

## **The Effect of Leadership Style and Learning Agility on Job Performance Through Innovative Work Behavior in Employees of PT. New Rate of Blessings**

**Andre Christya Indrawan<sup>1\*</sup>, Tri Kartika Pertiwi<sup>2</sup>, Ika Korika Swasti<sup>3</sup>**

Universitas Pembangunan Nasional “Veteran” Jawa Timur, Indonesia

Email: 23061020015@student.upnjatim.ac.id\*, tri.pertiwi.mnj@upnjatim.ac.id, ikaks.ma@up

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### **Abstract**

The problem in this study is rooted in the performance condition of PT Kadar Baru Berkah employees, who have not reached the optimal target. In recent periods, the company has faced challenges in the form of decreased productivity and inconsistent sales achievements. Some employees show a lack of initiative in finding new solutions, while others seem passive in dealing with changes or job challenges. This study aims to analyze the influence of leadership style and learning agility, through innovative work behavior, on job performance in employees of PT Kadar Baru Berkah. This study involved all 75 employees of PT Kadar Baru Berkah, including staff, senior staff, and supervisors, based on 2024 data. Using census techniques or saturated sampling, the entire population was used as respondents. Data analysis was carried out using the path analysis method through SmartPLS software to trace the relationship between leadership style, learning agility, innovative work behavior, and job performance. This research shows that leadership style and learning agility play an important role in improving job performance. In addition, innovative work behavior is an intermediate factor that strengthens the relationship between leadership style and learning agility with performance improvement in the work environment of PT Kadar Baru Berkah.

**Keywords:** Leadership Style, Learning Agility, Job Performance, and Innovative Work Behavior

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### **INTRODUCTION**

Employee performance remains a critical determinant of organizational success across global industries. According to Gallup's State of the Global Workplace Report (2023), only 23% of employees worldwide are actively engaged in their work, while the remaining 77% demonstrate suboptimal performance levels that directly impact organizational productivity and competitiveness. The International Labour Organization (ILO, 2024) further highlights that declining employee performance has become a pressing concern, particularly in developing economies where organizations struggle to maintain competitive advantages amid rapid market transformations. These global trends underscore the urgency of understanding factors that influence job performance, particularly in emerging sectors such as real estate and property development.

In the context of digitalization, the challenge of maintaining optimal employee performance has intensified. Meta-analytical studies by Parker et al. (2023) reveal that the digital transformation era has fundamentally altered workplace dynamics, requiring employees to possess higher levels of adaptability, continuous learning capabilities, and innovative thinking to remain effective in their roles. Organizations that fail to address these evolving performance demands risk falling behind in increasingly competitive markets.

The use of digital technology, with its indirect effects, has met individual needs and made manual work more demanding yet comfortable (Becker et al., 2022; Parker & Grote, 2020; Wang

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et al., 2020). The growth of digital technology has resulted in fewer face-to-face or offline meetings, learning upgrades, and the implementation of machines as human substitutes in various fields (Nazarudin & Kuswinarno, 2024). The transformation driven by digitalization boils down to unbalanced inequality in the comparison of automation and individual *perna*. Automation in daily work through technologies such as artificial intelligence and machine learning improves efficiency but also reduces the need for native labor in several specialized sectors (Aithal, 2023; Mathew et al., 2023; Moore & Woodcock, 2021; Tschang & Almirall, 2021).

Entering the dimension of the digitalization era with fierce competition between business lines, the success and sustainability of a company is determined not only by the quality of the products or services produced but also by the performance of the human resources (HR) within it (Hartati et al., 2024). Human resources are the main drivers of a company in achieving strategic goals and creating sustainable competitive advantage (Supriadi et al., 2023). Companies with competent, innovative, and highly engaged employees tend to be more adaptive to market changes and superior in creating added value for customers.

One of the main factors determining a company's success is employee job performance (Yen et al., 2025). Job performance refers to the extent to which an individual effectively implements tasks and responsibilities in accordance with standards proclaimed by an organization (Asari et al., 2023). High-performance employees tend to contribute more to company productivity, operational efficiency, and innovation in facing business challenges (Atiqoh et al., 2021).

