

FLOURISHING TOWARD INNOVATION: HOW AUTHENTIC LEADERSHIP AND WORKPLACE SPIRITUALITY SHAPE INNOVATIVE BEHAVIOR IN INDONESIAN MINING COMPANY



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Abstract

The mining industry in Indonesia faces global challenges and demands for downstreaming. This condition causes the need to increase competitiveness through continuous innovation. Innovation in the organization stems from the existence of individual innovative work behavior, which can be influenced by leadership style and positive conditions in the work environment. This study aims to analyze the influence of authentic leadership and workplace spirituality on innovative work behavior, with employee flourishing as a mediating variable. This study uses a quantitative approach with a survey method of 151 employees at one of the mining companies in Indonesia. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) technique. The results showed that workplace spirituality had the strongest influence on employee flourishing and innovative work behavior. Authentic leadership also has a significant effect on innovative work behavior and employee flourishing. Employee flourishing in this study was shown to play a mediating role in the relationship between workplace spirituality and innovative work behavior. However, no mediating role of employee flourishing was found in the relationship between authentic leadership and innovative work behavior. The results of this study reinforce the applicability of broaden-and-build and job-demands resources theories, which state that positive emotions and respectful relationships in organizations can build psychological resources that can support innovation.

Keywords: Authentic Leadership, Workplace Spirituality, Employee Flourishing, Innovative Work Behavior

INTRODUCTION

In 2025, Indonesia's mining industry faces strategic challenges and opportunities amid increasing global demand and government mandates for downstream mineral processing (*hilirisasi*) as outlined in Law No. 3/2020 on Mineral and Coal Mining (Litbang Kompas, 2025). *Hilirisasi*, aimed at enhancing product value through further processing and diversification, is expected to strengthen Indonesia's economic resilience and competitiveness (CNBC Indonesia, 2025). Economists such as Bambang Brodjonegoro argue that this effort is central to escaping the middle income trap by fostering re-industrialization and increasing the nation's GDP contribution from the mining sector (Feingold, 2024). Despite its potential, the success of transformation depends not only on infrastructure development (e.g., smelters) but also on organizational readiness, especially in terms of innovation capacity. Technical delays, collaboration gaps, and limited human resource competencies remain critical barriers (Irawan, 2025). The World Bank emphasizes innovation as a key pillar of sustained growth for middle-income countries, alongside investment and infusion strategies (Feingold, 2024).

To remain competitive and transformative, mining companies must cultivate a workforce capable of innovative thinking and behavior. Prior studies affirm that innovative work behavior (IWB) defined as the generation, promotion, and realization of novel ideas (Janssen, 2000; De Jong & De Hartog, 2008) is essential for organizational success in dynamic environments (AlEssa & Durugbo, 2021; Siregar et al., 2019). Innovation in mining can take the form of product breakthroughs (e.g., artificial graphite for EV batteries) or digital solutions like AI-based safety systems and predictive maintenance technologies (Ajiwidya, 2024; Wahyuddin, 2024). Given the complexity of fostering innovation, scholars have emphasized the role of leadership in creating conducive conditions for IWB. Authentic leadership a style marked by self-awareness, relational transparency, and internalized moral perspective has shown a stronger influence on IWB than other styles such as transformational leadership (Groselj et al., 2021; Koroku & Kaya, 2023). It promotes psychological safety and employee creativity (Avolio et al., 2004; Cerne et al., 2013), especially in high-stakes transformation contexts like mining (Henry, 2022; Sengupta et al., 2023).

Additionally, workplace spirituality, characterized by a sense of meaningful work, value alignment, and connectedness (Ashmos & Duchon, 2000), has been linked to enhanced employee well-being and innovation (Afsar & Rehman, 2015; Hunsaker & Ding, 2022; Masyhuri et al., 2021). In challenging environments, spiritual alignment can foster resilience, job satisfaction, and extra-role behaviors (Zhang, 2020; Saxena & Prasad, 2023), thus acting as a psychological resource to support innovation. One key mechanism linking leadership and spirituality to IWB is employee flourishing a state of optimal psychological, emotional, and social functioning (Keyes, 2002; Seligman, 2012). According to Broaden-and-Build Theory (Fredrickson, 2001), positive emotions broaden individuals' thought-action repertoires, facilitating resource building and adaptive behaviors. Flourishing enhances resilience, creativity, and satisfaction while mitigating burnout and disengagement (Butt et al., 2020; Hall et al., 2024; Freire et al., 2020). Studies suggest that flourishing mediates the effect of leadership and spirituality on IWB (Hunsaker & Ding, 2022; Kleynhans et al., 2022), making it a crucial variable for exploration in organizational research.

