

# Transformational Leadership and Employee Performance Mediation of Creative Self-Efficacy in Companies in the Courier Services, Logistics, and Financial Transactions Sector in Indonesia

R Rina Novianty Ariawaty \*  , Hilmiana  ,  
and Muhammad Syauqi Taufiqur Rahman 

Padjadjaran University, Sumedang Regency, West Java Province, 45363, Indonesia

\* Corresponding Author: [rina.novianty@unpad.ac.id](mailto:rina.novianty@unpad.ac.id)

---

## ARTICLE INFO

### Publication Info:

Research Article



### How to cite:

Ariawaty, R. R. N., Hilmiana, H., & Rahman, M. S. T. (2025). *Transformational Leadership and Employee Performance Mediation of Creative Self-Efficacy in Companies in the Courier Services, Logistics, and Financial Transactions Sector in Indonesia*. Society, 13(3), 1165-1179.

DOI: [10.33019/society.v13i3.946](https://doi.org/10.33019/society.v13i3.946)

Copyright © 2025. Owned by author(s), published by Society.

OPEN  ACCESS



This is an open-access article.

License: Attribution-  
NonCommercial-ShareAlike  
(CC BY-NC-SA)

Received: September 9, 2025;

Accepted: November 23, 2025;

Published: December 26, 2025;

---

## ABSTRACT

*In an organization, individual performance greatly influences organizational performance through activities driven by individuals or groups working together, who play an active role in producing strong organizational outcomes. The success of an organization in achieving its established goals depends largely on the extent to which leadership is effectively exercised. One aspect leaders must pay attention to in improving employee performance is employees' level of creative self-efficacy. Companies operating in the courier services, logistics, and financial transactions sectors are transforming in terms of business processes, human resources, subsidiary strengthening, and product development. However, they also face very intense competition from similar companies such as JNE, J&T, Tiki, SiCepat, and Ninja Express. This study aims to analyze and determine the effect of transformational leadership on employee performance through creative self-efficacy in companies within the courier services, logistics, and financial transactions sectors in Indonesia. The research employs descriptive and verification methods, using SmartPLS 3.3.3 as the analytical tool and collecting data through questionnaires. The sampling method applied is convenience sampling. The results and conclusions of this study indicate that transformational leadership has a positive and significant effect on employee performance. Transformational leadership also has a positive and significant effect on creative self-efficacy. Furthermore, creative self-efficacy positively and significantly affects employee performance. Finally, transformational leadership has a significant indirect effect on employee performance through creative self-efficacy.*

---

**Keywords:** Creative Self-Efficacy; Employee Performance; Transformational Leadership

---

## 1. Introduction

The success of an organization in achieving its set goals will depend greatly on the extent to which leadership is carried out. Leadership is a process that contains elements of influencing, directing, empowering, and cooperation in an organization to achieve organizational goals (Agarwal, 2020). Leadership in the organization greatly influences the quality of the results employees achieve. Leadership is one of the determining factors in developing the quality of human resources in an organization. One of the characteristics of a great leader is producing something and realizing that his success in carrying out his duties is due to the good intentions and support of the people around him. Therefore, an effective leadership style is needed in order to foster goodwill and support from subordinates.

One thing leaders must pay attention to in improving employee performance is employees' creative self-efficacy. Creative self-efficacy is the belief in one's ability to produce creative results. Creative self-efficacy stems from the theoretical context of self-efficacy introduced by Albert Bandura (Bandura, 1997). Self-efficacy is one of the key concepts in Albert Bandura's social learning theory, which emphasizes the cognitive components of thinking, understanding, and evaluation (Lunenburg, 2011:1).

Self-efficacy arises from a person's ability to influence how they think, how to motivate themselves, and how to act. Individuals with high self-efficacy can complete work or achieve goals (Andrew & Mohankumar, 2017:20). Therefore, creative self-efficacy is a belief in one's ability to produce creativity in both specific and general contexts (Brockhus, 2014).

Companies in the field of courier services, logistics, and financial transactions in Indonesia are companies that operate in the field of goods, documents, and business transportation services. This company has the largest service network across the country by transforming in aspects of business, human resources, and subsidiaries, and by strengthening product development. However, it also faces very sharp competition from similar companies such as JNE, J&T, Tiki, Sicepat, Ninja Express, and Go-Send.

Based on a survey conducted by Marketing Magazine and Frontier Group regarding Top Brand companies in the courier service category, companies in the fields of courier services, logistics, and financial transactions in Indonesia are still unable to compete with other private companies.

**Table 1. Top Brand Award for Courier Services in 2020**

Brand	TBI 2020 (%)	Category
JNE	27.3	TOP
J&T	21.3	TOP
Tiki	10.8	TOP
<b>Logistics Courier and Financial Transactions</b>	7.7	—
<b>DHL</b>	4.1	—

Source: Top Brand Award (2020).