Several studies have examined factors influencing employee performance from various perspectives. Research on leadership style has consistently shown its significant impact on employee outcomes. Batubara (2020) found that leadership style significantly affects employee performance, particularly when leaders provide support and involve employees in decision-making processes. Similarly, Fitryah et al. (2024) and Haryanto et al. (2024) confirmed a positive relationship between transformational leadership approaches and improved job performance across different organizational contexts.

In the domain of learning capabilities, Salsabila and Megawaty (2023) established that learning agility positively influences employee performance, enabling individuals to adapt more effectively to changing work environments. Dam et al. (2022) further emphasized that learning agility represents a critical competency for navigating complex organizational challenges and maintaining high performance standards. Additionally, research by Novryanto and Effendi (2024) demonstrated that individuals with high learning agility exhibit superior adaptability and generate more innovative solutions in their work.

The mediating role of innovative work behavior has also received scholarly attention. Sofia and Aseanty (2024) found that transformational leadership encourages innovative work behaviors that subsequently enhance employee performance. Sanjaya et al. (2024) corroborated these findings by showing that innovative work behavior serves as an important mediator between various organizational factors and performance outcomes. Yen et al. (2025) provided empirical evidence from Vietnamese companies that innovative behaviors mediate the relationship between individual factors and employee performance.

Despite these contributions, significant research gaps remain. First, most existing studies examine leadership style and learning agility as separate predictors of performance, with limited research exploring their combined effects through innovative work behavior as a mediating mechanism. Second, the property and real estate development sector, operating in highly dynamic and competitive environments, has received insufficient attention in performance-related research. Third, there is a lack of comprehensive models that simultaneously test both direct and indirect

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pathways through which leadership and individual learning capabilities influence performance outcomes. This study addresses these gaps by developing and testing an integrated model that examines the direct and mediated relationships between leadership style, learning agility, innovative work behavior, and job performance within the property development industry context.

Existing conditions illustrate that many companies face challenges in managing human resource performance, as exemplified by PT Kadar Baru Berkah. PT Kadar Baru Berkah is a subsidized and commercial housing property development company established in 2016. Its operational areas include Sorong, Kendari, Waisai, and Malang. As a company engaged in the property sector, PT Kadar Baru Berkah is highly dependent on employee performance in various aspects, including productivity, service quality, and adaptability to changing market dynamics.

Based on initial observations and interviews with PT Kadar Baru Berkah management, several problems related to employee performance were identified. First, there is a decrease in productivity characterized by inconsistent achievement of sales targets in recent periods. Second, some employees show a lack of initiative in finding new solutions when facing problems in the field. Third, some employees appear passive in dealing with work changes or challenges, indicating low adaptability. This condition results in failure to optimally achieve company targets and affects competitiveness in the property industry.

One factor suspected to affect employee performance is leadership style. Leadership plays an important role in shaping employee behavior and performance in organizations (Tummers & Bakker, 2021). Effective leaders provide clear direction, motivate employees, and create work environments that support competency development. Batubara (2020) showed that leadership style significantly influences employee performance, where leaders who provide support and involve employees in decision-making improve motivation and work performance.

Another important factor is learning agility. Learning agility is defined as an individual's ability to learn from experiences and apply that learning in new situations (Dam et al., 2022). In dynamic and change-filled work contexts, employees with high learning agility are more adaptable, develop new skills, and find innovative solutions to problems. Research by Salsabila and Megawaty (2023) found that learning agility positively affects employee performance.

In addition to these factors, this study considers innovative work behavior as a mediating variable. Innovative work behavior includes behaviors aimed at creating, introducing, and implementing new ideas in work (Sofiyana et al., 2022). This includes exploring opportunities, generating ideas, promoting them, and implementing innovations. Employees who exhibit innovative behaviors tend to find new, more efficient and effective ways to complete tasks, ultimately improving performance (Sanjaya et al., 2024).

The urgency of this research is manifested in several critical aspects. First, the Indonesian property development industry faces unprecedented competitive pressures due to economic fluctuations, changing consumer preferences, and regulatory dynamics, making employee performance optimization essential for survival and growth. Second, despite growing literature on leadership and learning capabilities, there is limited understanding of how these factors work together through behavioral mechanisms to influence performance in project-based industries like property development. Third, the practical need for evidence-based management strategies in emerging property markets requires rigorous empirical investigation into performance drivers.

