DIJEFA: Dinasti International Journal of Economics, Finance & Accounting
E-ISSN: 2721-303X
P-ISSN: 2721-3021
https://dinastipub.org/DIJEFA dinasti.info@gmail.com +62 811 7404 455
DOI: https://doi.org/10.38035/dijefa.v6i4.5012
https://creativecommons.org/licenses/by/4.0/
Received: 24 June 2025 | **Revised:** 17 August 2025 | **Accepted:** 28 August 2025

Exploring the Existence of Innovative Work Behavior among Government Employees in Meruya Selatan Sub-District

Paijan[1], Agung Hudaya[2*], Syaifudin[3], Joko Sugiharjo[4]
[1]Universitas Mercubuana, Jakarta, Indonesia, paijan@mercubuana.ac.id
[2]Universitas Mercubuana, Jakarta, Indonesia, agung24@mercubuana.ac.id
[3]Universitas Mercubuana, Jakarta, Indonesia, syaifuddin113@gmail.com
[4]Universitas Mercubuana, Jakarta, Indonesia, raden.jokosugiharjo@gmail.com

[*]Corresponding Author: agung24@mercubuana.ac.id[2]

Abstract: This study aims to analyze the influence of transformational leadership and organizational justice on innovative work behavior, with work engagement as an intervening variable. The background of this research is based on the increasing demand for innovation in organizations, which requires leadership that inspires change and a fair organizational climate that fosters employee engagement and proactive behavior. The approach used is quantitative, with data collected through questionnaires distributed to 40 respondents selected using a saturated sampling technique. Data analysis was conducted using Structural Equation Modeling - Partial Least Square (SEM-PLS) with the SmartPLS 4.0 software.The results of the study indicate that: (1) transformational leadership has a positive and significant effect on work engagement; (2) organizational justice has a positive and significant effect on work engagement; (3) transformational leadership has a positive and significant effect on innovative work behavior; (4) organizational justice has a positive and significant effect on innovative work behavior; (5) work engagement has a positive and significant effect on innovative work behavior; (6) transformational leadership has a positive and significant effect on innovative work behavior through work engagement; (7) organizational justice has a positive and significant effect on innovative work behavior through work engagement. These findings highlight the essential role of transformational leadership and organizational justice in fostering employee engagement, which in turn enhances innovative work behavior within the organization.

Keywords: Leadership, Organizational, Engagement, Innovative.

INTRODUCTION

Civil servants (PNS) are the backbone of government administration, tasked with providing public services in various sectors, such as education, health, and general administration. In Indonesia's civil service system, civil servants have the status of state civil apparatus (ASN) who work based on laws and regulations and have certain rights and obligations. In addition to civil servants, there are also honorary workers who work in

government agencies but with different employment status. Civil servants (PNS) are the backbone of government administration, tasked with providing public services in various sectors, such as education, health, and general administration (Soelton et al., 2019). In Indonesia's civil service system, civil servants have the status of state civil apparatus (ASN) who work based on laws and regulations and have certain rights and obligations. In addition to civil servants, there are also honorary workers who work in government agencies but with different employment status.

Government Regulation (PP) Number 30 of 2019 is one of many laws issued by the government to improve the productivity and professionalism of civil servants. To enhance the productivity and accountability of civil servants, this regulation prioritizes the evaluation system of Innovative Work Behavior. To support this policy, the government also built a national employment monitoring system. This system enables the supervision and evaluation of civil servants' Innovative Work Behavior more objectively and transparently. The presence of clear regulations is expected to improve the quality of public services and ensure that civil servants work professionally in accordance with established standards. In addition, in an effort to reform the bureaucracy in Indonesia, personnel management issues such as competency improvement and unequal distribution of employees have become a primary focus (Tarigan et al., 2023).

Indicators of Innovative Work Behavior among civil servants (PNS) are used to measure efficiency and effectiveness in carrying out their duties and responsibilities. According to the 2019 State Civil Apparatus Innovative Work Behavior Report released by the National Civil Service Agency (BKN), most of the graphs of PNS Innovative Work Behavior showed good results, although some indicators showed moderate or suboptimal results. This indicates that although many civil service institutions exist, every worker must meet the Innovative Work Behavior standards and targets set by the Ministry of Administrative and Bureaucratic Reform (KemenPAN-RB). These standards and targets are set according to their jobs and functions in the organization. The accountability of Innovative Work Behavior in ministries and institutions was considered good and sufficient from 2014 to 2015 (BKN, 2019). However, the results of the evaluation of Innovative Work Behavior management of civil servants conducted in 2018–2019 showed that only 3.3% of institutions implemented Innovative Work Behavior management very well, 35% were considered good, 50% sufficient, and 11.7% poor. The data show that there are still problems in implementing an ideal Innovative Work Behavior system in various government institutions (Yuliantini et al., 2024).

