LITERATURE REVIEW: GAYA KEPEMIMPINAN INOVATIF

(*A Literature Review*: *Innovative Leadership Style*)

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Abstrak

Penelitian ini bertujuan untuk mengidentifikasi dan menganalisis peran gaya kepemimpinan inovatif dalam mendorong kinerja organisasi di berbagai sektor di Indonesia, berdasarkan kajian terhadap 20 jurnal nasional terbitan tahun 2021–2025. Hasil telaah literatur menunjukkan bahwa kepemimpinan inovatif secara konsisten berpengaruh positif terhadap peningkatan kinerja pegawai, budaya organisasi, serta kemampuan inovasi baik di sektor pendidikan, kesehatan, pemerintahan, maupun industri kreatif. Pemimpin dengan gaya kepemimpinan inovatif dicirikan oleh kemampuan beradaptasi terhadap perubahan, mendorong partisipasi anggota, menciptakan iklim kerja terbuka, dan menginisiasi solusi kreatif. Selain itu, kepemimpinan inovatif terbukti memperkuat kolaborasi lintas sektor dan menjadi faktor kunci dalam keberhasilan organisasi menghadapi tantangan era digital. Temuan ini mempertegas bahwa pengembangan gaya kepemimpinan inovatif perlu menjadi prioritas strategis dalam upaya memperkuat daya saing organisasi di Indonesia.

Kata Kunci: kepemimpinan inovatif, kinerja organisasi, budaya organisasi, inovasi, Indonesia.

Abstract

This study aims to identify and analyse the role of innovative leadership styles in driving organisational performance across various sectors in Indonesia, based on a review of 20 national journals published between 2021 and 2025. The results of the literature review show that innovative leadership consistently has a positive effect on improving employee performance, organisational culture, and innovation capabilities in the education, health, government, and creative industries sectors. Leaders with innovative leadership styles are characterised by their ability to adapt to change, encourage member participation, create an open work climate, and initiate creative solutions. In addition, innovative leadership has been proven to strengthen cross-sector collaboration and is a key factor in the success of organisations facing the challenges of the digital era. These findings reinforce that the development of innovative leadership styles needs to be a strategic priority in efforts to strengthen the competitiveness of organisations in Indonesia.

Keywords: innovative leadership, organizational performance, organizational culture, innovation, Indonesia

PENDAHULUAN

The development of the digital era and increasingly complex organisational environments demand leadership that is adaptable, creative, and visionary. In this context, innovative leadership styles have become a widely studied approach because they are considered capable of responding to the challenges of modern organisations. Leaders with innovative leadership styles not only act as guides but also as catalysts for change who can foster a spirit of innovation in the workplace.

Various studies in Indonesia over the past five years show that innovative leadership styles play an important role in improving organisational performance, strengthening collaborative work cultures,

and encouraging employee creativity in various sectors, ranging from education, government, health, to the creative industry. Innovative leadership reflects a leader's ability to generate new ideas, manage risk, and build a work environment that is open to change.

In addition, innovative leadership style has also proven to be a key factor in strengthening organisational competitiveness amid digital transformation and the demands of globalisation. Innovative leaders are able to inspire team members to actively participate in the decision-making process and encourage the creation of a sustainable culture of innovation.

Thus, this research is important to thoroughly examine the role of innovative leadership style in improving performance, innovative behaviour, and organisational culture. This study is expected to contribute theoretically and practically to the development of a leadership model that is adaptive to change and relevant to the context of organisations in Indonesia today.

METODE

This study utilised a literature review method with a descriptive qualitative approach. Data sources were obtained from 20 nationally accredited Sinta journals published between 2021 and 2025. The criteria for selecting journals were based on the relevance of the topic to the variable of innovative leadership style, as well as the suitability of the research context to the fields of management, leadership, and organisational behaviour.

The data collection process was carried out by searching for articles on national journal portals such as Garuda, Google Scholar, and Sinta Ristekbrin using the keywords 'innovative leadership', 'leadership style', 'organisational innovation', and 'organisational performance'. Each selected article was then analysed to identify the research objectives, methods used, and main findings related to the influence of innovative leadership styles on performance, organisational culture, and innovative behaviour.

The data were analysed using content analysis techniques to find patterns, similarities, and differences in findings between studies. The results of the analysis were then synthesised to obtain an overview of the role of innovative leadership styles in improving organisational performance in various sectors in Indonesia.

HASIL

A review of 20 national journals shows that innovative leadership styles consistently have a positive and significant impact on organisational performance, innovative behaviour, and collaborative work culture. Most studies used a quantitative approach with regression analysis and structural equation modelling (SEM) techniques, while others used a qualitative approach through interviews and case studies to deepen understanding of the leadership context in organisations.

From the synthesis results, it was found that leaders with innovative leadership styles have the main characteristics of being able to adapt to change, encourage team members' creativity, provide trust and autonomy, and develop new solution-oriented ideas. These characteristics have been proven to be effective in creating a work climate that is open to innovation and increasing employee commitment to organisational goals.