The novelty of this study lies in its integrated theoretical and methodological approach. Unlike previous research examining variables in isolation, this study develops a comprehensive path model testing direct effects of leadership style and learning agility on job performance, as well as indirect effects mediated through innovative work behavior. This dual-pathway

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examination provides a more nuanced understanding of performance mechanisms. Furthermore, applying this integrated model within the Indonesian property development sector is novel, as most prior research focuses on manufacturing or service industries in developed economies. The use of census sampling covering all organizational levels (from staff to supervisors) across multiple divisions and geographic locations strengthens the comprehensiveness and generalizability of findings within this organizational context.

Based on the background provided, the core problems of this study are formulated to investigate whether leadership style and learning agility have a positive and significant influence on job performance among employees of PT Kadar Baru Berkah, both directly and indirectly through the mediating role of innovative work behavior. The study aims to achieve four specific objectives: to examine the direct influence of leadership style on job performance; to investigate the direct effect of learning agility on job performance; to analyze the indirect influence of leadership style on job performance through innovative work behavior mediation; and to determine the indirect effect of learning agility on job performance mediated by innovative work behavior.

The benefits and implications of this research are multifaceted. From a theoretical perspective, the study contributes to the Job Demands-Resources (JD-R) Model by empirically validating how job resources (leadership style) and personal resources (learning agility) interact with motivational processes (innovative work behavior) to produce performance outcomes in a specific industry context. The findings enhance understanding of mechanisms by which leadership and individual capabilities translate into tangible performance improvements.

From a practical standpoint, the research provides actionable insights for management at PT Kadar Baru Berkah and similar property development companies. The empirically validated model can inform leadership development programs, training initiatives focused on enhancing learning agility, and organizational policies that foster innovative work behaviors. Understanding the relative strength of direct versus mediated pathways enables managers to prioritize interventions yielding the greatest performance improvements. For the broader property industry, this research offers evidence-based guidance for addressing performance challenges in highly competitive and dynamic market conditions.

### **METHOD**

This research was classified as quantitative because it focused on measuring predetermined variables and testing hypotheses using numerical data and statistical techniques. The study employed a cross-sectional approach, collecting data at a single point in time without researcher intervention. This approach allowed observation of relationships between the variables under natural workplace conditions (Creswell, 2020).

Based on its purpose, this research was explanatory, aiming to explain causal relationships between variables and test hypotheses (Sihotang, 2023). Specifically, it investigated the influence of independent variables (leadership style and learning agility) on the dependent variable (job performance) through the mediating variable (innovative work behavior).

The population consisted of all employees of PT Kadar Baru Berkah, totaling 75 individuals across staff, senior staff, and supervisory positions according to 2024 company data. The sample comprised the entire population, using a saturated sampling technique suitable for the relatively small population size.

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**Table 1. Research Sample**

Division	Supervisor	Staff	Sum
Human Capital & General Affair	2	3	6
Finance, Accounting, & Tax	3	8	13
Marketing, Sales, & Legal	7	24	33
Technique	5	17	23
<b>Overall Total</b>			<b>75</b>

Source: PT Kadar Baru Berkah (2025)

This study applied path analysis to examine how leadership style and learning agility, mediated by innovative work behavior, affected job performance. The hypotheses tested whether leadership style and learning agility had both direct and indirect influences on job performance at PT Kadar Baru Berkah through innovative work behavior.

Data analysis and hypothesis testing were conducted using SmartPLS software. SmartPLS was selected for its ability to analyze complex structural models with relatively small sample sizes and to handle both reflective and formative indicators. The analysis involved evaluating the measurement model to test instrument validity and reliability, followed by evaluating the structural model to assess relationships between variables.

