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The Influence Of Entrepreneurial Leadership On Employee Performance At The Jambi Provincial Leadership Administration Bureau With Innovative Work Behavior As An Intervening Variable

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Abstract

This study aims to examine the mediating effect of innovative work behavior on the relationship between entrepreneurial leadership and employee performance at the Bureau of Leadership Administration, Regional Secretariat of Jambi Province. This research uses a mixed-method approach involving questionnaires and direct observation of respondents. The study involved 114 respondents, and data were analyzed using Partial Least Squares (PLS). The research variables consist of the exogenous variable (entrepreneurial leadership) and the endogenous variables (innovative work behavior and employee performance). The results show that both direct and indirect relationships have a positive and significant effect. Thus, employee performance improves when the implementation of entrepreneurial leadership is applied directly, and indirectly through innovative work behavior, which acts as a mediator in enhancing employee performance supported by entrepreneurial leadership.

Keywords: Entrepreneurial Leadership, Employee Performance, Innovative Work Behavior

INTRODUCTION

Organizational success is not only determined by the achievement of performance targets, but also by employees' ability to adapt, innovate, and contribute to the attainment of organizational goals. In the era of the Fourth Industrial Revolution (Industry 4.0), public

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sector organizations are required to improve service quality through human resources that are adaptive and innovative. However, in practice, many organizations still face problems such as employees' low ability to generate new ideas, suboptimal adaptation to change, and insufficient implementation of innovation in work processes. These conditions have resulted in less-than-optimal organizational performance.

The Bureau of Leadership Administration of Jambi Province, as a regional apparatus supporting leadership administrative services, also faces demands to improve public service quality. Based on its Strategic Plan (Renstra), several aspects still need to be improved, including digitalization of personnel administration, development of service standards, inter-unit coordination, fulfillment of infrastructure and facilities, budget optimization, and enhancement of apparatus competencies. These challenges indicate the need to improve employee performance through leadership that is capable of encouraging innovation and adaptation to change.

Innovative work behavior refers to an individual's ability to generate, promote, and implement new ideas that are beneficial to the organization (Scott & Bruce, 1994). Employees who demonstrate innovative work behavior tend to complete tasks more effectively, efficiently, and responsively to change, thereby contributing to improved organizational performance.

Previous studies have shown that innovative work behavior has a positive effect on employee performance (Hadi & Mardikaningsih, 2020; Hutabarat & Sihombing, 2019; Nabawi, 2019). However, other studies have found no significant effect (Prayudhayanti, 2014; Dahri & Aqil, 2018; Bysted, 2013). These inconsistent findings indicate that there is still a research gap regarding the relationship between innovative work behavior and employee performance.

One factor believed to enhance both innovative work behavior and employee performance is entrepreneurial leadership. This leadership style emphasizes a leader's ability to recognize opportunities, encourage creativity, manage change, and create value for the organization (Fontana et al., 2017). Various studies have shown that entrepreneurial leadership has a positive effect on performance through increased innovation (Jagdale & Bhola, 2014; Huang et al., 2014; Widyani et al., 2018). Therefore, innovative work behavior is expected to act as an intervening variable in the relationship between entrepreneurial leadership and employee performance.

Based on organizational phenomena, the need to improve service quality, and inconsistencies in previous research findings, this study aims to analyze the effect of entrepreneurial leadership on employee performance at the Bureau of Leadership

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Administration of Jambi Province, with innovative work behavior as an intervening variable.

THEORETICAL REVIEW

Entrepreneurial Leadership

Entrepreneurial leadership is a leadership style that integrates leadership and entrepreneurial characteristics to guide organizations in recognizing opportunities, managing change, and creating value through innovation (Lin & Yi, 2020). This leadership style emphasizes a leader's ability to influence, motivate, and empower employees to adapt to a dynamic environment (Fontana et al., 2017).

Leaders with entrepreneurial leadership are characterized as visionary, creative, innovative, risk-taking, flexible, and capable of driving organizational change (Fatoni et al., 2021; Ariyani et al., 2021). According to Mokhber et al. (2016), the dimensions of entrepreneurial leadership include the ability to influence and motivate others, opportunity orientation, having a clear vision, risk-taking behavior, and the encouragement of creativity and innovation. In this study, the measurement of entrepreneurial leadership refers to the dimensions proposed by Mokhber et al. (2016).

