



Implementing Leadership Style to Improve Organizational Performance Mediated by Organizational Identification

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Abstract: Before the progress of the times and technology that was increasingly developing and rapidly as well as intense business competition, experts highlighted the important role of performance in organizations to improve the sustainability of life based on the promotion of leadership styles. This research aims to provide additional information on companies operating in the distributor sector in implementing leadership styles to improve organizational performance. This research uses quantitative methods. The population in this study was 261 workers in the distributor industry in Batam City. All research has met the criteria for validity and reliability. The results of the research state that Innovative leadership significantly affects both organizational performance and organizational identification, but not when organizational identification acts as a mediating factor. Second, organizational performance and identification are not significantly impacted by transformational leadership. The same holds if organizational identity acts as a mediator. It was discovered that organizational identity significantly affects organizational performance and that strategic leadership styles do not significantly affect organizational performance. Thus, it can be said that while leadership style has a significant impact on organizational performance, not all leadership philosophies are appropriate for usage in a given setting.

Keywords: Distributor; Leadership; Organizational; Performance; Quantitative

INTRODUCTION

Before the rapid advancement of technology and the fierce competition in business, experts emphasized the critical role that performance plays in businesses in promoting leadership styles and enhancing the sustainability of life. Improving organizational performance is considered an important solution so that companies can survive and develop (Le & Le., 2021). Performance is very necessary for an organization as a measure of organizational success and can also be used as evaluation material to set targets in the form of goals. This performance refers to the results of individual or group achievements and success. Performance can only be known if an individual or group of individuals has predetermined success criteria. The criteria are in the form of certain goals or targets that the organization wants to achieve (Kahfi et al., 2022).

Human resources are one of the key elements in determining a company's success. The company's outstanding human resource capabilities are the targeted outcome. In this situation, individuals can fulfill their responsibilities and duties in line with their power and responsibility. Effective and efficient management of the company's human resources greatly depends on a leader's skills (Supatmin et al., 2021). The current business environment is also changing very quickly and is difficult to predict. As a result, leaders from organizations are looking for effective solutions to overcome these problems by changing and improving their leadership styles (Le & Le., 2021).

Employee commitment to building a team with the best performance to accomplish company goals is reflected in the inclusion of employees in the creation of the KPI values. (Sentoso & Muchsinati, 2024). An organization's human resources have a big impact on how important an employee's performance is in reaching a goal. What a company needs



are workers that perform at their highest level and effectively. Employee performance is something that plays an important role for the company by having the creativity, ideas, and workforce needed to achieve the company's goals. To achieve optimum performance, employee performance needs to be elevated to excellence in all areas. Active employee involvement is necessary for the organization to accomplish results related to employee performance. Employee performance also shows conduct that is evaluated based on personal aptitude for organizational objectives. Therefore, to accomplish corporate objectives, businesses must be aware of how well their employees are performing following their talents (Putri & Meria, 2022). Employee performance is the most important aspect that management in companies have to pay close attention to. Labor is the main resource utilized to accomplish daily operating duties (Sentoso & Putra., 2021).

An Organization can be influenced by leadership behavior in several ways. An organization's ability to compete can be improved with strong leadership. Aligning people, time, and resources to achieve organizational goals becomes easier with leadership (Alrowwad et al., 2020). A leader's responsibility is to encourage and support employees to discover new ideas. There are numerous excellent yet subtle leadership philosophies. Each other from a style perspective Both benefits and drawbacks can come with being a leader, depending on how they exploit their advantages and minimize their weaknesses. The personality of the leader determines how it is carried out. A leader's style affects success and increases performance. Through a person's leadership style Leaders manage teams, encourage employees to achieve goals, and improve output (Suwarno & Bramantyo, 2019).

The distributor industry is one of the many industries affected. Distributors play a crucial role in the supply chain by serving as the intermediary between producers and ultimate consumers. Distributors handle the flow of commodities from producers to different sales locations, including wholesalers, retail outlets, and even customers directly. They do this by acting as middlemen. This essay will go over distributor responsibilities, how to choose one, and their place in the market and economy at large (Maulida, 2024). A problem that often occurs in the distributor industry is inventory management, which means the company must be able to fill stock of goods that are about to run out. Then inventory tracking is inadequate so that existing stock does not match the calculation data carried out. Other problems also exist in the delivery process, product quality, and problems with the resources themselves (Kurniawan, 2024). Therefore, three leadership styles will be discussed in this article, namely transformational leadership, innovative leadership, and strategic leadership. These three leadership styles are leadership styles that emerge to mobilize workers. Therefore, it is necessary to research to find out further to what extent the influence of transformational leadership, innovative leadership, and strategic leadership on organizational performance is mediated by the organization's identification with the distributor industry.