The Indonesian bureaucracy is often criticized for being inefficient, overly long, and inflexible, which often hampers decision-making and public services—major obstacles in enhancing the Innovative Work Behavior of civil servants. In addition, many people still view the Innovative Work Behavior of government employees negatively; they are associated with corruption, indiscipline, and lack of innovation in delivering public services. The Indonesian bureaucracy is often criticized for being inefficient, overly long, and inflexible, which often hampers decision-making and public services—major obstacles in enhancing the Innovative Work Behavior of civil servants. In addition, many people still view the Innovative Work Behavior of government employees negatively; they are associated with corruption, indiscipline, and lack of innovation in delivering public services.

Innovation is a key element in ensuring sustainability and competitiveness of an organization in a dynamic and ever-changing era. Organizations that can quickly adapt to new challenges and opportunities tend to have a better competitive advantage (Alshebami, 2021). The success of innovation in an organization greatly depends on how far employees' innovative behavior can be encouraged and facilitated in the work environment (Fahrulla, 2021). The best approach to building an innovative organization is to create a work culture that encourages organizational justice among employees. When individuals in the organization actively

contribute by generating, developing, and implementing new ideas, they not only improve work efficiency but also create added value for the organization in the long term (Baskoro et al., 2021).

Employees' innovative behavior plays an important role in improving operational procedures, developing Innovative Work Behavior, and refining the services provided to customers or the public (Andani & Wibawa, 2022). Therefore, organizations that wish to grow must support transformational leadership that encourages the exploration of new ideas, collaboration among individuals, and the sustainable implementation of innovation (Hoirunnisak & Izzati, 2022). Furthermore, innovation not only impacts organizational effectiveness but also contributes to the overall growth and development of the organization (Putrandi & Yanuar, 2024). Thus, organizations that want to survive in the global competition era must continue to encourage innovation at all levels—in terms of strategy, processes, and human resources (Kuntadi et al., 2023).

Government employees play a strategic role in driving organizational development and improving the effectiveness of public services. The competence and capabilities of government employees will greatly determine the direction and quality of governance in the future. One of the main factors that can bring positive change to the governmental system is innovative work behavior. This behavior includes the creation, development, and implementation of new ideas aimed at improving work effectiveness at the individual, team, and organizational levels (Purwanto et al., 2020).

Currently, many government employees in the public service sector still face challenges in collaboration and integration across institutions. The potential of innovation has not been fully utilized as a primary force in creating better governance. In fact, innovation in the public sector can accelerate bureaucratic reform, improve service quality, and create more adaptive and responsive work models to the needs of society (Mahardika & Syarifah, 2021).

To achieve more effective governance, synergy among various elements in the public sector is needed. Integrating innovation into the bureaucratic system can result in more efficient, transparent, and citizen-oriented public services (Parashakti et al., 2016). In addition, the implementation of innovative public service models not only impacts governance but can also inspire other sectors in applying principles of efficiency and effectiveness in their operations. Therefore, strengthening the culture of innovation among government employees becomes a crucial step in realizing a more modern and responsive government (Maskuroh et al., 2023).

Innovation is a key factor in increasing the competitiveness and effectiveness of organizations in the modern era (Karyatun et al., 2023). Organizations that can adapt to changes in the business and technological environment tend to have a better competitive advantage compared to static organizations. One of the key elements in creating an innovative organization is employees' innovative work behavior (Innovative Work Behavior/IWB), which includes the generation, development, and application of new ideas in the work context (Reano et al., 2022).

Government employees, as part of the state apparatus, have an important role in delivering effective and efficient public services. However, in many cases, innovation in the government sector still faces various challenges, such as rigid bureaucracy, lack of inter-agency integration, and low support for creative initiatives. This shows that innovation has not yet become part of the work culture in the public sector. Therefore, a deeper understanding of the factors that can encourage innovative work behavior among government employees is needed (Soelton et al., 2023). Previous research has shown that transformational leadership plays a role in influencing employees' innovative work behavior through mediating mechanisms involving individual and organizational factors (Shalahuddin, 2021). Additionally, organizational justice is one of the aspects that can influence how motivated individuals feel to

contribute innovatively. However, research on the relationship between organizational justice and innovative work behavior still yields varying results (Waskito et al., 2023).

Based on this background, this research aims to analyze the factors that influence the innovative work behavior of government employees (Hutagalung et al., 2020). By understanding the factors that drive innovation in the government work environment, this study is expected to provide deeper insights for policymakers in improving the effectiveness and quality of public services through strengthening innovative culture in the public sector (Mahardika & Syarifah, 2021).

Although the importance of innovation in the public sector is increasingly recognized, studies that comprehensively examine the innovative work behavior (IWB) of civil servants in Indonesia are still limited, especially in the context of complex local bureaucracies with structural challenges. Previous research shows that transformational leadership and organizational justice contribute to increasing IWB, but these findings remain partial and have not yet integrated both factors into a single model that reflects the actual condition of Indonesian bureaucracy. In addition, **work engagement**, as a psychological variable that reflects employees' emotional and cognitive involvement in their work, is often overlooked as an important mediator in the relationship between transformational leadership and organizational justice with innovative behavior. In fact, high engagement is believed to strengthen these relationships and serve as a key driver in creating an innovative work culture.