This study was conducted in a state-owned enterprise (SOE) in Indonesia's mining sector that is undergoing organizational transformation to enhance competitiveness through downstream integration and innovation. To ensure confidentiality, the company name in this

study is not disclosed, yet referred to as *PT Nibama*. In alignment with Indonesia's national agenda, the company promotes employee involvement through internal campaigns, innovation conventions, and leadership driven transformation messaging. The organization's approach integrates AKHLAK core values (Amanah, Kompeten, Harmonis, Loyal, Adaptif, Kolaboratif), which are reflected in constructs such as authentic leadership (AL), workplace spirituality (WS), and innovative work behavior (IWB).

Despite growing evidence, few empirical studies have explored how authentic leadership and workplace spirituality influence innovative work behavior in the mining sector, especially with employee flourishing as a mediating variable. Moreover, prior research has mostly focused on organizational culture as a mediator (Indrayanti & Ulfia, 2022), leaving a gap in understanding the psychological pathways involved. The purpose of this study is to examine the effect of authentic leadership and workplace spirituality on innovative work behavior, mediated by employee flourishing, within the context of a mining organization that is going on a transformation. This research contributes to the literature by integrating psychological and leadership perspectives within an industry-specific framework. It also provides practical implications for human capital strategy in high-pressure, innovation-driven environments.

REVIEW OF LITERATURE

Innovative Work Behavior

To stay competitive in a rapidly evolving business environment, organizations must continuously innovate. Innovation involves the creation of new products, processes, or solutions that bring value to the company or improve the work environment for employees (Messmann & Mulder, 2012). This ability to innovate relies heavily on the organization's human resources (Subramaniam & Youndt, 2005). Innovative work behavior (IWB) is defined as the intentional generation, promotion, and implementation of new and useful ideas within a work setting (West & Farr, 1989; Janssen, 2000). Since these behaviors go beyond routine tasks, they are considered extra-role behaviors (Katz & Kahn, 1978) and are essential for organizational effectiveness and sustainability (Janssen, 2000).

Several factors support the development of IWB, including employee autonomy, digital competence, and a culture of learning and knowledge sharing (Huu, 2023). In dynamic environments, IWB is strongly linked to organizational performance and the ability to adapt to change (De Jong & Den Hartog, 2010). IWB includes three key stages: idea generation, idea promotion, and idea realization (Scott & Bruce, 1994). This process requires not only creativity but also the motivation and ability to gain support and implement ideas effectively (Amabile et al., 1996; Dorenbosch et al., 2005). Triggers for innovation often arise from work-related problems, inconsistencies, or emerging trends (Drucker, 1985), and execution depends on structured implementation supported by the organization (Kanter, 1988).

Research shows that leadership style and organizational climate significantly influence IWB. Supportive HR practices—such as autonomy, recognition, and involvement in decision-making—can enhance innovation (Bos-Nehles et al., 2017). In particular, authentic leadership fosters personal development and psychological safety, while workplace spirituality creates a meaningful and value-aligned work environment. Both conditions contribute to employee flourishing, a state of optimal psychological functioning that supports innovation. As a result, this study explores how authentic leadership and workplace

spirituality contribute to IWB, with employee flourishing as a mediating factor that bridges personal well being and innovative action.

Authentic Leadership

Authentic leadership has emerged as a foundational construct among contemporary leadership theories, including transformational, ethical, charismatic, and spiritual leadership (Ilies et al., 2005). To be considered authentic, leaders must embody core elements such as self-awareness, self-acceptance, and relational authenticity (Gardner et al., 2005). Authentic leadership is characterized by transparency, trust, moral guidance, and a strong commitment to employee development. It involves psychological capabilities that foster positive self-regulation and promote personal growth (Avolio & Gardner, 2005). Walumbwa et al. (2008) define authentic leadership as behavior that fosters a positive ethical climate and psychological capacity through self-awareness, balanced information processing, relational transparency, and an internalized moral perspective. These elements are believed to not only enhance leader effectiveness but also inspire authenticity among team members (Cooper et al., 2005; Gardner et al., 2005).

In the context of innovation, leadership plays a crucial role in shaping environments that support new ideas and creative behaviors. While innovation depends partly on individual characteristics, research shows it is significantly influenced by contextual factors particularly leadership (Amabile et al., 1996; Newman et al., 2018). Authentic leaders foster environments that are psychologically safe and supportive of innovation, which can encourage employees to generate, promote, and implement novel ideas (Zhang et al., 2023). Moreover, employees who perceive their leaders as authentic are more willing to embrace change, viewing such leaders as sources of social support during transformation (Bakkari et al., 2017). Studies further indicate that authentic leadership can enhance innovative work behavior (IWB) either directly or through contextual moderators like digital transformation (Wang et al., 2021; Zhang et al., 2023).