H1: The Relationship between Strategic Leadership Style and Organizational Performance

Visionary thinking and the ability of strategic leadership, whose goal is to create a transformative organization, are crucial enablers that facilitate interaction with key internal and external stakeholders in the pursuit of high performance. Strategic leadership is related to the ability to create feelings of purpose and direction. The capacity for strategic leadership involves foresight, a clear vision, defending adaptability, and enabling current resources to effect strategic change when it is required (Fatyandri et al, 2023).



One of the procedures that has the biggest impact on organizational behavior and individual motivation is the leadership process. Their work satisfaction, psychological attitudes, and performance are taken into account. One of the main axes of the interaction between superiors and subordinates is leadership, which is also one of the factors that affect how people and the group influence one another (Addin, 2020). To attain efficiency, effectiveness, creativity, employee and customer pleasure, product or service quality, and the capacity to retain exceptional talent, organizational performance is contingent upon the skills, knowledge, and experience of its workforce (Setyawan, 2021).

H2: The Relationship of Innovative Leadership to Organizational Performance

Innovation in a company is an important factor in a company because they must compete perfectly so that these factors can push the company to be at the forefront of the competition (Fahlevi et al., 2022). Today's competition and progress in the social, cultural, human, and digital world require all countries to collaborate. Along with technical advances, costs evolve related to production and marketing principles that focus on performance, efficiency, and creativity. On the one hand, others mean that the economic process must be able to respond to customer demands that continue to grow and vary. On the other hand, it also defines automation systems that are always connected and synchronized with each other. This dynamic stage of innovative technology has challenged the performance of organizations around the world. Business is constantly changing due to circumstances such as globalization, political issues, cultural issues, and technological advances. Existing literature has forced organizations to implement more innovative operations to maintain global continuity.

H3: The Relationship of Transformational Leadership to Organizational Performance

Transformational leadership is a powerful leadership style that has a good correlation with both organizational and managerial performance. A substantial amount of prior research has documented a beneficial association between transformational leadership and organizational performance. The capacity to motivate and influence transformational leaders towards staff members promotes and enhances organizational performance (Le & Le, 2021).

Employees are encouraged to put forth a lot of effort and surpass expectations as a result. To increase energy, passion, and learning opportunities as well as knowledge exchange and employee creativity within the company, transformational leaders also work to develop governance and support structures. Employees might be inspired to innovate and alter established organizational culture through transformational leadership (Musana & Setyawan, 2023). Companies operating in volatile and uncertain circumstances require leaders who can spearhead change. Successful leaders must possess a high degree of integrity and inspire and motivate their team members to meet organizational goals and objectives, which enhances business success (Gunawan et al, 2023).

H4: The Relationship of Transformational Leadership to Organizational Identification

Transformational leadership provides an ideological explanation that links the goals of followers, namely their identity, to the collective identity of their work group or organization, thereby influencing the organization's level of motivation to do their work. In turn, increasing followers' levels of collective self-identity will increase the likelihood that followers may engage in cooperative behavior toward the organization's mission and goals rather than personal goals.



Organizational identification indicates a feeling of belonging or even connection with the company where he or she works and this sentiment helps human resource managers better understand how connected workers are with the organization and how much they identify with it to improve organizational performance. Employee happiness rises as a result of transformational leaders' application of organizational identification, which enhances organizational performance (Al-Khaldi & Irtemah, 2020).

H5: The Relationship between Innovative Leadership to Organizational Identification

An innovative leadership style has a beneficial effect on the performance of the organization. Leading businesses' innovative practices are a major component and what motivates them to dominate their respective markets. Every company's management must foster organizational identification, primarily through fostering sustainable innovation, because when workers identify with their employer, they typically perform better at work, are more likely to engage in organizational citizenship activities like offering helpful suggestions or supporting coworkers, and are generally happier with their jobs (Fahlevi et al., 2022). Workers who have a strong sense of belonging to the organization are more likely to act in the organization's best interests rather than their own (Lin et al., 2022).