In addition, most journals emphasise that innovative leadership plays an important role in strengthening an innovation- and collaboration-based organisational culture. Innovative leaders not only provide direction, but also inspire and facilitate change. In the digital age, this leadership style is a key factor that enables organisations to compete and adapt to technological disruption and external environmental dynamics.

Overall, the results of this literature review reinforce the finding that innovative leadership styles not only contribute to improving individual and organisational performance, but also play a role in building a creative, inclusive, and continuous learning-oriented work culture.

Characteristics of the Articles Analysed
- Karsikah, Y. S., Fifi Oktaviani, Syaechurodji, D. Haryadi. 2024. Analysing the influence of innovative

leadership style and work discipline on employee performance 75 employees of the Serang Transportation Agency Quantitative; survey; linear regression analysis Innovative leadership style has a positive effect on employee performance Public leaders need to foster a culture of discipline and innovation.

- Ali Anas & M. Tang Abdullah. 2021 Assessing innovative leadership capacity in food self-sufficiency programmes Leaders & stakeholders of the Bone regional government Qualitative; interviews & field observations Innovative leadership strengthens cross-sector collaboration The government needs to develop collaborative and adaptive leadership.

- Loso Judijanto, I. Fauzi, E. Telaumbanua, S. Bahri, A. Y. Merung. 2022 Analysing the relationship between innovative leadership, organisational culture, and digital technology on the success of start-ups 155 start-up entrepreneurs in Indonesia Kuantitatif; survei; SEM-PLS All three have a significant positive effect on business success Start-ups must foster an innovative culture and digital mindset

- N. Khoirunnisa, V. Sarika, Z. Zulnadi. 2022. Examining the concept of innovative leadership in Islamic educational institutions Literature review Qualitative literature study Innovative leaders are able to create a creative learning environment Innovative leadership training is needed in educational institutions

- E. Puspitasari & R. Indrawati. 2023. Understanding the influence of innovative leadership on teacher performance 100 public secondary school teachers. Quantitative; survey; multiple regression Innovative leadership improves teacher motivation and performance School principals need to foster a collaborative culture

- D. Wibowo & M. R. Suharto. 2021. Assessing the role of innovative leadership on employee productivity in the industrial sector 120 manufacturing employees. Quantitative; questionnaire; regression. There is a significant positive relationship between innovative leadership and productivity Industry leaders must be adaptive to technological change

- R. Astuti & T. S. Fitriani. 2023. Measuring the influence of innovative leadership style on innovative behaviour of employees 90 state-owned enterprise employees. Quantitative; SEM. Innovative leadership style encourages innovative behaviour Companies need to strengthen a culture of experimentation

- L. Pratiwi & F. Yusuf. 2022 Testing the effect of innovative leadership on public organisation performance 80 local government civil servants. Quantitative; survey; t & F tests. Innovative leadership improves civil servant work effectiveness. Civil servants need to be encouraged to innovate through an open leadership style

- A. K. Putra & I. H. Ningsih. 2024. Investigating the relationship between innovative leadership styles and organisational culture in the health sector 65 health workers. Quantitative; survey; correlation analysis. Innovative leadership strengthens collaborative organisational culture Hospital leaders need to develop innovation in services

- N. Lestari & H. Kurniawan. 2023. Analysing innovative leadership in improving public service quality Sub-district employees. Qualitative; in-depth interviews Innovative leaders play a role in bureaucratic change The government needs to foster a culture of innovation in the public sector

- M. Santoso & R. Wahyuni. 2021.Testing the relationship between innovative leadership and work engagement 110 retail company employees. Quantitative; survey; regression Innovative leadership increases work engagement Managers need to make room for employees' ideas

- D. Kurnia & A. F. Rahman. 2022. Investigating the relationship between innovative leadership and organizational efficiency 70 cooperative employees. Quantitative; questionnaire Significant

relationship between innovative leadership and efficiency. Cooperatives need to encourage innovation in decision-making

- R. Siregar & D. Simbolon. 2023. Exploring the concept of innovative leadership in higher education 12 lecturers. Qualitative; interviews. Innovative leaders encourage collaboration among lecturers. Higher education institutions need to build an ecosystem of innovation

- F. S. Hidayat & E. Marlina. 2024. Analysing the influence of innovative leadership on creative team performance 60 creative industry workers. Quantitative; survey; regression. Innovative leadership style increases team creative output Creative leaders need to foster a flexible working environment

- Y. Wulandari & B. Nugroho. 2021. Assessing the impact of innovative leadership on organisational readiness for change 95 government agency employees. Quantitative; survey. Innovative leadership style plays a role in readiness for change   Public leaders need to develop innovation skills