This gap indicates the need for a study that integrates all four variables in a comprehensive model to explain how transformational leadership and organizational justice influence innovative work behavior through the mediating role of work engagement, especially in the context of regional government work environments. Therefore, the results of this study are expected to contribute theoretically to the development of public management knowledge and provide practical input to enhance bureaucratic effectiveness and competitiveness by strengthening employees' innovative behavior.

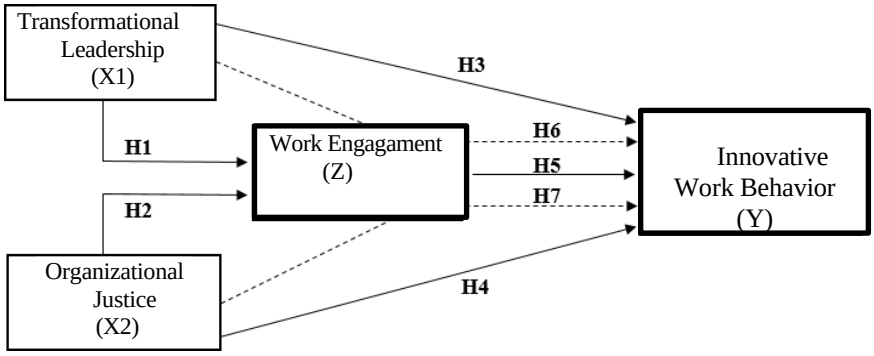
METHODS

This study employs a quantitative approach within the framework of associative research, which aims to explore causal relationships between the observed variables (Sugiyono, 2019). The focus of the analysis lies in examining the influence of Transformational Leadership (X_1) and Organizational Justice (X_2) on Innovative Work Behavior (Y), with Work Engagement (Z) as an intervening variable to assess both direct and indirect effects. Data collection was conducted through the distribution of structured questionnaires to the selected respondents, following a positivist paradigm that emphasizes objectivity and hypothesis testing using statistical procedures (Sugiyono, 2020).

The population in this study includes all government employees working at Meruya Selatan Sub-district Office. The sampling technique used is saturated sampling, in which all members of the population are included in the sample due to the manageable population size. As a result, the research sample consists of 40 respondents.

The data used comprises both primary and secondary data. Primary data was collected by distributing questionnaires to the respondents using a 5-point Likert scale to measure each statement item. Secondary data was obtained from institutional documents and official reports relevant to the research context.

Data analysis was carried out using the Structural Equation Modeling (SEM) method based on Partial Least Squares (PLS), supported by SmartPLS 4.0 software. This method is suitable for testing complex models involving multiple latent variables, particularly with relatively small sample sizes. SEM-PLS integrates factor analysis, structural modeling, and path analysis in a comprehensive statistical framework. The analytical model consists of two key components:



Source: Research Data, 2025

Figure 1. Research Model

The Outer Model, which evaluates the validity and reliability of indicators in representing latent constructs. The Inner Model, which assesses the structural relationships among latent variables in the proposed model. The conceptual framework in this study is developed based on seven hypotheses that investigate both the direct and mediated effects of transformational leadership and organizational justice on innovative work behavior through the mediating role of work engagement.

Referring to the theories and conceptual framework previously discussed, the author formulates the following hypotheses:

H1: Transformational Leadership has a positive and significant effect on Work Engagement.
H2: Organizational Justice has a positive and significant effect on Work Engagement.
H3: Transformational Leadership has a positive and significant effect on Innovative Work Behavior.
H4: Organizational Justice has a positive and significant effect on Innovative Work Behavior.
H5: Work Engagement has a positive and significant effect on Innovative Work Behavior.
H6: Transformational Leadership has a positive and significant effect on Innovative Work Behavior through Work Engagement.
H7: Organizational Justice has a positive and significant effect on Innovative Work Behavior through Work Engagement.

RESULTS AND DISCUSSION

Measurement Model (Outer Model)

The **convergent validity** test in the outer model was conducted to assess the extent to which the indicators of a construct correlate with the latent variable they are intended to measure. This is evaluated using the correlation between individual item scores and the construct scores, calculated through Partial Least Squares (PLS). An indicator is considered to have good convergent validity if it shows a loading factor above 0.70. However, in the context of scale development research, loading values between 0.60 and 0.70 are still deemed acceptable.

This analysis helps determine which items can reliably serve as indicators of the latent constructs in the model. The results are measured based on the **outer loading values** of each indicator. A summary of the convergent validity test results, including the correlation between each indicator and its respective construct, is presented in the following table and structural model diagram.

