

The Impact of Transformational Leadership and Creative Partnerships on Innovation Dynamics and Organizational Performance

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ABSTRACT

This study aims to investigate and uncover the important role of transformational leadership as well as the dynamics of creative partnerships in an organizational context. The main focus of the study is to identify the impact generated by the interaction between transformational leadership and creative partnerships on innovation levels and organizational performance. This study used a quantitative approach. Cross-sectional research designs are used to evaluate relationships between variables. The study population was members of business organizations spanning different levels of office. The study sample consisted of 120 respondents randomly selected from the population. Distribution of questionnaires online or in person to selected respondents, by providing clear instructions to respondents regarding filling out questionnaires. The collected data is processed using Structural Equation Modeling (SEM) through AMOS software. The results show that transformational leadership is significantly associated with creative partnership dynamics, innovation, and organizational performance. The dynamics of creative partnerships are also significantly related to innovation. However, the relationship between creative partnership dynamics and organizational performance was not significantly confirmed. The findings reinforce the importance of leaders' roles in creating work environments that support collaboration and creativity. In addition, the significant relationship between Innovation and Organizational Performance emphasizes the importance of innovation in improving overall performance. In addition, organizations should pay attention to transformational leadership development to drive innovation and better performance. Leadership training that focuses on the ability to inspire, support, and facilitate creative collaboration can be an effective strategy.

Keywords: *Transformational Leadership, Creative Partnership Dynamics, Organizational Innovation, Organizational Performance*

ABSTRAK

Penelitian ini bertujuan untuk menyelidiki dan mengungkap peran penting kepemimpinan transformasional serta dinamika kemitraan kreatif dalam konteks organisasi. Fokus utama penelitian ini adalah untuk mengidentifikasi dampak yang dihasilkan oleh interaksi antara kepemimpinan transformasional dan kemitraan kreatif pada tingkat inovasi dan kinerja organisasi. Penelitian ini menggunakan pendekatan kuantitatif. Desain penelitian cross-sectional digunakan untuk mengevaluasi hubungan antar variabel. Populasi penelitian adalah anggota organisasi bisnis yang mencakup berbagai tingkat kantor. Sampel penelitian terdiri dari 120 responden yang dipilih secara acak dari populasi. Distribusi kuesioner secara daring atau secara langsung kepada responden terpilih, dengan memberikan instruksi yang jelas kepada responden mengenai pengisian kuesioner. Data yang dikumpulkan diolah menggunakan Structural Equation Modeling (SEM) melalui *software* AMOS. Hasil penelitian menunjukkan bahwa kepemimpinan transformasional secara signifikan dikaitkan dengan dinamika kemitraan kreatif, inovasi, dan kinerja organisasi. Dinamika kemitraan kreatif juga

terkait secara signifikan dengan inovasi. Namun, hubungan antara dinamika kemitraan kreatif dan kinerja organisasi tidak dikonfirmasi secara signifikan. Temuan ini memperkuat pentingnya peran pemimpin dalam menciptakan lingkungan kerja yang mendukung kolaborasi dan kreativitas. Selain itu, hubungan yang signifikan antara Inovasi dan Kinerja Organisasi menekankan pentingnya inovasi dalam meningkatkan kinerja secara keseluruhan. Selain itu, organisasi harus memperhatikan pengembangan kepemimpinan transformasional untuk mendorong inovasi dan kinerja yang lebih baik. Pelatihan kepemimpinan yang berfokus pada kemampuan untuk menginspirasi, mendukung, dan memfasilitasi kolaborasi kreatif dapat menjadi strategi yang efektif.

Kata kunci: Kepemimpinan Transformasional, Dinamika Kemitraan Kreatif, Inovasi Organisasi, Kinerja Organisasi