In 2019, the company's performance in the field of courier services, logistics, and financial transactions in Indonesia received sharp attention from the DPR. Members of Commission VI of the DPR were busy asking questions about performance, which at the time was beset by various problems, including the increasingly sluggish mail business and logistics (Kumparan, 2020).

Based on the 2019 annual report, in 2016, there was an increase in net profit of 133.4% from the previous year; however, from 2017 to 2019, net profit continued to decline. In 2017, there was a 17.42% decrease; in 2018, a 64.11% decrease; and in 2019, a 3.13% decrease. Based on the

results of interviews with Performance Management, several problems often occur, namely:

- Lack of employee accuracy in making assigned reports.
- There is no cohesion between employees in carrying out work together, so that work results are less than optimal, and there are some employees who are not suitable to work together with their colleagues.
- Several tasks carried out by employees are not in accordance with the targets. Employees' targets and achievements prove this: in 2017, only 87.25% of the 100% target was achieved; in 2018, only 84.5% of the 100% target was achieved; and in 2019, only 86% of the 100% target was achieved, 5%.
- Lack of communication between superiors and subordinates in carrying out work. This is supported by Mahardiah's (2019) research, which states that leaders do not conduct direct inspections in the workplace, do not make corrections when an error occurs, and lack firmness in reprimanding employee behavior that violates the rules.
- Not optimal in planning employee training and education. This is supported by research by Alainur (2018), which found that employees find it difficult to develop their careers because the company determines career advancement (only through education or continuing education). So, competent employees find it difficult to develop their potential. According to the annual report, employee training and education programs have decreased from year to year.

The quality of its leadership will largely determine a company's success and failure. Therefore, leaders, as human resource managers, are required to adopt a leadership style that collaborates and resolves conflicts within the company to achieve company goals.

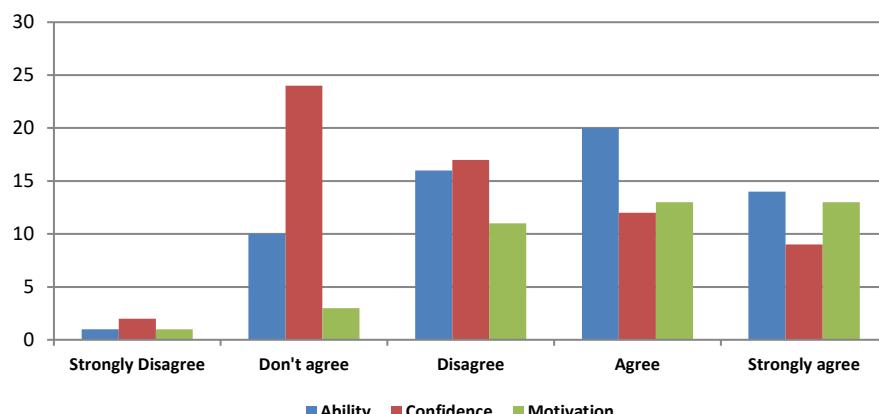
Based on pre-surveys and observations, the dominant leadership style in Indonesian companies in the fields of courier services, logistics, and financial transactions in Indonesia is authoritarian. Leaders act decisively in leading their agencies. The decisions taken tend to be centralized by the leadership, intending to coordinate employees to work optimally in ways that suit the leadership's wishes, so that the leadership itself can control employee performance.

Based on the results of the pre-survey and observations carried out on 20 employees in the company in the fields of courier services, logistics, and financial transactions, there are several problems currently occurring, namely :

- Leaders provide less direction and advice to their subordinates and are less firm in implementing applicable rules.
- The characteristics and behavior of leaders do not reflect a sense of goodness towards their subordinates.
- Leadership does not provide space for innovation
- Leaders cannot encourage the progress of subordinates and
- Providing remuneration or compensation that is not balanced with the workload.

The problems that occur with the leadership style above are reinforced by research by Indahingwati (2019), which found that many employees are incompatible with the leadership style implemented in courier, logistics, and financial transaction service companies in Indonesia. Apart from this, the prevailing leadership style is too rigid and authoritarian, and even leaders and superiors do not want to accommodate their employees' appreciation and input. One important factor leaders must address to improve employee performance is employees' creative self-efficacy. Creative self-efficacy is an important factor in helping

someone complete their work creatively with confidence in their abilities. Some of the problems that occur in courier, logistics, and financial transaction service companies in Indonesia regarding the aspect of creative self-efficacy are as follows:



**Figure 1. Pre-Survey Results of Creative Self-Efficacy for Courier, Logistics, and Financial Transaction Service Employees in Indonesia**

Source: Data processed by researchers, 2021.