A growing body of research supports the link between authentic leadership and positive employee outcomes such as creativity, well-being, and performance. For instance, Rego et al. (2012) found that authentic leadership positively influences employee creativity both directly and through the mediating role of psychological capital. Similarly, Leroy et al. (2012) demonstrated that authentic leadership is associated with improved task performance, mediated by affective organizational commitment. These studies underscore that authentic leadership creates a transparent and empowering work environment that fosters ethical conduct, openness to change, and support for employee involvement in decision-making (George, 2003; Alvesson & Einola, 2019). Such an environment is conducive to innovative behavior, as authentic leaders are receptive to new ideas and demonstrate genuine support for their teams (Avolio & Gardner, 2005).

Workplace Spirituality

Workplace spirituality refers to the pursuit of meaning, purpose, and connectedness within the work environment, independent of religious affiliation (Ashmos & Duchon, 2000). It recognizes employees as spiritual beings whose inner lives seek fulfillment through meaningful work and a sense of community. Fry (2003) describes it as viewing work as a spiritual path and contributing to a greater purpose, while Mhatre and Mehta (2023) emphasize its relevance across individual, group, and organizational levels.

In demanding sectors like mining, workplace spirituality is essential for fostering motivation, innovation, and well-being. Studies show it enhances employee performance and creativity, especially in times of transformation (Widyanti et al., 2021; Petchsawang & Duchon, 2012; Pradhan & Jena, 2019). Spirituality supports job satisfaction and psychological resilience by aligning work with personal values and strengthening social bonds (van der Walt & de Klerk, 2014). Milliman et al. (2003) identify three key dimensions of workplace spirituality: meaningful work, or a sense of purpose in one's job; sense of community, which involves supportive and caring workplace relationships; and alignment with organizational values, where employees perceive congruence between personal and organizational ideals. Together, these dimensions foster a positive climate that supports flourishing and innovative behavior.

Employee Flourishing

In the face of rapid technological advancement and evolving work paradigms, organizations are increasingly called to prioritize holistic employee well being encompassing physical, mental, emotional, social, and spiritual health (Jeffery et al., 2025). However, global data from the McKinsey Health Institute (2025) indicates that only 53% of employees experience this integrated state. In the workplace context, flourishing is defined as a positive mental health condition comprising emotional, psychological, and social well-being (Keyes, 2002). The Job Demands-Resources (JD-R) Model explains flourishing as an outcome of balancing high work demands with sufficient resources, which help prevent burnout and support employee growth (Demerouti et al., 2001). When demands exceed resources, employees risk disengagement, while strong job resources such as autonomy, support, and feedback foster engagement, satisfaction, and flourishing.

Flourishing is also strongly associated with positive work engagement and extra-role behaviors essential for organizational success, especially the company that is in transformation phase. Employees who flourish tend to experience meaningful work, strong interpersonal connections, and alignment with organizational values (Seligman, 2011; Diener et al., 2010; Milliman et al., 2003). These conditions enhance resilience, emotional balance, and cognitive flexibility traits that contribute to creative problem-solving and innovative work behavior (IWB) (Malik & Dhar, 2017; Gazar & Zoromba, 2021). The PERMA model which includes Positive Emotion, Engagement, Relationships, Meaning, and Accomplishment provides a comprehensive framework to understand flourishing (Seligman, 2011). When cultivated in the workplace, PERMA promotes intrinsic motivation and collective energy for innovation and change.

Prior studies have shown that authentic leadership is a significant predictor of employee flourishing (A'yunnisa et al., 2023; Ramdas, 2023). Supportive leadership behaviors such as inclusivity, emotional intelligence, and moral integrity create environments that enhance psychological well-being and innovation (Huang, 2017; Gao et al., 2021). Flourishing differs from thriving in its stability and depth, emphasizing sustained well-being and purpose rather than momentary vitality (Spreitzer et al., 2005). In transformation settings, flourishing employees are more resilient, less prone to turnover, and more likely to persist through challenges (Redelinguys et al., 2018). Thus, cultivating employee flourishing through leadership, culture, and HR systems is vital to driving sustainable innovation and long-term performance.

