THE ROLE OF TRANSFORMATIONAL LEADERSHIP, ORGANIZATIONAL IDENTIFICATION, EMPLOYEE VOICE, PSYCHOLOGICAL CAPITAL, AND INNOVATION CLIMATE IN SHAPING INNOVATIVE WORK BEHAVIOR IN PUBLIC SECTOR EMPLOYEES

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Abstract

In the face of rapid global changes and increasing social complexity, public sector organizations are required to continuously innovate to enhance service quality. This study aims to explore the influence of transformational leadership on innovative work behavior in the public sector, considering the mediating roles of organizational identification, employee voice, and psychological capital, as well as the moderating role of innovation climate. Data were collected through an online questionnaire completed by 319 civil servants at the Secretariat General of a ministry responsible for managing state finances. Following data screening and cleansing, 313 valid responses were analyzed using the Partial Least Squares Structural Equation Modeling (PLS-SEM) method with the SmartPLS 4.0 application. The results indicate that transformational leadership does not have a significant direct effect on innovative work behavior. However, a significant positive influence is observed through the mediation of employee voice and psychological capital. Furthermore, the influence of transformational leadership on innovative work behavior becomes stronger when employees work in a high innovation climate. This study provides theoretical and empirical insights into human resource management, particularly in understanding the determinants of innovative work behavior to support the development of innovative and high-quality public services.

Keywords: Transformational Leadership, Organizational Identification, Employee Voice, Psychological Capital, Innovation Climate, Innovative Work Behavior

INTRODUCTION

Public sector organizations face various challenges such as limited resources, fiscal crises, demographic changes, and increasing public expectations, requiring continuous innovation to enhance service quality (Amalou, 2024). Innovation is a key driver for improving efficiency, performance, as well as employee motivation and satisfaction (Bak et al., 2022; Shim et al., 2023). However, public sector innovation often faces criticism for its top-down approach and bureaucratic environment that hinders employee creativity (Baafi et al., 2021). Public Service Index (PSI) data indicates that the quality of Indonesia's public services ranks 96th out of 177 countries, lagging far behind ASEAN countries such as Singapore, Brunei Darussalam, and Malaysia, underscoring the urgency for improvement (The Global Economy, 2023). Indonesia's public services face significant challenges, as highlighted by the Ombudsman's report revealing 6.64% of services remain substandard, including a steep drop in the ranking of the National Financial Management Authority from 1st in 2022 to 13th in 2023 (Ombudsman, 2023). Findings from the 2023 Organizational Health Survey and Service User Satisfaction Survey emphasize the need for innovation and organizational stability within the Central Administrative Office, which plays a vital role in advancing the National Financial Management Authority's transformation agenda.

Research shows that transformational leadership plays a significant role in driving innovative work behavior among public sector employees (Park & Jo, 2018). Transformational leadership motivates employees to prioritize organizational interests over personal ones and to tackle challenges with creative approaches (Kim & Park, 2020). However, the direct relationship between transformational leadership and innovative behavior remains inconsistent. Recent studies emphasize the importance of mediation mechanisms such as psychological capital, organizational identification, and employee voice to strengthen this relationship (Bak et al., 2022; Lin, 2023). Psychological capital represents psychological capacities such as self-efficacy, hope, optimism, and resilience, which can enhance innovation. Additionally, organizational identification and employee voice serve as crucial mediators, with transformational leadership fostering employees' sense of belonging to the organization and encouraging them to express creative ideas without fear. Furthermore,

innovation climate moderates this relationship by creating a work environment that supports creativity and flexibility (Afsar & Umrani, 2020a).

This study aims to explore the influence of transformational leadership on innovative work behavior in the public sector using a mediation model involving psychological capital, organizational identification, and employee voice, as well as a moderation model of innovation climate. The study also seeks to address research gaps regarding the factors driving innovative behavior in public sector organizations.

REVIEW OF LITERATURE

Social Exchange Theory

Social Exchange Theory (SET) by Blau (1964) explains organizational interactions as reciprocal exchanges aimed at maximizing benefits and minimizing costs (Cropanzano & Mitchell, 2005). Transformational leadership enhances these exchanges by offering recognition and support, fostering motivation and commitment (Mittal & Dhar, 2015). When employees perceive rewards as proportional to their contributions, innovative behavior and organizational reciprocity are strengthened (Gumusluoglu & Ilsev, 2009).