INTRODUCTION

Leadership in an organizational context has been a significant focus of attention in the field of management and industrial psychology over the past few decades (Neuhaus et al., 2022). One approach that has caught the attention of researchers and practitioners is transformational leadership (Nguyen et al., 2023). Transformational leadership emphasizes on the influence of leaders to inspire, motivate, and direct their followers toward achieving higher organizational goals, by building a shared vision and increasing individual commitment to the vision (Kim et al., 2021; Zadok & Benoliel, 2023). In addition, the dynamics of creative partnerships and innovation have been recognized as key factors in improving organizational performance (Rumanti et al., 2023). Creative partnerships highlight collaboration between individuals or units within an organization to generate new ideas and innovative solutions (Kester et al., 2022), while innovation allows organizations to adapt to environmental changes, meet market needs, and maintain competitive advantage (Alghamdi & Agag, 2024; Liao et al., 2024). However, although research has highlighted the importance of the two aspects separately, little research has investigated the relationship between transformational leadership, creative partnership dynamics, and innovation together, especially in the context of organizational performance (Abdurrahman et al., 2024; Braun et al., 2023; Gasco-Hernandez et al., 2022). Therefore, this study aims to bridge this knowledge gap by investigating the influence of transformational leadership on organizational performance, taking into account the mediation of creative partnership dynamics and innovation power (Wu et al., 2023).

Previous research has shown that transformational leadership can provide a significant boost to individual commitment to organizations, increase intrinsic motivation, and facilitate a work climate that supports innovation (Ashfaq et al., 2023; Kaur Bagga et al., 2023). However, it is not yet clear to what extent these effects impact overall organizational performance, and whether the dynamics of creative partnerships and innovation power mediate the relationship between transformational leadership and organizational performance. In this context, this research will delve deeply into how transformational leadership can influence the dynamics of creative partnerships among organizational members, and how it then

affects the level of innovation in organizations (Bunjak et al., 2022; Xin & Wang, 2023). Furthermore, this study will investigate whether the higher levels of innovation generated by creative partnership dynamics act as mediators between transformational leadership and overall organizational performance (Hoai et al., 2022). By deepening understanding of the complexity of the relationship between transformational leadership, creative partnership dynamics, innovation, and organizational performance, this research is expected to provide valuable insights for leaders and managers of organizations in developing effective leadership strategies to improve organizational performance and competitiveness in an ever-changing and competitive era.

LITERATURE REVIEW

Transformational Leadership

Transformational leadership, as a key variable in the management literature, encapsulates a set of behaviors and attitudes that leaders have that focus on positive influence and transformational change within organizations (Nguyen et al., 2023). Transformational leaders not only provide direction and oversight, but also create a shared vision that inspires, motivates employees, and stimulates creativity (Hanaysha, 2023). By promoting intrinsic motivation, developing employee potential, and cultural change, transformational leadership is expected to create ideal conditions for optimal organizational performance (Zhou et al., 2024). In examining transformational leadership variables, there are several key dimensions that need to be understood. First, "vision inspiration" emphasizes the leader's ability to communicate and shape a vision of the future that motivates and unites all members of the organization. Second, "example-making" includes leader behavior as a model that can be followed, shaping positive culture and norms within the organization (Hoai et al., 2022). Third, "intellectual stimulation" highlights the leader's efforts to encourage creative thinking and innovative solutions among employees. Lastly, "individual attention" involves the leader's personal understanding and support of individual needs and development within the team (İşcan et al., 2014a).

The direct linkage between transformational leadership and organizational performance involves a series of mechanisms. Transformational leadership is considered to create a motivating work climate (Lee et al., 2023), increase productivity, and reduce uncertainty within the organization. By providing inspiration and clear direction, transformational leaders can motivate employees to perform high, improve the quality of work, and achieve organizational goals more effectively (D. Wang et al., 2023). Even so, the complexity of the relationship between transformational leadership and organizational performance requires consideration of contextual factors. These factors include organizational structure, company culture, employee maturity level (Jaboob et al., 2023), and specific task demands. Along with that, recent research has also identified possible mediation variables, such as job satisfaction and employee engagement, that play a role in bridging the relationship between transformational leadership and organizational performance (Klein, 2023).

By comprehensively understanding the variables of transformational leadership and organizational performance, organizations can design more effective and sustainable leadership strategies (Batool et al., 2024). Leaders who adopt a transformational leadership style by understanding the organizational context can have a positive impact on employee motivation, increase innovation, and ultimately, improve overall organizational performance (Hoai et al., 2022).