## RESULTS AND DISCUSSION

### Respondent Description

The respondents in this study were 75 employees of PT Kadar Baru Berkah consisting of various divisions and levels of positions. The majority of respondents aged 22-30 (78.7%), indicating that companies have relatively young and energetic employees. In terms of education, as many as 76% of respondents have an S1/Equivalent educational background, which indicates that employees have adequate intellectual capacity to support optimal performance. By department, the majority of respondents came from the Marketing, Sales, & Legal department (44%), followed by Engineering (30.7%), Finance, Accounting, & Tax (17.3%), and Human Capital & General Affair (8%).

### Validity and Reliability Tests

Validity testing was carried out by examining the loading factor values for each indicator and the Average Variance Extracted (AVE) values for each construct. The measurement model evaluation revealed that all indicators demonstrated loading factor values exceeding the recommended threshold of 0.7, indicating strong convergent validity. Specifically, the loading factors ranged from 0.712 to 0.863 across all indicators, suggesting that the items effectively measure their respective constructs.

Table 2 presents the AVE values for each variable, all of which exceed the minimum threshold of 0.5, further confirming adequate convergent validity. Leadership Style achieved an AVE of 0.549, Learning Agility recorded 0.643, Job Performance showed 0.538, and Innovative Work Behavior demonstrated 0.543. These values indicate that more than half of the variance in the indicators is explained by their respective constructs.

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**Table 2. Construct Validity Test Results**

Variable	AVE
<i>Leadership Style (X1)</i>	0.549
<i>Learning Agility (X2)</i>	0.643
<i>Job Performance (Y)</i>	0.538
<i>Innovative Work Behavior (Z)</i>	0.543

*Source: Data Processing Results (2025)*

Reliability assessment was conducted using both Cronbach's Alpha and Composite Reliability coefficients. The results demonstrated excellent internal consistency across all constructs. Leadership Style exhibited Cronbach's Alpha of 0.847 and Composite Reliability of 0.892. Learning Agility showed Cronbach's Alpha of 0.901 and Composite Reliability of 0.924. Job Performance recorded Cronbach's Alpha of 0.834 and Composite Reliability of 0.879. Finally, Innovative Work Behavior achieved Cronbach's Alpha of 0.852 and Composite Reliability of 0.895. All reliability coefficients substantially exceeded the minimum threshold of 0.7, confirming that the measurement instruments possess high internal consistency and are suitable for hypothesis testing.

## Structural Model Test Results

The structural model test was carried out by looking at the R-Square value which indicates the ability of exogenous variables to explain endogenous variables. The R-Square value for job performance was 0.832 or 83.2%, which indicates that leadership style, learning agility, and innovative work behavior were able to explain the variation in employee performance by 83.2%, while the remaining 16.8% was explained by other variables outside the model. This value is included in the strong category according to Hair et al. (2022).

**Table 3. R-Square Value Results**

Variable	R-Square	R-Square Adjusted
<i>Job Performance (Y)</i>	0.832	0.825
<i>Innovative Work Behavior (Z)</i>	0.717	0.709

*Source: Data Processing Results (2025)*

## Hypothesis Test Results

Hypothesis testing was carried out by looking at the path coefficient values, t-statistics, and p-values. The hypothesis is accepted if the t-statistical value  $> 1.96$  and the p-values  $< 0.05$ . The test is divided into two parts, namely direct influence and indirect influence through mediation variables.

**Table 4. Direct Hypothesis Test Results**

H	Line	Original Sample	Sample Mean	T Statistic	P Values
H1	$LS \rightarrow JP$	0.278	0.284	3.329	0.001
H2	$LA \rightarrow JP$	0.478	0.477	5.316	0.000

*Source: Data Processing Results (2025)*

*Remarks: LS = Leadership Style, LA = Learning Agility, JP = Job Performance*

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**Table 5. Indirect Hypothesis Test Results**

H	Line	Original Sample	Sample Mean	T Statistic	P Values
H3	<i>LS</i> → <i>IWB</i> → <i>JP</i>	0.074	0.075	2.056	0.040
H4	<i>LA</i> → <i>IWB</i> → <i>JP</i>	0.129	0.127	2.591	0.010

*Source: Data Processing Results (2025)*

*Description: LS = Leadership Style, LA = Learning Agility, IWB = Innovative Work Behavior, JP = Job Performance*

## Discussion

### *The Influence of Leadership Style on Job Performance*

The results of this study show that leadership style contributes positively and significantly to the job performance of PT Kadar Baru Berkah employees with a path coefficient of 0.278 (t-statistic = 3.329, p-values = 0.001). This shows that the higher the employee's perception of the leader's leadership style, the higher the performance shown by the employee. These findings indicate that leadership is not just an administrative function but a real resource that influences the way employees work on a daily basis.