RESEARCH METHOD

This study employed a survey method using structured questionnaires distributed directly to individual respondents. The unit of analysis was at the individual level, as the study aimed to examine variables relevant to personal perceptions and experiences. The data was collected using a one-shot or cross-sectional design, wherein data collection was conducted at a single point in time (Sekaran & Bougie, 2016). The target population in this study was employees an Indonesian mining company, who held position in middle managers and senior staff levels. These levels were chosen because they represent the largest proportion of the workforce and play critical roles in contributing to employee-driven innovation (Lua, Liu, & Shalley, 2024). The employees were spread across several operational units in regions such as Jakarta, Bogor, Kalimantan, Sulawesi, and Maluku. A non-probability convenience sampling technique was adopted (Gravetter, 2018). Although this method carries risks of bias and limited representativeness, we select a diverse group of respondents from different units to ensure broad representation to mitigate these risks.

Prior to distributing the questionnaire to the participants, we obtained formal permission from company's management. The questionnaire included items measuring all the study's variables, demographic information, and several open-ended questions. To ensure quality, we conducted readability tests, as well as validity and reliability assessments, before the full deployment. The survey was administered online via a structured online form. The distribution was coordinated with representatives in the Human Capital division across different regional units to ensure broader reach and participation. A total of 163 participants was collected, however due to data cleansing, the total of participants in this study is 151.

The measurement instruments used in this study were adapted from previously validated scales. All items were translated into Indonesian and utilized a six point likert scale ranging from 1 (strongly disagree) to 6 (strongly agree), to reduce central tendency bias associated with odd numbered scales. Authentic Leadership was measured using eight items adapted from Walumbwa et al. (2007) and Bai et al. (2022), representing a unidimensional construct derived from the original four dimensions: self-awareness, relational transparency, balanced processing, and internalized moral perspective. Workplace Spirituality was measured using 21 items from Milliman et al. (2003), which cover three dimensions: meaningful work, sense of community, and alignment with organizational values. Employee Flourishing was assessed with eight items from Diener (2009), based on a unidimensional construct that reflects both hedonic and eudaimonic well-being, integrating subjective, psychological, and social functioning. Innovative Work Behavior was measured using nine items developed by Janssen (2000), capturing three dimensions: idea generation, idea promotion, and idea realization

Each section of the questionnaire included brief instructions to help respondents interpret the questions accurately. For items that assessed supervisor behavior, respondents were asked to refer specifically to their direct supervisor defined as the person one level above them who oversees their work directly. The collected data were analyzed in two stages: pre-test and main test. In the pre-test, item validity and reliability were assessed. In the main test, data were examined for validity, reliability, model fit, and hypothesis testing using Partial Least Squares Structural Equation Modeling (PLS-SEM). According to Hair et al. (2022), PLS-SEM is suitable for exploratory research and allows the assessment of latent variables through observable indicators. SmartPLS 4 was employed for all statistical analyses.

Research Hypothesis

This study aims to analyze how authentic leadership and workplace spirituality shape innovative behavior in Indonesian mining company, specifically in PT Nibama. Based on the review of the literature and previous research, the hypothesis proposed in this study is as follows:

- H1: Authentic leadership has a positive and significant effect on innovative work behavior among employees.
- H2: Workplace spirituality has a positive and significant effect on innovative work behavior among employees.
- H3: Employee flourishing has a positive and significant effect on innovative work behavior among employees.
- H4: Authentic leadership has a positive and significant effect on employee flourishing among employees.
- H5: Workplace spirituality has a positive and significant effect on employee flourishing among employees.
- H6: Employee flourishing mediates the relationship between authentic leadership and innovative work behavior among employees.
- H7: Employee flourishing mediates the relationship between workplace spirituality and innovative work behavior among employees.

Research Model

This research model describes the relationship between independent variables (authentic leadership and workplace spirituality) to mediation variables employee flourishing and also will examine to dependent variables (innovative work behavior). This model can be illustrated as follows:

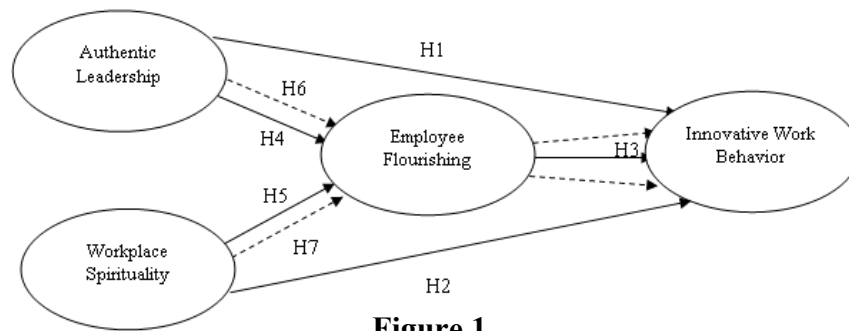


Figure 1.
Research Model

Source: Data processed by Author (2025)