Tabel 4. Construct Validity

Confirmatory Factor Analyze			
Construct	Loading factor (>0,5)	Construct Reliability (>0,7)	AVE
TL 1	0.965	0.972	0.875
TL 2	0.958		

TL 3	0.919		
TL 4	0.929		
TL 5	0.906	0.958	0.822
OJ1	0.917		
OJ2	0.898		
OJ3	0.909		
OJ4	0.947		
OJ5	0.859		
WE1	0.784	0.963	0.840
WE2	0.952		
WE3	0.960		
WE4	0.904		
WE5	0.969		
IB1	0.939	0.969	0.862
IB2	0.968		
IB3	0.913		
IB4	0.975		
IB5	0.839		

Source: researches 2025

Based on the results presented in the table, all outer loading values exceed 0.50. This indicates that the measurement meets the requirements for convergent validity. Convergent validity refers to the extent to which the reflective indicators correlate with the latent variables they are intended to measure. Loading factors greater than 0.50 suggest that the indicators significantly contribute to the measurement of the respective latent construct.

In this study, there are five constructs, each consisting of between 3 to 10 indicators, measured using a 5-point Likert scale. Referring to the criteria outlined by Sugiyono (2006), a correlation coefficient of 0.30 or higher is considered indicative of a valid item. Therefore, with loading factors above 0.50, it can be concluded that the constructs in this study demonstrate acceptable levels of convergent validity.

The factor loading analysis confirms that the measurement model possesses adequate convergent validity. However, it is important to note that convergent validity represents only one aspect of a comprehensive measurement assessment. To ensure the overall validity and reliability of the measurement model, discriminant validity and composite reliability must also be evaluated.

Discriminant validity was assessed by comparing the square root of the Average Variance Extracted (AVE) for each construct with the correlations among constructs in the model. Discriminant validity is confirmed when the square root of AVE for each construct is higher than its correlation with other constructs.

Composite reliability was used to evaluate the internal consistency of the set of indicators measuring each construct. A composite reliability score above 0.70 indicates that the indicators consistently reflect the same latent variable. In addition, Cronbach's alpha was also used as a measure of internal reliability. A Cronbach's alpha value above 0.60 is considered acceptable, although it is not an absolute standard.

Structural Model (Inner Model)

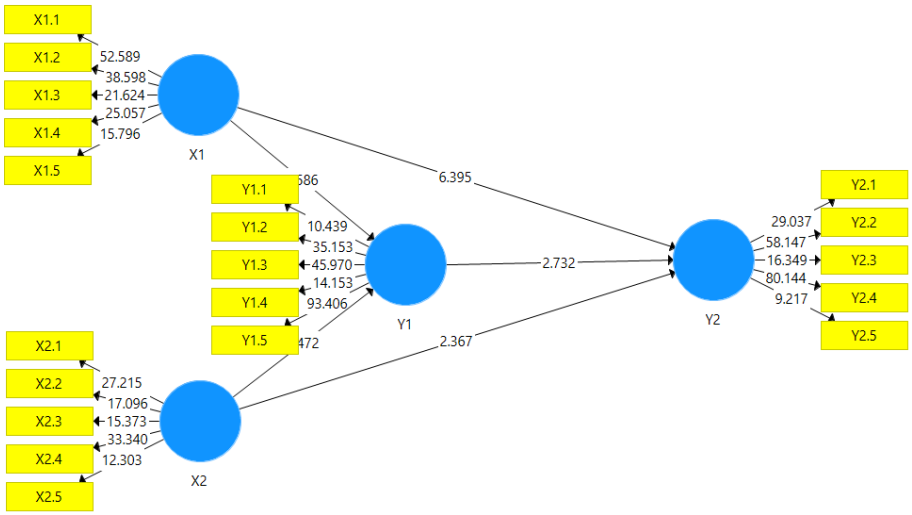
Variable	R Square	R Square Adjusted
Work Engagement	0.946	0.943
Innovative work behavior	0.993	0.992

Source: Research Data, 2025

The R Square value for Work Engagement is 0.946, indicating a strong multiple correlation between Transformational Leadership and Organizational Justice. This suggests that both Transformational Leadership and Organizational Justice contribute significantly to influencing the level of Work Engagement. These variables explain approximately 94.6% of the variance in Work Engagement.

Meanwhile, the R Square value for Innovative Work Behavior is 0.993, indicating a strong multiple correlation involving Transformational Leadership, Organizational Justice, and Work Engagement. This shows that these variables collectively explain approximately 99.3% of the variance in Innovative Work Behavior.