H6: The Relationship between Organizational Identification and Organizational Performance

It has already been demonstrated that HRM is thought to be socially responsible and that organizational identification plays a key role in enhancing job performance inside an organization. It is anticipated that organizational identity would operate as a moderator in the way that these elements of socially conscious HR and job performance interact. Socially conscious HR may indeed support employees' sense of belonging to the company, which raises employee productivity. Additionally, it's thought that HR that upholds social responsibility could increase employees' productivity. Therefore, organizational identity may act as a mediating factor in the relationship between employee work performance and perceptions of socially responsible human resources. The relationship between human resources perceived as socially responsible, organizational identification, and employee voice behavior can also be explained by social identity theory. Socially responsible HR practices can build organizational norms and values.

Together with his organizational identity, these norms and values also influence the employee's self-concept. Because they have ingrained these standards into their self-concept, employees who strongly connect with their organization will act and think in line with its norms and values. Furthermore, earlier research has shown that organizational identity mediates the relationship between these variables and job performance. For example, it shows that organizational identification fully mediates the relationship between moral leadership and worker performance.

H7: The relationship between innovative leadership and organizational performance is mediated by organizational identification

Performance itself is often defined as an action that is carried out by the employee himself. Performance can be interpreted as employee actions and behavior to achieve the goals of an organization. Employees must be able to know and identify themselves with the company to perform at their best. To always perform well, it is also necessary to encourage good leadership methods, namely by implementing innovative leadership.

According to research by Fahlevi et al. (2022), it is said that organizational management needs to create an identified organization in each company, namely by creating sustainable innovation in the organization because innovation is important in advancing the company in the market. Innovative leaders are usually flexible and use innovative ideas to achieve organizational goals by increasing employee motivation, creativity, and flexibility in the workplace.

H8: The relationship between Transformational Leadership and Organizational Performance is mediated by Organizational Identification

The psychological concept of fusing oneself with the organization is contained in organizational identification (Rusli et al., 2020). When a person feels strongly identified with the organization, the majority of what they perceive to be special, essential, and long-lasting is also reflected in their self-concepts. According to Rusli et al. (2020), an employee's adherence to the norms, values, and organizational goals of the group increases with their level of identification. It's interesting to note that Knippenberg (2020) analysis of empirical research illustrates the significance of identity and self-concept in developing a knowledge of how followers are influenced by leaders. The actions of a transformational leader alter followers' self-perceptions and strengthen social bonds. These leaders help their followers relate to the objectives and mission of the company.

According to (Kahfi et al., 2022), transformational leaders encourage staff members to put the needs and requirements of the company ahead of their own, serve as mentors, and push themselves beyond their comfort zones. A further characteristic of this leadership style is the supervisor's motivating vision, which fosters a sense of pride and loyalty among the workforce. Consequently, it is consistent with other empirical research that shows a link between employee identification with their organization and transformational leadership (Epitropaki et al., 2020).

