



Leadership Dynamics in Government Institutions: The Paradox of Performance and Innovation under Bureaucratic Structures

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ABSTRACT

This paper explores the effect of transformational leadership on employee performance (EP) and innovative work behavior (IWB) within government institutions. Using a quantitative, cross-sectional approach, data from 259 government employees in North Sumatera were analyzed via Partial Least Squares Structural Equation Modeling (PLS-SEM). The results reveal a significant positive impact of transformational leadership on EP, highlighting its role in motivating employees to exceed performance expectations. However, transformational leadership did not significantly affect IWB, suggesting that bureaucratic structures may limit employee autonomy, which is crucial for innovation. While IWB positively influenced EP, the mediating role of IWB between transformational leadership and EP was not supported, indicating that the direct relationship between leadership and performance may not depend on innovation in bureaucratic settings. These findings suggest that leadership strategies in government institutions need to overcome institutional constraints to foster innovation. The study also emphasizes the importance of leadership development programs tailored to bureaucratic environments. Limitations include the cross-sectional design and reliance on self-reported data, which may restrict generalizability. Future research should explore alternative leadership styles to enhance IWB in bureaucratic contexts and use longitudinal methods to assess the long-term effects of transformational leadership on employee outcomes.

Keywords: Transformational Leadership, Employee Performance, Innovative Work Behavior, Bureaucratic Institutions, Public Sector Innovation

JEL Classifications: M12, O31, L2

1. INTRODUCTION

Transformational leadership is pivotal in enhancing employee performance and fostering innovative work behavior (IWB) within government institutions. By inspiring and motivating employees, transformational leaders create an environment conducive to proactivity and creativity, crucial for addressing the demands of public service. However, despite its recognized importance, the specific mechanisms through which transformational leadership influences IWB and individual performance in government contexts remain underexplored.

Previous studies indicate that transformational leadership positively affects employee proactivity, particularly among individuals with

high role breadth self-efficacy (RBSE) and autonomy (Hartog and Belschak, 2012). This highlights the significance of empowering teams within government institutions to enhance initiative and innovative contributions. Furthermore, the relationship between transformational leadership and employee satisfaction is vital for performance outcomes. Research by Yang (2014) shows that trust in leadership mediates this relationship, affecting job satisfaction and, consequently, employee performance. Leaders who communicate a clear vision and prioritize service quality engage government employees more effectively, promoting higher performance and innovative behaviors.

In the context of digital transformation, adaptive leadership styles are increasingly important. Trenerry et al. (2021) identify

key factors influencing effective digital transformation, such as employees' perceptions of technological change and adaptability. Transformational leaders who foster resilience and a culture of continuous learning enhance their teams' innovative capabilities by encouraging creative thinking and adaptation.

While IWB is defined as the intentional generation, promotion, and realization of new ideas within a work context, individual performance encompasses various dimensions of an employee's contributions, including task, contextual, and adaptive performance (Koopmans et al., 2011). Transformational leaders create a supportive organizational climate essential for nurturing creativity and innovation. A harmonious culture characterized by open communication and supportive relationships significantly enhances job satisfaction and organizational commitment, thereby promoting IWB (Liu et al., 2021; Asurakkody and Shin, 2018).

However, gaps remain in understanding the interplay between transformational leadership, IWB, and individual performance. Notably, Hartog and Belschak (2012) point out that the effectiveness of transformational leadership varies based on individual differences, such as RBSE and autonomy levels. Additionally, O'Donovan et al. (2021) highlight that certain leadership behaviors may not foster creativity or shared learning, indicating a need to explore how different transformational leadership behaviors specifically contribute to IWB within government teams. Reichenpfader et al. (2015) argue that many conceptualizations of transformational leadership focus narrowly on leader behaviors, overlooking the complexity of their influence on follower motivation and performance. Furthermore, Meza et al. (2021) suggest that strategic climates mediate the relationship between leadership and performance outcomes, pointing to the need for research that integrates these variables. Given these limitations, this study aims to address the following research question: How does transformational leadership influence innovative work behavior and employee performance in government institutions?

The potential contributions of this research include a deeper understanding of how transformational leadership styles impact innovative behaviors and performance outcomes in government settings. The remainder of this paper is structured as follows: the next section reviews the relevant literature on transformational leadership, IWB, and employee performance, followed by the methodology employed in this study. The findings will be presented and discussed, concluding with implications and recommendations for future research.

2. LITERATURE REVIEW

2.1. Transformational Leadership

Transformational leadership encompasses three primary dimensions: strategic, supervisory, and inspiring leadership. According to Nicholls (1994), strategic leadership involves path-finding and culture-building processes, essential for establishing a unified organizational vision and fostering a cohesive, purpose-driven direction. Supervisory leadership, by contrast, emphasizes

adapting leadership styles to specific situational demands, optimizing performance within diverse contexts (Nicholls, 1994). Inspiring leadership complements these dimensions by engaging followers emotionally, presenting a compelling vision that motivates them to enthusiastically pursue shared organizational goals (Nicholls, 1994).