RESULTS AND DISCUSSION

Table 1.
Respondent Demographics

		Frequency	Percentage
Gender	Male	88	58%
	Female	63	42%
Age	19-29	49	32%
	30 - 39	69	46%

		Frequency	Percentage
Level of Education	40- 49	25	17%
	> 50	8	5%
	High School	8	5%
	Diploma	17	11%
	Bachelor	112	74%
	Master	13	9%
Years of work	Doctoral	1	1%
	< 1	2	1%
	1 - < 5	36	24%
	5 - < 10	62	41%
	10 - < 15	29	19%
Job Level	≥ 15	22	15%
	Assistant Manager (BOD-3)	114	75%
Work Location	Senior Staff (BOD-4)	37	25%
	Jakarta 1	89	59%
	Jakarta 2	5	3%
	Jakarta 3	16	11%
	Sulawesi 1	13	9%
	Sulawesi 2	7	5%
	Kalimantan	10	7%
	Bogor	6	4%
Maluku	5	3%	

Source: Data processed by Author (2025)

Based on gender, the majority of respondents were male (58.3%), while females accounted for 41.7%. In terms of age distribution, the largest proportion belonged to the 30–39 years age group (45.7%), followed by those aged 19–29 years (32.5%), 40–49 years (16.6%), and above 50 years (5.3%).

Regarding educational background, most respondents held a bachelor's degree or equivalent (D4/S1) at 74.2%, followed by those with a master's degree (S2) at 8.6%, a diploma degree (D3) at 11.3%, and high school graduates (SMA) at 5.3%. Only one respondent (0.7%) reported holding a doctoral degree (S3).

In terms of tenure, the highest proportion of respondents had worked for 5 to less than 10 years (41.1%), followed by 1 to less than 5 years (23.8%), 10 to less than 15 years (19.2%), and 15 years or more (14.6%). The smallest proportion of respondents had less than 1 year of work experience (1.3%).

Based on job level, 75.5% of the respondents were at the Assistant Manager level (BOD-3), while 24.5% were at the Senior Staff level (BOD-4). Regarding work location, more than half of the respondents were based in Jakarta 1 (57.6%), followed by Jakarta 3 (10.6%), Sulawesi 1 (8.6%), and the remaining respondents were spread across other operational areas such as Kalimantan, Sulawesi 2, Bogor, and Maluku.

Table 2.
Reliability and Validity Analysis

		LF	AVE	CA	CR
Workplace Spirituality	MW	0.926	0.882	0.933	0.957
	SC	0.942			
	AV	0.948			
Authentic Leadership	AL01	0.823	0.693	0.926	0.940
	AL02	0.873			
	AL03	0.847			
	AL04	0.870			
	AL05	0.835			
	AL06	0.761			
	AL08	0.813			
	FL01	0.703			
FL02	0.786				
FL03	0.820				
FL04	0.776				
FL05	0.800				
FL06	0.728				
FL07	0.732				
FL08	0.724				
Innovative Work Behavior	IG	0.868	0.786	0.864	0.917
	IP	0.906			
	IR	0.884			

Source: Data processed on SmartPLS 4.0 (2025)

Convergent Validity

Convergent validity was assessed by evaluating the outer loading of each indicator, Average Variance Extracted (AVE), and internal consistency reliability. According to Hair et al. (2022), an outer loading value above 0.70 indicates that indicators adequately reflect their respective latent constructs. In cases where items had loading values below the threshold, such as AL07 (Authentic Leadership) and WS19 (Workplace Spirituality), those items were removed to improve model reliability and validity, following the guidance of Sarstedt et al. (2021).

Internal consistency reliability was examined using Cronbach’s Alpha and Composite Reliability (CR), both of which exceeded the acceptable threshold of 0.60. Convergent validity was confirmed when AVE values for all constructs surpassed the 0.50 minimum criterion. After item refinement, all remaining constructs—including Authentic Leadership, Workplace Spirituality (with its three dimensions: Meaningful Work, Sense of Community, and Alignment with Values), Employee Flourishing, and Innovative Work Behavior (with its dimensions: Idea Generation, Idea Promotion, and Idea Realization)—achieved satisfactory levels of indicator reliability, internal consistency, and AVE.

