

THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP ON INNOVATIVE WORK BEHAVIOR THROUGH PSYCHOLOGICAL CAPITAL AND JOB INVOLVEMENT AS INTERVENING VARIABLES

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ABSTRACT

This study explores the impact of transformational leadership on innovative work behavior at Jakarta Woman and Child Hospital, involving both medical and non-medical staff. With 281 respondents, the research uses purposive sampling for individuals with over a year of experience working directly or indirectly with patients. Utilizing Structural Equation Modeling-Partial Least Squares (SEM-PLS), the analysis reveals a positive influence of transformational leadership on innovative work behavior and job involvement. However, no significant relationships are found between transformational leadership and psychological capital, and between job involvement and innovative work behavior. Additionally, psychological capital does not act as a mediator in the relationship between transformational leadership and innovative work behavior. Managerially, enhancing transformational leadership is vital for fostering innovation and job involvement in hospitals, recommending strategies to improve psychological capital through positive work environments and training programs. Despite valuable insights, the study's limitations warrant further research for a broader understanding and identification of influencing factors within the healthcare industry.

KEYWORDS

Transformational Leadership; Innovative Work Behavior; Psychological Capital; Job Involvement; Structural Equation Modeling



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INTRODUCTION

The development of technology worldwide, especially in recent decades, has driven companies to face complex challenges and a competitive environment that is constantly changing. However, some employees have difficulty participating in creating competitive advantages (Huang et al., 2019). Various business sectors require active participation and ideas from members, no matter how small. Competitive advantage arises when an organization develops a series of strategies that surpass its competitors (Hartani et al., 2021). With the emergence of similar businesses, innovation becomes crucial for companies to improve their competitive advantage in the market. Innovation, which is used to provide added value to customers, encourages loyalty (Rothaermel, 2019). The continuous innovation process and acceleration require Innovative Work Behavior at the individual employee level, which is essential for innovation and the competitiveness of the organization (Tang et al., 2019).

Companies that support employees' innovative behavior play a key role in business sustainability (Jankelová et al., 2021). Innovative Work Behavior is crucial for business continuity, as employees' creative expression in the workplace benefits product, service, and organizational innovation (Andri et al., 2020). In the midst of intense business competition and rapid digital transformation, it is expected that every employee has high Innovative Work Behavior to enhance company innovation. Leaders, as significant influencers of innovation, directly or indirectly participate in crucial organizational decisions (Khoirotunnisa, 2024). Leadership behavior significantly determines individual creativity and innovation in the work environment (Koh et al., 2019).

Among various leadership styles, Transformational Leadership has emerged as one of the effective ones (Hui et al., 2018). The behaviors associated with Transformational Leadership, such as identifying and communicating a vision, setting an exemplary role, fostering team goal acceptance, providing support for employees, and stimulating employees' intelligence, encourage innovation. Exploring the mechanisms of Transformational Leadership that influence innovative capabilities becomes crucial. The characteristics of Transformational Leadership drive subordinates to think more analytically and assign challenging tasks to develop innovative behavior (Afsar & Umrani, 2020). However, previous research has yielded diverse results regarding the relationship between Transformational Leadership and Innovative Work Behavior, indicating a research gap.

Employee behavior innovation plays a crucial role in the growth and development of organizations. Psychological Capital, which originates from positive psychology, plays a vital role in developing employees' character traits and skills, positively impacting their performance, job satisfaction, and motivation to innovate and create (Alshebami, 2021). Psychological Capital, particularly self-efficacy, is believed to have a positive impact on individuals, fostering innovative behavior in employees, which contributes to the innovation of products and services for the organization's long-term success. However, research connecting

Psychological Capital with Innovative Work Behavior is still limited (Lei et al., 2020; Schuckert et al., 2018).

Employees are considered valuable assets for building a company. Job engagement is an important construct for employees and organizations (Sahaming et al., 2022). The higher the job engagement, the more individuals will devote their time to their responsibilities, reflecting the extent to which the job is important to their self-concept. Employees with high job engagement make significant contributions to the company, as many new ideas emerge from dedicated employees (Yi et al., 2019).

Unfortunately, previous research on Job Engagement as a mediator between Transformational Leadership and Innovative Work Behavior is still limited. Studies that simultaneously cover Transformational Leadership, Innovative Work Behavior, Psychological Capital, and Job Engagement are also limited. Given this research gap, the author aims to investigate Innovative Work Behavior among employees in the Health Industry, particularly in the hospital where the author works. The selection of a hospital as a research location is motivated by the need for sustainable innovation among human resources in the health industry to gain a competitive advantage. The research objective is to understand the influence of Transformational Leadership on Innovative Work Behavior with Psychological Capital and Job Engagement as mediating variables.