Figure 1 explains that self-efficacy is measured through three indicators: ability, confidence, and motivation. In the capability dimension, several employees have not yet found a solution or are experiencing obstacles in their work. Apart from that, employees still feel unclear about the tasks given by their superiors. In the confidence dimension, employees still feel the company faces many obstacles in their work, so their confidence in doing their jobs is often low, and very few continue to seek information on how to do a job well. Meanwhile, from the motivation dimension, employees remain motivated in carrying out work under pressure.

Based on the explanation that has been given regarding the problems that occur, it is very important to research, because with the increasing competitiveness of the many courier service companies in Indonesia, it is required to be able to improve employee performance by paying attention to the need for a leadership style that can provide direction and motivation, as well as space. actualization to innovate and be creative, so that employees can grow their creative self-efficacy. Another thing is that research on leadership style, employee performance, and creative self-efficacy has never been used as a research variable in companies in the fields of courier services, logistics, and financial transactions in Indonesia.

Based on the presentation, the researcher an interested in conducting deeper research titled "Creative Self-Efficacy Mediates Transformational Leadership on Employee Performance in Companies in the fields of courier services, logistics, and financial transactions in Indonesia."

## 2. Research Methodology

This study employed a quantitative research approach using a survey method, in line with the research objective of examining the influence and relationships among variables. The survey method utilized a structured questionnaire as the primary data collection instrument. This research is both descriptive and verificative in nature, as it aims to describe phenomena and empirically test the proposed relationships among variables.

The population comprised all employees working in courier, logistics, and financial transaction service companies in Indonesia. The sampling technique used was nonprobability,

specifically convenience sampling. Sample size determination followed the guideline proposed by Hair et al. (2014), which recommends multiplying the number of indicators by 5 to 10. Given that this study employed 23 indicators, the minimum sample requirement ranged from 115 to 230 respondents. A total of 161 respondents were obtained and deemed adequate for analysis.

## **2.1. Verification Analysis**

For hypothesis testing, this study employed Structural Equation Modeling (SEM) based on Partial Least Squares (PLS). According to Hair et al. (2014), SEM is a multivariate analytical technique that integrates multiple regression and factor analysis to estimate relationships among latent variables and their indicators simultaneously.

The use of PLS-SEM in this research aimed to examine the structural relationships among the latent variables:

- Transformational Leadership
- Creative Self-Efficacy
- Employee Performance

In addition, the model was designed to test the indirect (mediating) effect of transformational leadership on employee performance through creative self-efficacy.

## **2.2. Outer Model**

Outer model evaluation was conducted to assess the validity and reliability of the measurement model, ensuring that the indicators appropriately measure their respective latent constructs. The assessment criteria followed Hair et al. (2014), including:

- a. Convergent Validity
- b. Discriminant Validity
- c. Composite Reliability
- d. Cronbach's Alpha

## **2.3. Inner Model**

Inner model analysis was performed to evaluate the structural relationships between exogenous and endogenous constructs. The evaluation included:

- R-square ( $R^2$ ): To measure the explanatory power of endogenous variables.
- Stone-Geisser Q-square ( $Q^2$ ): To assess predictive relevance.
- t-statistics (Bootstrapping): To test the significance of path coefficients.

## **2.4. Sobel Test**

The mediation effect was further examined using the Sobel test. The calculated t-value of 2.464 indicates that the indirect effect of transformational leadership on employee performance through creative self-efficacy is statistically significant, as the t-statistic exceeds the critical value ( $2.464 > 1.96$ ). Therefore, Hypothesis H1.4 is accepted.

This finding implies that transformational leadership significantly enhances employee performance through the development of creative self-efficacy in courier, logistics, and financial transaction service companies in Indonesia.

Transformational leaders tend to inspire and motivate subordinates, fostering effective communication and collaboration between supervisors and employees. Employees are encouraged to share innovative ideas and improve work processes. Leadership style thus plays

a crucial role in organizational development and in shaping employee performance (Handayani et al., 2020).

Through transformational leadership, leaders can strengthen employees' creative self-efficacy, enabling them to perform tasks more effectively and innovatively, which ultimately improves performance (Mittal & Dhar, 2014). This perspective aligns with Cummings and Oldham's (1997) argument that leaders who attend to employees' needs and feelings can enhance creativity. Higher levels of self-efficacy are associated with stronger performance outcomes (Masruroh & Prayekti, 2021).

Similarly, Malik et al. (2015) state that individuals are more motivated to engage in tasks when they believe their efforts will lead to improved performance. Empirical support is also provided by Han and Bai (2020), who found a strong positive relationship between creative self-efficacy and employee creativity when leaders demonstrate dialectical thinking. Overall, this study confirms that leadership style fosters creative self-efficacy, which in turn enhances employee performance.

### **3. Results**

#### **3.1. Respondents' Characteristics**

Based on the descriptive analysis of respondents' characteristics, the majority were male (117, 72.67%), while females accounted for 44 (27.33%). This distribution differs from the findings of Astuti and Gunawan (2016), who reported that self-efficacy sources based on demographic data were dominated by women (50.23%) rather than men (48.26%).

