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**STRATEGIES FOR ENHANCING EMPLOYEE INNOVATION THRU  
ORGANIZATIONAL CULTURE STRENGTHENING PROGRAMS,  
TRANSFORMATIONAL LEADERSHIP, AND EMPLOYEE EMPOWERMENT**



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**Abstract**

Employee innovation is a strategic factor in improving organizational performance and sustainability, particularly in educational institutions facing rapid changes. However, internal data from the Umar Usman Education Foundation shows that employee innovation levels are still relatively low. This study aims to analyze the influence of organizational culture and transformational leadership on employee innovation, both directly and indirectly thru employee empowerment as an intervening variable. This research uses a quantitative approach with a survey method. The study population includes all permanent employees of the Umar Usman Education Foundation at the staff level, totaling 153 people. Using a census technique, 116 respondents were obtained. Data was collected thru questionnaires that had been tested for validity and reliability, and then analyzed using path analysis with the help of SmartPLS version 4. The research results indicate that organizational culture and transformational leadership have a positive and significant influence on employee innovation. Employee empowerment also has a positive and significant influence on employee innovation. Additionally, transformational leadership has a positive and significant influence on employee empowerment, while organizational culture does not have a significant influence. Indirectly, transformational leadership significantly influences employee innovation thru empowerment, while organizational culture does not. These findings recommend strengthening organizational culture, transformational leadership, and employee empowerment.

**Keywords:** Employee Empowerment, Employee Innovation, Organizational Culture, Transformational Leadership

## INTRODUCTION

The increasingly complex and dynamic changes in the educational environment require educational institutions to have a high capacity for adaptation thru strengthening human resource capacity. One of the strategic capacities that determines an organization's competitiveness and sustainability is employee innovation. Employee innovation is understood as an individual's ability to generate, develop, and implement new ideas that are valuable for improving organizational performance (Tuan, 2016). In the context of educational institutions, innovation is not only related to the development of educational products and services, but also includes the renewal of work processes, service methods, and more effective and efficient organizational management.

Despite its importance, various educational organizations still face the problem of low employee innovation. Low employee participation in generating new ideas, limited courage to update work procedures, and weak support for innovation implementation indicate that innovation has not yet become a strongly internalized culture within the organization. This condition indicates that employee innovation is not merely an individual phenomenon, but rather the result of the interaction of various internal organizational factors that influence each other.

Theoretically, organizational culture is a fundamental factor determining the level of employee innovation. An organizational culture that supports learning, openness, collaboration, and risk-taking has been proven to enhance innovation at the product, process, marketing, and organizational levels (Tuan, 2016). The findings indicate that employee innovation is significantly influenced by the values, norms, and work practices that develop within an organization. However, not all organizations are able to build a culture conducive to innovation, resulting in a gap between the demands of the external environment and the organization's internal capacity.

Beside organizational culture, transformational leadership also plays a strategic role in driving employee innovation. Transformational leadership is capable of creating a shared vision, providing inspiration, and building trust, which encourages employees to be bold in making innovations and taking risks (Li, 2016). Li (2016) shows that transformational leadership has a significant influence on individual innovation, particularly in a work context that provides autonomy and flexibility. However, the effectiveness of transformational leadership in promoting employee innovation still heavily depends on the organization's internal conditions, including the available support systems and empowerment mechanisms.

Employee empowerment is another factor that significantly contributes to innovation. Empowerment provides employees with the opportunity to participate in decision-making, increase their sense of ownership over their work, and boost their confidence in developing new ideas (Uzunbacak, 2015). Longlegs (2015) proves a positive and significant relationship between employee empowerment and innovation. However, most studies still position empowerment as an independent variable, so there haven't been many studies that place it as an intervening variable bridging the influence of structural factors and leadership on innovation.

Additionally, previous research has also revealed that employee innovation is influenced by other factors such as intrinsic motivation (Tran et al., 2021), knowledge management (Santoso et al., 2022), workplace friendships (Zhao et al., 2022), and reward

systems (Prasetyo & Anwar, 2021). Nevertheless, these findings are still partial and fragmented, as most studies only examine the direct relationships between variables without building a comprehensive structural model. This indicates a research gap in the form of a limitation of integrative models capable of simultaneously explaining the causal relationship mechanisms between organizational culture, transformational leadership, employee empowerment, and employee innovation.