For higher-order constructs, second-order validity and reliability tests were also conducted. Results showed that all sub-dimensions of multidimensional variables met the criteria for convergent validity, with standardized loadings above 0.70, AVE values above

0.50, and Cronbach's Alpha values exceeding 0.60. These results confirm that both first-order and second-order constructs demonstrate adequate convergent validity and internal consistency reliability.

Discriminant Validity

Table 3.
HTMT Result

Variabel	AL	FL	IWB	WS
AL				
FL	0.642			
IWB	0.702	0.780		
WS	0.716	0.864	0.787	

Source: Data processed on SmartPLS 4.0 (2025)

Discriminant validity refers to the extent to which a construct is empirically distinct from other constructs within the model. This assessment ensures that each construct captures a unique aspect of the phenomenon under investigation. In this study, discriminant validity was evaluated using the Heterotrait-Monotrait Ratio (HTMT), which compares the correlations between items of different constructs (between-trait) to those within the same construct (within-trait). HTMT is considered a reliable approach for estimating the true correlation between two constructs if measured without error (Hair et al., 2022). According to Henseler, Ringle, and Sarstedt (2015), an HTMT value above 0.90 indicates a lack of discriminant validity. In this study, all HTMT values were below the 0.90 threshold, demonstrating that each construct is empirically distinct. Thus, the model meets the discriminant validity requirement and can proceed to structural model evaluation and hypothesis testing.

Structural Model Assessment

Following the assessment of construct reliability and validity, the next step involved evaluating the structural model. Subsequently, hypothesis testing was conducted to examine the relationships among the variables specified in the research framework.

Model Fit

The model fit assessment indicated an acceptable level of fit with the empirical data. This was evidenced by the SRMR value of 0.068, which falls below the recommended threshold of 0.10. Additionally, the Normal Fit Index (NFI) score was 0.789, which lies within the 0 to 1 range, suggesting that the data adequately represents the overall model structure. Although the NFI score did not reach the ideal threshold of > 0.90, it is still considered acceptable given the complexity of the PLS-SEM model (Hair et al., 2022), indicating a satisfactory model fit.

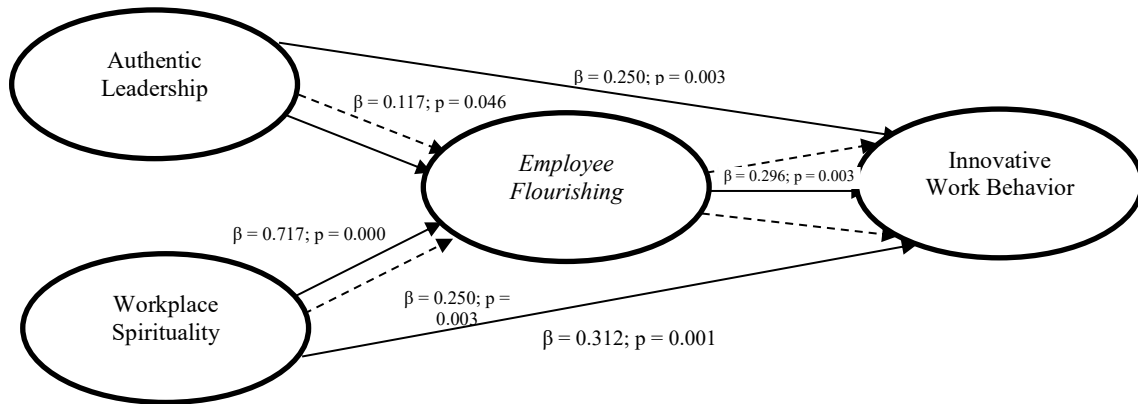


Figure 2.
Results of Causality Analysis among Latent Variables
Source: Data processed on SmartPLS 4.0 (2025)

Direct Effects

Table 4. Discussion of Direct Effects

	Path	β	p-values	Decision
H1	AL -> IWB	0.250	0.003	Supported
H2	WS -> IWB	0.312	0.001	Supported
H3	FL -> IWB	0.296	0.003	Supported
H4	AL -> FL	0.117	0.046	Supported
H5	WS -> FL	0.717	0.000	Supported

Source: Data processed on SmartPLS 4.0 (2025)

To examine the relationships between variables, we referred to p-values, with values less than 0.05 indicating statistical significance. The causal relationships among the latent variables are stated with standardized loading factors (SLF) denoted by the symbol β along with corresponding p-values. Table 4 presents a summary of the hypothesis testing results based on the SLF and p-values obtained. The findings demonstrate that Hypotheses 1 through 5 are supported, indicating significant and positive relationships among the constructs examined.