In terms of age, the largest proportion of respondents were over 51 years old, comprising 49 individuals (30.43%). Conversely, the smallest group consisted of respondents aged under 24 years, totaling 4 individuals (2.48%).

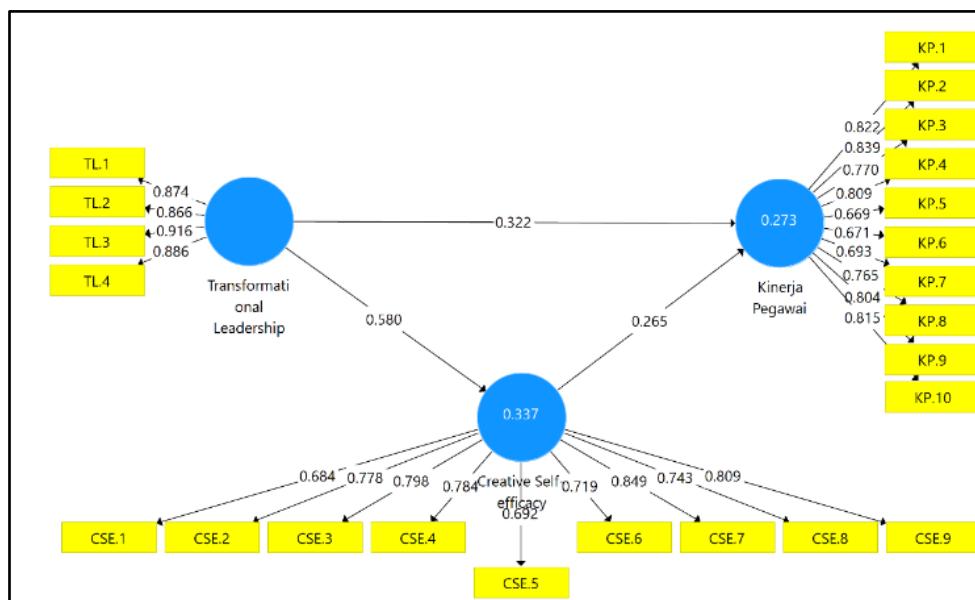
Regarding educational attainment, most respondents held a bachelor's degree (S1), representing 71.43% of the sample. The remaining 46 respondents (28.57%) possessed a master's degree.

Based on tenure, the majority of respondents had worked for more than 1 year, totaling 141 individuals (87.58%). Meanwhile, respondents with less than one year of work experience totaled 20 individuals (12.42%).

#### **3.2. Convergent Validity**

The first stage of measurement model evaluation involved assessing convergent validity. An indicator is considered to demonstrate adequate convergent validity when its loading factor exceeds 0.70. However, loading factors ranging from 0.50 to 0.60 are still acceptable for exploratory or model development research (Ghozali, 2014, p. 39). Convergent validity reflects the degree of correlation between each measurement item and its respective latent construct.

Based on the SmartPLS 3 estimation results, the outer model loading factor output is presented in Figure 2.



**Figure 2. Outer Model Evaluation: Loading Factor Diagram**

Source: Processed research data (2021).

Based on Figure 2, all outer loading values of the indicators exceed the threshold of 0.50. This result indicates that all measurement indicators meet the criteria for convergent validity and are therefore considered valid for further analysis.

### 3.3. Discriminant Validity

Discriminant validity was assessed using two approaches: cross-loadings and the Fornell-Larcker criterion. In cross-loading analysis, an indicator's loading on its assigned construct must be higher than its loadings on other constructs. Additionally, discriminant validity can be evaluated by comparing the square root of the Average Variance Extracted (AVE) for each latent construct with the correlations among latent constructs. If the square root of the AVE exceeds the inter-construct correlations, the construct demonstrates adequate discriminant validity (Fornell & Larcker, 1981).

**Table 2. Average Variance Extracted (AVE) Values**

Latent Variable	AVE	Critical Value	Criteria (AVE > 0.50)
Creative Self-Efficacy	0.583	0.50	Valid
Employee Performance	0.590	0.50	Valid
Transformational Leadership	0.785	0.50	Valid

Source: Processed research data (2021).

Based on Table 2, all latent variables exhibit AVE values exceeding the recommended threshold of 0.50. This finding indicates that each construct explains more than 50% of the variance of its indicators, thereby demonstrating adequate convergent validity.

Furthermore, these AVE values provide the basis for assessing discriminant validity using the Fornell-Larcker criterion. Since the AVE values meet the minimum requirement, the constructs are considered to possess acceptable discriminant validity within the measurement model.