Creative Partnerships Dynamics

The dynamics of Creative Partnerships reflect circumstances involving active and synergistic collaboration between members of the organization with the aim of creating innovative solutions (Fernandes et al., 2022). As a key variable in the organizational context, the dynamics of creative partnerships form the foundation for the development of new ideas, improving decision-making processes, and strengthening interpersonal relationships among team members (Hermans et al., 2019a). This variable creates a work environment that facilitates creative thinking and exchanging ideas, which can lead to the achievement of innovation and improvement of organizational performance (Monachesi & Witteborn, 2021). The dynamics of creative partnerships involve several important dimensions. First, "active collaboration" highlights the continuous interaction between individuals within the organization, where each team member actively contributes to the creation and decision-making process (Hermans et al., 2019b). Second, "idea support" includes the acceptance and development of ideas that arise during collaboration, without assessing or limiting them. Third, "shared problem solving" reflects the ability of team members to jointly overcome challenges and find innovative solutions (Faria et al., 2024a).

The relationship between creative partnership dynamics and organizational performance becomes essential in the context of sustainability and organizational growth (Hermans et al., 2019b). Social Exchange Theory supports the idea that creative partnership dynamics can create a state in which employees feel empowered and valued, increasing job satisfaction and motivation to perform high (Lalaounis & Nayak, 2022). Through an open process of collaboration and acceptance of innovative ideas, the dynamics of creative partnerships create a culture that encourages experimentation and creative thinking (Faria et al., 2024b). However, challenges can arise in achieving optimal creative partnership dynamics. Factors such as ineffective communication, lack of trust among team members, and task uncertainty can affect a team's ability to collaborate effectively (Cobo-Gómez, 2024). Therefore, contextual understanding and the application of management strategies that support the dynamics of creative partnerships are key in improving organizational performance (Bui & Le, 2023).

Through a deep understanding of the variables of Creative Partnership Dynamics and Organizational Performance, organizations can develop strategies that support the productive exchange of ideas and collaboration (Pattinson et al., 2023). An emphasis on the dynamics of creative partnerships can create diversity of ideas, increase innovation, and ultimately, improve organizational performance through the

achievement of common goals and adaptation to changing business environments (Snihur & Clarysse, 2022).

Innovation

Innovation, as a key variable in an organizational context, reflects the ability to create new ideas, develop superior products or services, and implement changes that can improve organizational efficiency and effectiveness (Naveed et al., 2022). In an ever-evolving business atmosphere, organizations that are able to innovate sustainably have a significant competitive advantage (Liao et al., 2024). The innovation variable is not only related to the development of new products, but also includes innovations in operational processes, business models, and organizational strategies (Wong et al., 2024). Organizational innovation can occur through several forms, including product innovation, process innovation, marketing innovation, and organizational innovation (X. Wang et al., 2023). Product innovation involves the development of a new product or service or significant improvements to an existing product. Process innovation includes changes in work methods or procedures that can increase efficiency or reduce costs (Zhang et al., 2024). Marketing innovation involves new approaches to marketing products or services, whereas organizational innovation involves changes in organizational structure or culture to support change and development (Heitor et al., 2024).

In the context of organizational performance, innovation is considered a key driver of change and growth. Innovation theory emphasizes that organizations that are able to create and adopt innovations can generate added value, increase customer satisfaction, and gain competitive advantage (Maqdliyan & Setiawan, 2023). Innovation is also linked to the concept of organic growth, where organizations can achieve sustainable performance through the construction and application of new ideas (Chaudhuri et al., 2024a). However, the role of innovation in improving organizational performance is not always linear and simple. Ambidexterity theory suggests that organizations that are able to manage a balance between exploratory innovation (exploration of new ideas) and exploitative innovation (improvement and utilization of existing ideas) have a greater chance of achieving optimal performance (Abbas et al., 2023).

Innovation adoption is also influenced by factors such as organizational culture, leadership, and resource support. Innovation requires a supportive environment, where employees feel comfortable to take risks and contribute to innovative processes (Lin et al., 2024). Overall, understanding innovation variables and their relationship to organizational performance is essential in the face of changing business dynamics. Organizations that prioritize innovation and create a culture that supports new ideas tend to achieve better performance, are able to adapt to environmental changes, and achieve sustainable competitive advantage (S. Singh & Aggarwal, 2022).

Organizational Performance

Organizational performance is a complex concept that encompasses the extent to which an organization successfully achieves its predefined goals and

objectives. These variables reflect the end result of the interaction of various internal and external factors that affect the overall health and sustainability of the organization (Nguyen et al., 2023). Broadly, organizational performance includes financial, operational, and non-financial aspects such as employee satisfaction, innovation, and social responsibility (Eliyana et al., 2019). The financial dimension of an organization's performance includes the achievement of financial targets, profitability, and sustainable economic growth. Organizations that succeed financially can more easily access the resources necessary for investment, development, and fulfilling their responsibilities to stakeholders (Huynh et al., 2023). In addition, operational performance includes efficiency and effectiveness in carrying out business processes. This involves improving productivity, quality of service or product, as well as risk management and operational safety. Organizations that are able to maintain a level of operational efficiency can usually deal better with the competition (Felix Orikpete & Raphael Ejike Ewim, 2024).

