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Enhancing Innovative Performance through Extra-role Creativity: An Empirical Study

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Abstract:
The objective of this research is to understand the role of extra-role creativity as mediation in the relationship of transformational leadership and innovative performance. Purposive sampling is applied on the employees at the export-oriented Micro, Small & Medium Enterprises of Batik in Central Java, Indonesia. Extra-role creativity is an idea that is leaned on human capital theory and pro-social behavior concept. Analysis result shows that transformational leadership has positive effect on innovative performance through extra-role creativity. Sobel test confirms that extra-role creativity mediates the relationship of transformational leadership and innovative performance.

Keywords: *Transformational leadership, pro-social behavior, extra-role creativity, innovative performance*

1. Introduction

The real challenge coped by the existing company is coming from competitors that bring new innovation to the business field. If the company is not well performed on its product, promotion, distribution, design and other business aspects, then the customers will leave them and go to the other company. Leaders who are easily complacent stagnant, and loving more to achieve instant goals than dealing with new challenge are leaders who will bring the business to bankrupt (Surak, Ghelber, Bollard, & Lhuer, 2017). The company with competitive advantages is always accelerative toward change because it always learns and follows market taste.(Afsar, Al-Ghazali, Cheema, & Javed, 2020). Also, such company allows the members to explore creative ideas and implement those ideas into innovative performance, which then gives distinctive capacity to the company (Afsar & Badir, 2014). The capability to pour ideas and concepts through creative thinking is called creativity (Shalley & Gilson, 2004). It must be noted that creativity emerges spontaneously and does not care whether it is stated in job description or not, but at least, creativity not only helps employees in attaining good performance but also enables the company to cope with competitors (Balkin, Roussel, & Werner, 2015). The capability to apply new ideas to initiate and improve individual performance is called innovative behavior (Robbins & Judge, 2011). To use distinctive capacity on products, production process, technology, and managerial aspect, then the company should need leaders who not only have integrity and credibility but also who can be role-model and inspirational (Islam, Furuoka, & Idris, 2021).

According to Shafi, Zoya, Lei, Song, and Sarker (2020), leaders are role-model that inspires employees to follow leadership path, which later can motivate employees to build more comprehensive views and develop fresh ideas regarding how to complete the jobs. It was stated by Robiah, Yunus, Ashry, and Tarigan (2013) that leaders should be capable to convince organizational members to develop enthusiasm and passion toward change. Leaders must adapt themself fast to get the better change from the existing plan. Leaders who incline toward this action are considered as having transformational leadership. Transformational leaders are identified with several attributes, but in essence, these attributes can be described as having sensitivity and willingness to explore the potentials of organizational members to promote pragmatic change toward innovative capability in organization (Shunlong & Weiming, 2012).

Innovative performance is a multidimensional concept, and one of constitutive dimensions is generating ideas (de Jong & den Hartog, 2010). This dimension is about introducing creative ideas, promoting those ideas, and always seeking support for the implementation of those ideas (Jong, 2007; Krause, 2004). Innovative performance can produce work commitment, which is an attitude to show self-motivation and self-commitment toward innovative ideas, and also to indicate self-willingness to implement those ideas and its revision at workplace. It was said by Jansen (2002) that innovation and ongoing organizational improvement must be fully supported by employees. The capability to change original ideas into phenomenal works that are useful to complete the jobs at group and organization is referring to innovative behavior.

In the fast changing era, the organization is required to always be innovative, orienting to outcome, and appreciating the existence and participation of members who help the organization to achieve it (Butt, 2006). It was explained by Ramamoorthy, Flood, Slattery, and Sardessai (2005) that leaders who apply innovative performance will push their employees or work groups to complete their jobs more efficiently, which later enables the company to achieve excellent performance. The capability to change the existing ideas into new concept and then to implement this concept in different way from competitors is absolutely needed for the existence of the company. If leaders do not have this capability, then customer loyalty will be low because customers are bored with products and services provided by the company. Either in small or large companies, the leaders must take into consideration of innovative performance because this performance gives competitive advantages to the company, including enabling the company to cope with other companies, and also to create convenient situation that facilitates employees to develop creativity, which then enables employees to contribute their innovative performance to the company (Schuckert, Kim, Paek, & Lee, 2018). Transformational leaders have sensitivity and willingness to explore the potentials of organizational members to promote pragmatic change toward innovative capability in organization (Shunlong & Weiming, 2012). It was asserted by Bass (2000) that a leader can influence others ideally if leader has charisma, and charisma can be developed through many activities including engaging followers, communicating vision, internalizing the sense of togetherness, informing organizational mission, and convincing followers about the importance of being reliable and engaging to organizational progress.

