discovering new ideas, I am able to see the long-term impact on the organization	5	60	117	72	26
7	I use my free time for skill development	5	55	125	63	32
8	I dare to face the risk of every change made	4	59	115	76	26
9	I dare to try to do the given idea	6	62	114	71	27
10	I easily adapt in the internal work environment	12	60	101	61	46
11	I easily adapt to conditions outside the work environment	7	52	129	58	34
12	I am able to see things in terms of complete cause and effect	8	57	117	71	27
13	I am able to select ideas that are worth giving to the organization	12	55	104	62	47

Source: Results of Processed Statistical Data (2022)

Table 2. Description of Employee Creativity Mean

Statement Code	*Mean*	Category
IC 1	3.1036	Currently
IC 2	3.2107	Currently
IC 3	3.1929	Currently
IC 4	3.0893	Currently

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IC 5	3.2036	Currently
IC 6	3.1929	Currently
IC 7	3.2214	Currently
IC 8	3.2179	Currently
IC 9	3.1821	Currently
IC 10	3.2464	Currently
IC 11	3.2143	Currently
IC 12	3.1857	Currently
IC 13	3.2750	Currently
Average	3.19	Currently

Source: Results of Processed Statistical Data (2022)

Based on Tables 1 and 2, information is obtained that the average level of creativity of PTPN III and IV employees is moderate (3.19). This condition is further emphasized by the results of Hughes et al. (2018) research on implementing employees who work in manufacturing companies, which has been set. Furthermore, in direct observation carried out by researchers, several findings were found related to the level of employee creativity, namely: implementing employees only focus on completing work according to targets, employees work based on predetermined guidance, and employees can only do work outside the regulations if they get approval from superiors.

These results are also reflected in the results of the interpretation of all statements on the employee's work creativity variable, wherein the aspects: of curiosity, efforts to find new things and the ability to realize new ideas are found at a moderate level, so based on these results it can be obtained that the level of employee ability PTPN III and IV in identifying opportunities to create an idea is not too high, which is driven by the strict regulations set by the government for all work processes that all implementing employees must implement. These findings align with Jaiswal & Dhar (2015), who found that an employee's level of regulatory flexibility and freedom of thought dramatically determines employee creativity at the initial level. Furthermore, Ingtyas et al. (2021) employees who are executive employees and work in a manufacturing company are very dependent on and rely on work regulations set by the company, so each employee needs more space to think about new ideas. They must focus on completing the work by the targets set.

In the statements related to the level of imagination, the availability of ideas and the ability to find ideas that impact the company are also moderate. These results indicate that PTPN III and IV employees cannot create creative ideas to support the work process. Carry out work according to regulations and assume that the most crucial contribution must be realized is work on target. These results are consistent

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with the findings of Siahaan et al. (2012). Creativity cannot arise within employees if employees never try to contribute ideas in every work activity. At the same time, this phenomenon appears driven by the thoughts of employees who think they have no responsibility to find and produce new ideas related to the process of their work.

In statements about using free time to improve abilities, the courage to take risks and implement ideas in every work activity was moderate. These results indicate that employees need a higher willingness to improve their abilities, especially the ability to create new ideas, where based on the results of interviews with several implementing employees, it was found that employees only depend on PTPN III and IV management policies. These conditions indicate that the initiative of implementing employees to attend training independently is at a low level, which is based on research from Ismail et al. (2019), found that a level of creativity can arise if an employee is encouraged to take the initiative to attend various training or individual capacity building programs that can stimulate the employee's level of creativity. Furthermore, at the level of risk-taking, results were also found that were not high or at a moderate level, in which the results found that employees implementing PTPN III and IV did not have a high desire to choose a way of working or an idea that could put their position at risk, where in companies that are having stringent work regulations generally employees will only tend to comply with work regulations and tend to avoid ideas that can hurt their position or work (Purba et al., 2021). In implementing ideas, it was also found that the score needed to be higher. These results indicated that implementing employees had relatively high limitations in implementing their ideas or ideas in every work activity. This can happen to executive employees who are generally only tasked with carrying out and implementing the values, regulations and work targets determined by management.