Additionally, contextually, most previous research was conducted in the manufacturing industry sector and for-profit companies. Research on employee innovation in non-profit organizations and educational institutions is still relatively limited, particularly in the Indonesian context. In fact, the characteristics of educational organizations have different complexities, whether in terms of funding structure, social service orientation, or public accountability demands. This condition reinforces the existence of a contextual gap, which is the limited empirical evidence regarding the determinants of employee innovation in educational organizations and social foundations.

Based on these theoretical and empirical gaps, this research is important to conduct at the Umar Usman Education Foundation (YPUU), which is engaged in human resource development thru various levels of education. Internal evaluation shows that innovation is an organizational value with the lowest implementation rate compared to other values, indicating a gap between external environmental demands and the organization's internal innovative capacity. This condition underscores the urgency of research that is not only descriptive but also analytical and structural.

The novelty of this research lies in the development of an integrative conceptual model that places employee empowerment as an intervening variable in the relationship between organizational culture and transformational leadership on employee innovation within the context of non-profit educational institutions in Indonesia. Unlike previous studies that tended to examine direct relationships between variables, this study establishes an indirect causal relationship mechanism to explain how employee innovation is structurally formed thru the empowerment process. Thus, this research is expected to provide a theoretical contribution to the development of human resource management studies and a practical contribution to the formulation of strategies for improving employee innovation in educational institutions and non-profit organizations.

## **REVIEW OF LITERATURE**

### **Employee Innovation**

Employee innovation is an important concept in human resource management that emphasizes the role of individuals in creating and implementing new ideas to improve organizational performance. Greenberg and Baron (2008) view innovation as a process of change from an existing condition toward a new, more effective and valuable form. This perspective emphasizes that innovation is not just the end result, but encompasses the entire process of creating, developing, and implementing ideas.

Schermerhorn (2005) reinforces this view by emphasizing innovation as the process of transforming ideas into something with practical use, particularly in the form of products and work processes. A similar view was put forward by Robbins (2003), who defines innovation as the application of new ideas to improve or enhance products, processes, and

services. This definition positions innovation as implemented work behavior, not simply individual creativity.

Griffin (2003) and Ancok (2012) expanded the scope of innovation by including managerial, strategic, and organizational dimensions. Innovation is not limited to products, but also encompasses work methods, organizational structures, mindsets, and services. Adair (2007) emphasizes that the novelty of an idea must be accompanied by implementation to be categorized as an innovation. Thus, employee innovation can be understood as an individual's active behavior in generating and implementing new ideas that impact the improvement of organizational product, process, method, and service quality.

### **Organizational Culture**

Organizational culture is a system of shared values, beliefs, and norms held by organizational members that serves as a guide for behavior. Miner (2015) states that organizational culture influences how members of the organization think, feel, and act when making decisions. A culture that supports innovation will encourage individuals to take risks and try new approaches to completing tasks.

Robbins (2003) defines organizational culture as a system of shared meanings that distinguishes one organization from another. He identified several dimensions of organizational culture, such as innovation orientation, attention to detail, results orientation, people orientation, team orientation, aggressiveness, and stability. These dimensions indicate that organizational culture plays a significant role in shaping employee work behavior and performance.

Chatab (2019) and Andrew and Brown (2018) emphasize that organizational culture is formed by the values, norms, and beliefs that are internalized in daily work practices. Organizational culture not only serves as a tool for social control but also as a mechanism for shaping commitment and work motivation. Widjaja (2016) and Darwin (2014) add that organizational culture serves as a guide for organizational change and stability in achieving long-term goals.

### **Transformational Leadership**

Transformational leadership is a leadership style that emphasizes a leader's ability to inspire, motivate, and develop the potential of their followers. Colquitt et al. (2015) define transformational leadership as a leader's behavior that gives meaning to work and encourages organizational members to commit to a shared vision.

Bass and Riggio (2006) proposed that transformational leadership is characterized by four main dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Transformational leaders not only focus on achieving targets but also on developing the capacity of individuals and teams. Robbins and Judge (2013) assert that transformational leadership is capable of increasing employee motivation and performance by focusing on individual development needs.