Moreover, Bass (1990b) declared that most employees believe that their current capability enable them to produce innovative performance effectively. Employees do also believe that transformational leaders must take into consideration of three important activities, which respectively are: caring about diversity of talents that can be used to complete jobs and to accomplish work responsibilities, giving strong emphasis on quality of individual performance, and ensuring that innovative behavior emanates from individual consideration. The most influencing factor on motivating employees toward innovation is leadership. Previous researches had investigated the relationship between transformational leadership and innovative performance, and various findings were obtained. Researches conducted by (Afsar, Masood, & Umrani, 2019), Masood and Afsar (2017) and Abbas, Iqbal, Waheed, and Riaz (2012) generally found that transformational leadership has positive effect on innovative behavior. Otherwise, researches carried out by (Bednall, E. Rafferty, Shipton, Sanders, & J. Jackson, 2018), (Sattayaraksa & Boon-itt, 2018), (Sharifirad, 2013) and (Imran & Anis-ul-Haque, 2011), in general, found that there is no effect from transformational leadership on innovative performance. In other words, there is no clarification yet about what transformational leadership must do to improve innovative performance. It implies that further research should be done to ensure whether there is positive relationship or not between transformational leadership and innovative performance.

2. Conceptualization and Hypotheses

2.1. The Effect of Transformational Leadership on Extra-role Creativity

Extrinsic motivation items, such as salary, bonus and incentive, can reduce the effect of intrinsic motivation items, such as voluntary behavior and spontaneity in finding new ideas (Teresa M. Amabile, Hennessey, & Grossman, 1986); (Deci, Koestner, & Ryan, 1999)). In the other hand, extrinsic reward does not have effect on knowledge-sharing practices (Sulistiyani, Udin, & Rahardja, 2018).

Employee performance is differentiated into two, (Balkin et al., 2015) namely in-role performance and extra-role performance. In-role performance is work output that complies with standard and employees are paid based on their work output, whereas extra-role performance is work output beyond job description and standard. Usually, extra-role performance is a form of pro-social behavior indicated by autonomous action and spontaneity, which employees never think how much payment they will get and only concern with how to solve their work problem effectively.

Inspirational motivation enables leaders to develop self-initiative, creative capacity, and fruits of thought that substantiate leaders' problem-solving capacity in improving work achievement (Shafi et al., 2020). Employees are convinced to go out of their comfort zone to become loving to work challenge and new things. Employees are encouraged to leave behind the old method of how to complete jobs. It is expected that such encouragement will make employees feel that they are given freedom for building imagination and curiosity (Bass, 1985). Employees who are provided convenient work atmosphere and given freedom to work autonomously are inclined to produce creativity spontaneously. Leaders who are adaptive to the change will always support followers who attempt to explore new knowledge, build imagination, and produce creative capacity (Sulistiyani et al., 2018). It was found by Slåtten and Mehmetoglu (2015) that there is positive and significant effect from transformational leadership on extra-role creativity. In regard of statements in this section, a hypothesis is proposed as following:

- Hypothesis 1: Transformational leadership has positive effect on extra-role creativity.

2.2. The Effect of Extra-Role Creativity on Work Efficacy

Extra-role creativity is a pro-social behavior that gives freedom to individual to express new ideas (Frey, 1993). According to human capital theory (Becker, 2002) creativity is intangible asset that can be considered as good or bad based on the perspective of employers. Creativity can be the factor of either role or extra-role of the job (Frey, 1993). It was said by Unsworth (2001) that extra-role creativity is discretionary behavior that emphasizes on solving problems through unique ideas. Extra-role creativity at workplace can contribute to the development of new products and services that benefit organization (Balkin et al., 2015).