Transformational Leadership and Innovative Work Behavior

Transformational leadership is a proactive leadership style that enhances employees' awareness of shared goals and drives exceptional performance beyond transactional relationships (Bass & Bass Bernard, 1985). Through four dimensions—idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration—transformational leaders inspire creativity and innovation, enabling individuals to exceed basic tasks and solve complex problems (Saif et al., 2024). Studies by Saif et al. (2024), Lin (2023), and Bak et al., (2022) confirm a positive and significant relationship between transformational leadership and innovative work behavior, highlighting its ability to create environments that foster creativity and innovation.

The Mediating Role of Organizational Identification

Organizational identification refers to an individual’s sense of attachment and unity with their organization, where they feel a part of it (Mael & Ashforth, 1992). Epitropaki & Martin (2005), Hu et al. (2015), and Lin (2023) demonstrate a significant positive

relationship between transformational leadership and organizational identification. Employees with high identification are more likely to generate and implement innovative ideas, as shown by Zhang & Wang (2022) and Lin (2023). Moreover, Lin (2023) confirms that organizational identification mediates the relationship between transformational leadership and innovative work behavior, as transformational leaders inspire attachment and alignment, driving innovation for organizational success.

The Mediating Role of Employee Voice

Employee voice, defined as the expression of ideas, concerns, and suggestions aimed at improving the workplace and organizational operations (Islam et al., 2019), reflects employees' active contribution and focus on constructive solutions rather than mere criticism (LePine & Van Dyne, 1998). Transformational leadership fosters employee voice by building trust, practicing active listening, and creating an open environment where employees feel supported and confident in sharing their ideas (Svendsen & Joensson, 2016; Wang et al., 2019). This leadership approach not only motivates employees to contribute but also accelerates the development and implementation of innovative ideas, as constructive voice strongly correlates with innovative work behavior (Botha & Steyn, 2022a; Miao et al., 2020). Lin (2023) confirms that employee voice mediates the relationship between transformational leadership and innovative work behavior, transforming leadership influence into impactful, idea-driven employee initiatives that drive organizational progress.

The Mediating Role of Psychological Capital

Psychological capital, defined by Luthans & Youssef (2004) as a positive psychological state comprising hope, self-efficacy, resilience, and optimism, is crucial for fostering creativity, performance, and innovation. Studies by Lei et al. (2020) and Bak et al. (2022) confirm that psychological capital mediates the relationship between transformational leadership and innovative work behavior, enabling employees to approach challenges with confidence and creativity. Karimi et al. (2023) specifically emphasize the mediating role of self-efficacy and optimism in linking transformational leadership with innovative work behavior, underscoring psychological capital as a critical pathway for driving innovation in the public sector.

The Moderating Role of Innovation Climate

Innovation climate refers to employees' perceptions of workplace policies, procedures, and behaviors that support the creation and implementation of new ideas (Scott & Bruce, 1994; Van Der Vegt & Bunderson, 2005). Afsar & Umrani (2020b) found that supportive environments amplify transformational leadership's impact on innovative work behavior by encouraging creativity and risk-taking. Although Lin (2023) did not observe a moderating effect in the hospitality sector, studies like Chen & Hou (2016) demonstrate that innovation climate enhances employee confidence in voicing and implementing ideas, reinforcing the influence of transformational leadership in promoting innovation.

RESEARCH METHOD

This study employs a quantitative confirmatory approach to examine previous research models in the context of public sector organizations in Indonesia, specifically among civil servants at the Secretariat General of the Ministry of Finance. Classified as a formal study based on Cooper & Schindler (2013), it aims to test existing hypotheses using a cross-sectional method to analyze variable relationships at a single point in time. The study population comprises 2,970 employees across 17 Echelon II work units, with samples selected through purposive sampling focusing on employees with over two years of service in roles such as staff, Echelon IV/sub-coordinator, and Echelon III/coordinator. Based on Hair et al. (2019), a minimum sample size of 235 respondents is required for the 47 indicators used. Measurement items were adapted from validated previous studies to assess Transformational Leadership, Organizational Identification, Employee Voice, Psychological Capital, Innovation Climate, and Innovative Work Behavior, using a 7-point Likert scale.

Hypotheses were tested using Structural Equation Modeling (SEM) with the Partial Least Squares (PLS-SEM) method through the SmartPLS 4 software. PLS-SEM was chosen due to the novelty of the research model, non-normally distributed data, and model complexity (Hair et al., 2014). This technique enables the estimation of causal relationships within theoretically grounded models based on empirical data (Hair et al., 2019). The analysis includes regression, factor analysis, and other statistical tests to validate data alignment with the research hypotheses, ensuring accurate and reliable results.