In the aspect of the self-adjustment ability, assessing a condition and choosing ideas are also at a moderate level. These results indicate that the level of flexibility of employees implementing PTPN III and IV in building communication within the company's internal and external environment is not at a high level, which in research from Hughes et al. (2018) self-adjustment ability that is implemented from soft communication skills will hinder an employee from conveying his creative ideas. Besides that, based on research from Özarall (2015), it was found that an employee will find it difficult to adjust and build communication which has an impact on the emergence of creative ideas if the communication patterns created are inflexible or tend to be very rigid. Furthermore, the lack of space for an implementing employee to implement his ideas also impacts employees' lack of enthusiasm in observing and assessing a condition in the work environment because employees think that they do not have the authority to assess a condition in the work environment. Furthermore, the

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same assumption is also seen in implementing employees' responses to the space given in choosing ideas that can contribute to work activities, where most implementing employees think that their ideas cannot be implemented in every work process.

Variable Description of Transformational Leadership

Table 3. Description of Transformational Leadership

No	Information	STS	TS	KS	S	SS
1	The leader motivates me to work better	0	0	13	95	170
2	The leader grows my confidence in doing the job	0	3	27	112	138
3	The leader is my Role Model in the company	2	5	19	90	164
4	The leader gives instructions to me how to complete a job	2	9	31	107	131
5	The leader instilled a sense of pride in me for joining him	4	8	60	100	108
6	My leader encourages me to use creativity to get things done	2	6	17	91	164
7	The leader encourages me to always be innovative in completing work	6	6	31	106	131
8	My leader is eager to hear my ideas/ideas	4	9	60	100	107
9	The leader encourages me to solve work problems rationally/logically	3	4	16	93	164
10	Leaders solve problems from multiple points of view	2	8	29	109	132
11	The leader seeks to enhance my self-development	5	7	59	100	109
12	The leader treats me as a private individual, not just as a member of a work group	2	6	15	93	164
13	Leaders are willing to listen to the difficulties and complaints that I experienced	0	10	29	108	133
14	The leader gives very important advice for my self-development.	4	6	61	100	109

Source: Results of Processed Statistical Data (2022)

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Table 4. Description of the Mean Description Transformational

Statement Code	*Mean*	Category
TL1	4.5536	Tall
TL2	4.3750	Tall
TL6	4.4607	Tall
TL7	4.2714	Tall
TL8	4.0714	Tall
TL10	4.4607	Tall
TL11	4.2500	Tall
TL12	4.0607	Tall
TL13	4.4679	Tall
TL14	4.2893	Tall
TL15	4.0750	Tall
TL16	4.4679	Tall
TL17	4.3000	Tall
TL18	4.0857	Tall
Average	4.29	Tall

Source: Results of Processed Statistical Data (2022)

Based on Tables 3 and 4, the results show that the level of transformational leadership assessment is at a high level. These results show that leaders in each division of PTPN III and IV implementing employees have a good leadership style and can motivate their followers by making them more aware of the importance of the results of a job, encouraging them to prioritize the organization or team rather than their interests dani activate their needs at a higher level. On indicators of leaders motivating, growing self-confidence, being a role model is at a high level. These results indicate that leaders can encourage implementing employees at PTPN III and IV to achieve predetermined work targets. Working conditions and relatively high workload as implementing employees need a leader who can motivate work that encourages the work enthusiasm of all implementing employees at PTPN III and IV. Several studies found that one of the cores of the transformational leadership style is the ability to motivate employees to work optimally (Eliyana et al., 2019; Li et al., 2015).

Furthermore, the leadership of PTPN III and IV implementing employees can increase self-confidence. Several studies found that improving employee performance can be created by increasing employee confidence (Jaiswal & Dhar, 2015; Kim et al., 2021). In several studies, it was found that good leaders are leaders who give good influence or influence employees (Tsai, 2014). On the indicator, the leader provides work instructions, instils a sense of pride and encourages employees to be more creative at a high level. These results indicate that leaders can provide clear direction

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on work rules and performance targets. In several studies, it was found that 60% of employees who work in manufacturing companies are very dependent on direction from the leadership, so the leadership's direction can determine the level of achievement of employee performance (Amin et al., 2021). Furthermore, implementing employees also feel that the leadership can encourage a sense of pride in their work and towards PTPN III and IV, where in several studies, this action can create loyalty within employees and will encourage employees to be more productive (Kim et al., 2021; Li et al. al., 2015).

Indicators related to leaders encourage employees to think innovatively, enthusiastically encourage employees to convey ideas, encourage employees to solve word problems and be able to solve problems from various perspectives at a high level. These results indicate that leaders can stimulate each employee to work and think innovatively to find solutions to any work problems experienced by employees; these conditions indicate that leaders play an active role in improving the ability of employees to carry out each job. In addition to these results, implementing employees also assesses that leaders can solve word problems effectively in various ways that are still by regulations. These results show that leaders can be calm and create alternative solutions to their problems. Several studies have found that the ability of leaders to solve problems will inspire members or employees to play an active role in solving work problems independently (Buil et al., 2019).