The non-financial aspects of organizational performance are also crucial. Employee satisfaction is an important indicator, given the close relationship between employee satisfaction and their productivity. Organizations that are able to create a work environment that supports and motivates employees have an edge in achieving long-term goals (Sadick et al., 2020). Innovation is also a significant element of organizational performance. The ability to create and adopt new ideas creates competitive differentiation and enables organizations to remain relevant in a dynamic business environment. It is important to recognize that organizational performance is not something static. Organizational Learning Theory highlights the need for adaptation and continuous learning to achieve optimal performance. Organizations that are able to learn from experience, adjust their strategies, and integrate change quickly tend to achieve better performance in the long run (Azhar et al., 2024). In measuring organizational performance, it is important to consider various indicators and understand that contextual factors and internal dynamics can affect overall results. The success of organizational performance is not only reflected in the achievement of financial goals, but also in the organization's capacity to adapt, innovate, and create long-term value for all stakeholders (Chaudhuri et al., 2024b).

HYPOTHESIS

Based on the research title "The Role of Transformational Leadership, Dynamics of Creative Partnerships on Innovation and Organizational Performance," several hypotheses can be identified that can be tested in the study. These hypotheses reflect the relationship between the variables described in the title. Here are some of the hypotheses put forward:

Transformational Leadership and Organizational Performance

Transformational leadership has a profound influence on organizational performance through a complex and multidimensional set of mechanisms (Bass et al., 2003; Nguyen et al., 2023). At a theoretical level, this concept emphasizes the important role of leaders in inspiring, motivating, and directing organizational

members toward a vision that is jointly constructed (Al Khajeh, 2018). By adopting this approach, leaders not only focus on achieving short-term targets, but also seek to change the paradigm, culture, and underlying values of the organization, creating an environment where innovation and growth can flourish organically (Klein, 2023). Its unique influence lies in its ability to create an emotional bond between leader and follower (Klein, 2023), resulting in a strong commitment and sincere desire to contribute to the maximum (Astuty & Udin, 2020). By building relationships based on trust, respect, and fairness, transformational leaders are able to create an inclusive and empowering work atmosphere where every member of the organization feels valued and encouraged to reach their full potential.

Scientifically, studies have shown that organizations led by transformational leaders tend to have higher levels of performance in various aspects. This happens because the adoption of this leadership style positively affects the intrinsic and extrinsic motivation of organizational members (Yang, 2009), increase the level of job satisfaction (Munir et al., 2012) Involvement (Mencl et al., 2016), and employee loyalty. In addition, transformational leaders often encourage innovation and creative problem-solving by providing the support, resources, and confidence necessary to experiment and take controlled risks (Eisenbeiss et al., 2008). In a broader context, the influence of Transformational Leadership is not only limited to the performance of the organization internally, but also affects the reputation, image, and competitive position of the organization in the marketplace. By creating a dynamic and adaptive work environment, transformational leaders enable organizations to be more responsive to changes in the external environment, creating sustainable added value for all stakeholders. Therefore, in appreciating the influence of Transformational Leadership on organizational performance, it is important to understand the complexity and depth of interaction between leadership styles, organizational culture, and the external context surrounding it.

Hypothesis 1: There is a relationship between transformational leadership and organizational performance.

Creative Partnerships Dynamics and Organizational Performance

Creative Partnership Dynamics is a paradigm that describes collaborative relationships between various entities in an organization, including management, employees, external partners, and even consumers, which aims to create added value through innovation and creative problem solving (Puebla Fortier & Coulter, 2021). At the theoretical level, this concept emphasizes the importance of open collaboration, mutual trust, and diversity of ideas in creating an environment in which new ideas can develop and be implemented (Sokół & Mempel – Śnieżyk, 2022). The effect of Creative Partnership Dynamics on organizational performance is unique in that it places attention on dynamic and flexible collaborative processes, rather than relying solely on traditional hierarchical or authoritarian structures (Within, 2023). By encouraging the exchange of ideas, experiences, and insights from multiple sources, Creative Partnership Dynamics creates space for breakthroughs and innovative change, enabling organizations to more quickly adapt to changing environments and increasingly complex competition.