RESULTS AND DISCUSSION

Respondent Characteristics

This study analyzed data from 313 valid responses after excluding six due to missing values and outliers. Respondents were predominantly male (60.06%) and aged between 30 and 40 years (51.12%). Most held a bachelor's degree (62.30%) and worked as staff (88.50%), with the remainder in supervisory or administrative roles. Work experience ranged from 2 to over 15 years, with the largest group having 6 to less than 10 years (42.49%). The respondent distribution aligns well with the population, supporting the robustness of the analysis.

Table 1.
Respondent Identity

Profile	Category	Frequency	Percentage
Gender	Male	188	60,06%
	Female	125	39,94%
Age	< 30 tahun	105	33,55%
	30 - < 40 tahun	159	51,12%
	> 40 tahun	48	15,34%
Education	High School	7	2,24%
	Diploma	60	19,17%
	Bachelor's Degree	195	62,30%
	Master's Degree	51	16,29%
Positions	Staff	277	88,50%
	Echelon IV/ Sub-Coordinator	32	10,22%
	Echelon III/ Coordinator	4	1,28%
Length of work	2 - < 5 tahun	43	13,74%
	6 - < 10 tahun	133	42,49%
	11 - < 15 tahun	84	26,84%
	> 15 tahun	53	16,93%

Source: Primary data processed in 2024

Variables Descriptive

The descriptive analysis highlights varied perceptions across the studied variables. Transformational leadership scored an average of 6.03, with the highest ratings for trust-building behaviors (TFL2, TFL4) and the lowest for vision communication (TFL1, TFL8). Organizational identification averaged 5.88, showing strong pride in the organization (OI3)

but weaker perceptions of recognition (OI4). Employee voice averaged 5.96, with openness to sharing ideas (EV6) rated highest and problem-solving involvement (EV5) rated lowest. Psychological capital scored 5.79, with strengths in optimism (OPT1) and resilience (RES1) but weaker confidence in team representation (SE2). Innovation climate averaged 6.04, excelling in respect for diverse opinions (IC4) but showing less support for new initiatives (IC3). Finally, Innovative work behavior averaged 5.52, with strengths in exploring new methods (IWB3) and challenges in securing resources for innovation (IWB5). These findings provide a clear overview of strengths and areas for improvement within the surveyed population.

Result

The measurement model evaluation confirmed the constructs' reliability and validity, with all outer loadings exceeding 0.70 and AVE values above 0.50, indicating strong convergent validity. Composite reliability values were all above 0.70, while discriminant validity was supported by the Fornell-Larcker Criterion, cross-loading analysis, and HTMT ratios below 0.90. In the structural model, R^2 values showed that transformational leadership and mediators explained 60.6% of the variance in innovative work behavior, indicating a moderate effect size. Psychological capital had the strongest impact on innovative work behavior ($F^2 = 0.445$), while collinearity tests (VIF < 5) confirmed no multicollinearity issues. Predictive relevance ($Q^2 = 0.479$) for IWB was moderate, and the manual calculation of Goodness-of-Fit (GOF) demonstrated a high model fit, validating the model's robustness for further analysis.

Table 2.
Convergent Validity and Reliability Measurements

Variable	Indicators/ Dimensions	Outer Loading	Cronbach's Alpha	Composite Reliability	AVE
Transformational Leadership (TFL)	TFL1	0.852	0.954	0.961	0.732
	TFL2	0.821			
	TFL3	0.842			
	TFL4	0.846			
	TFL5	0.859			
	TFL6	0.856			
	TFL7	0.893			