### 3.4. Composite Reliability and Cronbach's Alpha

The next stage of measurement model evaluation involved assessing internal consistency reliability using Cronbach's Alpha and Composite Reliability. A construct is considered reliable when both Cronbach's Alpha and Composite Reliability values exceed the recommended threshold of 0.70 (Ghozali, 2014, p. 40). The reliability test results obtained using SmartPLS 3.0 are presented in Table 3.

**Table 3. Composite Reliability and Cronbach's Alpha**

Latent Variable	Cronbach's Alpha	Composite Reliability
Creative Self-Efficacy	0.914	0.926
Employee Performance	0.922	0.935
Transformational Leadership	0.909	0.936

Source: Processed research data (2021).

As shown in Table 3, all latent constructs demonstrate Cronbach's Alpha values above 0.70, indicating satisfactory internal consistency reliability. Furthermore, the Composite Reliability values for all constructs also exceed the recommended threshold of 0.70. These findings confirm that all measurement constructs possess strong reliability and are suitable for subsequent structural model analysis.

### 3.5. R Square

Based on the results of data processing using SmartPLS 3, the coefficient of determination ( $R^2$ ) values for the endogenous constructs are presented in Table 4.

**Table 4. R Square Values**

Endogenous Variable	R Square	Model Strength
Creative Self-Efficacy	0.337	Moderate
Employee Performance	0.273	Weak

Source: Processed research data (2021).

According to Chin (1998), as cited in Ghozali and Latan (2015, p. 81),  $R^2$  values of 0.67 indicate a substantial (strong) model, 0.33 indicate a moderate model, and 0.19 indicate a weak model.

As shown in Table 4, the  $R^2$  value for Creative Self-Efficacy is 0.337. This result indicates that Transformational Leadership explains 33.7% of the variance in Creative Self-Efficacy, while the remaining 66.3% is influenced by other factors not included in the model.

Meanwhile, the  $R^2$  value for Employee Performance is 0.273. This finding suggests that Transformational Leadership explains 27.3% of the variance in Employee Performance, whereas 72.7% is attributable to other unexamined variables outside the research model.

### 3.6. Q Square (Predictive Relevance)

Predictive relevance of the structural model was assessed using the Stone-Geisser  $Q^2$  value, obtained through the blindfolding procedure in SmartPLS. A  $Q^2$  value greater than zero indicates that the model has predictive relevance for a particular endogenous construct.

**Table 5. Q Square (Q<sup>2</sup>) Predictive Relevance Values**

Endogenous Variable	SSO	SSE	Q <sup>2</sup> (= 1 - SSE/SSO)
Creative Self-Efficacy	1449.000	1251.306	0.136
Employee Performance	1610.000	1367.726	0.150
Transformational Leadership	644.000	644.000	—

Source: Processed research data (2021).

Based on Table 5, the Q<sup>2</sup> value for Creative Self-Efficacy is 0.136. Since this value is greater than zero, it indicates that the structural model has predictive relevance for the Creative Self-Efficacy construct.

Similarly, the Q<sup>2</sup> value for Employee Performance is 0.150, which also exceeds zero. This result confirms that the model demonstrates predictive relevance for Employee Performance.

The Q<sup>2</sup> value is not calculated for Transformational Leadership because it functions as an exogenous construct in the model; predictive relevance assessment applies only to endogenous variables.

### 3.7. Hypothesis Testing

Hypothesis testing in this study was conducted using path coefficients, t-statistics, and p-values obtained from the bootstrapping procedure in SmartPLS. Path coefficients indicate the direction and magnitude of relationships among constructs, while t-statistics and p-values are used to assess statistical significance (Abdillah & Hartono, 2015, pp. 197, 211).

To evaluate predictive relationships and hypothesis significance, this study adopted a 95% confidence level ( $\alpha = 0.05$ ). The critical value (t-table) for a two-tailed test at this significance level is 1.96.

The decision criteria for hypothesis testing are as follows:

- 1) If the t-statistic  $> 1.96$ , the effect is statistically significant; therefore,  $H_0$  is rejected and  $H_1$  is accepted.
- 2) If the t-statistic  $< 1.96$ , the effect is not statistically significant; therefore,  $H_0$  is accepted and  $H_1$  is rejected.

In addition, significance can also be confirmed using p-values, where:

- $p < 0.05 \rightarrow$  significant effect
- $p > 0.05 \rightarrow$  non-significant effect

## 4. Discussion

### 4.1. The Influence of Transformational Leadership on Employee Performance in Courier, Logistics, and Financial Transaction Service Companies in Indonesia

**Table 6. Path Coefficient and t-Statistics**

Structural Path	Original Sample (O)	STDEV	t-Statistic	p-Value	Conclusion
Transformational Leadership $\rightarrow$ Employee Performance	0.322	0.068	4.714	0.000	$H_0$ Rejected

Source: Processed research data (2021).