The strength of this relationship can be understood through multiple mechanisms operating within the organizational context. When leaders provide clear direction, space for participation, and support, employees experience enhanced role clarity, increased motivation, and greater opportunities to utilize their technical competencies, which collectively manifest in improved proficiency. The survey responses from PT Kadar Baru Berkah employees, as evidenced by high loading factor values on participative leadership indicators, reveal that the leadership approach at the company sufficiently involves employees in various work activities. This participatory engagement reflects leaders who create space for employees to contribute meaningfully to decision-making processes, thereby fostering a sense of ownership and accountability that translates into superior performance outcomes.

The property development industry presents unique challenges that amplify the importance of effective leadership. Project timelines, client demands, regulatory requirements, and market volatility create a complex work environment where employees require consistent guidance and support. In this context, leaders who demonstrate clarity in goal-setting, openness to employee input, and supportiveness during challenging periods enable their teams to navigate complexity more effectively. The relatively strong path coefficient of 0.278 suggests that approximately 27.8% of the variance in job performance can be attributed to leadership style when controlling for other variables in the model.

The results of this study are in line with Batubara's (2020) research which shows that leadership style has a significant effect on employee performance. Furthermore, the research of Fitryah et al. (2024) and Haryanto et al. (2024) also strengthens the findings in this study which explains that leadership style contributes positively and significantly to employee job performance. However, it is noteworthy that the magnitude of the effect observed in this study ( $\beta = 0.278$ ) is somewhat lower than that reported in Haryanto et al. (2024) who found a stronger direct effect ( $\beta = 0.412$ ) in a manufacturing context. This difference may be attributed to industry-specific factors, as the project-based nature of property development may require leadership to work through more complex mediating mechanisms compared to more routinized manufacturing environments.

Theoretically, the findings of this study can be explained through the Job Demands-Resources (JD-R) Model theory by Bakker and Demerouti (2017). According to this theory, leadership is a form of job resources that can increase employee motivation and performance by

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reducing job demands and facilitating the achievement of work goals. Within the JD-R framework, effective leadership functions as a crucial job resource that operates through two pathways: first, by buffering the negative effects of high job demands (such as tight project deadlines, client pressures, and market uncertainties prevalent in property development), and second, by triggering a motivational process that fosters work engagement, proactive behavior, and ultimately superior performance. The leadership style at PT Kadar Baru Berkah, characterized by participative and supportive elements, appears to activate this motivational pathway by providing employees with the psychological resources necessary to meet demanding job requirements while maintaining high performance standards.

### ***The Effect of Learning Agility on Job Performance***

The results showed that learning agility had a positive and significant effect on job performance with a path coefficient of 0.478 ( $t$ -statistics = 5.316,  $p$ -values = 0.000). This coefficient value shows that learning agility has a stronger influence than leadership style in improving employee performance. This indicates that employees with high learning abilities are able to adapt more quickly to change, develop new skills, and find innovative solutions to the problems at hand.

The substantially stronger effect of learning agility compared to leadership style ( $\beta = 0.478$  vs.  $\beta = 0.278$ ) represents a particularly noteworthy finding that merits deeper interpretation. This result suggests that in the dynamic property development environment of PT Kadar Baru Berkah, individual learning capabilities constitute a more powerful driver of performance than external leadership influences. Employees who possess high learning agility demonstrate several interconnected competencies: they actively seek out new knowledge and information relevant to their roles, they effectively process and integrate this new learning with existing knowledge structures, they flexibly adapt their work approaches based on new insights, and they apply learned principles across diverse situations and challenges.

Employees who have high learning agility tend to be more proactive in seeking out new knowledge and applying it at work. They not only rely on past experiences, but are also able to learn from new situations and change their work approach according to the evolving demands. This ability is especially important in a dynamic property industry like PT Kadar Baru Berkah, where employees must be able to respond quickly to market changes and customer needs.