Scientifically, studies have shown that organizations that adopt the principles of Creative Partnership Dynamics tend to have higher levels of performance in terms of innovation, productivity, and customer satisfaction (Kester et al., 2022). This is because collaboration in an open and inclusive environment results in more diverse ideas and more creative solutions, increasing the competitiveness of organizations in a changing market. In a broader context, the influence of Creative Partnership Dynamics can also strengthen relationships between organizations and other stakeholders, such as local communities, governments, and nonprofits. By adopting a collaborative and inclusive approach, organizations can become agents of positive change in society, create sustainable impact and build a strong reputation as pioneers of innovation and social responsibility. Therefore, in understanding the influence of Creative Partnership Dynamics on organizational performance, it is important to recognize that collaboration and innovation are not only effective business strategies, but also core values that drive long-term growth and sustainability.

Hypothesis 2: There is a positive influence between the dynamics of creative partnerships and organizational performance.

Innovation, Transformational Leadership and Organizational Performance

The mediating role of innovation in the relationship between Transformational Leadership and Organizational Performance presents a complex dynamic that shows how inspiring and motivating leadership styles can affect organizational creativity and adaptability, which in turn affects overall performance (İşcan et al., 2014b). At a theoretical level, this approach emphasizes that transformational leaders, by activating a strong vision and providing the necessary support, encourage organizational members to think outside the box, take controlled risks, and create innovative solutions to the challenges facing the organization (Al Khajeh, 2018). Its unique influence lies in its ability to trigger a continuous innovation process within the organization. Transformational leaders, by modeling change and building a culture that supports creative experimentation and problem solving, create an environment where new ideas can emerge and be implemented quickly and effectively. By reinforcing a commitment to innovation, transformational leaders help organizations to remain relevant and competitive in an ever-changing marketplace.

Scientifically, research has shown that innovation mediates the relationship between Transformational Leadership and Organizational Performance. This means that the positive effects of transformational leadership styles on organizational performance are largely mediated by the level of innovation generated (Cuevas-Vargas et al., 2023). By encouraging creativity and forward-looking thinking, transformational leaders create organizations that are more adaptive and responsive to environmental changes, which in turn improves the overall performance of the organization. In a broader context, the innovation-mediating influence of the relationship between Transformational Leadership and Organizational Performance can also open up new opportunities for long-term growth and development. By elevating innovation as a key focus, organizations can develop sustainable competitive advantage and create added value for all stakeholders. Therefore, in understanding the mediating role of innovation in the relationship between

Transformational Leadership and Organizational Performance, it is important to recognize that innovation is not only the result of visionary leadership, but is also key to achieving competitive advantage and long-term sustainability.

Hypothesis 3: Innovation mediates the relationship between transformational leadership and organizational performance.

Creative Partnerships Dynamics, Innovation, and Organizational Performance

The mediating role of innovation in the relationship between Creative Partnership Dynamics and Organizational Performance reflects a process that shows how creative and inclusive collaboration can affect the level of innovation in organizations, which in turn affects overall performance (Fu, 2024). At a theoretical level, this approach highlights that Creative Partnership Dynamics, by fostering cross-functional cooperation and embracing diverse perspectives, facilitates the creation of an environment where new ideas can emerge and be implemented quickly (Srinivas & Varaprasad, 2023). Its unique influence lies in its ability to facilitate the creation of breakthroughs and innovations in organizations. Through open and inclusive partnerships, Creative Partnership Dynamics creates opportunities for the exchange of fresh ideas, the merging of expertise, and experimentation with new solutions (Chesbrough, 2006). By strengthening cross-departmental collaboration and promoting a culture that supports controlled risk, Creative Partnership Dynamics paves the way for the creation of new products, services, and processes that add value to organizations (Aboramadan et al., 2020).

