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Effects of Transformational Leadership and Teamwork on Organizational Innovation and Performance at P3 Professional Certification Institutions (LSP) in East Java, Indonesia

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Abstract: In this increasingly competitive era of globalization, competency certification is a requirement for individuals to enter the workforce according to their competence. In supporting the implementation of BNSP certification, it can grant licenses to professional certification bodies (LSP) to carry out professional competency certification on behalf of BNSP. In particular, this research involved LSP P3 to examine how transformational leadership, teamwork, innovation, and organizational performance influence the P3 Professional Certification Institute (LSP) in East Java, Indonesia. The population in this study was LSP P3 in East Java, with 70 LSP. Sampling was selected by total sampling, and the results were obtained from 150 respondents. The data obtained will be analyzed using structural equation modeling (SEM) with the AMOS statistical program. The study's results prove that 1) transformational leadership and teamwork have a significant effect on organizational innovation, 2) transformational leadership has no significant effect on organizational performance, and 3) teamwork and organizational innovation have a significant effect on organizational performance.

Keywords: transformational leadership, teamwork, innovation, organizational performance.

转型领导力和团队合作对印尼东爪哇磷 3 专业认证机构组织创新和绩效的影响

摘要：在这个竞争日益激烈的全球化时代，能力认证是个人根据自己的能力进入劳动力市场的要求。在支持实施国家专业认证委员会认证方面，它可以向专业认证机构颁发许可证，以代表国家专业认证委员会进行专业能力认证。特别是，这项研究涉及专业认证磷 3，以检查转型领导力，团队合作，创新和组织绩效如何影响印度尼西亚东爪哇的磷 3 专业认证机构。本研究的人群是东爪哇的专业认证磷 3，拥有 70 个专业认证机构。通过总抽样选择抽样，结果来自 150 名受访者。获得的数据将使用阿莫斯统计程序使用结构方程建模进行分析。该研究的结果证明，1) 变革型领导和团队合作对组织创新有显著影响，2) 变革型领导对组织绩效没有显著影响，3) 团队合作和组织创新对组织绩效有显著影响。

关键词：变革型领导力、团队合作、创新、组织绩效。

1. Introduction

In this increasingly competitive era of globalization, competency certification is a requirement for individuals to enter the workforce according to their competence. The free trade market encourages the government to develop policies so that people of productive age can be equipped with competencies according to their fields so that quality is standardized and maintained. The National Professional Certification Agency (BNSP) is an independent institution established by the government of the Republic of Indonesia through Government Regulation Number 23 of 2004, with the main task of carrying out work competency certification for various professions in Indonesia. In supporting the implementation of this certification, the BNSP can grant licenses to professional certification bodies (LSP) to carry out professional competency certification on behalf of the BNSP.

BNSP conducts regular monitoring and surveillance to maintain quality and licenses so that they can continue to operate. In addition, LSP is required to perform quality management. Institutionally, there are three LSP types: LSP P1, LSP P2, and LSP P3. The LSP used in this study is LSP P3 which was founded by an association and can only develop competency test schemes in certain fields. LSP P3 can test anyone interested in obtaining competency certification in the field developed by LSP P3. In particular, this research involved LSP P3 to examine how transformational leadership and teamwork influence organizational innovation and performance.

The research proved and analyzed the effects:

- a. Transformational Leadership in Organizational Innovation of LSP P3 in East Java;
- b. Transformational Leadership on the Organizational Performance of LSP P3 in East Java;
- c. Teamwork on the Organizational Innovation of LSP P3 in East Java;
- d. Teamwork on the Organizational Performance of LSP P3 in East Java;
- e. Organizational Innovation on the Organizational Performance of LSP P3 in East Java.