In relation with work efficacy, Bandura (1997) has stated that work efficacy is a belief that individuals can complete jobs successfully. Work efficacy is the outcome of individuals' personal capability in using experiences, autonomy, and spontaneity to produce works that are unique and different from previous, and then sharing the works with other individuals. Spontaneous creative capacity represents a behavior of employees when they believe that they are reliable for different jobs and they can do the jobs at uncertain situation (Baum & Locke, 2004). Regarding to the statements above, the current research proposes a hypothesis as following:

- Hypothesis 2: Extra-role creativity has positive effect on work efficacy.

2.3. The Effect of Work Efficacy on Innovative Performance

Employees are said to have high self-efficacy when they believe that they have capacity and capability to develop new ideas and then make precise decision regarding work quality and execute control over it (Bandura, 1999). Employees with high self-efficacy do not give up easily and have enough courage to build interpersonal strength to attain both their individual and organizational goals (Sulistiyani & Ferdinand, 2018).

The current research involves employees at the export-oriented Micro, Small & Medium Enterprises of Batik in Central Java, Indonesia. Focus of research is given on employees who work either at pattern-making, embroidery, or household divisions. Employees at those divisions have job description and work responsibility related to how to satisfy consumers with phenomenal and unique design of batik where the finished product is comfort to wear. Creative capacity, imagination, and thinking out-of-the box must still be in line with market taste. Therefore, it can be said that employees are the tip of spear in translating consumer taste into the impressive batik design.

Batik enterprises in Indonesia are usually family business managed throughout generations. However, not all these batik enterprises can survive the competition. Of many enterprises managed by the founding owners, there are only 30 % enterprises remaining successful under second-generation's management, and only 13 % enterprises that still survive under third-generation's management (Wan, 2014). Leaders' self-belief regarding their capacity and capability in managing resources to adapt to environmental change is the key capital for the survival of the company. Employees' capability to create products or services becomes the key foundation of innovative performance (Slåtten, 2014). This finding is consistent with (Amorim Neto, Rodrigues, Stewart, Xiao, & Snyder, 2018) who said that work efficacy underlays the development of entrepreneurial behavior, which comprises of several elements such as innovativeness, risk-taking, proactiveness, autonomy and competitive aggressiveness. According to all statements above, a hypothesis is interposed as following:

- Hypothesis 3: Work efficacy has positive effect on innovative performance.

2.4. The Effect of Extra-Role Creativity on Innovative Performance

It was said by Teresa M. Amabile (1996) that innovation process begins with developing creative ideas. Meanwhile, Stojcic, Hashi, and Orlic (2018) found that creative skill enables organizational members to generate new ideas and implement those ideas to develop organizational innovation. At individual level, the process or skill to compile new ideas with new methods has relevance with the so called creativity (Teresa M. Amabile, 1998). The capability of organizational members to develop new competence, to produce creative solution, and to socialize the knowledge about that, as stated by Sulistiyani and Ferdinand (2018), and also the capability not only to think conductively and conveniently without pressure but also to think energetically and spontaneously, as asserted by (Teresa M. Amabile & Pratt, 2016), all will take organizational members to innovative performance. Employees who are given autonomy and able to develop creative ideas spontaneously will always can implement innovative behavior. In relation with all statements above, the proposed hypothesis is written as following:

- Hypothesis 4: Extra-role creativity has positive effect on innovative performance.

4. Research Method

4.1. Sample and Data Collection

Hypothesis test was using questionnaire-based data. Questionnaire was given to employees of Micro, Small & Medium Enterprises (MSMEs) of Batik in Central Java. Several criteria were used to sort over the MSMEs, such as has been operating for 7 years minimally, has been conducting export for 5 years minimally, and has been the attendant to the Training Center of Cooperatives and MSMEs for Central Java Province. Sampling technique is purposive sampling where the sample is obtained with two criteria, which respectively are that (1) employees have worked for 5 years minimally and (2) employees are working at either pattern-making, embroidery, or household divisions. There were 278 employees at 29 MSMEs of Batik for Export who become participant in this research to answer questionnaire, but only 250 respondents who give complete answer. Sample size was determined using Maximum Likelihood Estimation Model, and this model was also used to interpret the outputs of Structural Equation Model (SEM). Data were analyzed using Structural Equation Model (SEM) and the process was facilitated by a statistic program called AMOS 24.0.