Similar views were expressed by Hughes et al. (2012) and Kouzes and Posner (2007), who emphasized the role of leaders as agents of change driving innovation, collaboration, and learning. Yukl (2010) adds that transformational leadership plays an important role in driving organizational change thru vision creation, employee empowerment, and behavioral modeling.

## **Employee Empowerment**

Employee empowerment is a concept related to increasing individual autonomy, competence, and influence within an organization. Yukl and Becker (2006) define empowerment as an individual's perception that they have control and influence over their work and important decisions within the organization. This concept emphasizes the psychological aspects of empowerment, not just formal delegation.

Spreitzer (2007) proposed that psychological empowerment consists of four main dimensions: job meaning, competence, autonomy, and impact. Wang and Lee (2009) add that empowerment reflects an individual's active orientation toward their work role, which is shaped by the work environment. Meyerson and Dewettinck (2012) and Menon (2001) emphasize that employee empowerment increases intrinsic motivation and a sense of responsibility for work outcomes.

Hur (2006) emphasizes that empowerment enables individuals to overcome psychological and intellectual barriers to achieve independence and decision-making ability. Thus, employee empowerment not only improves work effectiveness but also creates psychological conditions conducive to the emergence of innovative behavior.

## **RESEARCH METHOD**

This research uses a quantitative approach with a correlational survey design to analyze the causal relationships between variables. The independent variables in this study are organizational culture and transformational leadership, the intervening variable is employee empowerment, and the dependent variable is employee innovation. The research was conducted at the Umar Usman Education Foundation in Bogor Regency, from January to July 2025.

The study population includes all permanent staff employees, totaling 153 people. The sampling technique used the census method, resulting in 116 respondents who met the research criteria. Primary data was collected thru closed questionnaires using a Likert scale and a five-point rating scale, which were developed based on the indicators of each variable. The research instrument has undergone validity and reliability testing, and all constructs have been declared valid and reliable.

Data analysis was conducted using Structural Equation Modeling based on Partial Least Squares (SEM-PLS) with the assistance of SmartPLS software version 4. This technique was chosen because it can simultaneously analyze both direct and indirect relationships between variables. Hypothesis testing is conducted by examining the path coefficient values, t-statistic values, and significance levels. This approach identifies the role of employee empowerment as an intervening variable in strengthening the influence of organizational culture and transformational leadership on employee innovation.

**RESULTS AND DISCUSSION**

**Hypothesis Testing**

**Table 1**  
**Path Coefficient & Specific Indirect Effect**

|                      | <b>Hypothesis</b>  | <b>Original Sampel (O)</b> | <b>T Statistics ((O/STDEV))</b> | <b>P Values</b> | <b>Result</b> |
|----------------------|--|----------------------------|---------------------------------|-----------------|---------------|
| <b>H<sub>1</sub></b> | Organizational Culture on Employee Innovation                                | 0.295                      | 3.368                           | 0.000           | Accepted      |
| <b>H<sub>2</sub></b> | Transformational Leadership on Employee Innovation                           | 0.274                      | 2.414                           | 0.008           | Accepted      |
| <b>H<sub>3</sub></b> | Employee Empowerment on Employee Innovation                                  | 0.304                      | 2.994                           | 0.001           | Accepted      |
| <b>H<sub>4</sub></b> | Organizational Culture on Employee Empowerment                               | 0.074                      | 0.909                           | 0.182           | Rejected      |
| <b>H<sub>5</sub></b> | Transformational Leadership on Employee Empowerment                          | 0.802                      | 11.900                          | 0.000           | Accepted      |
| <b>H<sub>6</sub></b> | Organizational Culture on Employee Innovation Thru Employee Empowerment      | 0.022                      | 0.818                           | 0.207           | Rejected      |
| <b>H<sub>7</sub></b> | Transformational Leadership on Employee Innovation Thru Employee Empowerment | 0.243                      | 2.928                           | 0.002           | Accepted      |

Source: Data processed by the author using SmartPLS 4

**Discussion**

**1. The Direct Influence of Organizational Culture on Employee Innovation**

Based on the hypothesis results, it was found that the influence of Organizational Culture on Employee Innovation has a coefficient value of 0.295, with a T-Statistic value of 3.368 and a P-Value of 0.000. Because the P-Value is < 0.05, this relationship is considered positive and significant. This indicates that the better the organizational culture built, for example, a collaborative work culture that is open to new ideas, supports the courage to take risks, and provides space for creativity, the higher the level of innovation demonstrated by employees. The coefficient value of 0.295 indicates that organizational culture makes a fairly strong contribution to employees' innovative behavior in this research model.