2. Literature Review

2.1. Transformational Leadership

Transformational leadership facilitates leader-subordinate trust, which promotes reciprocal relationships among subordinates and results in job satisfaction, followed by increased productivity [1]. Employees respond better when led by transformational leadership [2]. Transformational leadership supports employee innovation and creativity and enables business owners and managers to exhibit four key characteristics:

- a. Ideal influence/charisma;
- b. Inspirational motivation;
- c. Intellectual stimulation;
- d. Individual considerations.

2.2. Teamwork

A team is defined as a work arrangement in which individuals work interdependently to achieve their goals, where they are collectively responsible for the results of their work, and where they and others see them as a complete social identity [3, 4]. Teamwork is a process in which interactions occur among team members who combine collective resources to complete task demands (e.g., giving clear orders).

Ohland et al. [5] explain the effectiveness of teamwork through the following five dimensions:

- a. Contribute to teamwork;
- b. Interact with team members;
- c. Keeping the team on track;
- d. Expect quality;
- e. Have the required knowledge, skills, and abilities.

2.3. Innovation

Innovation relates to new products and services, production methods, technology, and administrative changes. This study focuses on organizational innovation related to products and technical systems (i.e., production processes and procedures). Two key factors for successful innovation are the ability of organizations to be creative and the ability to manage complex processes to turn creative ideas into reality successfully [6-9].

The organizational innovation indicators in this study are:

- a. Process innovation;
- b. Product innovation.

2.4. Organizational Performance

[10] and [11] attempted to define performance measures through several tangible and intangible outcomes in award-winning business excellence manufacturing firms. They categorize all outcomes as only one construct, namely quality of performance. Performance appraisal is a diagnostic tool and assessment process for developing individuals, teams, and organizations. Because performance is a function of potential, achieving and maintaining performance requires various organizational processes that enable people and programs to realize their full potential. Therefore, achieving and maintaining performance determines the target organizational capabilities [12].

Using the same analogy as from other studies, in this study, organizational performance will be measured through performance measures, namely:

- a. Operational performance;
- b. Employee productivity;
- c. Customer satisfaction;

d. Employee satisfaction.

3. Research Framework

This research will be conducted using quantitative methods in the form of a survey. According to Creswell [13], survey research provides a quantitative or numerical description of a population's trends, attitudes, or opinions by taking samples from that population. Survey research can use questionnaires or structured interviews to draw generalizations from the sample to the population. This research is a causal explanation research (exploratory research) that will prove the causal relationship between variables.

The population in this study was LSP P3 in East Java, which totaled 70 LSP. Sampling will be selected by total sampling. We obtained at least 1 respondent and 7 respondents from each LSP P3 from the data collection results. Most of the LSP P3 responded to questionnaires from 2 or more leaders, and only 7 LSP P3 gave responses from 1 leader. The total sample obtained was 150 people. Framework of the research is demonstrated in Fig. 1.

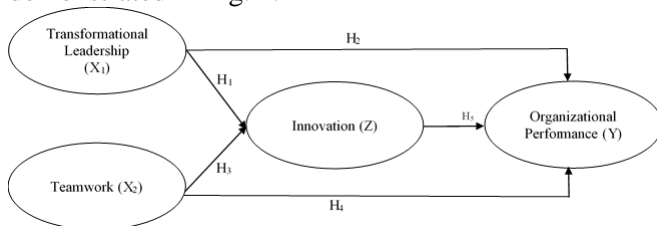


Fig. 1 Research framework

4. Hypotheses

H1: Transformational Leadership significantly affects the organizational innovation of P3 Professional Certification Institutions (LSP) in East Java.

H2: Transformational Leadership significantly affects the organizational performance of P3 Professional Certification Institutions (LSP) in East Java.

H3: Teamwork significantly affects the organizational innovation of P3 Professional Certification Institutions (LSP) in East Java.

H4: Teamwork significantly affects the organizational performance of P3 Professional Certification Institutions (LSP) in East Java.

H5: Organizational innovation significantly affects the organizational performance of P3 professional certification institutions (LSPs) in East Java.