Bootstrapping Analysis



Source: SmartPLS 4.0 Processed Data, 2025

Figure 3. Bootstrapping

Graphic Table 6. Path Coefficients

Variable	*Original Sample (O)*	*T Statistics*	*P Values*	*Significance Level*
Transformational Leadership -> Work Engagement	0.362	2.586	0.010	<0.05
Organizational justice -> Work Engagement	0.625	4.472	0.000	<0.05
Transformational Leadership -> Innovative work behavior	0.549	6.395	0.000	<0.05
Organizational Justice -> Innovative work behavior	0.181	2.367	0.018	<0.05
Work Engagement -> Innovative work behavior	0.282	2.732	0.007	<0.05
Transformational Leadership -> Work Engagement -> -> Innovative work behavior	0.102	2.063	0.040	<0.05
Organizational justice -> Work Engagement -> Innovative work behavior	0.176	2.224	0.027	<0.05

Source: Research Data, 2025

1. The first hypothesis, which states that Transformational Leadership has an effect on Work Engagement, is proven to be true. This is evidenced by the t-statistic value of 2.586, which is greater than the critical t-value of 1.96, and a p-value of 0.000, which is smaller than the significance threshold of 0.05. Therefore, it can be concluded that Transformational Leadership has a significant effect on Work Engagement.
2. The second hypothesis, which states that Organizational Justice has an effect on Work

Engagement, is proven to be true. This is supported by the t-statistic value of 4.472, which is greater than the critical t-value of 1.96, and a p-value of 0.000, which is below the defined significance level of 0.05. Therefore, it can be concluded that Organizational Justice has a significant effect on Work Engagement.

3. The third hypothesis, which states that Transformational Leadership has an effect on Innovative Work Behavior, is proven to be true. This is evident from the t-statistic value of 6.395, which is greater than the critical t-value of 1.96, and a p-value of 0.000, which is lower than the significance threshold of 0.05. Therefore, it can be concluded that Transformational Leadership has a significant effect on Innovative Work Behavior.
4. The fourth hypothesis, which states that Organizational Justice has an effect on Innovative Work Behavior, is proven to be true. This is indicated by the t-statistic value of 2.367, which is greater than the critical t-value of 1.96, and a p-value of 0.018, which is lower than the specified significance level of 0.05. Therefore, it can be concluded that Organizational Justice has a significant effect on Innovative Work Behavior.
5. The fifth hypothesis, which states that Work Engagement has an effect on Innovative Work Behavior, is proven to be true. This is demonstrated by the t-statistic value of 2.732, which is greater than the critical t-value of 1.96, and a p-value of 0.007, which is lower than the predetermined significance threshold of 0.05. Therefore, it can be concluded that Work Engagement has a significant effect on Innovative Work Behavior.
6. The sixth hypothesis, which states that Transformational Leadership influences Innovative Work Behavior through Work Engagement, is proven to be true. This is shown by the t-statistic value of 2.063, which is greater than the critical t-value of 1.96, and a p-value of 0.040, which is below the defined significance threshold of 0.05. Therefore, it can be concluded that Transformational Leadership significantly affects Innovative Work Behavior through Work Engagement.
7. The seventh hypothesis, which states that Organizational Justice influences Innovative Work Behavior through Work Engagement, is proven to be true. This is indicated by the t-statistic value of 2.224, which is greater than the critical t-value of 1.96, and a p-value of 0.027, which is below the defined significance threshold of 0.05. Therefore, it can be concluded that Organizational Justice has a significant effect on Innovative Work Behavior through Work Engagement.

Discussion

The findings of this study provide compelling evidence for the significant roles played by transformational leadership, organizational justice, and work engagement in fostering innovative work behavior among government employees. The acceptance of all seven hypotheses highlights a well-integrated model where leadership style, perceptions of fairness, and psychological engagement collectively shape innovation in the workplace.

Firstly, the significant influence of transformational leadership on work engagement supports previous research asserting that leaders who inspire, support, and intellectually stimulate their followers can enhance employees' emotional and cognitive connection to their jobs (Wahyudi & Pranata, 2023; Hoirunnisak & Izzati, 2022). Transformational leaders build trust and a shared vision, which increases employees' sense of belonging and encourages them to invest more of themselves into their work.

Secondly, the results indicate that organizational justice significantly affects work engagement, reinforcing the view that fairness in outcomes, processes, and interpersonal treatment is essential for sustaining employee motivation and involvement (Soelton et al.,

2019; Karyatun et al., 2023). When employees perceive the workplace as just, they develop stronger emotional bonds and show greater enthusiasm toward organizational goals.

Third, both transformational leadership and organizational justice directly influence innovative work behavior. This confirms that leadership and fairness not only drive employee engagement but also stimulate creativity, risk-taking, and the implementation of new ideas (Pandanningrum & Nugraheni, 2021; Knezović & Drkić, 2021). Leaders who encourage innovation and create a psychologically safe environment enable employees to go beyond routine tasks and explore novel solutions.

Fourth, work engagement itself was found to have a strong positive effect on innovative work behavior, suggesting that employees who are energized, dedicated, and absorbed in their work are more likely to think innovatively and take initiative (Reano et al., 2022; Anser et al., 2020). This finding supports the notion that engagement acts as a motivational mechanism through which internal drive leads to external creative behaviors.