This result is also supported by several previous studies conducted by Rahmat et al. (2021), which stated that organizational culture has a strong correlation with the company's innovation level at the Bulog Sulsebar division in Makassar. The results of the study yielded a correlation coefficient between organizational culture and innovation of  $r = 0.705$ , indicating a strong relationship between the two variables. Additionally, Qusaeri (2023) in his research titled "The Influence of Organizational Culture on Innovation in Technology Companies: A Descriptive Study on Startup PT. XYZ" showed a strong correlation between organizational culture and innovation in startup company PT. XYZ. Finally, Tuan (2016) revealed that organizational culture, especially in the indicators of strategy, customer environment, support, and leadership, has a positive and significant influence on innovation in the product, process, marketing, and organizational indicators. The results of the analysis of the relationship between organizational culture indicators and employee innovation show that all organizational culture indicators have a strong correlation with the indicators in the employee innovation variable.

Thus, based on the above explanation, it can be concluded that strengthening Organizational Culture across all indicators is predicted to have a strong influence on Employee Innovation.

## **2. The Direct Influence of Transformational Leadership on Employee Innovation**

The research results indicate that transformational leadership has a positive and significant effect on employee innovation, with a path coefficient value of 0.274, a T-statistic value of 2.414, and a P-value of 0.008. This coefficient value indicates that the higher the transformational leadership practices implemented by leaders, the higher the employees' ability to generate new ideas, improve work processes, and create innovative solutions for the organization. This statistical significance reinforces that the relationship did not occur by chance, but is a consistent pattern within the context of the organization studied.

These findings are also consistent with research conducted by Hutagalung et al. (2021), which stated the influence of transformational leadership practices and knowledge management processes on organizational innovation performance. The statistical results of that study showed a relationship between transformational leadership and innovation performance ( $\beta = 0.240$ ,  $P = 0.000$ ), meaning that the transformational leadership variable has a significant influence on organizational innovation performance. Additionally, transformational leadership has a significant indirect influence on innovation performance thru the application of knowledge, which is one of the indicators of knowledge management.

Other research also found, as stated by Li et al. (2016) in their study titled "The Divergent Effect of Transformational Leadership on Individual and Team Innovation," that group-level transformational leadership has a stronger impact on individual-level innovation when task interdependence is low. This is demonstrated by the data obtained in that study, which revealed an analysis of the relationship between group-level transformational leadership and task interdependence, showing a significant correlation with individual innovation ( $\gamma = 0.418$ ,  $p = 0.025$ ).

From the analysis of the relationship between Transformational Leadership indicators and Employee Innovation, it shows that all indicators of Transformational Leadership have a strong relationship with the indicators of Employee Innovation, as seen in Table 4.16. Based

on the above description, it can be concluded that strengthening transformational leadership can influence the level of employee innovation across all its indicators.

### **3. The Direct Influence of Organizational Culture on Employee Empowerment**

The research results indicate that Organizational Culture does not have a significant effect on Employee Empowerment, as evidenced by a coefficient value of 0.074, a T-statistic of 0.909, and a P-value of 0.182. Since the T-statistic is less than 1.96 and the P-value is greater than 0.05, this effect is considered statistically insignificant. These findings indicate that although organizational culture can theoretically shape employees' self-efficacy, work meaning, and sense of empowerment, empirically in this study organizational culture is not the dominant factor determining employees' empowerment levels.

However, these empirical results are not consistent with the findings of Yücel & Koçak (2016) in their study titled "A Research on the Relationship between Organizational Culture and Employee Empowerment," which showed that there was a statistically significant relationship between organizational culture and employee empowerment ( $p = 0.000$ ). The results indicated a positive and significant relationship between clan culture ( $r = 0.310$ ) and adhocracy ( $r = 0.375$ ) and employee empowerment.

From the analysis of the relationship between organizational culture indicators and employee empowerment, it shows that all indicators of organizational culture have a strong relationship with the indicators of employee empowerment, as seen in table 4.15. Therefore, based on the above description, it can be concluded that although organizational culture in all indicators is predicted to have a strong influence on employee empowerment, in this study the organizational culture variable has an insignificant influence on employee empowerment.