Employee Performance

Employee performance refers to the results achieved by an individual in accordance with the tasks and responsibilities assigned within a certain period (Mangkunegara, 2013). Bernardin and Russell (2010) define performance as a record of outcomes resulting from the execution of specific job functions or activities that can be measured based on organizational standards.

Performance reflects the level of employee effectiveness in achieving organizational goals through both the quality and quantity of work results. The measurement of employee performance in this study refers to Bernardin and Russell (2010), namely quantity, quality, timeliness, cost effectiveness, and interpersonal impact.

Innovative Work Behavior

Innovative work behavior refers to individual behavior related to the creation, development, promotion, and implementation of new ideas that are beneficial to the organization (Janssen, 2000; De Jong & Den Hartog, 2010). This behavior not only involves creativity in generating ideas but also the ability to realize those ideas into applicable solutions in the workplace.

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Innovative work behavior plays an important role in improving organizational effectiveness by encouraging work process improvement, problem-solving, and service quality enhancement. De Jong and Den Hartog (2007) propose four dimensions of innovative work behavior: idea exploration, idea generation, idea championing, and idea implementation. These four dimensions are used as indicators in this study.

RESULT

1. Respondent Characteristics

   The respondents in this study were predominantly aged over 50 years, while the 25–30 years age group was the smallest, accounting for 6% of the total 113 respondents. Based on education level, the majority of respondents held a bachelor's degree (S1) at 67%, while diploma holders (D3) accounted for only around 1%. In terms of gender, the respondents were evenly distributed, consisting of 50% male and 50% female. Regarding length of employment, most respondents had worked for 11–15 years (40%), while the smallest proportion had a tenure of 1–5 years (7%).

2. Description of Research Variables

   This study used three main variables with a total of 42 questionnaire items, consisting of entrepreneurial leadership (15 items), innovative work behavior (12 items), and employee performance (15 items). Data analysis was conducted using mean scores to describe the condition of each research variable.

   a. Entrepreneurial Leadership

      The results show that the entrepreneurial leadership variable falls within the agree to strongly agree category.

      In the dimension of influencing and motivating others, the highest indicator was effective communication ability (4.48). In the opportunity-focused dimension, creativity and innovation obtained the highest score (4.34), while networking ability was the lowest (4.09). In the vision dimension, commitment to vision recorded the highest score (4.39), while vision communication was the lowest (4.24). In the risk-taking dimension, risk analysis ability had the highest score (4.24), while opportunity evaluation and risk control were the lowest (4.04). Furthermore, in the creativity and innovation dimension, creative collaboration was the highest (4.25), while initiative and innovation had the lowest score (4.16).

   b. Innovative Work Behavior

      Innovative work behavior was also categorized as agree to strongly agree.

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In the idea exploration dimension, idea creativity had the highest score (4.27), while idea diversity was the lowest (3.96). In the idea generation dimension, idea variety was the highest (4.37), while idea quality was relatively lower (4.14). In the idea championing dimension, idea advocacy obtained the highest score (4.35), while management support was the lowest (4.05). In the idea implementation dimension, compliance with procedures had the highest score (4.28), while implementation planning was the lowest (4.19).

c. Employee Performance

The results indicate that employee performance falls within the good to very good category.

In the quantity dimension, timeliness was the highest indicator (4.25). In the quality dimension, work quality obtained the highest score (4.33), while compliance with rules was the lowest (4.13). In the timeliness dimension, all indicators were in the very good category, with the highest value reaching 4.28. In the cost effectiveness dimension, process improvement was the highest indicator (4.27). In the interpersonal relations dimension, collaboration ability had the highest score (4.25), while support for colleagues was the lowest (4.09).

3. Measurement Model Analysis (Outer Model)

The outer model analysis in this study was conducted using SEM-PLS with SmartPLS 3.0 to test indicator validity through loading factor values. The measurement model was used to assess the validity level of indicators toward the constructs developed in this study. Initial data processing results showed that several indicators had loading factor values below 0.6 and therefore did not meet the validity criteria, namely EL_23, EL_32, KP_13, and KP_43, so they were removed from the model. After re-estimation, all indicators showed loading factor values above 0.6 and were therefore declared valid based on the criteria of Chin (2005) and Ghozali (2015).

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The initial measurement model results did not meet all validity criteria; therefore, re-estimation was conducted by removing invalid indicators. After the second processing, all indicators met the minimum loading factor threshold, and all constructs were declared valid.