Fifth and most importantly, the study revealed that work engagement significantly mediates the relationships between both transformational leadership and innovative work behavior, as well as organizational justice and innovative work behavior. These mediation effects underscore the critical role of psychological involvement in translating leadership and fairness into tangible innovative actions. The results confirm that transformational leadership and organizational justice, while impactful on their own, exert even greater influence on innovation when channeled through engaged employees (Parashakti et al., 2016; Mubashar et al., 2022).

In summary, the study presents a comprehensive model of innovative behavior that integrates leadership, fairness, and engagement. These findings are particularly relevant in public sector settings, where innovation is often hindered by bureaucratic rigidity. By cultivating fair treatment and transformational leadership styles, government organizations can foster a culture of engagement that encourages employees to innovate and improve public service delivery. This model not only contributes theoretically to public management research but also offers practical implications for leadership development and organizational policy in the public sector.

CONCLUSION

1. Transformational leadership has a significant and positive effect on the work engagement of employees in the government office of Meruya Selatan.
2. Organizational justice has a significant and positive effect on work engagement of employees in the government office of Meruya Selatan.
3. Transformational leadership has a significant and positive effect on innovative work behavior of employees in the government office of Meruya Selatan.
4. Organizational justice has a significant and positive effect on innovative work behavior of employees in the government office of Meruya Selatan.
5. Work engagement has a significant and positive effect on innovative work behavior of employees in the government office of Meruya Selatan.
6. Transformational leadership has a significant and positive effect on innovative work behavior through work engagement.
7. Organizational justice has a significant and positive effect on innovative work behavior through work engagement.
8. Based on the findings, it is essential for government organizations to adopt a transformational leadership style that inspires, motivates, and intellectually stimulates employees, as this has been shown to enhance both engagement and innovation. Similarly, ensuring fairness in decision-making processes, resource distribution, and interpersonal treatment is critical for fostering a sense of justice among employees,

which in turn improves engagement and promotes innovative behavior.

The significant role of work engagement as a mediating variable highlights the importance of creating a psychologically supportive work environment. When employees feel energized, dedicated, and absorbed in their tasks, they are more likely to take initiative and contribute creative ideas that benefit the organization.

It is recommended that public institutions implement leadership development programs and policies promoting organizational justice to strengthen employee engagement and drive innovation. Future research can expand upon this study by incorporating broader organizational contexts or exploring other mediating factors to deepen the understanding of what drives innovation in the public sector.

REFERENCES

Akram T, Lei S, Haider MJ, Hussain ST. The impact of organizational justice on employee innovative work behavior: Mediating role of knowledge sharing. J Innov Knowl. 2020;

Alangkajeng, M. F. A. N., Asmony, T., & Saufi, A. (2023). Pengaruh kepemimpinan transformasional, self efficacy, dan work engagement terhadap perilaku kerja inovatif yang dimoderasi oleh lingkungan kerja pada pegawai. *JMM UNRAM – Master of Management Journal.*

Alshebami AS. The Influence of Psychological Capital on Employees' Innovative Behavior: Mediating Role of Employees' Innovative Intention and Employees' Job Satisfaction. SAGE Open. 2021;

Andani, N. W. R., & Wibawa, I. M. A. (2022). Pengaruh kepemimpinan inklusif terhadap perilaku inovatif karyawan dimediasi oleh perceived organizational support. *E-Jurnal Manajemen Universitas Udayana.*

Anser MK, Yousaf Z, Khan A, Usman M. Towards innovative work behavior through knowledge management infrastructure capabilities: Mediating role of functional flexibility and knowledge sharing. Eur J Innov Manag. 2020;

Arisman, Sopiah. Pengaruh Kepemimpinan Tranformasional dan Perilaku Inovatif Terhadap Kinerja Pegawai. J Multidisiplin Madani. 2022;

Ariyani N, Hidayati S. Influence of Transformational Leadership and Work Engagement On Innovative Behavior. ETIKONOMI. 2018;

Asmara Putri SW, Tirtoprojo S. The Effect of Organizational Justice and Organizational Commitment on Innovative Work Behavior: Mediating Role of Knowledge Sharing. Int J Med Sci Heal Res. 2023;

Baskoro, B. D., Suherman, S., Jayadi, J., & Sudarmadji, S. (2021). Pengaruh keadilan organisasi terhadap perilaku inovatif pekerja konstruksi: Peran mediasi berbagi pengetahuan. *Makalah Jurnal Manajemen.*

Bris, A., Wang, T. Y. H., Zatzick, C. D., Miller, D. J. P., Fern, M. J., Cardinal, L. B., et al. (2021). Knights, raiders, and targets – The impact of the hostile takeover. *Journal of Banking & Finance.*

Drigas A, Dede DE, Dedes S. Mobile and other applications for mental imagery to improve learning disabilities and mental health. Int J Comput. 2020;

Fahrulla MH. Pengaruh Gaya Kepemimpinan Transformasional Motivasi Kerja Lingkungan Kerja Terhadap Kinerja Inovasi Karyawan (Studi Pada PT. PLN Persero ULP Kepulauan Kangean Kab.Sumenep). JIMF (Jurnal Ilm Manaj Forkamma). 2021;

Henseler J, Ringle CM, Sarstedt M. A new criterion for assessing discriminant validity in variance-based structural equation modeling. J Acad Mark Sci. 2015;43(1):115–35.