The property development industry's inherent volatility—characterized by fluctuating market conditions, evolving regulatory frameworks, changing consumer preferences, and technological advancements—creates an environment where static knowledge and fixed skill sets quickly become obsolete. In such a context, learning agility emerges as a critical meta-competency that enables employees to continuously update their knowledge base, refine their skills, and recalibrate their work strategies. For example, employees with high learning agility at PT Kadar Baru Berkah can more readily understand and adapt to new government housing policies, master emerging property marketing technologies, interpret shifting consumer preferences across different regional markets (Sorong, Kendari, Waisai, and Malang), and adjust sales strategies in response to competitive pressures.

Furthermore, the strength of the learning agility effect may reflect the composition of PT Kadar Baru Berkah's workforce, which is predominantly young (78.7% aged 22-30) and well-educated (76% hold bachelor's degrees). This demographic profile suggests a workforce with relatively high baseline learning capacity and openness to new experiences, attributes that may amplify the performance benefits of learning agility. Younger employees with recent educational



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experiences may be particularly adept at the continuous learning behaviors that define learning agility, thereby translating these capabilities into measurable performance improvements more readily than employees in older demographic cohorts might.

These findings are in line with research by Salsabila and Megawaty (2023) who found that learning agility has a positive effect on employee performance. Research by Novryanto and Effendi (2024) also shows that individuals with high learning agility have better adaptability and can generate innovative ideas in completing tasks. Comparative analysis reveals that the effect size observed in the current study ( $\beta = 0.478$ ,  $p < 0.001$ ) is notably stronger than that reported by Salsabila and Megawaty (2023) who found a moderate effect ( $\beta = 0.342$ ,  $p < 0.01$ ) in a public sector context. This discrepancy may stem from industry differences, as the private sector property development environment at PT Kadar Baru Berkah likely places higher premiums on adaptability and continuous learning compared to more bureaucratized public sector organizations. Additionally, the comprehensive measurement of learning agility across its multiple dimensions (mental agility, people agility, change agility, and results agility) in the current study may have captured the construct more fully than studies employing more limited operationalizations.

Theoretically, this result can be explained through the JD-R Model theory where learning agility is a personal resource that helps employees manage job demands more effectively and improve their performance. Within the JD-R framework, personal resources such as learning agility represent psychological characteristics and competencies that individuals possess independent of their work environment. These personal resources operate through intrinsic motivational processes: employees with high learning agility experience greater self-efficacy in facing novel challenges, maintain higher levels of work engagement even under demanding conditions, and demonstrate more persistent effort when confronting obstacles. The strong direct effect of learning agility on performance ( $\beta = 0.478$ ) suggests that this personal resource activates a powerful motivational pathway that enables employees to transform challenging job demands into opportunities for growth and achievement rather than sources of stress and performance degradation. This mechanism appears particularly salient in the project-based, client-facing work environment of property development where employees regularly encounter non-routine problems requiring adaptive solutions.

### ***The Influence of Leadership Style on Job Performance through Innovative Work Behavior***

The results showed that innovative work behavior mediated the influence of leadership style on job performance with a path coefficient of 0.074 (t-statistic = 2.056, p-values = 0.040). Although the value of the mediation coefficient is smaller than that of direct influence, these results show that innovative work behavior provides an additional pathway that strengthens the influence of leadership on performance.

The significant yet modest mediation effect ( $\beta = 0.074$ ,  $p < 0.05$ ) reveals important nuances about how leadership influences performance in the organizational context of PT Kadar Baru Berkah. While the direct pathway from leadership style to job performance remains stronger ( $\beta = 0.278$ ), the indirect pathway through innovative work behavior represents a complementary mechanism through which leadership effectiveness translates into performance outcomes. This partial mediation pattern suggests that leadership style operates through dual channels: an immediate, direct influence on performance (likely through motivation, role clarity, and resource provision) and a more developmental, indirect influence through the cultivation of innovative behaviors.

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Effective leadership creates a conducive psychological environment, where employees feel valued, given space to express their opinions, and supported in exploring new ways of working. When leaders show a supportive and participatory attitude, it stimulates employees' confidence to take initiative and generate innovative ideas in completing tasks. These emerging innovative behaviors then contribute to improved performance as employees are able to find more effective and efficient solutions.