4.2. Measurement of Variables

Transformational Leadership is measured with the scale used by Carless, Wearing, and Mann (2000). One of several items constituting the scale is 'socializing and communicating vision and work program in clear words'. Scale that measures Extra-Role Creativity is adapted from Balkin et al. (2015), and one item of this scale is 'I am given freedom to be creative at workplace'. Work Efficacy is measured with the scale adapted from Chen, Eden, and Gully (2001). Among the

items in this scale is 'I am reliable to complete all jobs'. To measure Innovative Performance, the current research adopts the scale used by Janssen (2000), and one representative item in this scale is 'the success in applying new ideas'.
All the scales above are containing items that are mostly questions. The items are measured using interval scale suggested by Nunnally and Bernstein (1994). This interval scale is a numerical scale starting from 1 to 10. The most left part of the scale is one, indicating very disagree, whereas the rightest part is ten, denoting very agree.

5. Analysis of Data and Finding

5.1. Description of Respondent Characteristics

Respondent characteristics are shown by gender, age, education level, training experience, and employment length.

Demography	Characteristic	Frequency	Percentage
Gender	Male	157	62.8%
	Female	93	37.2%
Age	< 25 years old	13	5.2%
	25 – 35 years old	92	36.8%
	36 – 46 years old	102	40.8%
	> 46 years old	43	17.2%
Education Level	High School	122	48.8%
	Diploma	88	35.2%
	Graduate	40	16%
Employment Length	7 – 10 years old	72	28.8%
	11 – 15 years old	92	36.8%
	>15 years old	86	34.4%

Table 1: Respondent Characteristics

As shown by the table above, respondents are mostly male, aged between 36 and 46 years olds, and graduated from high school. Moreover, respondents have length of employment between 11 and 15 years, and have attended various training sessions held by the company or by other institutions. The consideration is then given on the training sessions held at the Training Center of Cooperatives and SMEs for Central Java Province.

5.2. Result of Data Processing

Data were analyzed using Structural Equation Model (SEM) and the process was facilitated by a statistic program called AMOS 24.0. This software is used because it has relevant benefits, including helping researchers to identify measurement model, to analyze causal relationship, and to determine regression level as well as to estimate goodness of fit of the model (Arbuckle, 2016). Mediation effect was analyzed using Sobel Test (Hayes, 2013). Results of validity and reliability tests, including construct reliability and Average Variance Extracted, are presented in Table 2.

Cut-off value ≥ 0.50 is set for the factor loading of construct indicator if the factor loading is expected to be able to explain the variable. Reliability of the construct is set on cut-off value ≥ 0.7, while mean value is required to be > 0.5 (Hair, Black, Babin, & Anderson, 2014).

Variable & Indicator	Source	Std. Estimate	Convergent Validity-AVE	Construct Reliability
Exogenous Variable:				
Transformational Leadership	Carless et al. (2000)			
• Socialization of Vision, Mission and Work Program		0.909		
• Support for Employee Development		0.933	0.824	0.930
• Gaining Trust and Involvement		0.926		
• Explaining Work Values		0.887		
Endogenous Variable:				
Extra-role Creativity	Balkin et al. (2015)			
• Feeling Convenient at Work Environment Atmosphere		0.916		
• Freedom for Being Creative		0.944	0.839	0.988
• Creating New Ideas at Critical Moment		0.883		