Theoretical Review

Transformational Leadership, which includes Idealized Influence, Individually Considerate, Intellectually Stimulating, and Inspirational (Lidya et al., 2020), serves as the primary foundation for enhancing Psychological Capital and fostering Innovative Work Behavior. Transformational leaders motivate subordinates to achieve better results, develop their leadership capacities, and engage in creative thinking (Mahyadi & Safrizal, 2023). Transformational leaders provide inspiration and create an environment where team members feel valued, trusted, and encouraged to contribute optimally..

In this context, Psychological Capital, consisting of self-efficacy, optimism, hope, and resilience (Purnomo et al., 2023), becomes a crucial mediator. Transformational leaders not only boost the self-confidence of their subordinates (Idealized Influence) but also stimulate optimism, hope, and resilience, creating positive psychological conditions. Thus, Psychological Capital is not just a response to leadership but also a key driver of Innovative Work Behavior.

Innovative Work Behavior, which involves the creation, promotion, and realization of new ideas (Marita & Aldililla, 2020), becomes the end result of the complex interaction between Transformational Leadership and Psychological Capital. Transformational leaders not only stimulate critical thinking and creativity through Intellectual Stimulation but also enhance the motivation and ability of subordinates to implement these ideas (Inspirational). Psychological Capital, in this context, acts as the primary driver to overcome barriers and face challenges in creating and implementing innovations.

Transformational Leadership and Psychological Capital

Logically, there is a match between the characteristics of transformational leadership and the improvement of the four factors of psychological capital, namely self-efficacy, optimism, hope, and resilience (Afrianita & Febriani, 2022). Transformational leaders utilize emotional aspects to convince employees to think positively, thus increasing employees' level of optimism (Rahmat et al., 2023). When a Transformational Leader faces conflict, failure, or difficulty in achieving goals, their positive attitude is expected to permeate to employees, increasing their optimism (Lei et al., 2020). Through counseling, mentoring, coaching, and challenging assignments, a transformational leader can increase employees' self-confidence (Nurhayat, 2020). The results of Schuckert et al., (2018) research indicate that Transformational Leadership has a significant positive influence on psychological capital. Therefore, the first hypothesis is reformulated as follows:

H1: There is a positive influence of Transformational Leadership on Psychological Capital.

Transformational Leadership and Innovative Work Behavior

Transformational leaders use their personal appeal to stimulate employees' desire to learn, which is expected to result in innovative ideas and new questions (Sahri et al., 2023). Transformational leaders also encourage employees' innovative behavior to create and implement new ideas into innovative products or processes (Thalia & Harsanti, 2023). Research by Schuckert et al., (2018) has proven that Transformational Leadership has a significant positive influence on innovative work behavior. Therefore, the second hypothesis is reformulated as follows:

H2: There is a positive influence of Transformational Leadership on Innovative Work Behavior.

Transformational Leadership and Job Involvement

Transformational leadership motivates each individual to enhance their work abilities, with inspirational leaders encouraging the capabilities of other employees (Al Basyir et al., 2020). This leadership style also shapes a culture of concern for the company over time (Yi et al., 2019). The level of employee concern influences the improvement of job involvement, where job involvement represents the level of employees' affection for their work (Adıgüzel & Sönmez, 2020). Research by Schuckert et al., (2018) indicates that Transformational Leadership has a positive impact on job involvement. Therefore, the third hypothesis can be reformulated as follows:

H3: There is a positive influence of Transformational Leadership on Job Involvement.

Psychological Capital and Innovative Work Behavior

Psychological capital, consisting of self-efficacy, hope, resilience, and optimism, can directly influence other variables at both individual and organizational levels (Yan et al., 2022). These four factors of psychological capital can build and enhance innovation capabilities and increase the level of innovation in a company (Lei et al., 2020). These psychological capital factors play a crucial role in innovative behavior, with positive attitudes and constructive thinking of

individuals playing a key role in various stages of innovative work behavior (Mishra et al., 2019). Studies show that psychological capital has a positive effect on innovative work behavior (Lei et al., 2020; Schuckert et al., 2018). Therefore, the fourth hypothesis can be reformulated as follows:

H4: There is a positive influence of Psychological Capital on Innovative Work Behavior.