The mechanism underlying this mediation can be understood as a sequential process. First, participative and supportive leadership styles create psychological safety—a climate where employees feel comfortable proposing new ideas, experimenting with novel approaches, and taking calculated risks without fear of negative consequences. Second, this psychological safety fosters innovative work behaviors across four key dimensions: opportunity exploration (actively seeking new possibilities), idea generation (creating novel solutions), idea championing (promoting innovations to colleagues and management), and idea implementation (actualizing innovations in work processes). Third, these innovative behaviors yield tangible improvements in work methods, problem-solving approaches, and task execution strategies that manifest as measurable performance enhancements.

In the property development context of PT Kadar Baru Berkah, this mediation pathway has practical manifestations. For example, when leaders encourage employee participation in project planning meetings and genuinely consider employee suggestions, marketing staff may develop innovative client engagement strategies, sales personnel might devise creative financing presentations tailored to different customer segments, and technical staff could propose more efficient construction monitoring approaches. These innovations, born from supportive leadership climates, subsequently improve individual and team performance by increasing efficiency, enhancing service quality, and solving problems more effectively.

However, the relatively modest magnitude of the indirect effect ( $\beta = 0.074$ ) compared to the direct effect ( $\beta = 0.278$ ) suggests that innovative work behavior, while a significant mediator, accounts for only a portion of leadership's influence on performance. This finding implies that approximately 21% of the total leadership effect operates through innovative work behavior  $[(0.074/(0.278+0.074)) \times 100 \approx 21\%]$ , while the remaining 79% reflects direct mechanisms. This pattern indicates that while fostering innovation represents an important leadership function, other leadership functions—such as providing clear direction, offering socio-emotional support, supplying necessary resources, and modeling desired behaviors—may be even more consequential for performance in this organizational context.

These findings are in line with research by Sofia and Aseanty (2024) which shows that transformational leadership encourages innovative work behaviors that ultimately improve employee performance. The research of Sanjaya et al. (2024) also strengthens these findings by explaining that innovative work behavior plays an important role as a mediator in the relationship between leadership and performance. Theoretically, this mediating role can be explained through the motivational pathway in the JD-R Model, where adequate job resources (including good leadership) encourage work engagement and innovative behaviors that then improve performance.

### ***The Effect of Learning Agility on Job Performance through Innovative Work Behavior***

The results showed that innovative work behavior mediated the influence of learning agility on job performance with a path coefficient of 0.129 (t-statistics = 2.591, p-values = 0.010). The value of this mediation coefficient is greater than mediation on the leadership style path, showing

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that learning agility has a stronger influence through innovative behavior in improving performance.

Employees with high learning agility are not only able to learn from experience, but also use that learning to generate new ideas and innovative approaches to getting work done. Critical and flexible thinking skills (mental agility) which is the highest dimension of learning agility encourage the emergence of idea generation which then contributes to increasing proficiency in work.

These findings are in line with research by Yen et al. (2025) which showed that innovative behaviors mediate the relationship between individual factors (including learning agility) and employee performance. The research of Wulandari et al. (2025) also strengthens this finding by explaining that work engagement and innovative work behavior play a role as mechanisms that connect individual abilities with performance. In the context of JD-R Model theory, learning agility as a personal resource reinforces the intrinsic motivation that drives innovative behaviors, ultimately improving performance in a sustainable manner.

### **CONCLUSION**

The study found that both leadership style and learning agility significantly enhance employee performance at PT Kadar Baru Berkah. Effective leadership provides clear guidance, support, and motivation, which directly improves employee effectiveness and consistency. Similarly, employees with high learning agility adapt quickly and develop skills that boost their performance. Innovative work behavior mediates the relationship between these factors and job performance by fostering the exploration and implementation of new ideas, reinforcing performance improvements. However, the direct effects of leadership style and learning agility on performance are stronger than the indirect effects through innovation. Future research could explore additional mediating factors, such as organizational culture or employee engagement, to further understand the mechanisms linking leadership and learning agility to performance outcomes.

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