Variable & Indicator	Source	Std. Estimate	Convergent Validity-AVE	Construct Reliability
• Sincere in Sharing Ideas		0.920		
Work Efficacy	Chen et al. (2001)			
• Having Courage to Cope with Work Challenge		0.932	0.876	0.983
• Reliable in Completing Jobs		0.945		
• Having Power to Predict Success		0.930		
Innovative Performance	Janssen (2000)			
• Immediacy to Using New Technology		0.922		
• Success in Delivering New Service Satisfyingly		0.920	0.865	0.990
• Success in Applying the Newest Ideas		0.930		
• Success in Achieving Work Targets		0.886		

Table 2: Measurement Validity and Reliability

5.3. Hypothesis Test

Hypothesis test was done with structural model analysis. The result showed that all indicators have factor loading value over 0.5. Goodness of fit was tested using statistic and non-statistic measures. Chi-square is statistic measure for testing goodness of fit, and the obtained result is 100.771 with significance value of 0.132, which is > 0.05 and signifying that research model is accepted. Several non-statistic measures are used in the test, and the results are GFI = 0.927; NFI = 0.969; TLI = 0.994; IFI = 0.995; CFI = 0.995, which all are over cut-off value ≥ 0.90. Other measure is RMSEA = 0.032, which is still in the range of cut-off value between 0.03 and 0.08 (Arbuckle 2016). Based on these results, it can be said that research model has fulfilled goodness of fit criteria. Moreover, regression coefficient value of each hypothesis is H1 = 1.015, H2 = 0.220, H3 = 0.220, and H4 = 0.435, with critical ratio value > 1.96 that is over cut-off value (Arbuckle 2016), which can be said that all hypotheses are accepted (Table 3).

5.4. Mediation Effect

The mediation of extra-role creativity in the relationship of transformational leadership and innovative performance was examined using Sobel Test (Ferdinand, 2014). The result shows that Z-value = 6.1013 is higher than cut-off value of 1.96, which signifies that extra-role creativity can be the mediator of the relationship between transformational leadership and innovative performance.