Furthermore, transformational leadership plays a crucial role in advancing organizational ethics by fostering a culture of commitment and ethical conduct. By strengthening the psychological contract between leaders and followers, transformational leadership cultivates a robust ethical foundation within the organization (Carlson and Perrewe, 1995). Although transformational leadership correlates positively with enhanced subordinate satisfaction, its direct impact on performance metrics remains debated (Ross and Offermann, 1997). Critiques indicate that its effectiveness is context-dependent, influenced by both organizational environment and individual follower characteristics, suggesting that this approach may not be universally optimal across all settings (Conger, 1999).

Distinct from other leadership styles, transformational leadership emphasizes inspiring and motivating employees to prioritize organizational goals over personal interests. This style is defined by a leader's capacity to communicate a compelling vision, cultivate trust, and drive innovation and change within the organization. In contrast to transactional leadership, which operates on a rewards-and-penalties system, transformational leadership aims to elevate follower motivation and morale through charismatic and visionary influence.

Key characteristics further distinguish transformational leadership. Leaders with visionary influence articulate a clear and inspiring vision that aligns employees' personal goals with organizational objectives (Bush, 2018). This leadership style also correlates with emotional intelligence, which facilitates affective organizational commitment by fostering effective group dynamics (Pulido-Martos et al., 2024). In not-for-profit contexts, transformational leadership aligns with mechanisms of downward, upward, and lateral accountability, thereby promoting a comprehensive framework for organizational accountability (Harrison et al., 2023). Additionally, transformational leadership strengthens an organization's capability for change, often mediated by the level of trust in leadership (Cao and Le, 2022).

In comparison to other leadership styles, transformational leadership demonstrates a distinct orientation. Transactional leadership, for instance, focuses on exchanges such as rewards for performance, making it effective in routine tasks that require minimal innovation (Cho et al., 2019). Servant leadership, in contrast, prioritizes serving employees and meeting their needs, while transformational leadership is more focused on inspiring employees to attain higher levels of performance (Xie, 2020). Although newer models like authentic and ethical leadership present some unique features, empirical research reveals a considerable overlap with transformational leadership, which has proven highly effective in predicting positive leadership outcomes (Deng et al., 2023).

Despite its strengths in fostering innovation and commitment, transformational leadership may not be universally suitable across all organizational contexts. For instance, in environments that prioritize hierarchical structures and clear directives, transactional leadership may be more appropriate. The impact of transformational leadership can also vary significantly across cultural contexts, as evidenced by its differing effects on organizational commitment in the U.S. and Korea (Cho et al., 2019).

2.2. Innovative Work Behavior

Innovative work behavior (IWB) within organizational settings encompasses the proactive and creative actions undertaken by employees to introduce new ideas, processes, or products that contribute to enhanced organizational effectiveness. This multifaceted behavior includes various dimensions such as role innovation, individual creativity, and an adeptness in navigating workplace dynamics. West (1987) characterizes role innovation as the introduction of substantial new behaviors into one's role, often leading to elevated job satisfaction and opportunities for personal growth. Further defining its complexity, IWB is recognized as a multi-dimensional construct; Kleysen and Street (2001) identify five distinct dimensions: opportunity exploration, generativity, formative investigation, championing, and application, collectively highlighting the intricate nature of innovative actions within organizations. However, the relationship between IWB and job involvement is nuanced; while IWB can enhance job involvement, it may also introduce relational challenges, as high job involvement linked to innovation efforts may foster tensions with coworkers (Janssen, 2003).

The implications of IWB for organizations are considerable. This behavior is crucial for cultivating long-term organizational effectiveness, as it promotes adaptability and responsiveness to change (Wolfe, 1994). Moreover, opportunities for role innovation positively impact employees' psychological well-being, revealing a favorable association between IWB and job satisfaction (West, 1987). Despite its numerous advantages, IWB may also contribute to interpersonal conflicts and potential dissatisfaction among colleagues. Thus, while fostering IWB can benefit organizations, a balanced approach is essential to manage the potential relational costs associated with heightened innovation in the workplace (Janssen, 2003).