Indicators related to leaders trying to improve employee self-development, treating all employees well, listening to employees' difficulties and giving advice are also at a high level. These results indicate that the leaders of the respondents of this study or implementing employees at PTPN III and IV do not hesitate to encourage each employee to further develop in each work activity, whereas, in research that focuses on the development of transformational leadership theory, it is found that leaders must be the motor of employee movement to can continue to grow so that it can make an optimal contribution in achieving performance (Aydogmus et al., 2018; Jaiswal & Dhar, 2015). The action of leaders treating employees not only as members of a work group is a manifestation of implementing one aspect, namely the leader as an agent of change, whereas, in the past, the leaders of several state-owned companies were also considered quite authoritarian and considered employees only as members of each work division. However, in the results of this study, it was found that leaders have changed the paradigm and how to lead by placing employees as co-workers whose conditions must be understood and given input to be more productive and have enthusiasm in carrying out any work given.

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Description of Work Engagement Variables

Table 5. Description of Work Engagement

No	Keterangan	STS	TS	KS	S	SS
1	I always feel excited to go to work	0	7	23	85	165
2	I feel passionate when I work	2	6	14	83	175
3	I do not give up easily even though there are obstacles and difficulties at work	0	4	32	92	152
4	I can work long hours at any given time	2	3	33	95	147
5	I have strong mental resilience when working	4	0	13	66	197
9	I feel the work I do is very meaningful and has a purpose	2	4	8	81	185
10	I have focus when working	1	2	6	92	179
11	I feel time flies when I work	1	3	4	85	187
12	I fully concentrate on my work	0	2	15	66	197
13	I feel happy when I work seriously	2	0	15	66	197
14	I find it hard to leave my job	0	3	14	90	173
15	I am very involved in my work	0	3	11	73	193

Source: Results of Processed Statistical Data (2022)

Table 6. Description of Mean Work Engagement

Statement Code	*Mean*	Category
WE1	4.4571	Tall
WE2	4.5107	Tall
WE3	4.4000	Tall
WE4	4.3643	Tall
WE5	4.6143	Tall
WE9	4.5821	Tall
WE10	4.5929	Tall
WE11	4.6214	Tall
WE12	4.3750	Tall
WE13	4.6286	Tall
WE14	4.5464	Tall
WE15	4.6286	Tall
Average	4.52	Tall

Source: Results of Processed Statistical Data (2022)

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In Tables 5 and 6, it is known that the level of employee engagement is at a high level (4.52); where based on these results, management must be able to create formulas and events that can increase the level of employee engagement so that employees will be more enthusiastic at work. Engaged employees will be superior to less engaged employees. The reason is that it has three advantages. First, they are happier and more enthusiastic to produce their job resources; job resources impact completing task performance with better results. Second, engaged employees will be healthier physically and psychologically so that employees can work more focused on getting the job done. Finally, engaged employees will channel their attachment to other employees so that interpersonal relationships can be well established and group performance will be better.

Description of Employee Performance Variables

Table 7. Description of Employee Performance

No	Keterangan	STS	TS	KS	S	SS
1	I have the ability to complete tasks accurately	0	1	3	87	189
2	The number of tasks assigned to me is always completed quickly	0	2	16	107	155
3	I always complete the amount of work on time	3	5	13	75	184
4	I never procrastinate work that has become my responsibility	2	5	14	98	161
5	In carrying out my work, I always make efficient use of the company's facilities	2	0	14	71	193
6	I have independent responsibility for the work given	0	2	12	98	168
7	I have my own awareness to complete the work to the fullest	3	7	56	108	106
8	My presence in the working group is very necessary	0	1	57	79	143
9	I am able to make a positive contribution to the work group	0	2	11	100	167

Source: Results of Processed Statistical Data (2022)

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Table 8. Mean Description of Employee Performance

Statement Code	*Mean*	Category
EP2	4.6571	Tall
EP3	4.4821	Tall
EP4	4.5429	Tall
EP5	4.4679	Tall
EP6	4.6179	Tall
EP7	4.5429	Tall
EP8	4.0964	Tall
EP9	4.3000	Tall
EP10	4.5429	Tall
Average	4.47	Tall

Source: Results of Processed Statistical Data (2022)

Based on the data, information is obtained that the average of all statement instruments on employee performance variables is 4.47 or at a high level. These results indicate that the implementation employees have confidence in the performance results achieved and given to PTPN III and IV. In several studies, it was found that the level of confidence that employees have in showing the work results that have been displayed will encourage employees to play an active role in continuing to improve employee performance in the next period (Cummings & Worley, 2015).