5. Research Methodology

The data collection techniques used in this study used primary data from direct observation, questionnaires, and interviews. Questionnaire/questionnaire distribution (written answers from information on a list of questionnaires from researchers) distributed to respondents via the Google Form selected according to the researcher's criteria. Data analysis in this study uses an analytical

method that can provide a simultaneous analysis process related to multivariate research models such as the one used in this study, namely structural equation modeling (SEM) analysis.

6. Results and Discussion

6.1. Respondents' Profile

The results of data collection collected respondents from 38 LSP P3 (54 percent of the population). Furthermore, the analysis unit is the leader of the P3 LSP, which may consist of a Director, Schematic Committee, Quality Manager, Certification Manager, Administration Manager, and Standardization Manager.

The results of the description of the characteristics of the respondents are presented in Table 1.

Table 1 The respondents' profile

Respondent's Profile	Description	Frequency	Percentage
Position	LSP Director	35	23.3
	Scheme Committee	35	23.3
	Quality Manager	28	18.7
	Certification Manager	26	17.3
	Administration Manager	24	16.0
	Standardization Manager	2	1.3
Location	Surabaya	124	82.7
	Sidoarjo	10	6.7
	Malang	9	6.0
	Jombang	4	2.7
	Ponorogo	3	2.0
	Gender	Male	84
	Female	66	44.0
Age	25-40 years	44	29.3
	41-50 years	33	22.0
	51-60 years	52	34.7
	More than 60 years	21	14.0
	Education Level	High School	7
	Diploma	7	4.7
	Bachelor	53	35.3
	Master	60	40.0
	Doctorate	23	15.3
Total		150	100

The description of LSP P3 leaders in East Java, who became the research sample, most of their positions were Director and Scheme Committee, each with 35 people or a total of 46.7 percent, LSP locations were in Surabaya City with 82.7 percent, male sex as many as 84 people or 56 percent, aged 51-60 years as many as 52 people or 34.7 percent, and the last education was Masters, namely as many as 60 people or 40 percent.

6.2. Analysis of the Measurement Model

Measurement model analysis was conducted with three objectives: testing measurement model fit, construct validity, and construct reliability. The results of the evaluation of the suitability of the measurement model have produced absolute fit indices and incremental fit indices criteria that are good fit (probability chi-sq 0.000, cmin/df 1.796, GFI 0.898, RMSEA 0.071, SRMR 0.039, CFI 0.959, TLI 0.948, NFI 0.912, RFI 0.887, and AGFI 0.850) so that the measurement model is acceptable and can be used for further analysis. After ensuring that the measurement

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 model has a good fit, testing the validity and reliability of the construct is then carried out. The results of the construct validity and reliability testing are as follows in Table 2.

Table 2 Construct validity and reliability

Construct	Indicators	Standardized regression weight	Construct Reliability	AVE
Transformational Leadership (X1)	Idealized Influence (X1.1)	0.842	0.911	0.719
	Inspirational Motivation (X1.2)	0.891		
	Intellectual stimulation (X1.3)	0.854		
	Individual Consideration (X1.4)	0.802		
Teamwork (X2)	Contributing (X2.1)	0.779	0.898	0.637
	Interacting (X2.2)	0.827		
	Keeping the Team on Track (X2.3)	0.759		
	Expecting Quality (X2.4)	0.826		
	Knowledge, skills, abilities (X2.5)	0.798		
Organizational Innovation (Z)	Process Innovation (Z.1)	0.875	0.814	0.687
	Product Innovation (Z.2)	0.780		
Organizational Performance (Y)	Operational performance (Y.1)	0.662	0.818	0.603
	Employee productivity (Y.2)	0.891		
	Employee Satisfaction (Y.3)	0.760		
	Rule of thumb	≥0.50		

The table above shows that in the measurement model, all indicators have produced standardized regression weight values of more than 0.50, construct reliability values greater than 0.70, and AVE values greater than 0.50 so that all are valid and reliable in measuring the constructs of transformational leadership, teamwork, organizational innovation, and organizational performance.