### **4. The Direct Influence of Transformational Leadership on Employee Empowerment**

The test results show that the influence of Transformational Leadership on Employee Empowerment is significant and very strong, with a path coefficient of 0.802, a T-statistic value of 11.900, and a P-value of 0.000. This coefficient value falls into the very high category, indicating that transformational leadership is the most dominant factor in driving employee empowerment within the organization.

The empirical results in this study are consistent with the research by Tazeem et al. (2011) titled "Influence of transformational leadership on employees outcomes: Mediating role of empowerment," which shows that transformational leadership has a positive and significant influence on empowerment ( $\beta = 0.31, P < 0.05$ ), as does the path coefficient from empowerment to Innovation ( $\beta = 0.22, P < 0.05$ ).

The analysis of the relationship between Transformational Leadership indicators and Employee Empowerment shows that all Transformational Leadership indicators have a strong relationship with Employee Empowerment indicators, as seen in Table 4.15.

From the above description, it can be concluded that the strengthening of Transformational Leadership across all its indicators has a strong influence on the variable of increasing employee empowerment.

### **5. The Direct Influence of Employee Empowerment on Employee Innovation**

The results of the hypothesis test indicate that employee empowerment has a positive and significant effect on employee innovation with a coefficient value of 0.304, a T-statistic

of 2.994, and a P-value of 0.001. This finding indicates that the higher the level of employee empowerment perceived—through meaning, competence, self-determination, and impact—the greater their tendency to generate innovation in the workplace.

The analysis of the relationship between employee empowerment indicators and employee innovation shows that all employee empowerment indicators have a strong relationship with employee innovation indicators, as seen in Table 4.16.

These findings are consistent with research conducted by Gunawan & Surya (2015) titled "The Influence of Transformational Leadership on Employee Empowerment and Organizational Innovation at Mozarella Restaurant," which showed that the results of linear regression analysis indicated that employee empowerment had a positive and significant influence on organizational innovation. This is evidenced by a significance value (Sig. t) of 0.000, which is far below the significance threshold of 0.05. This means that, statistically, the relationship between the two variables is highly significant.

Next, the research findings by Uzunbacak (2015) titled "The Impact of Employee Empowerment On Innovation: A Survey on Isparta and Burdur Organized Industrial Zones" stated that the correlation between empowerment and employee innovation has a significant relationship. This is evident in the findings of the study, which state that the relationship between Innovation and psychological empowerment indicators ( $r=0.593$ ) is positive and significant with a p-value of 0.000.

Research conducted by Tazeem et al. (2011) titled "Influence of transformational leadership on employees outcomes: Mediating role of empowerment" showed the same result, namely a positive relationship with an r value of 0.634 and  $p = 0.01$ . The correlation value also indicates a very strong relationship with a 99% confidence level. This suggests that the higher the employee empowerment, the higher the level of employee innovation. The results of the analysis of the relationship between employee empowerment indicators and employee innovation show that all indicators of Transformational Leadership have a strong relationship with the indicators of Employee Empowerment, as seen in Table 4.16.

Thus, well-managed employee empowerment will have a significant impact on employee innovation across product, process, method, and service indicators.

## **6. The Indirect Influence of Organizational Culture on Innovation Thru Empowerment**

The test results show that the influence of Organizational Culture on Employee Innovation thru Employee Empowerment yields values of Original Sample = 0.022, T-statistic = 0.818, and P-value = 0.207. With a t-value  $< 1.96$  and  $p > 0.05$ , it can be concluded that the mediation path is not significant. This means that employee empowerment was unable to bridge the relationship between organizational culture and employee innovation in the context of this study. Although the coefficient indicates a positive direction of the relationship, this mediation path is not statistically proven. The findings of this study differ from the direct influence of organizational culture on employee innovation, which has a coefficient value of 0.295, a T-statistic value of 3.368, and a P-value of 0.000.