The original sample (O) value of 0.322 indicates that transformational leadership has a positive effect on employee performance. This positive coefficient signifies that an increase in transformational leadership practices is associated with an increase in employee performance.

The statistical test results show that the effect is significant, as evidenced by a t-statistic of 4.714, which exceeds the critical value of 1.96, and a p-value of 0.000, which is lower than the significance level of 0.05. Therefore, H1.1 is accepted, confirming that transformational leadership has a positive and significant influence on employee performance.

Based on respondents' assessments of the transformational leadership variable, which achieved an average score of 76.27%, leaders in courier, logistics, and financial transaction service companies in Indonesia are perceived as capable of inspiring subordinates in carrying out their work. Such leadership fosters employees' confidence in completing job responsibilities effectively. In other words, transformational leaders possess the capacity to influence employees in ways that enhance work performance.

This finding is consistent with Setiawan et al. (2017), who argue that transformational leadership can shape employee attitudes and behaviors. When leaders effectively influence and direct employees toward organizational goals, employees are more likely to perform optimally (Prayudi, 2020).

Furthermore, this result aligns with Djuraidi and Laily (2020), who found that transformational leadership exerts a positive and significant effect on employee performance. Collectively, these findings reinforce the critical role of transformational leadership in improving organizational performance outcomes.

#### **4.2. The Influence of Transformational Leadership on Creative Self-Efficacy in Courier, Logistics, and Financial Transaction Service Companies in Indonesia**

**Table 7. Path Coefficient and t-Statistics**

Structural Path	Original Sample (O)	STDEV	t-Statistic	p-Value	Conclusion
<b>Transformational Leadership → Creative Self-Efficacy</b>	0.580	0.037	15.691	0.000	H <sub>0</sub> Rejected

Source: Processed research data (2021).

Table 7 shows that the original sample (O) value is 0.580, indicating that transformational leadership has a positive effect on creative self-efficacy. This coefficient implies that improvements in transformational leadership practices are associated with higher levels of employees' creative self-efficacy.

The effect is statistically significant, as indicated by a t-statistic of 15.691, which exceeds the critical value of 1.96, and a p-value of 0.000, which is below the 0.05 significance threshold. Therefore, H1.2 is accepted, confirming that transformational leadership has a positive and significant influence on creative self-efficacy.

Empirical findings reveal that leadership support for employees' creativity and innovation remains suboptimal. This is reflected in respondents' evaluations of the creative self-efficacy indicators, particularly the item related to obtaining support from leaders or the organization for proposing problem-solving ideas, which received the lowest score among the indicators.

In practice, employees' creative abilities and willingness to innovate contribute to new work methods and organizational development, ultimately supporting the achievement of company

goals more effectively. When leaders actively encourage and support the development of employees' ideas, employees' creative self-efficacy tends to strengthen.

This finding is consistent with Wijayanti and Supartha (2019), who demonstrated that the more effectively transformational leadership is implemented, the higher employees' creative self-efficacy. Thus, leadership support plays a critical role in fostering employees' confidence in their creative capacities.

#### **4.3. The Influence of Creative Self-Efficacy on Employee Performance in Courier, Logistics, and Financial Transaction Service Companies in Indonesia**

**Table 8. Path Coefficient and t-Statistics**

Structural Path	Original Sample (O)	STDEV	t-Statistic	p-Value	Conclusion
<b>Creative Self-Efficacy → Employee Performance</b>	0.265	0.106	2.497	0.013	H <sub>0</sub> Rejected

Source: Processed research data (2021).

The data processing results show that the original sample (O) value is 0.265, indicating a positive relationship between creative self-efficacy and employee performance. This coefficient suggests that higher levels of employees' creative self-efficacy are associated with improved employee performance.

The effect is statistically significant, as indicated by a t-statistic of 2.497, which exceeds the critical value of 1.96, and a p-value of 0.013, which is below the 0.05 significance level. Therefore, H1.3 is accepted, confirming that creative self-efficacy has a positive and significant effect on employee performance.

Creative self-efficacy originates from the broader concept of self-efficacy introduced by Bandura (1997), which refers to an individual's belief in their capability to perform actions required to achieve specific goals. Individuals with high self-efficacy tend to demonstrate stronger motivation and persistence in completing tasks.

This perspective is supported by Andrew and Mohankumar (2017), who argue that individuals possessing high self-efficacy are more capable of accomplishing work responsibilities and achieving performance targets. In organizational contexts, creative self-efficacy is particularly important because it reflects employees' confidence in their ability to generate creative solutions and innovations in their work.

Empirical evidence from Yulianti and Usman (2019) further confirms that employees' creative performance is influenced by their level of creative self-efficacy. In this study, respondents' assessments of the creative self-efficacy variable yielded an average score of 81.27%, categorized as good. This indicates that employees actively share new ideas and innovative approaches in performing their job tasks, thereby contributing to improved performance outcomes.