6.3. Analysis of the Structural Model

The structural model stage begins by evaluating the structural model fit (goodness of fit), which ensures that the developed model is based on the data (good fit). The estimation results of the structural model are presented in the Fig. 2.

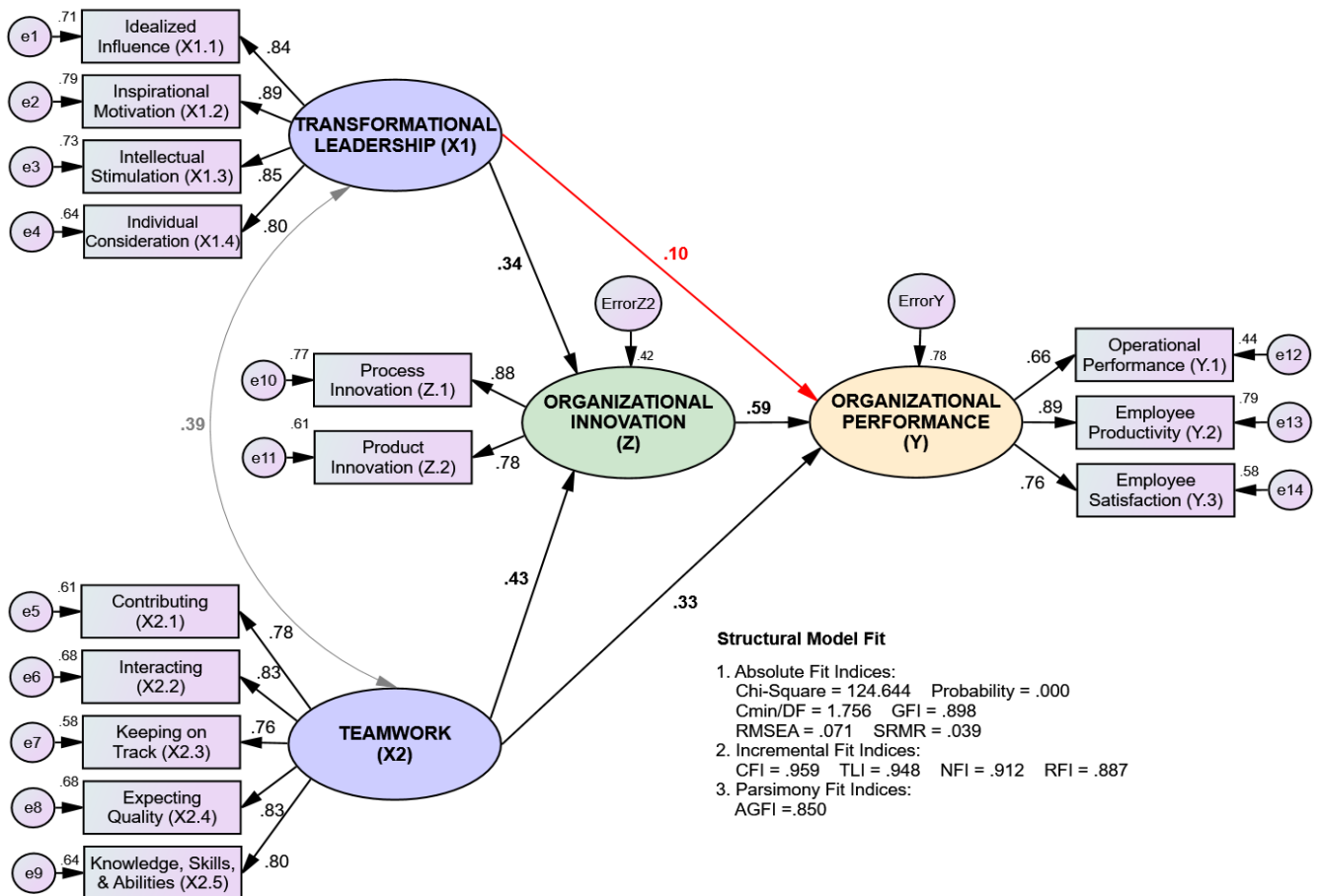


Fig. 2 Assessing the structural model

The results of calculating the goodness-of-fit indices in the structural model are probability 0.000, Cmin/df 1.756, GFI 0.898, RMSEA 0.071, SRMR 0.039, CFI 0.959, TLI 0.948, NFI 0.975, RFI 0.912, and AGFI 0.887. These results show that the criteria for absolute fit indices, incremental fit indices, and parsimony fit indices meet the requirements (good fit). The calculation of the coefficient of determination shows that the RInnovation2 value is 0.421, meaning that the percentage of transformational leadership and teamwork influence on organizational innovation at LSP P3 in East Java is 42.1%. The RPerformance2

value is 0.777, meaning that the percentage influence of transformational leadership, teamwork, and organizational innovation on organizational performance at LSP P3 in East Java is 77.7%.

6.4. Hypothesis Testing

6.4.1. Testing for the Direct Effect

Table 3 shows the results of testing structural relationships to test each research hypothesis based on the SEM output.

Table 3 Summary of the direct effect hypotheses

Direct effect		Std. Estimate	C.R. ^a	P value ^a	Hypothesis
Transformational Leadership	→ Organizational Innovation	0.343	3.953	0.009**	H ₁ accepted
Transformational Leadership	→ Organizational Performance	0.104	1.074	0.192 ^{n.s}	H ₂ rejected
Teamwork	→ Organizational Innovation	0.433	4.716	0.007**	H ₃ accepted
Teamwork	→ Organizational Performance	0.330	3.907	0.005**	H ₄ accepted
Organizational Innovation	→ Organizational Performance	0.590	4.063	0.015*	H ₅ accepted

* Significant at the 0.05 level

** Significant at the 0.01 level

n.s - not significant

^a C.R. and p-value based on the bootstrapping bias-corrected percentile method