H1: Authentic leadership has a positive and significant effect on innovative work behavior.

The hypothesis testing results indicate that authentic leadership has a positive and significant effect on innovative work behavior (β = 0.250; p-value = 0.03 < 0.05). This suggests that the presence of authentic leadership enhances innovative work behavior. Within a 95% confidence interval, the effect ranges from 0.090 to 0.389. These findings reinforce the argument of Avolio and Gardner (2005) that authentic leadership serves as the foundation of other positive leadership styles. Authentic leaders not only encourage team performance but also create psychological safety that allows employees to explore their ideas, thereby fostering innovative work behavior. Descriptive responses from the questionnaire indicate that supervisors are perceived as role models and are expected to demonstrate appropriate behavior, facilitate employee development, and appreciate subordinate achievements.

H2: Workplace spirituality has a positive and significant effect on innovative work behavior among employees.

Workplace spirituality significantly affects innovative work behavior ($\beta = 0.312$; $p\text{-value} = 0.01 < 0.05$), with a 95% confidence interval ranging from 0.148 to 0.472. This indicates that higher perceived workplace spirituality leads to stronger innovative work behavior. Respondents noted that a supportive and harmonious work environment generates positive energy and enhances work conduciveness.

The dimension Alignment with Organizational Values had the highest loading factor (0.948), indicating that value congruence between individuals and the organization is central to workplace spirituality at PT Nibama. This aligns with the concept of person–organization value congruence, which strengthens employee loyalty and engagement (Afsar & Badir, 2017). Prior studies (Ding, 2024; Kim & Song, 2024) similarly found that workplace spirituality positively influences innovative work behavior. Bantha and Nayak (2020) further emphasized that empowerment enhances this relationship. In the context of PT Nibama’s transformation, innovative individuals play a crucial role in driving change.

H3: Employee flourishing has a positive and significant effect on innovative work behavior among employees.

Employee flourishing significantly affects innovative work behavior ($\beta = 0.296$; $p\text{-value} = 0.03 < 0.05$), with a 95% confidence interval between 0.132 and 0.483. This indicates that higher levels of flourishing are associated with stronger innovative work behavior. Respondents reported that a positive mood enhances work performance and internal motivation. Fredrickson’s (2001) broaden-and-build theory provides theoretical support, suggesting that positive emotions expand cognitive capacity and build long-term psychological resources. Prior studies (Dehghanizadeh et al., 2025; Redelinguys & Rothmann, 2019) also found that flourishing enhances engagement and creativity. Thus, flourishing benefits both individual well-being and organizational innovation.

H4: Authentic leadership has a positive and significant effect on employee flourishing.

Authentic leadership significantly influences employee flourishing ($\beta = 0.117$; $p\text{-value} = 0.046 < 0.05$), with a 95% confidence interval from 0.012 to 0.242. This indicates that authentic leadership contributes to employee flourishing. Supporting Avolio et al. (2004), authentic leaders demonstrate self-awareness, moral integrity, relational transparency, and balanced processing. Such leadership fosters psychological well-being and positive relationships. Studies by Kleynhans et al. (2022) and Chevalier et al. (2021) confirm that authentic leadership promotes flourishing, work-life balance, and emotional well-being. Consistent with job demands–resources theory, organizational support prevents burnout and enhances well-being. Babaeinejad et al. (2024) further found a significant correlation between authentic leadership and employee mental health.

H5: Workplace spirituality has a positive and significant effect on employee flourishing.

Workplace spirituality significantly influences employee flourishing ($\beta = 0.717$; $p\text{-value} = 0.00 < 0.05$), with a 95% confidence interval from 0.610 to 0.816. Respondents indicated that supportive work environments foster positive work experiences. Pawar (2016) found that meaningful work enhances well-being, while Garg (2017) showed that workplace spirituality improves job satisfaction, organizational commitment, and work-life balance. Tigatedi et al. (2024) emphasized that workplace spirituality operates at individual, unit, and organizational levels. Thus, fostering spirituality at PT Nibama strengthens employee flourishing.

Indirect Effects

Table 5.
Discussion of Indirect Effects

	Path	β	<i>p-values</i>	Decision
H6	AL -> FL -> IWB	0.035	0.114	Not Supported
H7	WS -> FL -> IWB	0.212	0.002	Supported

Source: Data processed on SmartPLS 4.0 (2025)

The mediation test results indicate that Hypothesis 6 is not supported, as the p-value exceeds 0.05 ($p = 0.114$). This finding suggests a direct-only nonmediation condition regarding the role of employee flourishing in the relationship between authentic leadership and innovative work behavior. This condition occurs because the direct relationships among the variables are significant, whereas the indirect effect is not statistically significant.