#### 4.4. The Influence of Transformational Leadership on Employee Performance Through Creative Self-Efficacy in Courier, Logistics, and Financial Transaction Service Companies in Indonesia

Hypothesis testing for the mediation effect was conducted using the **bootstrapping procedure** in SmartPLS to examine the indirect influence of transformational leadership on employee performance through creative self-efficacy.

**Table 9. Indirect Effect: Path Coefficient and t-Statistics**

Structural Path	Original Sample (O)	STDEV	t-Statistic	p-Value	Conclusion
<b>Transformational Leadership → Creative Self-Efficacy → Employee Performance</b>	0.154	0.061	2.543	0.011	Significant ( $H_0$ Rejected)

Source: Processed research data (2021).

Table 9 shows that the indirect path coefficient (O) is 0.154, indicating that transformational leadership has a positive indirect effect on employee performance through creative self-efficacy.

The mediation effect is statistically significant, as evidenced by a t-statistic of 2.543, which exceeds the critical value of 1.96, and a p-value of 0.011, which is below the 0.05 significance level. Therefore, H1.4 is accepted, confirming that creative self-efficacy significantly mediates the relationship between transformational leadership and employee performance.

These findings indicate that improvements in employee performance are not only driven directly by transformational leadership but also indirectly through the enhancement of employees' creative self-efficacy. Transformational leaders inspire subordinates, foster effective communication, and encourage collaboration between supervisors and employees. Such leadership practices create an environment where employees feel confident in expressing new ideas and innovative work approaches (Handayani et al., 2020).

Through transformational leadership, leaders cultivate employees' creative self-efficacy and creativity, enabling them to perform tasks more effectively and improve performance outcomes (Mittal & Dhar, 2014). In other words, transformational leadership strengthens employee performance by fostering confidence in creative capabilities.

This finding aligns with Cummings and Oldham (1997), who argue that leaders who attend to employees' needs and feelings can enhance creativity. Similarly, Masruroh and Prayekti (2021) state that stronger leadership efforts in fostering self-efficacy lead to higher employee performance. Malik et al. (2015) further explain that individuals are more motivated to engage in tasks when they believe their efforts will improve performance.

Empirical support is also provided by Han and Bai (2020), who found a strong positive relationship between creative self-efficacy and employee creativity when leaders demonstrate dialectical thinking. Overall, this study confirms that transformational leadership fosters creative self-efficacy, which in turn enhances employee performance.

## 5. Conclusion

Based on the results of the research and discussion regarding the mediating role of creative self-efficacy in the relationship between transformational leadership and employee performance in courier, logistics, and financial transaction service companies in Indonesia, several important conclusions can be drawn.

Descriptively, companies in these sectors demonstrate a generally good level of transformational leadership. Leaders are perceived as capable of inspiring subordinates to perform optimally. However, certain aspects still require improvement, particularly the provision of personal attention and individualized support to employees in carrying out their work. Creative self-efficacy among employees is also categorized as good, as reflected in their confidence in generating and sharing new ideas with colleagues. Nevertheless, organizational support for implementing these ideas remains limited. Although consultation and collaboration between leaders and subordinates are well established, employees' creativity in executing their work is still relatively low and requires strengthening.

Empirically, transformational leadership has a positive and significant effect on employee performance. This indicates that leaders who are able to inspire, motivate, and guide employees effectively can enhance employees' confidence in completing their tasks, thereby improving performance outcomes. Transformational leadership also has a positive and significant effect on creative self-efficacy, meaning that the application of transformational leadership practices fosters employees' confidence in their creative abilities and encourages innovative approaches to work.

Furthermore, creative self-efficacy has a positive and significant effect on employee performance. Employees who possess strong confidence in their creative capacities are more likely to contribute ideas, collaborate with colleagues, and support organizational goals through improved work performance. Finally, transformational leadership has a significant indirect effect on employee performance through creative self-efficacy. This finding confirms the mediating role of creative self-efficacy, indicating that transformational leadership not only directly enhances performance but also does so indirectly by strengthening employees' creative confidence. Leaders who inspire subordinates, foster communication, and encourage idea sharing create an environment conducive to innovation and improved employee performance.

## **6. Acknowledgment**

The authors would like to thank all respondents who participated in this study and everyone who provided support during data collection. Appreciation is also extended to colleagues and reviewers for their valuable comments and suggestions that contributed to the improvement of this manuscript. Any remaining errors or limitations are the sole responsibility of the authors.

## **7. Declaration of Conflicting Interests**

The authors declare that they have no financial or personal affiliations that could have influenced the research or findings presented in this article.

## **References**

Agarwal, S. (2020). Leadership style and performance of employee. *International Research Journal of Business Studies*, 13(1), 1-14.