a. The estimated results of the coefficient of influence of transformational leadership on organizational innovation at LPS P3 in East Java show a significant effect with a CR value of 3.953 (greater than 1.96) and a significance value (p-value) of 0.009 (smaller than 5% significance level). The resulting coefficient of influence is 0.343 (positive), meaning that the higher the transformational leadership, the higher the organizational innovation. Thus, the first hypothesis states that transformational leadership significantly affects organizational innovation at LSP P3 in East Java (H1 is accepted).

b. The estimated results of the coefficient of influence of transformational leadership on organizational performance at LPS P3 in East Java show an insignificant effect with a CR value of 1.074 (smaller than 1.96) and a significance value (p-value) of 0.192 (greater than 5% significance level). The resulting coefficient of influence is only 0.104, meaning that the higher the transformational leadership, the less likely it is to have a real impact on improving organizational performance. Thus, the second hypothesis, which states that transformational leadership significantly affects organizational performance at LSP P3 in East Java, cannot be accepted (H2 is rejected).

c. The estimated results of the coefficient of the influence of teamwork on organizational innovation at LPS P3 in East Java show a significant effect with a CR value of 4,716 (greater than 1.96) and a significance value (p-value) of 0.007 (smaller than 5% significance level). The resulting coefficient of influence is 0.433 (positive), meaning that the stronger the teamwork, the higher the organizational innovation. Thus, the third hypothesis, which states that teamwork

significantly affects organizational innovation at LSP P3 in East Java, can be accepted (H3 is accepted).

d. The results of the estimation of the coefficient of the influence of teamwork on organizational performance at LPS P3 in East Java also show a significant effect with a CR value of 3,907 (greater than 1.96) and a significance value (p-value) of 0.005 (smaller than 5% significance level). The resulting coefficient of influence is 0.330 (positive), meaning that the stronger the teamwork, the higher the organizational performance. Thus, the fourth hypothesis, which states that teamwork significantly affects organizational performance at LSP P3 in East Java, is also acceptable (H4 is accepted).