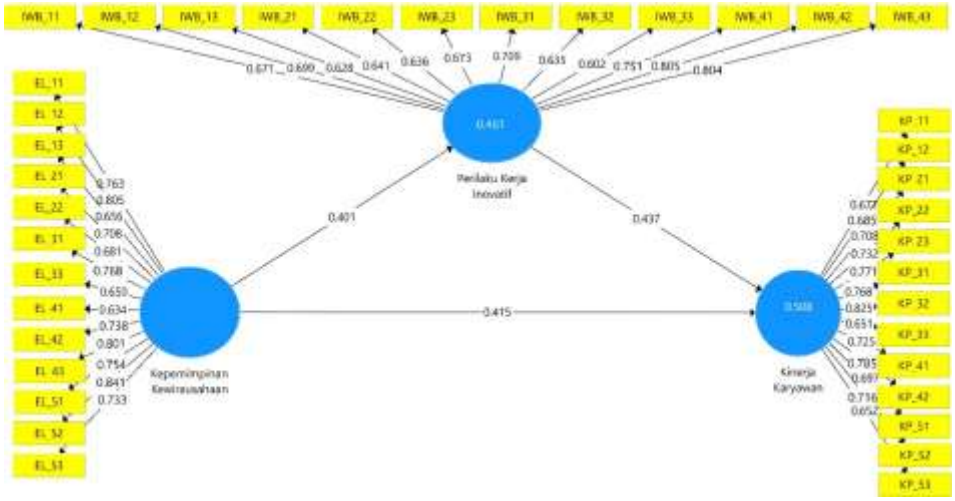


Figure 1. Measurement Model Results

Table 1. Cross Loadings of the Second Processing Results

Indicator	Entrepreneurial Leadership	Innovative Work Behavior	Employee Performance
EL_11	0.763		
EL_12	0.805		
EL_13	0.656		
EL_21	0.708		
EL_22	0.681		
EL_31	0.768		
EL_33	0.650		
EL_41	0.634		
EL_42	0.738		

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Indicator	Entrepreneurial Leadership	Innovative Work Behavior	Employee Performance
EL_43	0.801		
EL_51	0.754		
EL_52	0.841		
EL_53	0.733		
IWB_11			0.671
IWB_12			0.699
IWB_13			0.628
IWB_21			0.641
IWB_22			0.636
IWB_23			0.673
IWB_31			0.709
IWB_32			0.635
IWB_33			0.602
IWB_41			0.751
IWB_42			0.805
IWB_43			0.804
KP_11		0.677	
KP_12		0.685	
KP_21		0.708	
KP_22		0.732	
KP_23		0.771	
KP_31		0.768	
KP_32		0.825	
KP_33		0.651	
KP_41		0.725	
KP_42		0.785	

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Indicator	Entrepreneurial Leadership	Innovative Work Behavior	Employee Performance
KP_51		0.697	
KP_52		0.716	
KP_53		0.652	

Overall, the measurement results indicate that all indicators have met convergent validity because all loading factor values are above 0.6. Therefore, the research model is considered suitable for further analysis.

4. Structural Model Analysis (Inner Model)

The inner model analysis was conducted to examine relationships between latent variables and to assess the strength of the structural model. The evaluation was performed using reliability tests (Cronbach's Alpha and Composite Reliability), validity (AVE), and coefficient of determination (R-square). The results of construct reliability and validity are presented in Table 2.

Table 2. Construct Reliability and Validity

Variable	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Entrepreneurial Leadership	0.701	0.866	0.731	0.628
Innovative Work Behavior	0.902	0.910	0.918	0.768
Employee Performance	0.855	0.868	0.879	0.782

Based on Table 2, all variables meet the validity and reliability criteria, where Cronbach's Alpha and Composite Reliability values are above 0.70 and AVE values are above 0.50. This indicates that all constructs in the study are reliable and valid. The AVE values are 0.628 for entrepreneurial leadership, 0.768 for innovative work behavior, and 0.782 for employee performance.

Furthermore, the R-square results are presented in Table 3.