Fostering innovative work behavior within organizations yields substantial benefits, such as enhanced adaptability, increased job satisfaction, and improved overall performance. By encouraging innovation, organizations promote adaptability and creativity, equipping employees with the problem-solving skills needed to thrive in rapidly evolving environments—an essential factor in maintaining competitiveness in dynamic markets (Basadur, 1997). Moreover, environments that prioritize innovation tend to see higher levels of job satisfaction and commitment, as employees feel more engaged and appreciated when their contributions are acknowledged and implemented (Bysted, 2013; Mehmood et al., 2022). Organizations that actively support innovative behavior often experience better performance outcomes, with continuous improvement and efficiency gains enhancing organizational effectiveness (Mutonyi et al., 2021). However, fostering innovation

is not without its challenges. Increased job intensity and mental strain may arise as employees feel pressure to constantly generate novel ideas, leading to heightened job demands (Kalmi and Kauhanen, 2008). Furthermore, high levels of autonomy, while beneficial for creativity, can sometimes reduce efficiency, as employees may pursue directions that do not always align with organizational goals (Bysted, 2013). Additionally, not all interventions aimed at fostering innovation succeed; attempts to shift risk perceptions, for example, can sometimes produce unintended outcomes, underscoring the importance of thoroughly evaluating such strategies (Matthewes et al., 2022).

2.3. Employee Performance

Employee performance within organizations is a multifaceted construct, integral to achieving organizational success. It involves assessing the degree to which employees effectively fulfill their responsibilities and contribute to organizational objectives. Performance extends beyond individual productivity to encompass collaboration, motivation, and alignment with organizational values. The continuous evaluation of employee performance profoundly influences an organization's overall effectiveness and long-term viability.

The literature emphasizes key aspects of employee performance, particularly the critical roles of performance measurement and evaluation. The primary aim of performance measurement is to identify areas of strength and improvement, thereby fostering employee motivation toward heightened productivity. Performance evaluation frameworks, designed to align closely with both team and individual objectives, are essential in promoting sustained improvement (Vuong and Nguyen, 2022). Performance appraisals, a fundamental component of human resource management, serve not only to assess individual contributions but also to facilitate employee development, ultimately bolstering organizational outcomes (Redman et al., 1993; Ahmed et al., 2013).

Employee performance is shaped by a range of controllable organizational factors, including the work environment, managerial practices, and employee perceptions. Organizations can model these factors to explore potential performance enhancement strategies (Alefari et al., 2020). Additionally, performance management provides a comprehensive framework for driving employee effectiveness. This approach encompasses defining, measuring, and incentivizing performance, drawing on principles from strategic human resource management and organizational psychology. It further integrates employee perceptions and the supervisory role in guiding and motivating personnel, thereby leveraging insights from HRM and psychology to optimize employee contributions (Den Hartog et al., 2004).

The typology of employee performance is commonly categorized into task performance, contextual performance, and counterproductive work behavior, each dimension contributing uniquely to organizational outcomes. Task performance pertains to the efficiency and effectiveness with which employees execute tasks integral to the organization's core operations. These tasks are generally defined by formal job descriptions. Typical examples of task performance include achieving production targets, adhering to

quality standards, and executing assigned duties proficiently. Task performance is frequently assessed through structured performance appraisals that are directly aligned with organizational objectives (Ja'afaru Bambale, 2014; Viswesvaran and Ones, 2000). Contextual performance, also referred to as organizational citizenship behavior (OCB), involves voluntary behaviors that contribute to the organizational environment yet are not mandated by formal job roles (Keller, 2012). Examples of contextual performance include assisting colleagues, volunteering for additional responsibilities, and providing constructive suggestions, all of which foster a positive work environment and facilitate collaboration (Ja'afaru Bambale, 2014). In contrast, counterproductive work behavior (CWB) encompasses deliberate actions by employees that are detrimental to the organization or its members. Instances of CWB include behaviors such as theft, sabotage, and workplace aggression, which can result in substantial financial losses and damage to the organization's reputation, underscoring the necessity of managing such behaviors effectively (Ja'afaru Bambale, 2014).

Beyond these primary classifications, additional dimensions of performance, such as interpersonal facilitation and job dedication, serve critical roles. Interpersonal facilitation entails behaviors that promote a supportive social and psychological workplace environment, including cooperation and effective communication (Pattnaik and Pattnaik, 2020). Job dedication, conversely, represents the level of commitment and effort an employee invests in their work, often associated with intrinsic motivation and job satisfaction (Pattnaik and Pattnaik, 2020).

Multiple factors, both organizational and motivational, influence these dimensions of employee performance. Organizational elements, such as corporate culture, leadership style, and human resource management practices, are instrumental in shaping employee performance outcomes (Michie and West, 2004). Motivational factors, such as identified regulation, have been shown to predict performance in interpersonal and adaptive behaviors (Zhang et al., 2016). Furthermore, efficacy beliefs at the individual, group, and organizational levels are recognized as significant predictors of performance outcomes, affecting quality, innovation, and overall operational efficiency (Yaakobi and Weisberg, 2018). A comprehensive understanding of these diverse dimensions and influencing factors of employee performance provides an essential foundation for optimizing both individual and organizational efficacy.