Meanwhile, Hypothesis 7 demonstrates a significant mediation effect in the relationship between workplace spirituality and innovative work behavior, as indicated by a p-value of 0.002. Referring to the mediation typology proposed by Zhao, Lynch, and Chen (2010), this type of mediation is classified as complementary mediation, which occurs when both the indirect and direct effects are significant and point in the same direction. This complementary mediation is also commonly referred to as partial mediation (Baron & Kenny, 1986).

H6: Employee flourishing mediates the effect of authentic leadership on innovative work behavior.

The mediation test shows that employee flourishing does not significantly mediate this relationship ($\beta = 0.035$; $p\text{-value} = 0.114 > 0.05$). Although authentic leadership influences both flourishing and innovative work behavior, flourishing does not significantly bridge the two. This suggests the possibility of alternative mediators such as thriving at work, intrinsic motivation, or proactive personality. Bai et al. (2022) identified proactive personality and work engagement as mediators. Other studies (Lewicka & Rehman, 2024; Verma et al., 2025) highlight the importance of positive psychological conditions. Future research may explore additional mediating mechanisms.

H7: Employee flourishing mediates the effect of workplace spirituality on innovative work behavior.

Employee flourishing has a significant indirect effect on the relationship between workplace spirituality and innovative work behavior ($\beta = 0.212$; $p\text{-value} = 0.002 < 0.05$). This indicates that workplace spirituality enhances innovative work behavior through increased employee flourishing. This finding aligns with Hunsaker and Ding (2022), who found that workplace spirituality strengthens flourishing, thereby promoting innovative behavior. Dehghanizadeh et al. (2025) similarly showed that workplace spirituality builds intangible psychological capital, encouraging employees to become more proactive, creative, and innovative in addressing workplace challenges.

Structural Model Evaluation

Table 6.
Structural Model Evaluation

Construct	R²	Q²
Employee Flourishing	.64	.36
Innovative Work Behavior	.58	.38

Source: Data processed on SmartPLS 4.0 (2025)

The structural model was evaluated by examining the coefficient of determination (R²) and predictive relevance (Q²) to assess the model's explanatory and predictive capability.

The R² results indicate that employee flourishing obtained a value of .64, meaning that 63.6% of its variance can be explained by the independent variables included in the model. Meanwhile, innovative work behavior showed an R² value of .58, indicating that 57.7% of its variance is explained by its predictor constructs. Referring to the criteria proposed by Hair et al. (2022), these values fall within the moderate category. This suggests that the model demonstrates adequate explanatory power in accounting for variations in both endogenous variables.

Furthermore, predictive relevance was assessed using the blindfolding procedure. The Q² value for employee flourishing was .36, while innovative work behavior obtained a Q² value of .38. Since both values are greater than zero and exceed the .25 threshold (Hair et al., 2019), the model can be considered to have moderate predictive relevance. This indicates that the structural model is capable of generating reasonably accurate predictions for the endogenous constructs examined in this study.

Overall, the findings suggest that the proposed model is statistically adequate in explaining and predicting employee flourishing and innovative work behavior within the research context.

CONCLUSION

Based on the results of the hypothesis testing, it can be concluded that authentic leadership has a positive effect on employees' innovative work behavior at PT Nibama. When direct supervisors demonstrate an authentic leadership style, employees are more motivated to engage in innovative work behavior. Workplace spirituality also positively influences innovative work behavior, indicating that the more positively employees perceive their work environment, the greater their tendency to display innovative behavior. In addition, employee flourishing has a positive effect on innovative work behavior, meaning that higher levels of individual well being are associated with stronger innovative work behavior among employees. Furthermore, authentic leadership has a direct positive effect on employee flourishing at PT Nibama. Supervisors who exhibit authentic leadership can enhance employees' sense of flourishing or overall well being. Workplace spirituality also positively affects employee flourishing, suggesting that a more supportive and meaningful work environment contributes to higher levels of employee well-being.

However, employee flourishing does not mediate the relationship between authentic leadership and innovative work behavior. Although authentic leadership improves both

flourishing and innovative work behavior, the relationship between leadership and innovative behavior is not explained through flourishing. In contrast, employee flourishing does mediate the relationship between workplace spirituality and innovative work behavior. Higher levels of workplace spirituality enhance employee flourishing, which in turn increases the likelihood of employees demonstrating innovative work behavior at PT Nibama.

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