Scientifically, research has shown that innovation mediates the relationship between Creative Partnership Dynamics and Organizational Performance (Imran et al., 2022). This means that the positive effects of creative collaboration on organizational performance are largely mediated by the level of innovation produced. By encouraging the adoption of inclusive and adaptive approaches, Creative Partnership Dynamics opens the door to the creation of new products, services, and processes that improve organizational efficiency, effectiveness, and differentiation in the marketplace (Bozhikin et al., 2024; Kester et al., 2022). In a broader context, the innovation-mediating influence of the relationship between Creative Partnership Dynamics and Organizational Performance also creates opportunities for Long-term growth and development (Stolaki et al., 2023). By placing innovation at the core of cooperation and collaboration, organizations can strengthen their position as leaders in the marketplace, create sustainable competitive advantage, and strengthen relationships with stakeholders (Pratono et al., 2019). Therefore, in understanding the mediating role of innovation in the relationship between Creative Partnership Dynamics and Organizational Performance, it is important to recognize that creative and inclusive collaboration not only results in new solutions, but is also key to accelerating organizational growth and sustainability.

Hypothesis 4: Innovation mediates the relationship between creative partnership dynamics and organizational performance.

Transformational Leadership, Creative Partnership Dynamics and Organizational Performance

The causality relationship between Transformational Leadership, Creative Partnership Dynamics, and Organizational Performance is a dynamic complexity that highlights how inspiring leadership styles facilitate creative collaboration, which in turn affects overall performance. At a theoretical level, this approach emphasizes that Transformational Leadership, by communicating a clear vision and providing the necessary support, fosters the Dynamics of Creative Partnerships by stimulating innovative ideas and inclusive collaboration within organizations (Loang, 2023; Muhammad Tafsir, 2021). Its unique influence lies in its ability to facilitate the creation of a work culture that supports innovation and cooperation. Transformational Leadership creates a motivating and inspiring vision, while Creative Partnership Dynamics strengthens cross-functional collaboration and encourages experimentation with new solutions (Taylor et al., 2014). Together, they form the foundation for breakthroughs and innovative changes, ultimately positively impacting organizational performance.

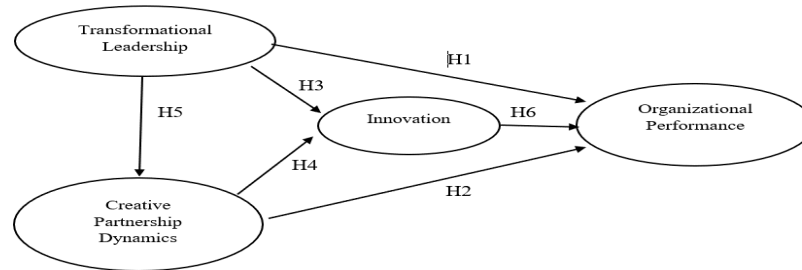
Scientifically, research has shown that Transformational Leadership and Creative Partnership Dynamics together influence Organizational Performance through the mediation of innovation (Bunjak et al., 2022; Dabić et al., 2023). This means that the positive effects of transformational leadership styles and creative cooperation on organizational performance are largely mediated by the level of innovation generated. By creating an environment that supports new ideas and inclusive collaboration, both pave the way for the creation of new products, services, and processes that add value to the organization (Solheim, 2018). In a broader context, this causality relationship creates a positive cycle where Transformational Leadership and Creative Partnership Dynamics reinforce each other to advance organizational performance. Through continuous innovation and high employee engagement, organizations can achieve continuous competitive differentiation, provide added value to all stakeholders, and achieve long-term success (Solheim, 2018). Therefore, in understanding the causality relationship between Transformational Leadership, Creative Partnership Dynamics, and Organizational Performance, it is important to recognize that the combination of the two factors creates a strong foundation for innovation and collaboration, which in turn positively affects the overall performance of the organization.

Hypothesis 5: There is a significant interaction between transformational leadership and creative partnership dynamics on organizational performance.

RESEARCH MINDSET

Taking into account theoretical frameworks that include transformational leadership theory, creative partnership theory, and organizational innovation theory, this research aims to provide a better understanding of how organizations can optimize their innovative potential through the right combination of motivating leadership and work environments that support collaboration and creativity. Thus, this research not only has the potential to contribute new knowledge into the

management literature, but can also provide valuable practical insights for leaders and managers of growth- and innovation-oriented organizations. Here is a research mindset to support our hypothesis:



Picture 1. Research Mindset

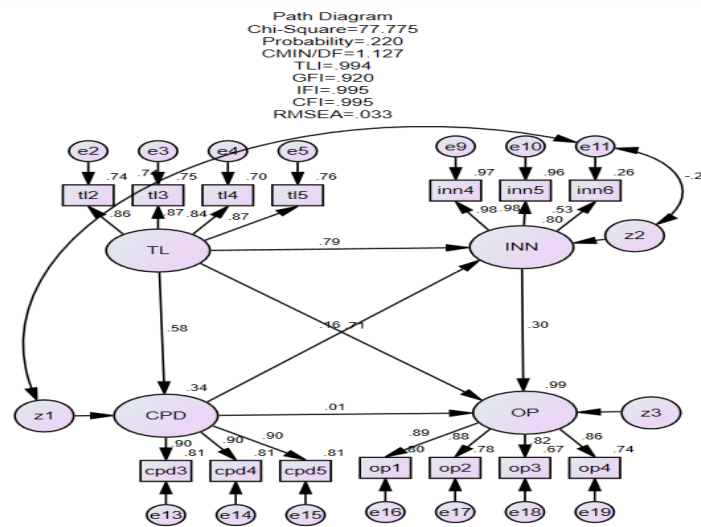
METHOD

This study used a quantitative approach. Cross-sectional research designs are used to evaluate relationships between variables. The study population was members of business organizations spanning different levels of office. The study sample consisted of 120 respondents randomly selected from the population. Distribution of questionnaires online or in person to selected respondents, by providing clear instructions to respondents regarding filling out questionnaires. The collected data is processed using Structural Equation Modeling (SEM) through AMOS software. SEM models are used to examine the relationship between transformational leadership variables, creative partnership dynamics, innovation, and organizational performance.

Data Analysis

Structural Equation Modeling Analysis

By using Structural Equation Modeling (SEM) analysis through AMOS software, we have been able to generate a deep understanding of the quality of our models based on available empirical data. The results of this analysis have gone through a series of stages of meticulous improvement, leading to outputs that holistically illustrate the conformity of the model to the criteria that have been set.



Picture 2. Empirical Research Path Diagram

Loading Factor

In figure 2, it can be seen the value of the loading factor that describes the results of the estimated loading factor of each indicator against the corresponding variable in the SEM (Structural Equation Modeling) model. The loading factor indicates how well each indicator represents or measures the concept or variable being studied. The higher the value of the loading factor, the better the indicator represents the variable. The TL (Transformational Leadership) variable has indicators tl2, tl3, tl4, and tl5 with loading factors of 0.858, 0.866, 0.835, and 0.874, respectively. The INN (Innovation) variable has inn4, inn5, and inn6 indicators with loading factors of 0.984, 0.978, and 0.527, respectively. The OP (Organizational Performance) variable has indicators of op4, op3, op2, and op1 with loading factors of 0.861, 0.820, 0.881, and 0.892, respectively. Meanwhile, the CPD (Creative Partnership Dynamics) variable has cpd5, cpd4, and cpd3 indicators with loading factors of 0.903, 0.900, and 0.901, respectively.

From these results, it can be concluded that all indicators have significant and strong loading factors against the corresponding variables, indicating that they are well representative of the construct or variable under study in the model. However, the INN variable has one indicator (inn6) with a lower loading factor than the others, which may need further attention in the interpretation of the results.

Goodness of fit

The goodness of fit value for the default model indicates a fairly good level of conformity of the model with the data. Although the Chi-Square (CMIN) value is relatively large with an insignificant probability (P) value, a CMIN/DF value close to 1.0 indicates the model has a tendency to do quite well. In addition, TLI (Tucker-Lewis Index), GFI (Goodness of Fit Index), IFI (Incremental Fit Index), and CFI (Comparative Fit Index) values close to 1.0 indicate a good fit between the model and the data. A low RMSEA (Root Mean Square Error of Approximation) also indicates that the model has a low error rate in estimating relationships between variables.

Estimation

Through the analysis process using AMOS SEM, we managed to extract the output in the form of Standardized Regression Weights which play a key role in describing the relationship between variables. These outputs have been neatly presented in Table 1, facilitating a deep understanding of the strength and significance of variable relationships in the models we examined.