e. The estimated results of the coefficient of influence of organizational innovation on organizational performance at LPS P3 in East Java also show a significant effect with a CR value of 4.063 (greater than 1.96) and a significance value (p-value) of 0.015 (smaller than 5% significance level). The resulting influence coefficient is 0.590 (positive), meaning that the higher the organizational innovation, the higher the organizational performance. Thus, the fifth hypothesis states that organizational innovation significantly affects organizational performance at LSP P3 in East Java is also acceptable (H5 is accepted).

6.4.2. Testing for the Mediation Effect

Detecting the nature of mediation can be seen from the effect of mediation; if the direct effect of exogenous variables on endogenous variables is significant, and the indirect effect through mediating variables also goes through a significant path, then it is said to be partially mediation, otherwise, if the direct effect of exogenous variables on endogenous variables

is not significant. In contrast, the indirect effect occurs through the mediating variable through a significant pathway, which is said to be fully mediated or perfect mediation [14, 15].

Table 4 shows the results of testing structural relationships to test each research hypothesis of indirect influence based on the SEM output.

Table 4 Summary of the indirect effect analysis

Indirect effect	Std. estimate	S.E.	C.R.	P-value	The type of mediation
Transformational Leadership → Organizational Innovation → Organizational Performance (X1 → Z → Y)	0.202	0.080	2.475	0.011*	Fully mediation
Teamwork, → Organizational Innovation, → Organizational Performance (X2 → Z → Y)	0.255	0.082	3.171	0.009**	Partial mediation

* Significant at the 0.05 level

** Significant at the 0.01 level

n.s. - not significant

(a) p-value based on bootstrapping bias-corrected percentile method

Based on the table above, the results of the indirect path significance test $X1 \rightarrow Z \rightarrow Y$ show a significant effect with a coefficient value of 0.202 and a significance value (p-value) of 0.011 (smaller than the 5% significance level). Organizational innovation significantly mediates the effect of transformational leadership on organizational performance. This type of mediation is fully mediation, which implies that LSP P3 with good transformational leadership will drive organizational performance only if an innovative organization supports it.

The direct path significance test $X2 \rightarrow Z \rightarrow Y$ results also showed a significant effect with a coefficient value of 0.255 and a significance value (p-value) of 0.009 (smaller than the 5% significance level).

Organizational innovation also significantly mediates the effect of teamwork on organizational performance. The type of mediation is partial, which implies that effective teamwork will improve organizational performance at LSP P3; however, if organizational innovation is also increased, organizational performance will increase even more.

6.4.3. Analysis of the Total Effect

Analysis of the total effect (total effect) of each variable on organizational performance is the sum of the direct and indirect effects. The total effect value does not need to be calculated manually but has been calculated automatically using Amos v.28 software, the results are presented in the Table 5 and Fig. 3.

Table 5 Summary of the total effect analysis

Total effect on organizational performance	Std. Estimate	S.E.	C.R.	P-value	Rank
Transformational leadership	0.306	0.096	3.115	0.009**	3
Teamwork	0.585	0.090	6.633	0.005**	2
Organizational innovation	0.590	0.083	7.000	0.000**	1