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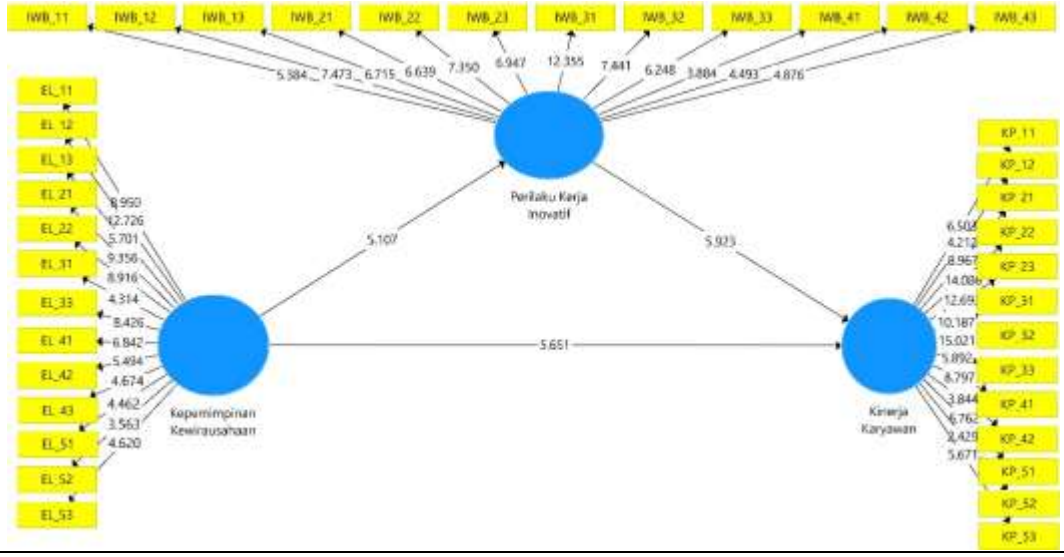
Table 3. R Square Values

Variable	R Square	R Square Adjusted
Employee Performance	0.508	0.498
Innovative Work Behavior	0.461	0.452

Based on Table 3, the R-square value for employee performance is 0.508, indicating a moderate to strong level, while innovative work behavior has an R-square of 0.461, indicating a moderate level. This shows that the research model has a reasonably good predictive ability for the dependent variables.

5. Hypothesis Testing

Hypothesis testing was conducted using the bootstrapping method in SmartPLS 3.0 to assess the significance of relationships between variables. The results are presented in Figure 2 and Table 4.



	Original Sample (O)	Sample Mean (M)	STDEV	T Statistics	P Values	Result
EL → IWB	0.401	0.443	0.078	4.107	0.000	Accepted
EL → Employee Performance	0.415	0.419	0.073	4.651	0.000	Accepted

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	Original Sample (O)	Sample Mean (M)	STDEV	T Statistics	P Values	Result
IWB → Employee Performance	0.437	0.441	0.074	4.923	0.000	Accepted
EL → IWB → Employee Performance	0.575	0.594	0.043	4.080	0.000	Accepted

The results show that all relationships between variables are positive and significant. Entrepreneurial leadership has a significant effect on innovative work behavior, entrepreneurial leadership has a significant effect on employee performance, and innovative work behavior has a significant effect on employee performance. In addition, entrepreneurial leadership also has an indirect effect on employee performance through innovative work behavior as a mediating variable. Therefore, all hypotheses in this study are accepted.

DISCUSSION

The Effect of Entrepreneurial Leadership on Innovative Work Behavior (H1)

The results of the study show that Entrepreneurial Leadership has a positive and significant effect on Innovative Work Behavior with a coefficient value of 0.401, a t-statistic of 4.107, and a p-value of 0.000. These findings indicate that the higher the implementation of entrepreneurial leadership, the higher the innovative work behavior of employees at the Bureau of Leadership Administration of Jambi Province.

Empirically, the descriptive results show that the dimension of effective communication obtained the highest score (4.48), followed by leaders' commitment to the organizational vision (4.39). This indicates that leaders have been able to guide employees through clear communication and a strong vision. On the other hand, the indicators of networking ability (4.09) and risk control (4.04) received relatively lower scores, indicating areas that still need improvement.

These findings support the theory of Fontana et al. (2017), which states that Entrepreneurial Leadership plays a role in encouraging creativity, risk-taking, and the formation of an innovation culture within organizations. Leaders who are able to create an open work environment encourage employees to generate and implement new ideas.