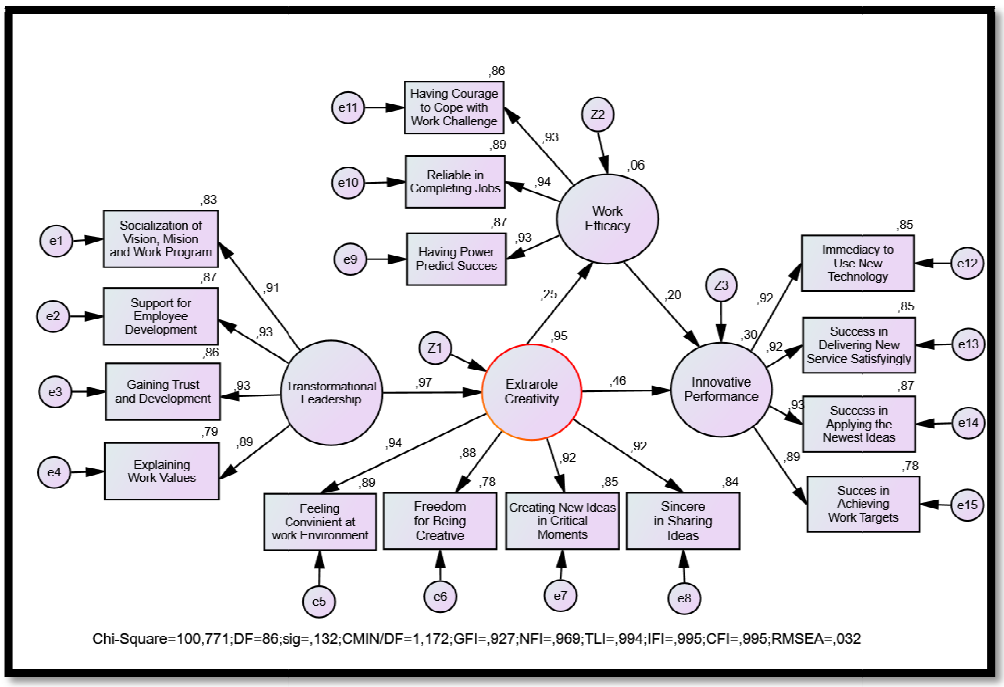

Figure 1: Full Structural Equation Model

Hypothesis	Standardized Estimate	Critical Ratio	p-value	Result
H1:Transformational Leadership → Extra-Role Creativity	1.015	20.418	0.000*	Supported
H2: Extra-Role Creativity → Work Efficacy	0.220	3.226	0.001*	Supported
H3:Work Efficacy → Innovative Performance	0.220	2.880	0.004*	Supported
H4: Extra-Role Creativity → Innovative Performance	0.435	6.395	0.000*	Supported
Transformational Leadership → Extra-Role Creativity → Innovative Performance	Z-value = 6.1013			Supported
Extra-Role Creativity → Work Efficacy → Innovative Performance	Z-value = 2.1573			Supported

Table 3: Results of Regression Test
** = Significance Level of ≤ 5%*

5.5. Discussion of Results

The contents in Table 3 show the results of regression test on several relationships between endogenous and exogenous variables, including its direct and indirect relationships. Regression test was conducted to reveal the existence of structural relationships in research model. Complete discussion about these relationships is given in the following.

5.5.1. Transformational Leadership Has Positive Effect on Extra-Role Creativity

The effect of transformational leadership on extra-role creativity is rated as 1.120 with alpha level of 0.00, which signifies that the effect is positive and significant. It must be noted that creativity is one of intangible assets in human resource. Extra-role character can develop when individuals satisfy with their job and organization, and then produce sense of belonging where they will build commitment to be involved in the progress of organization. Transformational leaders motivate their employees to develop creative ideas and to look for alternative ways to complete the jobs (Khalili, 2016). Basically, creativity is a product of a process in which individuals manage their thought, competence, and skill to reach a certain degree of experience and qualification. Creativity is only obtained through intellectual activity, and this activity requires employees to make a breakthrough (Shafi et al., 2020). Apart from being related to intellectualism, creativity can emanate from a situation where leaders inspire and motivate followers (Grant, 2008), and organization is trusted, keeping its promises to employees, and giving support to employee development (Turnley, Bolino, Lester, & Bloodgood, 2003). This is consistent to the essence of Path-Goal Theory, a branch of leadership theory. It was said by (Northousen, 2010) that Path-Goal Theory explains about what leaders must consider when they interact with employees. More precisely, Path-Goal Theory is about how leaders motivate followers to attain predetermined goals. Path-Goal Theory recommends that employees will be motivated in the process of completing the jobs if three conditions are fulfilled. First condition is that employees believe in their capability and they are given freedom to take initiative at work. Second condition is that employees believe that their effort to complete the jobs will be directed to the expected outcomes that later benefit to the progress of organization. Finally, third condition is that followers are motivated after leaders are quite clear in defining goals, describing path to achieve goals, removing obstacles that hamper goal achievement process, and giving support to help goal achievement process.

Indonesia is a country that respects mutual work, empathy, and altruism as cultural norm in daily life. Batik industry in Central Java Province, or Indonesia in general, sets out from family business, which then, mutual work as cultural norm of the family is brought to the work life. Extra-role creativity is a power that motivates employees to participate and to be loyal to the job providers and the company. For instance, during corona virus pandemic (Covid-19), employees at household division take creative action by producing mask from batik cloth and manufacturing batik cloth from medium-class materials. The products are designed elegantly and donated to population affected by Covid-19. It seems that the pandemic has inspired employees to create batik design with a theme of Covid-19, which among employees' creative ideas is drawing virus structure into batik pattern.

The finding above is in line with the results of previous researches (Sulistiyani et al., 2018); (Afsar et al., 2019);(Arar & Abu Nasra, 2019). Creativity is the inclination of individuals to produce new meaningful ideas (Sun, Zhang, Qi, & Xiong, 2012). Transformational leaders give full autonomy to employees to convince them that they are given opportunity to explore imagination, think critically, and develop ideas beyond routine job description. Transformational leaders also stimulate followers to have high curiosity in order to actuate them to look for new alternatives to solve their work problems. Such leaders always support followers to increase their competence, skill, and professionalism (Sulistiyani et al., 2018). Employees at pattern-making division are enabled by transformational leaders to leave behind the monotonous patterns in batik design, and then starting to make experiment with contemporary and millennial patterns with intention to produce batik fashion that is popular and potentially favored by young generation. Among popular patterns is natural scenery, which has inspired many batik designers.