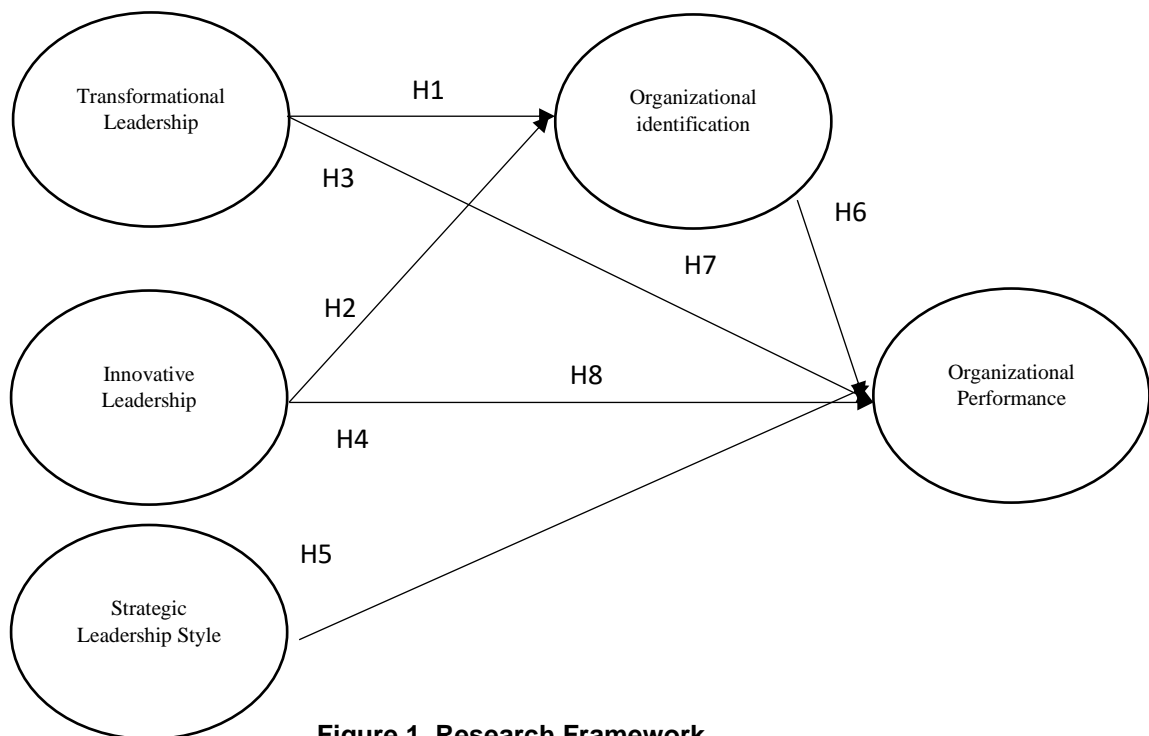


Figure 1. Research Framework
 Source: Data processed by research (2024)



METHODS

This study uses a quantitative approach. Quantitative research is an approach to research design that uses numbers or statistics. The research tools used to collect data and analyze the data used are quantitative. The aim is to test the hypothesis that has been created. Explanatory research is research that explains causal relationships between research variables through hypothesis testing. The main purpose of explanatory research is to test the proposed hypothesis, It is hoped that through this research the relationships and influences can be explained of the variables (Sari et al., 2022).

Population is an object that will be observed in research. The population in the study chosen by the researchers were companies operating in the distributor industry. The company selected is a company founded in Batam. The method used in this research is a questionnaire method. A questionnaire is a data collection method used by giving several written questions to respondents to answer (Sukmawati et al., 2023).

Table 1. Research Statement Instrument

No	Variable Name	Dimensions
1	Transformational Leadership	1. Leaders in companies can read market situations 2. Leaders in the company have clearly articulated a vision for the future
2	Innovative Leadership	1. Leaders have brilliant and interesting ideas 2. Leaders always try to make all programs run
3	Strategic Leadership Style	1. Leaders encourage employees to develop competencies 2. Leaders are very firm about violations and provide sanctions fairly
4	Organizational Identification	1. Leaders implement work-life balance for their employees 2. Leaders fulfill the rights and obligations of every individual in the company
5	Organizational Performance	1. Leaders can maintain relationships with company stakeholders 2. Leaders can maintain the good name of the company

Source: Modification by researchers (2024)

RESULTS AND DISCUSSION

After collecting data with the number of respondents needed as many as 261 people, it can be done data processing as follows:

Table 2. Respondent Demographics

Element	Frequency	(%)
Gender		
a. Male	178	68.3%
b. Female	83	31.7%
Age		
a. 18-25	93	35%
b. 26-30	94	36.5%
c. 31-35	41	15.8%
d. 36-40	16	6.2%
e. >40	17	6.5%

Source: Data processed (2024)



Based on the data that has been collected, there are 261 respondents. The number of respondents has met the minimum number of respondents according to Hair's calculations. The number of respondents who filled out the questionnaire distributed was 178 men and 83 women. The age range of respondents was 93 people in the 18-25 year range, 94 people in the 26-30 year range, 41 people in the 31-35 year range, 16 people in the 36-40 year range, and 17 people over the age of 40 years. The majority of respondents had 172 senior high school/equivalent educations, 8 diplomas, and 81 bachelor's degrees (S1), with the most positions being sales and accounting. The range of length of time working at the company is 1 – 10 years and above.