Job Involvement and Innovative Work Behavior

Job involvement reflects the extent to which employees are engaged in their work and can be interpreted as adequate human resources to support the company's innovation process (Ebeh et al., 2017). Employees with high levels of job involvement tend to contribute more actively to the innovation process, generating various innovative ideas (Purwanto et al., 2022). Therefore, the fifth hypothesis can be reformulated as follows:

H5: There is a positive influence of Job Involvement on Innovative Work Behavior.

Psychological Capital, Transformational Leadership and Innovative Work Behavior

Transformational leaders can encourage employees to think positively and feel optimistic in facing challenges and achieving goals (Lei et al., 2020). These factors are part of psychological capital, which significantly mediates the relationship between Transformational Leadership and Innovative Work Behavior (Schuckert et al., 2018). Therefore, the sixth hypothesis can be reformulated as follows:

H6: Psychological capital mediates the relationship between Transformational Leadership and Innovative Work Behavior.

Job Involvement, Transformational Leadership and Innovative Work Behavior

Transformational leadership style affects the organizational culture and creates a positive climate for innovation (Banmairuoy et al., 2022; Feri et al., 2020). Transformational Leadership can provide autonomy and trust to employees, resulting in high levels of job involvement (Naqshbandi et al., 2019). Job involvement plays an important role as a mediator between Transformational Leadership and Innovative Work Behavior (Naqshbandi et al., 2019). Therefore, the seventh hypothesis can be reformulated as follows:

H7: Job Involvement mediates the relationship between Transformational Leadership and Innovative Work Behavior.

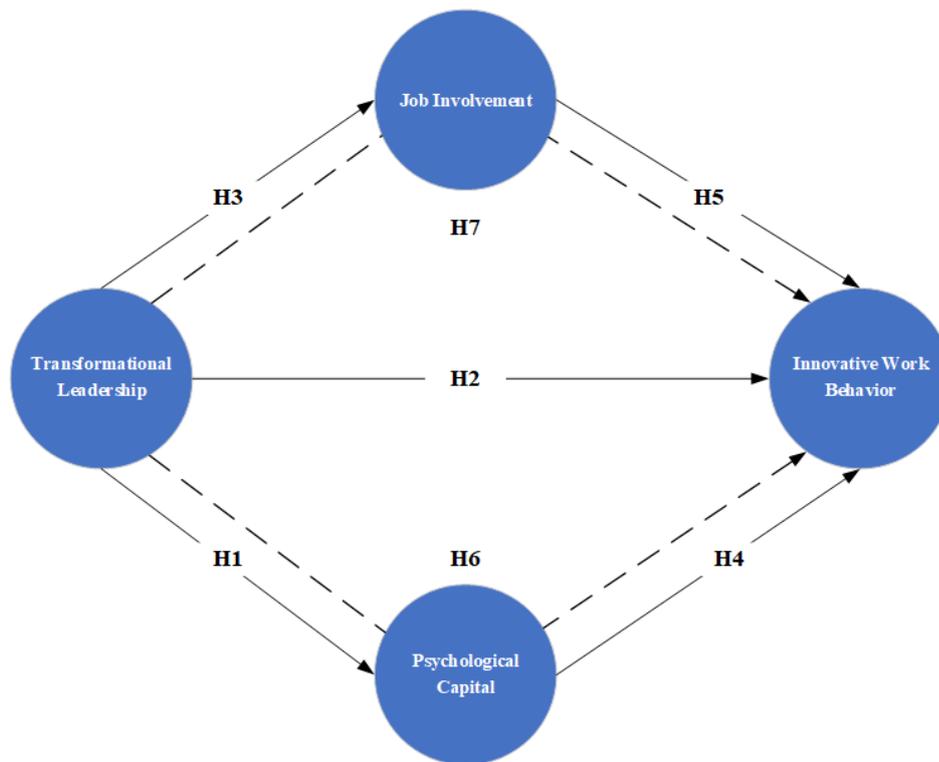


Figure 1. Conceptual Framework

RESEARCH METHOD

This research uses a quantitative research design, particularly a causal approach, to test the impact of one variable on another. Data collection is done through online and paper-based questionnaire administration. The data obtained is then analyzed using the Structural Equation Modeling-Partial Least Square (SEM-PLS) 3.0 method with a Likert scale ranging from 1 to 5 points.