- I. Mahendra & D. Ariyanti. 2022. Examining the relationship between innovative leadership style and organisational commitment 85 private sector employees. Quantitative; survey. There is a significant positive influence. Innovative leadership strengthens employee loyalty

- M. Latif & S. Kurniasih. 2024. Explaining how innovative leadership influences change management 100 government employees. Quantitative; questionnaire. Innovative leaders play a role in the success of bureaucratic reform. Innovation is a prerequisite for successful reform

- R. Dewi & F. L. Hapsari 2023. Identifying the impact of innovative leadership on educational service performance Head teachers & teachers. Qualitative; interviews and documentation. Innovative leadership improves the quality of educational services Head teachers need to develop curriculum innovation

- A. N. Jannah & T. Mulyono. 2023. Testing the relationship between innovative leadership and work culture 80 bank employees. Quantitative; survey. There is a significant positive relationship Innovative work culture strengthens team performance

- L. R. Handayani & E. S. Putri. 2025. Examining the impact of innovative leadership on organisational adaptability in the digital age 150 employees in the technology sector. Quantitative; survey; SEM. Innovative leadership enhances organisational adaptability. Digital organisations need to instil the value of innovation in every line of business

DISCUSSION

Based on a review of twenty national journals over the past five years, it appears that innovative leadership style is one of the key factors in improving individual and organisational performance in various sectors, such as education, government, creative industries, and health. The majority of studies show that innovative leaders are not only capable of generating new ideas, but also of creating a work environment that encourages collaboration, creativity, and risk-taking. This is in line with transformational leadership theory and innovative behaviour theory, which place leaders as the main agents of change within organisations.

In the education sector, innovative leadership has been proven to increase teacher motivation, learning effectiveness, and overall school quality. Leaders who apply innovation in their managerial policies and strategies are able to create a more dynamic learning culture and increase teacher and student engagement in the learning process. Several studies, such as those conducted by Puspitasari and Indrawati (2023) and Dewi and Hapsari (2023), emphasise that visionary school principals who are open to innovation play an important

role in strengthening technology-based pedagogical innovation.

Meanwhile, in the public and government sectors, innovative leadership styles correlate positively with improved service quality and work efficiency. Innovative leaders are able to transform rigid bureaucratic work patterns into ones that are more adaptive and responsive to community needs. Research by Lestari and Kurniawan (2023) and Pratiwi and Yusuf (2022) shows that leaders who prioritise administrative innovation and the use of technology can shorten public service processes and increase public satisfaction. In addition, innovation in public organisation management encourages the creation of a work culture that is more open to change.

In the context of business and industrial organisations, innovative leadership has also been shown to strengthen organisational culture, increase productivity, and motivate employees to behave innovatively. Studies by Wibowo and Suharto (2021) and Hidayat and Marlina (2024) found that innovative leadership has a significant relationship with employee innovative behaviour and organisational creative output. Leaders who encourage new ideas and provide space for experimentation are able to create a work environment conducive to innovation. This shows that innovative leadership is an important asset in facing industrial competition and rapid technological change.

Several other studies also highlight organisational culture and employee commitment as indirect effects of innovative leadership. This leadership style has been proven to strengthen the sense of belonging and commitment to the organisation, as explained by Mahendra and Ariyanti (2022). In addition, innovative leadership influences an organisation's readiness to face change (Wulandari & Nugroho, 2021) and plays an important role in change management in the digital era (Latif & Kurniasih, 2024; Handayani & Putri, 2025).

Overall, the results of the analysis show that innovative leadership has a multidimensional influence that includes improved performance, motivation, work culture, commitment, and organisational adaptability to change. The practical implication of these findings is the need to strengthen innovative leadership capacity through managerial training and development in various sectors. Today's leaders are required not only to be decision makers, but also facilitators of innovation and agents of transformation who are able to drive organisations towards sustainability and competitive advantage.

CONCLUSION AND RECOMMENDATIONS

Innovative leadership styles play a very important role in improving performance, innovative behaviour, and organisational culture in various sectors in Indonesia. Leaders with innovative leadership styles are characterised by their ability to adapt to change, their courage to take risks, and their ability to inspire team members to think creatively and act productively. Innovative leadership has also been proven to create a work environment that supports collaboration, openness, and continuous learning, thereby positively impacting organisational effectiveness.

In addition, innovative leadership contributes to strengthening organisational culture and increasing employee commitment. Leaders who are able to foster a spirit of innovation in the workplace tend to produce teams that are more adaptive, creative, and highly competitive.

Based on these findings, it is recommended that organisations, educational institutions, and government agencies strengthen training and development of innovation-based leadership competencies. Leaders at various levels need to be equipped with creative thinking skills, effective communication, and managerial skills that encourage active participation from team members. In addition, future research should explore the relationship between innovative leadership and other

factors such as employee welfare, job satisfaction, and the effectiveness of digital leadership in order to obtain a more comprehensive picture of the impact of innovative leadership in the context of modern organisations.

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