Hoirunnisak, Izzati UA. Hubungan antara Gaya Kepemimpinan Transformasional dengan Perilaku Inovatif pada Karyawan. Character J Penelit Psikol Karyawan. 2022;

Hutagalung I, Soelton M, Octaviani A. The role of work life balance for organizational commitment. Manag Sci Lett. 2020;

Jia K, Zhu T, Zhang W, Rasool SF, Asghar A, Chin T. The Linkage between Ethical

Leadership, Well-Being, Work Engagement, and Innovative Work Behavior: The Empirical Evidence from the Higher Education Sector of China. Int J Environ Res Public Health. 2022;

Karyatun, S., Yuliantini, T., Saratian, E., Paijan, P., Soelton, M., & Riadi, E. (2023). Towards the best model good corporate governance and knowledge management to improve performance through job satisfaction. *Jurnal Riset Bisnis dan Manajemen.*

Knezović E, Drkić A. Innovative work behavior in SMEs: the role of transformational leadership. Empl Relations. 2021;

Kuntadi C, Widyanty W, Nurhidajat R, Cahyandito MF, Sariadi P, Fahlevi M. Driving performance at the National Transportation Safety Committee: The mediating role of engagement and motivation in transformational leadership. Cogent Bus Manag. 2023;

Kurniawan, D. T., Kusnayain, Y. I., Aulisaina, F. I., & Hakim, M. A. R. (2021). Exploring the existence of innovative work behavior among government employees: Have been there? *Jurnal Indonesia Ekonomi dan Bisnis.*

Lin Q, Beh LS, Kamil NLM. Perceived organizational justice and support facilitate employee innovation: A moderated mediation model of work engagement and empowerment. Soc Behav Pers. 2024;

Liu X, Huang Y, Kim J, Na S. How Ethical Leadership Cultivates Innovative Work Behaviors in Employees? Psychological Safety, Work Engagement and Openness to Experience. Sustain. 2023;

Mahardika PS, Syarifah D. Pengaruh Kepemimpinan Transformasional dan Iklim Organisasi terhadap Perilaku Kerja Inovatif Karyawan Industri Perhotelan. Bul Ris Psikol dan Kesehat Ment. 2021;

Maskuroh N, Widyanty W, Nurhidajat R, Wardhana IW, Fahlevi M. Green human resource management and green supply Chain Management on Sustainable performance of nickel mining companies in Indonesia. Uncertain Supply Chain Manag. 2023;

Mubarak N, Khan J, Yasmin R, Osmadi A. The impact of a proactive personality on innovative work behavior: the role of work engagement and transformational leadership. Leadersh Organ Dev J. 2021;

Mubashar T, Musharraf S, Khan S, Butt TA. Impact of organizational justice on employee engagement: The mediating role of organizational trust. Cogent Psychol. 2022;

Ones Charli C, Ariyanto Masnum, Rahmadani Hidayat, Menhard Menhard, Budi Hartoyo. Interpretation Innovative Work Behavior and Transformational Leadership: Analysis Work Engagement and Work Environment on Dinas Pariwisata Kota Padang. J Account Financ Manag. 2023;

Pandanningrum GV, Nugraheni R. Pengaruh Knowledge Sharing Terhadap Perilaku Kerja Inovatif dengan Kepemimpinan Transformasional sebagai Variable Moderasi. Diponegoro J Manag. 2021;

Parashakti RD, Rizki M, Saragih L. Pengaruh Kepemimpinan Transformasional Dan Budaya Organisasi Terhadap Perilaku Inovatif Karyawan (Studi Kasus di PT. Bank Danamon Indonesia). J Manaj Teor dan Ter J Theory Appl Manag. 2016;

Park Y, Song JH, Lim DH. Organizational justice and work engagement: the mediating effect of self-leadership. Leadersh Organ Dev J. 2016;

Pinela N, Guevara R, Armijos M. Entrepreneurial Leadership, Work Engagement, and Innovative Work Behavior: The Moderating Role of Gender. Int J Econ Bus Adm. 2022;

Pujianto WE, Musyaffaah L, Supriyadi. Organizational Justice to Employee Innovative Work Behavior: Mediation Effect of Learning Capacity and Moderation Effect of Blue Ocean Leadership. GREENOMIKA. 2023;

Purwanto A, Asbari M, Prameswari M, Ramdan M, Setiawan S. Dampak Kepemimpinan, Budaya Organisasi dan Perilaku Kerja Inovatif Terhadap Kinerja Pegawai Puskesmas. J Ilmu Kesehat Masy. 2020;