* Significant at the 0.05 level

** Significant at the 0.01 level

n.s. - not significant

(a) p-value based on bootstrapping bias-corrected percentile method

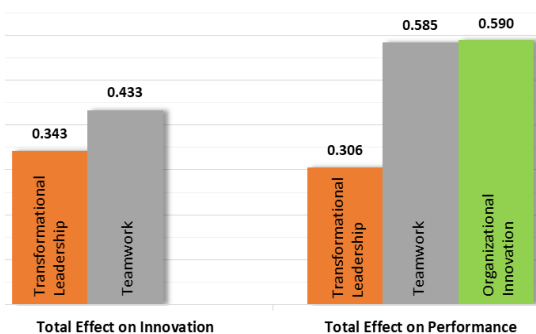


Fig. 3 Analysis of the total effect

The results of the total effect analysis show that organizational innovation at LSP P3 in East Java is driven more by strong teamwork than transformational leadership. The results of the total effect analysis to improve organizational performance at LSP P3 in East Java, organizational innovation, and teamwork are prioritized because they can have a dominant influence

on organizational performance, with relatively the same level of influence. The next priority is transformational leadership.

6.4.4. Summary of the Results of Hypothesis Testing

See Fig. 4.

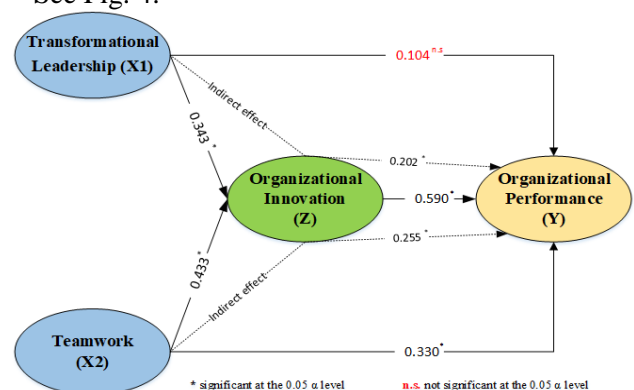


Fig. 4 Summary of the model parameter estimates

7. Conclusion and Suggestions

Transformational leadership significantly affects organizational innovation at LSP P3 in East Java (H1 is accepted), meaning that the higher the transformational leadership, the higher the organizational innovation. The results of this study confirm the leadership theory [1,2] and the organizational innovation theory [6-9].

Transformational Leadership has no significant effect on the Organizational Performance of LSP P3 in East Java (H2 Rejected), meaning that the higher the transformational leadership, the less likely it is to have a real impact on improving organizational performance. The results of this study do not confirm the leadership theory [1,2] or the organizational performance theory [10,11]. The results of this study support the results of research by Brahmasari [12], which proves that leadership has no significant effect on performance.

Teamwork significantly affects the organizational innovation of LSP P3 in East Java (H3 Accepted), meaning that the stronger the teamwork, the higher the organizational innovation. The results of this study confirm the theory of teamwork [5] and the theory of organizational innovation [6-9].

Teamwork significantly affects organizational performance at LSP P3 in East Java (H4 Accepted), meaning that the stronger the teamwork, the higher the organizational performance. The results of this study confirm the theory of teamwork [5] and the theory of organizational innovation [6-9].

Organizational innovation significantly affects organizational performance at LSP P3 in East Java (H5 Accepted), meaning that the higher the organizational innovation, the higher the organizational performance. The results of this study confirm the theory of organizational innovation [6-9], and the theory of organizational performance [10,11].

With research proving that transformational leadership has no significant effect on performance, leadership supervision remains action that must be taken to assess performance. Inherent supervision is the most effective action in realizing Brahmasari's performance employees [12]. Therefore, superiors must always be present at work to supervise and provide instructions if their subordinates experience difficulties completing their work. Therefore, employees will feel the attention, guidance, direction, direction, and supervision of their leaders.

The results of this study provide profound implications that emphasize the important role of transformational leadership and teamwork in enhancing organizational innovation and subsequently driving organizational performance improvement at LSP P3 in East Java. The research implications also highlight the influence of transformational leadership in efforts to improve organizational performance, which must be accompanied by the creation of innovative organizations so that organizational performance can

increase, unlike teamwork, which can directly encourage increased organizational performance, even without strengthening organizational innovation. However, if teamwork is also oriented toward creating innovation within the organization, the increase in organizational performance will be even higher.

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