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This result is consistent with previous studies by Mumford et al. (2002); Hornsby et al. (2003); Hidayah et al. (2016); Akbari et al. (2021); Sarwoko (2020); and Bagheri et al. (2022), which conclude that entrepreneurial leadership is a key determinant of innovative work behavior.

The Effect of Entrepreneurial Leadership on Employee Performance (H2)

The test results show that Entrepreneurial Leadership has a positive and significant effect on employee performance with a path coefficient of 0.415, a t-statistic of 4.651, and a p-value of 0.000.

The descriptive results show that the dimension of work quality obtained the highest score (4.33), while compliance with procedures received a relatively lower score (4.13). This indicates that innovative leadership is able to improve work quality, although strengthening procedural compliance is still needed.

According to Mokhber et al. (2016), leaders with entrepreneurial characteristics are able to motivate employees through empowerment, opportunity orientation, and adaptive decision-making, thereby improving organizational productivity.

This finding is consistent with previous studies by Indriyani (2019); Mehmood et al. (2020); Ishak et al. (2021); Nguyen et al. (2021); and Yuliana et al. (2022), which state that Entrepreneurial Leadership has a positive effect on employee performance.

The Effect of Innovative Work Behavior on Employee Performance (H3)

The results show that Innovative Work Behavior has a positive and significant effect on employee performance with a coefficient of 0.437, a t-statistic of 4.923, and a p-value of 0.000.

Employees who are able to explore ideas, generate new solutions, promote ideas, and implement innovations are proven to improve service quality and task completion. Based on descriptive analysis, the dimension of idea variety obtained the highest score (4.37), while management support for innovation remains relatively low (4.05). This indicates that an innovation culture has developed, but stronger organizational support is still needed.

This finding supports the theory of De Jong and Den Hartog (2010), which states that innovative work behavior is a process of generating, promoting, and implementing new ideas that enhance organizational effectiveness.

This result is also consistent with studies by Wahyudi Rahman et al. (2020); Fitrio et al. (2020); Aprih Santoso (2021); Liu et al. (2023); Yasir et al. (2023); and Hadi et al.

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(2020), which confirm that innovative work behavior contributes positively to employee performance.

The Effect of Entrepreneurial Leadership on Employee Performance through Innovative Work Behavior (H4)

The results show that Innovative Work Behavior mediates the effect of Entrepreneurial Leadership on employee performance with a coefficient of 0.575, a t-statistic of 4.080, and a p-value of 0.000.

These findings indicate that entrepreneurial leadership not only improves performance directly but also indirectly through the enhancement of employees' innovative work behavior. Leaders who are able to build an innovation culture, provide space for creativity, and support the implementation of new ideas will improve organizational performance.

This result strengthens the theory of Lin and Yi (2020), which states that Entrepreneurial Leadership creates organizational value through employee innovation. Thus, innovative work behavior serves as an important mechanism explaining how entrepreneurial leadership leads to improved performance.

This finding is consistent with previous studies by Liu et al. (2011); Rauch et al. (2009); Aris Ferdinan (2022); and Lahtifah & Kurniawati (2021), which state that innovative work behavior acts as a mediator strengthening the relationship between entrepreneurial leadership and employee performance.

CONCLUSION

The results of this study show that Entrepreneurial Leadership has a positive and significant effect on Innovative Work Behavior, indicating that visionary, communicative, opportunity-oriented leadership that encourages creativity can enhance employees' innovative work behavior. Entrepreneurial Leadership also has a positive and significant effect on employee performance, meaning that better implementation of entrepreneurial leadership leads to higher performance quality.

Innovative Work Behavior also has a positive and significant effect on employee performance through employees' ability to generate, develop, promote, and implement new ideas in their work. Furthermore, Innovative Work Behavior is proven to mediate the effect of Entrepreneurial Leadership on employee performance, indicating that performance improvement is not only directly influenced by leadership but also through the development of innovative behavior within the organization.

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Based on the findings, the Bureau of Leadership Administration of Jambi Province is recommended to strengthen the implementation of Entrepreneurial Leadership by improving communication, empowering employees, developing an innovation culture, and supporting the implementation of new ideas through training, technology utilization, and reward systems for high-performing employees. These efforts are expected to enhance innovative work behavior and continuously improve employee performance. Future research is suggested to expand the model by including other variables such as organizational culture, employee engagement, work motivation, or organizational learning, and to test the model in different public and private organizations to improve generalizability.

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