Putrandi RM, Yanuar Y. Pengaruh Praktik Pengembangan Karyawan terhadap Modal Manusia & Inovasi. J Manajerial Dan Kewirausahaan. 2024;

Putri KA, Sentoso A. Pengaruh Kepemimpinan Transformasional, Transaksional,dan Authentic Terhadap Perilaku Inovatif Dengan Budaya Organisasi Sebagai Variabel Mediasi Pada Karyawan Bank BPR Di Kota Batam. eCo-Buss. 2022;

Rais, S. (2023). Penguatan kepemimpinan transformasional dan keterlibatan kerja untuk peningkatan kreativitas guru. *Jurnal Madinasika: Manajemen Pendidikan dan Keguruan.*

Raisa NF, Rojuaniah R. Transformational Leadership and Organizational Justice Effect on Organizational Citizenship Behavior Through Organizational Commitment of Employees in the Industry XYZ. J Bus Econ Res. 2023;

Reano, Praningrum, Kananlua PS. Pengaruh Keterlibatan Kerja Dan Dukungan Organisasi Terhadap Perilaku Kerja Inovatif Dengan Kepuasan Kerja Sebagai Variabel Mediasi Pada Pegawai Pemerintah Daerah Di Provinsi Bengkulu. Manag Rev. 2022;

Santoso D, Nugraheni D. Peran Iklim Organisasi, Kepemimpinan Transformational, Knowledge sharing dan Employee Engagement Bagi Peningkatan Perilaku Kerja Inovatif. J Ris Ekon dan Bisnis. 2022;

Sari FK, Palupiningdyah P. The Effect of Mediation Work Engagement to Procedural Justice and Organizational Learning on the Innovative Behavior. Manag Anal J. 2020;

Shalahuddin A. Pengaruh Gaya Kepemimpinan Transformasional dan Work Life Balance Terhadap Organizational Citizenship Behavior Pegawai Kantor Pertanahan Kabupaten Kubu Raya. Equator J Manag Entrep. 2021;

Shmueli G, Sarstedt M, Hair JF, Cheah JH, Ting H, Vaithilingam S, et al. Predictive model assessment in PLS-SEM: guidelines for using PLSpredict. Eur J Mark. 2019;53(11):2322–47.

Sisdiyanto S. Analisis Penguatan Kepemimpinan Transformasional dan Reward Dalam Meningkatkan Kepuasan Kerja Pegawai ASN. Syntax Lit ; J Ilm Indones. 2023;

Soelton M, Paijan P, Sugiharjo RJ, Rahmat A, Parwoto P, Supriyatno S, et al. Exploring Factors that Influence Organizational Citizenship Behavior in the Advertising Industry. WSEAS Trans Bus Econ. 2023;

Soelton M, Saratian ETP, Arief H, Syah TYR, Yunita R. Kepemimpinan Transformasional sebagai Stimuli Penting Kinerja Karyawan pada Pegawai Sekretaris Jenderal MPR Republik Indonesia. INOBIS J Inov Bisnis dan Manaj Indones. 2019;

Stanescu DF, Zbuchea A, Pinzaru F. Transformational leadership and innovative work behaviour: the mediating role of psychological empowerment. Kybernetes. 2021;

Sudibjo N, Prameswari RK. The effects of knowledge sharing and person–organization fit on the relationship between transformational leadership on innovative work behavior. Heliyon. 2021;

Sugiyono. (2014). *Metode penelitian pendidikan: Pendekatan kuantitatif, kualitatif dan R&D.* Bandung: Alfabeta.

Tarigan BA, Rahmani S, Hidayat R, Sultan T, Vanchapo AR, Setiono A. Pengaruh Gaya Kepemimpinan Transformasional dan Iklim Organisasi Terhadap Kinerja Karyawan PT Mandiri Sejahtera. J Pendidik Tambusai. 2023;

Wahyudi DAN, Pranata GD. Pengaruh Iklim Oganisasi dan Kepemimpinan Transformational terhadap Work Engagement dengan Motivasi Kerja sebagai Variabel Intervening Studi pada Sekertaiat Daerah Kabupaten Magetan. J Econ Assets, Eval. 2023;

Waskito J, Kussudyarsana, Imronudin, Linansya W. The Impact of Organizational Justice on the Organizational Citizenship Behavior of Contract Workers in Indonesia: The Role of Exchange Quality and Multifocal Trust. Gadjah Mada Int J Bus. 2023;

Yuliantini T, Ramli M, Kuswibowo C, Malihah FD, Ali AJ. How Transformational Leadership and Job Satisfaction Can Effect on Organizational Commitment and Increase

Organizational Citizenship Behavior. Mix J Ilm Manaj. 2024;
Yusufa J, Ferrosnita K, Pribadi Kornarius Y, Caroline A, Gunawan A. Pengaruh Gaya Kepemimpinan Transformasional Terhadap Innovative Work Behaviour Karyawan di Salah Satu Rumah Sakit di Kota Cilegon. J Econ Bus UBS. 2023;