Tabel 1. Unconfirmed1: Regression Weights

Prediktor	Konsekuensi	Estimate	S.E.	C.R.	P	Label
Ttransformational Leadership	→ Creative Partnership Dynamics	.623	.098	6.273	***	Confirmed
	→ Innovation	.863	.084	10.197	***	Confirmed
Creative Partnership Dynamics	→ Innovation	.161	.065	2.440	.014	Confirmed
Creative Partnership Dynamics	→ Organization Performance	.012	.042	.290	.771	Not confirmed
Innovation	→ Organization Performance	.280	.087	3.195	.001	Confirmed
Ttransformational Leadership	→ Organization Performance	.710	.105	6.700	***	Confirmed

The statistical analysis conducted revealed a significant relationship between Transformational Leadership, Creative Partnership Dynamics, Innovation, and Organizational Performance. Transformational Leadership positively influences Creative Partnership Dynamics (Estimate = 0.623, $p < 0.001$), indicating that leaders who are able to inspire and provide support encourage the creation of creative cooperation in organizations. In addition, Transformational Leadership also has a significant positive impact on Innovation (Estimate = 0.863, $p < 0.001$), affirming that a strong leadership style can stimulate the creation of innovative ideas in organizations. Creative Partnership Dynamics also contribute to Innovation (Estimate = 0.161, $p = 0.014$), although the impact is not as large as Transformational Leadership. This shows that creative cooperation in organizations can encourage the creation of innovative new ideas. However, Creative Partnership Dynamics did not have a significant impact on Organizational Performance (Estimate = 0.012, $p = 0.771$), indicating that although creative cooperation is important for creating innovation, it does not directly affect the overall performance of the organization.

In addition, Innovation has a significant influence on Organizational Performance (Estimate = 0.280, $p = 0.001$), confirming that organizations that are able to create and implement innovations tend to have better performance (Shafait & Huang, 2024; K. Singh et al., 2024). Meanwhile, Transformational Leadership also

had a significant effect on Organizational Performance (Estimate = 0.710, $p < 0.001$), suggesting that a strong leadership style has a positive impact on the overall performance of the organization, this finding is in line with the results of empirical research (Khaddage-Soboh et al., 2024; Nguyen et al., 2023). The analysis as a whole provides a deep understanding of the important role of Transformational Leadership and Innovation in improving organizational performance. Transformational Leadership, with its ability to inspire, motivate, and direct organizational members toward a vision that is jointly built, has been shown to have a significant impact on organizational performance (Arif & Akram, 2018; Sosik & Jung, 2011). This leadership style not only affects individual aspects such as job satisfaction and employee engagement, but also impacts organizational innovation and adaptation to environmental changes (Gumusluoglu & Ilsev, 2009).

Meanwhile, innovation also plays a crucial role in improving organizational performance. The ability to create, develop, and implement new ideas and creative solutions is key to creating competitive differentiation and meeting changing market demands (Nandamuri et al., 2020). Innovation enables organizations to seize new opportunities, overcome challenges, and improve their operational efficiency and effectiveness (Christensen et al., 2015).

CONCLUSION

In-depth analysis reveals significant patterns between key elements such as Transformational Leadership, Creative Partnership Dynamics, and Innovation in the context of organizational performance. Transformational Leadership positively influences the Dynamics of Creative and Innovation Partnerships, signaling its importance in fostering creative collaboration and coming up with innovative ideas. Although the Dynamics of Creative Partnerships also play a role in fostering Innovation, the relationship with Organizational Performance is not direct, while Organizational Performance is more influenced by the level of Innovation and the existence of Transformational Leadership. Thus, the conclusion is that Transformational Leadership and Innovation have a central role in improving organizational performance through increased creative collaboration and the implementation of innovative solutions.

IMPLICATION

The theoretical implication of the results of this analysis is to reinforce the concept that Transformational Leadership and Innovation are key factors in improving organizational performance. The finding that Transformational Leadership positively influences the Dynamics of Creative and Innovation Partnerships confirms the importance of the leader's role in creating a work environment that supports collaboration and creativity. In addition, the significant relationship between Innovation and Organizational Performance confirms that innovation is not only important for maintaining competitiveness, but also for improving overall performance.

The practical implication is that organizations need to pay attention to transformational leadership development to drive innovation and better performance. Leadership training and development that focuses on the ability to inspire, support, and facilitate creative collaboration can be an effective strategy in improving organizational performance. In addition, organizations also need to create a culture that supports innovation, by encouraging cross-departmental collaboration and providing support for the experimentation and development of new ideas. By understanding the relationship between Transformational Leadership, Creative Partnership Dynamics, Innovation, and Organizational Performance, organizations can take concrete steps to improve their performance through appropriate leadership development and creating a work environment that supports innovation.

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