Table 3. Outer Loading Test

	IL	OI	OP	SLS	TL
IL1	0.735				
IL4	0.811				
OI1		0.651			
OI3		0.830			
OP2			0.840		
OP3			0.788		
SLS1				0.837	
SLS2				0.649	
TL1					0.871
TL6					0.683

Source: Data processed (2024)

Of course, each available indicator depends on a variable, which is often called an external model. External models are also called External Relationships Measurement Scales. Using PLS, the correlation between measurement model values and parameter values is evaluated based on the relationship between factor or construct scores and construct scores. If there was a correlation greater than 0.70 with the construct of interest, then the individual's level of exposure was considered tall. However, for preliminary research, developing a measurement scale with a value between 0.5 and 0.60 is considered sufficient.

Table 4. Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Innovative Leadership	0.599
Organizational Identification	0.557
Organizational Performance	0.663
Strategic Leadership Style	0.561
Transformational Leadership	0.612

Source: Data processed (2024)

Average Variance Extracted is used in discriminant validity (AVE). Every variable is said to have good discriminant validity if the Average Variance Extracted (AVE) value is more than 0.50 (Andriyansah, 2022).



Table 5. Cross Loading

	IL	OI	OP	SLS	TL
IL1	0.735	0.199	0.191	0.058	0.068
IL4	0.811	0.230	0.222	0.047	0.114
OI1	0.166	0.651	0.142	0.078	0.107
OI3	0.242	0.830	0.200	0.228	0.068
OP2	0.251	0.170	0.840	0.147	0.063
OP3	0.180	0.212	0.788	0.131	0.036
SLS1	0.055	0.206	0.147	0.837	-0.024
SLS2	0.046	0.109	0.106	0.649	0.176
TL1	0.079	0.098	0.064	0.097	0.871
TL6	0.119	0.075	0.028	0.011	0.683

Source: Data processed (2024)

The purpose of this assessment is to ascertain whether the relationships between the indicators and their constructs, or latent variables, are valid. Individual indicators with correlation coefficients above 0.7 are deemed credible. In scale-up research, convergent validity can be satisfied when each variable has an AVE value of more than 0.5, but loading factor values between 0.5 and 0.6 are still acceptable (Afifah, 2022).

Table 6. Fornier-Lacker-Criterion

	IL	OI	OP	SLS	TL
IL	0.774				
OI	0.278	0.746			
OP	0.267	0.233	0.814		
SLS	0.068	0.218	0.171	0.749	
TL	0.119	0.112	0.062	0.079	0.783

Source: Data processed (2024)

To compare the square root values of each construct's Average Variance Extracted (AVE) with the correlation between other constructs in the model, this method is used. The model is said to be valid if the square root of AVE for each construct is higher than the correlation value between that construct and the other constructs in the model. There are good discriminant validity values for this (Afifah, 2022).

Table 7. Reliability Test

	Composite Reliability
Innovative Leadership	0.749
Organizational Identification	0.712
Organizational Performance	0.797
Strategic Leadership Style	0.715
Transformational Leadership	0.757

Source: Data processed (2024)

A questionnaire used to measure something called reliability serves as an indicator of a variable or construct. If a respondent's response to a questionnaire remains constant or steady throughout time, it is considered dependable. The degree of consistency, precision, predictive capacity, and stability of a test is referred to as its reliability. Measurements that can yield dependable data are said to have high reliability. A figure known as the value dependability coefficient serves as an empirical indicator of high or



low reliability. If the perceived reliability is ≥ 0.700 , there is a high level of general agreement (Sanaky et al, 2021).

Table 8. Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
IL -> OI	0.268	0.273	0.075	3.587	0.000
IL -> OP	0.217	0.207	0.088	2.481	0.013
OI -> OP	0.144	0.150	0.070	2.048	0.041
SLS -> OP	0.124	0.134	0.067	1.854	0.064
TL -> OI	0.080	0.090	0.070	1.144	0.253
TL -> OP	0.010	0.017	0.074	0.138	0.890

Source: Data processed (2024)

Testing the hypothesis comes next after doing a variety of assessments. The direction of the link between independent and dependent variables is explained via hypothesis testing. Path analysis (analysis) of the developed model is utilized to conduct this test. Measured by looking at the correlation results between constructs The degree of significance is then compared with the study hypothesis. Path coefficients are used to determine the amount of influence the independent variable has on the dependent variable (Andriyansah, 2022). The direct influence between variables can be seen in the table below. The T statistic must be > 1.96 and the P value is smaller than 0.05.