On indicators related to the ability to complete tasks accurately, the ability to complete work quickly and complete work on time are at a high level. Based on these results, employees are able and always try to complete work with good quality and in accordance with the set time. Several studies have found that timeliness in completing work will help companies achieve work targets set by management and provide time for employees to carry out work evaluations to avoid work mistakes (Ingtyas et al., 2021). Regarding timely work, utilization of work facilities and independent responsibility for work is high. These results indicate that employees can prioritize work completed within a predetermined time and quality target. Several studies have found that employees who always try to achieve maximum work results will help the company achieve the set work targets and even further form employees who can work more productively and independently (Buil et al., 2019; Paillé & Meija-Morelos, 2019).

On indicators related to the ability of employees to complete work optimally, employee presence is required and has a positive influence at a high level. These results indicate that employees are quick to contribute optimally to the company, which increases employee confidence that they can contribute positively to the performance of their divisions. In several studies, it was found that employees who have the desire

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to improve maximum performance will make a positive contribution to achieving company performance (Pattnaik & Sahoo, 2020).

DISCUSSION

The Effect of Employee Creativity, Transformational Leadership, work attachment on Employee Performance

Creativity possessed by an employee in a company will also determine whether the company will develop or not amid competition. employee and company performance (Bousinakis & Halkos, 2021; Kozak & Buhalis, 2019). In several studies, it was found that the creativity of an employee can improve the performance of the employee itself because when an employee has created, the employee will try to produce the most effective and efficient way to produce optimal work (González-González & García- Almeida, 2021; Tuffaha, 2020; Yoopetch et al., 2021). Based on the results of the distribution of answers, it was found that the level of employee creativity was moderate; this result illustrates that employees still have limited ability to think creatively to find solutions to work problems. These results are also reflected in testing the effect of employee creativity on employee performance, where no significant influence of employee creativity was found on employee performance. These results indicate that the level of creativity of employees implementing PTPN III and IV is not yet at an optimal level which can improve employee performance. This study's results align with the research of Yang et al. (2021), who found that employee creativity was unable to influence employee performance.

Transformational leadership has been the most widely discussed leadership style approach in several studies in the last two decades (Ghadi et al., 2013; Jaiswal & Dhar, 2015; Kim et al., 2021; Singh et al., 2020). According to Robbins & Judge (2012), transformational leadership can be categorized as one of the modern leadership styles first introduced by James McGregor Burns, which explicitly raises a theory of transformational leadership as a process in which a leader and his members jointly try to achieve a high level of motivation. In implementing a transformational leadership style, a leader will encourage change towards common interests and goals in a company. In practice, a leader with a transformational leadership style will motivate his members to take responsibility and complete work according to the set targets (Ashby, 2002). The test results found that transformational leadership significantly influences employee performance; these results align with several studies which found the same results (Gumusluoglu & Ilsev, 2009; Singh et al., 2020).

Based on the description of work engagement, the results show work dedication. The dimension of dedication consists of 3 (three) indicators: enthusiasm at work, passion at work and happiness at work. The results of testing these three

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indicators produce a relatively high value; with these results, it can be concluded that employees are very enthusiastic about carrying out their work as employees of PTPN III and IV. These results align with the opinion of Joseph et al. (2021), which states that a dedicated employee will feel that his work is essential, enthusiasm, inspiration, pride and challenge. The next dimension is the dimension of strength. Where based on the results of the distribution of answers to the questions posed, the result is that employees have enough high energy and mental resilience to carry out each job. This can have a good impact on the company because employees' high energy and enthusiasm at work will encourage an increase in company performance. This result is also in line with the opinion of Shimazu & Schaufeli (2009), which states that organizational members must have high energy, and mental resilience, be willing to improve performance and be persistent in overcoming problems.

CONCLUSION

Based on the results of testing and analysis of each influence pattern of each research variable, it can be concluded that Transformational Leadership, Job Engagement, and Job Satisfaction significantly influence employee performance. Thus, if the aspects contained in the organizational culture can be implemented correctly, it can significantly improve the performance of implementing employees at PTPN III and IV. Meanwhile, employee creativity does not have a significant influence on employee performance. Thus, the aspects displayed by research respondents through answers to each statement related to employee creativity are not yet optimal. Hence, the significance level could be more optimal in influencing the performance of PTPN III and IV implementing employees.

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