Population and Sample

The data collection was done through an online survey by distributing questionnaires through the Google Form application. The population of this study focused on medical and non-medical personnel working in hospitals. The sample selection used purposive sampling method, with the criteria of employees who have worked for more than one year and have direct or indirect contact with patients or customers. The number of respondents collected was based on the research by Hair et al., (2014), which suggested a minimum of five times the number of questions, or ideally ten times the number of questions. Therefore, this study will collect a minimum of 235 respondents. The respondents consist of medical and non-medical personnel with more than one year of work experience, who are considered most suitable for measuring the level of innovation due to their high level of job involvement.

Measurement

The quantitative research is deductive in nature, with the variables under study including the independent variable (Transformational Leadership), the dependent variable (Innovative Work Behavior), and the intervening or mediating variables (Psychological Capital and Job Involvement). The measurements were conducted using a questionnaire consisting of seven questions for Transformational Leadership, nine questions for Innovative Work Behavior, twenty-one questions for Psychological Capital, and five questions for Job Involvement. All items were measured using a Likert scale with a range of 5 points, from 1 (strongly disagree) to 5 (strongly agree).

RESULT AND DISCUSSION

This research involved 281 respondents from medical and non-medical personnel at the Rumah Sakit Ibu dan Anak Jakarta who had worked for more than 1 year. The respondents consisted of medical and non-medical personnel who had direct or indirect contact with patients. The results of the study showed that most of the respondents had worked for 1-3 years (27.8%), followed by 7-10 years (24.2%), and 11-16 years (18.9%). The most common work unit was the Nursing Unit (50.5%), followed by the Medical and Support Unit (24.9%), and the Marketing Unit (9.3%).

Outer Model Test

Validation of the outer model needs to be conducted before performing data analysis with path analysis. The outer model test determines the relationship between latent variables and corresponding indicators. The results of the outer model are presented in Figure 2.

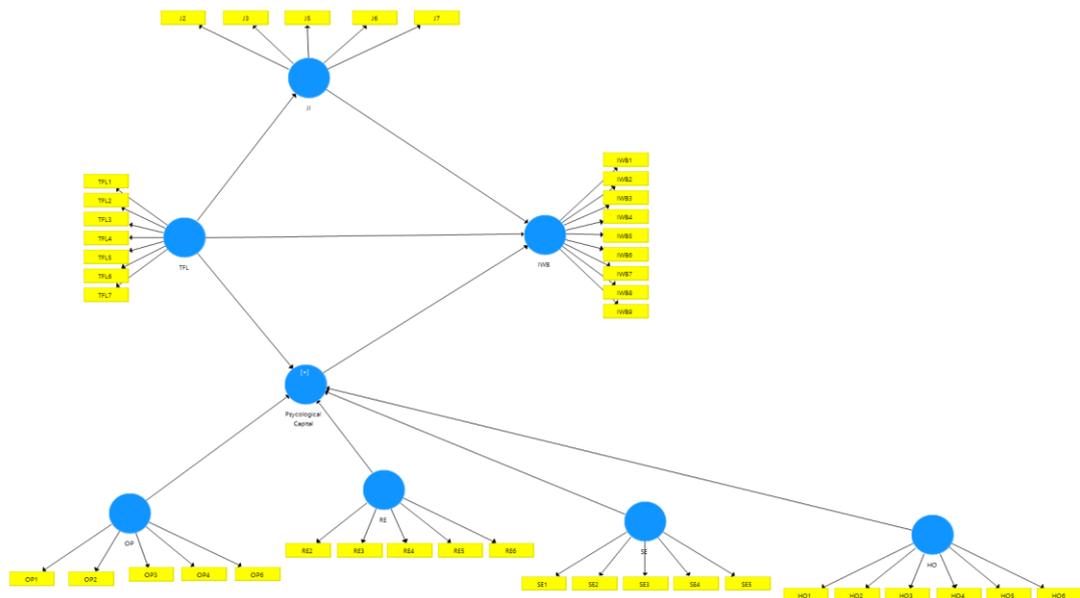


Figure 2. Outer Model
Source: SmartPLS 3 Test Results

Validity Test

The results of the validity test show that all seven question indicators for the Transformational Leadership variable are valid. For the Innovative Work Behavior variable, all nine questions asked have been proven valid. Furthermore, for the job involvement variable, all five questions asked also show that all questions have been proven valid based on the outer loading value. Finally, the psychological capital variable with twenty-one questions, all questions are declared valid because they have a factor loading value > 0.5