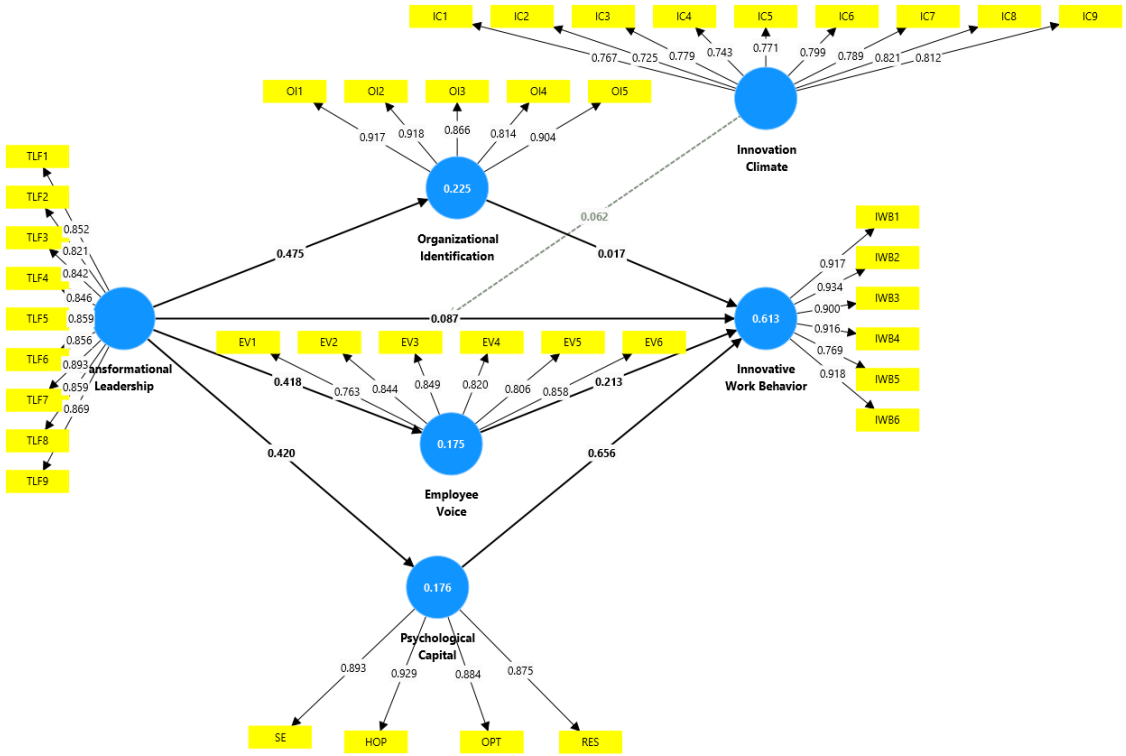
Variable	Indicators/ Dimensions	Outer Loading	Cronbach's Alpha	Composite Reliability	AVE
	TFL8	0.859			
	TFL9	0.869			
Organizational Identification (OI)	OI1	0.917	0.930	0.947	0.783
	OI2	0.918			
	OI3	0.866			
	OI4	0.814			
	OI5	0.904			
Employee Voice (EV)	EV1	0.763	0.905	0.927	0.679
	EV2	0.844			
	EV3	0.849			
	EV4	0.820			
	EV5	0.806			
	EV6	0.858			
Psychological Capital (PC)	SE	0.893	0.918	0.942	0.802
	HOP	0.929			
	OPT	0.884			
	RES	0.875			
Innovation Climate (IC)	IC1	0.767	0.919	0.933	0.607
	IC2	0.725			
	IC3	0.779			
	IC4	0.743			
	IC5	0.771			
	IC6	0.799			
	IC7	0.789			
	IC8	0.821			
	IC9	0.812			
Innovative Work Behavior (IWB)	IWB1	0.917	0.949	0.960	0.799
	IWB2	0.934			
	IWB3	0.900			
	IWB4	0.916			
	IWB5	0.769			
	IWB6	0.918			

Source: Primary data processed in 2024

Table 3.
Discriminant Validity Measurement

Fornell-Larcker Criterion						
	EV	IC	IWB	OI	PC	TFL
EV	0.824					
IC	0.600	0.779				
IWB	0.644	0.438	0.894			
OI	0.514	0.601	0.438	0.885		
PC	0.723	0.616	0.763	0.573	0.895	
TFL	0.418	0.657	0.324	0.475	0.420	0.856
HTMT Ratios Second Stage						
	EV	IC	IWB	OI	PC	TFL
EV						
IC	0.656					
IWB	0.688	0.457				
OI	0.552	0.641	0.459			
PC	0.779	0.663	0.807	0.61		
TFL	0.449	0.701	0.339	0.499	0.442	