Table 9. R Square

	Sample Mean (M)
OI	0.099
OP	0.140

Source: Data processed (2024)

R-Square is a statistical tool used to measure the degree to which an independent variable influences a dependent variable. The r-square value of 0.50 is average, the value of 0.25 is weak, and the value of 0.75 is good (Nadia, 2020). Therefore, it is clear that organizational performance and organizational performance are in the weak category.

Table 10. Hypothesis Test

Hypothesis	Result
IL -> OI	Accepted
IL -> OP	Accepted
OI -> OP	Accepted
SLS -> OP	Rejected
TL -> OI	Rejected
TL -> OP	Rejected

Source: Data processed (2024)



Table 11. Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
IL -> OI -> OP	0.039	0.041	0.023	1.705	0.089
TL -> OI -> OP	0.011	0.014	0.014	0.826	0.409

Source: Data processed (2024)

The direct influence between variables can be seen in the table below. The T statistic is less than 1.96 and the P value is greater than 0.05 indicating that there is no significant influence of these variables.

Table 12. Hypothesis Test

Hypothesis	Result
IL -> OI	Rejected
IL -> OP	Rejected

Source: Data processed (2024)

Innovative Leadership to Organizational Identification

The results of this research state that innovative leadership has a significant positive influence on organizational identification. This research is the same as research by Fahlevi et al. (2022) which states that innovative leadership has a significant influence on organizational identification.

Innovative Leadership to Organizational Performance

According to the study's findings, innovative leadership significantly improves organizational performance. The findings of this study agree with those of studies conducted by Fahlevi et al. (2022). According to this study, innovative leadership significantly affects how well an organizational performance. This indicates that the research being conducted by researchers is supported by this research.

Organizational Identification to Organizational Performance

The results of this research state that organizational identification has a significant positive influence on organizational performance. This research is in line with research by Kara et al. (2021) which states that organizational identification has a significant influence on performance in bank-type businesses.

Strategic Leadership Style to Organizational Performance

The results of this study state that strategic leadership style does not have a significant positive influence on organizational performance. This research is in line with research by Firmansyah & Winarto (2024) which states that strategic leadership style does not have a significant influence on organizational performance. This is different from research by Asno & Poerwita (2023) which states that leadership has a significant influence on performance.



Transformational Leadership to Organizational Identification

The results of this study state that transformational leadership does not have a significant positive influence on organizational identification. This research is the same as research from Li et al (2023) which states that transformational leadership has a significant influence on organizational identification, but this research was carried out in the education industry.

Transformational Leadership to Organizational Performance

According to the study's findings, organizational performance is not significantly improved by transformational leadership. The research examined by Yusuf et al. (2023) is not the same as this research. According to this study, transformational leadership significantly affects how well public sector organizations operate as an organization.

According to research by Kahfi et al. (2022), transformational leadership has an impact on organizational performance. Nonetheless, the findings of this study are consistent with those of Hambali (2020), who found no discernible impact of transformational leadership on organizational performance. Transformational leadership does not always have a positive impact on an organization's ability to perform. Similarly, studies conducted on the distributor sector do not significantly.

Innovative Leadership to Organizational Performance Mediated By Organizational Identification

The results of this study state that innovative leadership does not have a significant positive influence on organizational performance which is mediated by organizational identification. This research is different from research researched by Fahlevi et al. (2022) which states that innovative leadership has a significant effect on organizational performance which is mediated by organizational identification.

Transformational Leadership to Organizational Performance Mediated By Organizational Identification

The results of this study state that transformational leadership does not have a significant positive influence on organizational performance which is mediated by organizational identification. This research is different from research researched by Rusli et al. (2020) which states that innovative leadership has a significant effect on organizational performance which is mediated by organizational identification.

CONCLUSION

Several preliminary findings may be made from the aforementioned research: innovative leadership significantly affects both organizational performance and organizational identification, but not when organizational identification acts as a mediating factor. Second, organizational performance and identification are not significantly impacted by transformational leadership. The same holds if organizational identity acts as a mediator. It was discovered that organizational identity significantly affects organizational performance and that strategic leadership styles do not significantly affect organizational performance. Thus, it can be said that while leadership style has a significant impact on organizational performance, not all leadership philosophies are appropriate for usage in a given setting.



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