Andrew, A., & Mohankumar, S. (2017). The relationship between self-efficacy and employee readiness for organizational change. *International Journal of Engineering Research and General Science*, 5(1), 16-27.

Brockhus, S., van der Kolk, J., & Badke-Schaub, P. (2014). The influence of creative self-efficacy on creative performance. *International Journal of Business and Management*, 4(2), 437-444.

Cummings, A., & Oldham, G. R. (1997). Enhancing creativity: Managing work contexts for the high potential employee. *California Management Review*, 40(1), 22–38.

Djuraidi, A., & Nur, L. (2020). Pengaruh kepemimpinan transformasional terhadap kinerja karyawan melalui kepuasan kerja sebagai variabel moderasi. *Jurnal Riset Ekonomi dan Bisnis*, 13(1), 9–10.

Hair, J. F., Jr., Black, W. C., Babin, B. J., & Anderson, R. E. (2014). *Multivariate data analysis* (7th ed.). Pearson Education Limited.

Ghozali, I. (2011). *Structural equation modeling: Metode alternatif dengan partial least square (PLS)*. Universitas Diponegoro Press.

Han, G. H., & Bai, Y. (2020). Leader can facilitate creativity: The moderating role of leader dialectical thinking and LMX on employee creative self-efficacy and creativity. *Journal of Managerial Psychology*, 35(5), 405–417.

Handayani, E., Yulistria, R., & Murtari, N. (2020). Hubungan gaya kepemimpinan terhadap kinerja karyawan pada PT Karya Anugrah Teknologi di Jakarta. *Aksara Public*, 4(4), 152–154.

Lunenburg, F. C. (2011). Self-efficacy in the workplace: Implications for motivation and performance. *International Journal of Management, Business, and Administration*, 14(1), 1–6.

Malik, M. A. R., Butt, A. N., & Choi, J. N. (2015). Rewards and employee creative performance: Moderating effects of creative self-efficacy, reward importance, and locus of control. *Journal of Organizational Behavior*, 36(1), 59–74.

Mittal, S., & Dhar, R. L. (2015). Transformational leadership and employee creativity: Mediating role of creative self-efficacy and moderating role of knowledge sharing. *Decision*, 42(5), 903–914.

Prayudi, A. (2020). Pengaruh gaya kepemimpinan transformasional terhadap kinerja karyawan dengan motivasi kerja sebagai variabel intervening (Studi pada karyawan PD Pembangunan Kota Binjai). *Jurnal Manajemen*, 6(2), 70–79.

Setiawan, W. S., & Hadi Puspita, L. (2017). Pengaruh transformational leadership dan leader-member exchange (LMX) terhadap kinerja karyawan di MOI Garden Surabaya. *Jurnal Hospitality dan Manajemen Jasa*, 5(1), 33–45.

Wijayanti, D. A. I., & Supartha, G. W. I. (2019). Pengaruh kepemimpinan transformasional terhadap kreativitas karyawan dimediasi efikasi diri kreatif pada PT Aura Bali Craft. *E-Jurnal Manajemen Unud*, 8(3), 1250–1265.

Yulianti, P., & Usman, I. (2019). Building employee creative performance through person-job fit, empowering leadership, and creative self-efficacy. *International Journal of Innovation, Creativity and Change*, 9(8), 167–180.

## About the Authors

- 1) **R Rina Novianty Ariawaty** is a senior lecturer in the Department of Management at Padjadjaran University, Indonesia. She earned her Doctoral degree in Management from Padjadjaran University in 2008, after completing her Master's and Bachelor of Economics degrees at the same university. She teaches courses in Human Resource Management, Organizational Behavior, and Introduction to Management. Her research interests focus on human resource management, women's empowerment, and sustainable organizational behavior.  
**Email:** [rina.novianty@unpad.ac.id](mailto:rina.novianty@unpad.ac.id)
- 2) **Hilmiana** is a Professor in the Department of Management at Universitas Padjadjaran, Indonesia. She earned her Doctoral degree from Universitas Katolik Parahyangan in 2009, a Master of Business Administration from the University of Wollongong in 1995, and a Bachelor of Economics degree from Padjadjaran University. She teaches courses in Human Resource Management, Strategic HRM, International HRM, Cross-Cultural Management, and Leadership. Her research interests include human resource development, women's empowerment, digital marketing for SMEs, and sustainable organizational development.  
**Email:** [hilmiana@unpad.ac.id](mailto:hilmiana@unpad.ac.id)
- 3) **Muhammad Syauqi Taufiqur Rahman** is a graduate of the Master of Management Program at Padjadjaran University, Indonesia. He completed his master's degree after enrolling in 2019. His academic interests focus on human resource management, organizational behavior, and employee performance in contemporary business settings.  
**Email:** [syauqimuhammad233@gmail.com](mailto:syauqimuhammad233@gmail.com)