The next step is to measure discriminant validity by comparing the Average Variance Extracted (AVE) for each construct with the correlation between constructs with other constructs in the model. A model is considered to have adequate discriminant validity if the AVE value for each construct is greater than the correlation between other constructs. The criteria set are that the Average Variance Extracted (AVE) value must be ≥ 0.5 , and its discriminant validity > 0.6 (Fornell & Larcker, 1981). The figures on the Average Variance Extracted (AVE) are used to determine whether the average variance in the indicators in each variable is homogeneous or not. The AVE and discriminant validity values for all variables in this study meet the homogeneous criteria, as the data shows that the AVE value > 0.5 and the discriminant validity is above > 0.6 , so all variables are considered valid.

Reliability Test

In the analysis of the reliability test of the research variable constructs, the internal consistency method was used. The results of the reliability test are used to assess whether all indicators of the research variables are effective constructs in forming a latent variable. From the test results, the construct reliability of the variables in this study meets the requirements by showing Cronbach's alpha and composite reliability values for all research variables > 0.7 , following recommendations suggesting values > 0.6 (Leguina, 2015).

Table 1. The result of Validity and Reliability Test

Variables	Items	Loading	AVE	Alpha	CR
Transformational Leadership	TFL1	0.869	0.797	0.958	0.965
	TFL2	0.875			
	TFL3	0.901			
	TFL4	0.909			
	TFL5	0.890			
	TFL6	0.916			
	TFL7	0.889			
Job Involvement	J2	0.728	0.543	0.793	0.855
	J3	0.701			
	J5	0.712			
	J6	0.840			
	J7	0.693			

Variables	Items	Loading	AVE	Alpha	CR
Psychological Capital	OP1	0.746	0.558	0.792	0.860
	OP2	0.510			
	OP3	0.834			
	OP4	0.851			
	OP6	0.745			
	RE2	0.681			
	RE3	0.685	0.521	0.770	0.844
	RE4	0.757			
	RE5	0.708			
	RE6	0.774			
	SE1	0.733			
	SE2	0.801			
	SE3	0.903	0.691	0.886	0.917
	SE4	0.875			
	SE5	0.834			
	HO1	0.805			
	HO2	0.746			
	HO3	0.665			
Innovative Work Behavior	HO4	0.674	0.532	0.822	0.871
	HO5	0.815			
	HO6	0.653			
	IWB1	0.789			
	IWB2	0.805			
	IWB3	0.831			
	IWB4	0.824			
	IWB5	0.760	0.643	0.930	0.942
	IWB6	0.678			
	IWB7	0.810			
	IWB8	0.825			
IWB9	0.878				

Source: SmartPLS 3 Test Results

Based on the SmartPLS output in Table 1, the validity test has resulted in all outer loadings for each variable being declared valid because they have values greater than 0.5, and the Average Variance Extracted (AVE) values are ≥ 0.5 , with discriminant validity > 0.6 . The reliability test indicates that each variable is reliable as they have Cronbach's Alpha values and composite reliability (CR) values greater than 0.7.

Inner Model Test

The inner model helps determine the fit of relationships between variables. To examine the relationships between constructs, it is necessary to check the significance values and the R-square values of the research model. The specific R-square values for this study are presented in Table 2.

Table 2. The result Test of R Square (R^2)

Variable	R Square (R^2)
Innovative Work Behavior	0.503
Job Involvement	0.187
Psychological Capital	0.998

Source: SmartPLS 3 Test Results

Based on the results of the coefficient of determination (R^2), it is found that the influence of the Transformational Leadership variable on the Innovative Work Behavior variable is moderated, with an R-square value of 50.3%. This means that approximately 50.3% of the variance in Innovative Work Behavior can be explained by the Transformational Leadership variable in the model. On the other hand, the influence on the Job Involvement variable is only 18.7%, indicating that the influence of Transformational Leadership on this variable is relatively smaller. In contrast, the influence on the Psychological Capital variable is very strong, with an R-square value of 99.8%, indicating that a large portion of the variance in Psychological Capital can be explained by other variables in the model. This suggests that Psychological Capital has a dominant role in affecting the variance in the model. After conducting the model test, the mediating effect test is performed, as shown in Table 3 below.