5.5.2. Extra-Role Creativity Has Positive Effect on Work Efficacy

The effect of extra-role creativity on work efficacy is valued at 0.175 with alpha level of 0.02, which indicates that the effect is positive and significant. When individuals satisfy with their job and organization, then they will produce *sense of belonging*, which is a commitment to engage to the progress of organization. In spirative leaders are always motivating

followers (Grant (2008). Organization will be trusted only when it can keep its promises to employees and give employees the necessary support (Turnley et al. (2003)). Reciprocal relationship between employees and organization keep them interdependent one another. Reciprocal relationship is the early step toward social exchange (Cropanzano & Mitchell, 2005).

Employees who can cope with any challenge are employees who have creative skill, who can work with distinctive ideas, and who are willing to play extra role. The challenge can be vary including the need to deal with tight competition, the change of consumer taste, the change of corporate strategy, and the urgency to improve product competitiveness. Employees who can fill the gap through imaginative maneuver are employees who are capable to produce phenomenal works, and also capable to explore and exploit various knowledge to improve product quality and to attain excellent performance. Within the context of batik industry, such employees are expected to be able to design batik pattern loved not only by old customers but also by young potential consumers. Employees should be capable to produce batik creation that involves the mix of natural color and local icon. The statements above are in conformity with one research (Beauregard, 2012).

5.5.3. Work Efficacy Has Positive Effect on Innovative Performance

The effect of work efficacy on innovative performance is rated as 0.268 with alpha level of 0.06, which signifies that the effect is positive and significant. Previous findings are in line with this position (Slåtten, 2014); (Lyons & Bandura, 2019). Employees at pattern-making division in MSMEs of Batik should have capability to explore the most popular patterns and to make less monotonous designs. Employees must have optimality in completing complex jobs, must have capability to produce various patterns and different background, and should share their knowledge and thought with other employees to jack up their insight and performance. In the conditions of the Covid-19 pandemic, batik MSMEs need various innovations and utilization of conditions so that businesses can survive and run well. Batik entrepreneurs and employees are challenged to produce more profitable products. This is because fashion is no longer in demand by consumers. In the current pandemic condition, people's consumption is dominated by basic necessities such as food and beverages, health products and household appliances. MSME players can adjust by adapting businesses and making product innovations, seeing market opportunities and loading the products they are most interested in.

5.5.4. Extra-Role Creativity Has Positive Effect on Innovative Performance

The effect of extra-role creativity on innovative performance is valued at 0.436 with alpha level of 0.00, which indicates that the effect is positive and significant. Previous findings are consistent with this position (Stojcic et al., 2018; Yang, Lee, & Cheng, 2016). Employees who have creative skill will attain innovative performance only if there is strong organizational support (DiLiello, Neck, & Houghton, 2006). Creativity is the seeds of innovation because it is the key for boosting up the company's performance and competitiveness. Creativity can affect the speed of releasing new product design and the efficiency of production process. Employees with creative skills will affect innovation process and productivity (Stojcic et al., 2018). New ideas that employees develop spontaneously and autonomously can be processed faster into unique products and services that may benefit and satisfy consumers.

6. Conclusion

The statistical results prove that the four hypotheses proposed show accepted results. The first hypothesis provides a dominant regression coefficient value compared to other hypotheses. According to the results of statistical calculations, the level of significance of the influence between variables is at a level of less than 1%. Extra role creativity is able to mediate the effect of transformational leadership on innovative performance. A leader with a changeable character will give his subordinates the flexibility to provide unique ideas, attract and appreciate each subordinate's role. Employees will synergize with stimuli that are always given by their leaders to make products that have distinctive distinctions. The freedom to express ideas increases employee confidence in their abilities. Work challenges that can be resolved and creative ideas that are always supported can create superior performance.

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