Source: Primary data processed in 2024



Source: Primary data processed in 2024

Figure 1.
Overall Model Test Results

Table 4.
Path Coefficients

Hypothesis	Path	Original Sample (O)	t-Value	p-Value	Result
H1	TFL > IWB	0,087	1,393	0,082	Not Supported
H2	TFL > OI	0,475	6,807	0,000	Supported
H3	OI > IWB	0,017	0,292	0,385	Not Supported
H4	TFL > EV	0,418	5,836	0,000	Supported
H5	EV > IWB	0,213	2,948	0,002	Supported
H6	TFL > PC	0,420	6,629	0,000	Supported
H7	PC > IWB	0,656	9,735	0,000	Supported
H8	TFL > OI > IWB	0,008	0,029	0,388	Not Supported
H9	TFL > EV > IWB	0,089	2,572	0,000	Supported
H10	TFL > PC > IWB	0,275	5,209	0,000	Supported
H11	IC*IWB	0,062	1,763	0,039	Supported

Source: Primary data processed in 2024

The hypothesis testing results reveal significant direct, mediating, and moderating effects within the model. Transformational Leadership (TFL) has a direct significant impact on Organizational Identification (OI), Employee Voice (EV), and Psychological Capital (PC), but not directly on Innovative Work Behavior (IWB). EV and PC significantly mediate the relationship between TFL and IWB, with t-values of 2.572 and 5.209, respectively, while OI does not exhibit a significant mediating effect. Additionally, innovation climate (IC) significantly moderates the relationship between TFL and IWB ($t = 1.763$, $p < 0.05$), indicating that a higher innovation climate strengthens the impact of transformational leadership on innovative work behavior. These findings underscore the critical roles of employee voice, psychological capital, and innovation climate in enhancing the effectiveness of transformational leadership in fostering innovative behaviors.

Overall Discussion

The mediation analysis revealed varying impacts of Organizational Identification (OI), Employee Voice (EV), and Psychological Capital (PC) on the relationship between Transformational Leadership (TFL) and Innovative Work Behavior (IWB). Statistical results demonstrated that OI failed to mediate the relationship, with a t-value of 0.292 and an insignificant coefficient of 0.017 (H8 rejected). This finding aligns with the normative

conflict model proposed by Liu et al. (2019), which suggests that while OI may enhance a sense of belonging, excessive adherence to organizational norms can suppress innovation by discouraging risk-taking behaviors. Conversely, both EV and PC exhibited significant mediation effects. EV mediated the TFL-IWB relationship with a t-value of 2.948 and a coefficient of 0.213, contributing 8.9% to the overall effect (H9 supported). This corroborates Lin (2023) and Botha & Steyn (2022), who emphasized that leaders who inspire open communication empower employees to propose innovative ideas, thereby boosting workplace creativity.

The most substantial mediation effect was observed through PC, with a t-value of 9.735 and a coefficient of 0.656, accounting for 27.5% of the total effect (H10 supported). This finding is supported by Bak et al. (2022) and Lei et al. (2020), who highlighted the central role of psychological resources such as self-efficacy, optimism, and resilience in enabling employees to overcome challenges and engage in innovative practices. Transformational leaders who foster PC create a supportive environment that encourages creativity and perseverance, particularly in bureaucratic or resource-constrained settings.

Among the three mediators, PC emerged as the most impactful pathway, indicating that TFL's ability to build psychological resources such as confidence, optimism, and resilience is critical in driving IWB. This underscores the importance of incorporating psychological capital development into leadership programs to maximize the innovative potential of transformational leadership. By reinforcing employees' psychological resilience, organizations can create a more robust and adaptive workforce capable of sustaining innovation despite structural or cultural barriers.

CONCLUSION

This study highlights the crucial role of transformational leadership in promoting innovative work behavior through mediation and moderation mechanisms in public sector organizations, particularly at the Central Administrative Office of the National Financial Management Authority. The findings reveal that while transformational leadership does not have a direct significant impact on innovative work behavior, its influence is evident through the mediating roles of employee voice and psychological capital. Among these mediators,

psychological capital emerged as the strongest mediator, while organizational identification did not demonstrate a significant mediating effect.

Furthermore, innovation climate acts as a moderator, enhancing the relationship between transformational leadership and innovative work behavior. This underscores the importance of a work environment that supports innovation, creativity, and new ideas. The managerial implications include the need for transformational leadership training, fostering open communication, and developing psychological capital through employee support and empowerment. Organizations must also establish a collaborative and innovation-driven climate to maximize employee potential and address organizational challenges effectively.

However, the study has limitations, including its cross-sectional approach, potential common method bias, and focus on a single leadership style. Future research is recommended to adopt longitudinal or mixed-method approaches for deeper insights and explore additional variables such as knowledge sharing and job stress. Overall, this study provides strategic guidance for public sector organizations to enhance innovative work behavior, fostering more innovative and high-quality services.

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