Tabel 3. The Results of Hypothesis Testing of Direct and Indirect Effects

Hypothesis	Path	Effect	t-value	p-value	Decision
H1	Transformational Leadership -> Psychological Capital	0.000	0.120	0.904	Rejected
H2	Transformational Leadership -> Innovative Work Behaviour	0.222	2.675	0.008	Accepted
H3	Transformational Leadership -> Job Involvement	0.433	7.553	0.000	Accepted
H4	Psychological Capital -> Innovative Work Behaviour	0.554	7.801	0.000	Accepted

H5	Job Involvement -> Innovative Work Behaviour	0.031	0.383	0.702	Rejected
H6	Transformational Leadership -> Psychological Capital -> Innovative Work Behaviour	0.013	0.372	0.710	Rejected
H7	Transformational Leadership -> Job Involvement -> Innovative Work Behaviour	0.000	0.121	0.904	Rejected

Source: SmartPLS 3 Test Results

Based on the table above, for the first hypothesis (H1) stating that transformational leadership does not affect psychological capital, the data does not support this hypothesis. This is evident from the t-value of $0.120 < 1.960$ and P Values of $0.904 > 0.05$. Conversely, for the second hypothesis (H2) stating that transformational leadership has a positive effect on innovative work behavior, the data supports this hypothesis with a t-value of $2.675 > 1.960$ and P Values of $0.008 < 0.05$. The analysis of the third hypothesis (H3) shows that transformational leadership has a positive effect on job involvement, and the data supports the hypothesis with a t-value of $7.553 > 1.960$ and P Values of $0.000 < 0.005$. The fourth hypothesis (H4) stating that psychological capital has a positive effect on innovative work behavior is also supported by the data, with a t-value of $7.801 > 1.960$ and P Values of $0.000 < 0.005$. However, for the fifth hypothesis (H5) stating that job involvement does not affect innovative work behavior, the data does not support this hypothesis, with a t-value of $0.383 < 1.960$ and P Values of $0.702 > 0.005$. Furthermore, for the sixth hypothesis (H6) stating that psychological capital does not mediate the relationship between transformational leadership and innovative work behavior, the data does not support this hypothesis, with a t-value of $0.121 < 1.960$ and P Values of $0.904 > 0.005$. Finally, for the seventh hypothesis (H7) stating that job involvement does not mediate the relationship between transformational leadership and innovative work behavior, the data also does not support this hypothesis, with a t-value of $0.372 < 1.960$ and P Values of $0.372 > 0.005$.

Discussion

The study found that transformational leadership does not have a significant impact on psychological capital in healthcare settings. The complex work environment, high workload, and ineffective implementation may be the reasons for this (Schuckert et al., 2018). However, transformational leadership has a positive impact on innovative work behavior and job involvement, creating an environment that supports innovation and employee engagement (Suhana et al., 2019; Sueb & Sopiah, 2023). Psychological capital also contributes positively to innovative work

behavior by fostering a sense of psychological safety for a positive mindset and adaptability to change (Sumigar et al., 2023). Although job involvement does not directly affect innovative work behavior, the results can be influenced by the organization's structure, which focuses on routine tasks and lacks innovation enthusiasm within the organization (Huang et al., 2019).

The importance of transformational leadership in stimulating innovative work behavior and job involvement may explain why psychological capital or job involvement do not act as mediators. Leaders who can directly empower and inspire their subordinates motivate them to participate in innovative work practices without involving psychological factors or high levels of job involvement (Schuckert et al., 2018; Naqshbandi et al., 2019).

In the context of hospitals, where constant changes occur, leaders who support innovation can directly provide encouragement for innovative behavior without requiring a mediator (Schuckert et al., 2018). These findings provide additional insights into the involvement of transformational leadership in creating a culture of innovation in hospitals.

CONCLUSION

The conclusion of this study indicates that transformational leadership does not significantly affect psychological capital, but it does have a positive impact on innovative work behavior and job involvement. While psychological capital does not mediate the relationship between transformational leadership and innovative work behavior, neither does job involvement. Although job involvement does not directly contribute to innovative work behavior, transformational leadership has a positive influence on both directly. The managerial implications involve the development of transformational leadership to promote innovation and job involvement in hospitals. Management may consider strategies to develop psychological capital through the creation of a positive work environment and training programs for medical and non-medical staff. This study, while providing valuable insights, has limitations in generalizing the results to the broader healthcare industry and uneven respondent distribution, indicating the need for further research to delve into this relationship in a broader context and detail the factors that influence it.

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