Based on the table of relationships between indicators, the organizational culture indicators (Organizational values, Individual behavior patterns, Work environment, Employee orientation, Team orientation, Aggressiveness, and Stability) actually have a strong correlation with the empowerment indicators (Y1–Y5), with relationship values

ranging from 0.626 to 0.703. This indicates that the organizational culture is structurally quite supportive of empowerment, especially in the aspects of: Competence, Meaning, Self-determination, and Impact. In this study, the direct influence of Organizational Culture on Employee Innovation ( $\beta= 0.295$ ,  $p < 0.05$ ) was greater than the influence of Organizational Culture on employee innovation thru employee empowerment ( $\beta= 0.022$ ,  $p > 0.05$ ). This means that employee empowerment did not function effectively as an intervening variable mediating the influence of organizational culture on Employee Innovation.

Based on the descriptions above, it can be concluded that strengthening organizational culture will be more effective without strengthening employee empowerment in order to increase employee innovation. Strengthening organizational culture on the indicators of organizational values, individual behavior patterns, work environment, employee orientation, team orientation, aggressiveness, and stability is predicted to be able to increase employee innovation.

### **7. The Indirect Influence of Transformational Leadership on Innovation Thru Empowerment**

The results of the mediation analysis indicate that Transformational Leadership has a positive and significant effect on Employee Innovation thru Employee Empowerment, with an Original Sample value of 0.243, a T-statistic of 2.928, and a P-value of 0.002. These values show that empowerment acts as an effective mediator, as the indirect effect exceeds the significance threshold ( $T > 1.96$ ;  $P < 0.05$ ). However, when compared to the direct influence of transformational leadership on employee innovation, where the path coefficient value is 0.274, the T-statistic value is 2.414, and the P-value is 0.008, it means that the direct influence of transformational leadership on employee innovation has a higher path coefficient value than the influence of transformational leadership on employee innovation thru employee empowerment. This means that employee empowerment does not function effectively as an intervening variable mediating the influence of leadership on employee innovation.

Empirical findings in the table of relationships between indicators (Table 4.15) show that all dimensions of transformational leadership (X2) have a very high correlation with all empowerment indicators (Y1–Y5), with values ranging from 0.805 to 0.863. The Idealized Influence indicator (X2.1) shows the strongest contribution with a correlation of up to 0.863 to competence (Y4) and 0.852 to impact (Y5). This indicates that when employees view leaders as role models, their self-confidence and belief in their ability to make changes increase, thereby facilitating the emergence of innovation (Liu & Huang, 2021). Furthermore, Intellectual Stimulation (X2.3) also has a strong relationship with mastery and competence (0.847–0.854), indicating that leaders who provide intellectual challenges encourage employees to think creatively and innovate (Zhang et al., 2024). Meanwhile, Inspirational Motivation (X2.2) and Individualized Consideration (X2.4) consistently strengthen meaning, self-determination, and mastery, which are important factors in enhancing intrinsic motivation-based innovation (Kim & Park, 2023). Thus, the structure of the relationship between indicators empirically supports the significance of mediation in this study.

In this study, the direct influence of Transformational Leadership on Employee Innovation ( $\beta= 0.274$ ,  $p < 0.05$ ) was greater than the influence of Transformational Leadership on Employee Innovation thru Employee Empowerment ( $\beta= 0.243$ ,  $p < 0.05$ ). This

means that Employee Empowerment does not function effectively as an intervening variable mediating the influence of Transformational Leadership on Employee Innovation.

Based on the descriptions above, it can be concluded that strengthening Transformational Leadership will be more effective without strengthening Employee Empowerment in order to increase Employee Innovation. Strengthening Transformational Leadership in the indicators of Idealized Influenced, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration is predicted to be able to increase Employee Innovation.

## CONCLUSION

This study concludes that employee innovation at the Umar Usman Education Foundation is significantly influenced by organizational culture, transformational leadership, and employee empowerment. Organizational culture was found to play a direct role in enhancing employee innovation, indicating that adaptive values, norms, and work practices are capable of shaping employees' innovative behavior. Transformational leadership also had a positive and significant impact on employee innovation, both directly and indirectly through employee empowerment. This finding confirms that inspirational and visionary leadership behavior is capable of creating psychological conditions that encourage employees to take initiative and innovate. Employee empowerment itself has proven to be an important factor that directly increases employee innovation.

However, organizational culture did not significantly influence employee empowerment and did not mediate the relationship between organizational culture and employee innovation. These findings indicate a gap between organizational cultural values and employee-perceived empowerment practices. Conversely, employee empowerment significantly mediated the influence of transformational leadership on employee innovation.

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