2.4. Hypotheses Development

Transformational leadership is characterized by the ability to inspire and motivate individuals to transcend their self-interests for the betterment of the organization, this leadership style fosters an environment conducive to innovation. Transformational leaders promote creativity, provide intellectual stimulation, and support employees in developing new ideas and solutions. They directly impact innovative work behavior by creating a supportive atmosphere that encourages creativity and innovation; leaders who embody transformational qualities inspire employees to think beyond conventional boundaries and challenge the status quo (Liu et al., 2021), thereby enhancing innovation within the workplace (Liu and Nie, 2024; Lin, 2023). Research indicates that transformational

leadership positively affects employees' innovative work behavior by bolstering their psychological capital, including self-efficacy, hope, resilience, and optimism, which empowers employees to engage actively in innovative endeavors (Karimi et al., 2023). The relationship between transformational leadership and innovative work behavior is often mediated by factors such as organizational identification and employee voice, elucidating how transformational leadership translates into innovative actions by fostering a sense of belonging and promoting open communication (Lin, 2023). Additionally, creative role identity serves as a moderating factor, wherein employees who strongly identify with creative roles are more inclined to demonstrate innovative behaviors under transformational leadership (Liu and Nie, 2024). Job autonomy and job engagement also function as mediators that enhance the impact of transformational leadership on innovative work behavior; by providing employees with greater freedom and actively engaging them in their tasks, transformational leaders can significantly bolster innovative output (Nguyen and Sharma, 2024). The capability of transformational leadership in promoting innovative work behavior can be significantly influenced by the organizational climate, as a supportive climate for innovation amplifies the positive effects of transformational leadership, fostering an environment conducive to creativity and experimentation (Sandhu and Al Naqbi, 2022). In professional service firms, transformational leadership has been shown to significantly enhance technology-mediated knowledge sharing, which, in turn, drives organizational innovation, with this relationship moderated by factors such as the perceived usefulness of technology and gender (Nguyen, 2022). While transformational leadership is generally associated with favorable outcomes regarding innovative work behavior, it is essential to consider the broader organizational context and individual differences among employees. Based on the established relationship between transformational leadership and the enhancement of innovative work behavior, we propose the following hypothesis:

H1: Transformational leadership has a positive and significant influence on innovative work behavior.

Transformational leadership has been extensively examined regarding its influence on employee performance, with a prevailing consensus across various research contexts affirming its positive and significant direct effect. Transformational leaders inspire and motivate employees, thereby fostering an environment that enhances performance through heightened engagement, innovation, and commitment. This leadership style is distinguished by the capacity to formulate a compelling vision, communicate it effectively, and encourage employees to exceed their conventional performance levels.

Empirical evidence substantiates this assertion, as numerous studies have consistently demonstrated that transformational leadership directly enhances employee performance. For instance, research conducted within the Ghanaian public sector identified a direct and positive effect of transformational leadership on employee performance, underscoring the role of self-efficacy as a partial mediator in this relationship (Donkor, 2022). Furthermore, transformational leadership is correlated with increased innovative

work behavior among employees, a phenomenon achieved by cultivating psychological capital, including self-efficacy and hope, as evidenced by a study involving Iranian agriculture experts (Karimi et al., 2023). In the context of small and medium-sized enterprises (SMEs) in Pakistan, transformational leadership was found to enhance employee performance by promoting organizational citizenship behavior, which encompasses voluntary efforts that transcend formal job requirements (Qalati et al., 2022).

Mediating factors play a pivotal role in this relationship. Transformational leadership enhances psychological capital, which, in turn, boosts employee performance. This encompasses dimensions such as self-efficacy and hope, which partially mediate the relationship between leadership and performance (Karimi et al., 2023). Additionally, transformational leadership positively influences organizational commitment, which is closely linked to improved employee performance, with this relationship mediated by factors such as job satisfaction (Eliyana and Ma'arif, 2019). Moreover, within the context of organizational performance, transformational leadership exerts an indirect influence through knowledge management practices, as illustrated in a study concerning the Northern Cyprus Security Forces (Kılıç and Uludağ, 2021).

While transformational leadership is generally associated with a positive and significant impact on employee performance, it is crucial to consider the role of mediating factors and contextual variations. The efficacy of this leadership style can be influenced by organizational culture, the presence of mediating variables such as psychological capital and organizational commitment, and the specific industry or sector. A nuanced understanding of these elements can assist organizations in tailoring their leadership approaches to maximize employee performance and achieve favorable organizational outcomes. Building on the established evidence of transformational leadership's positive impact on various performance metrics, we propose the following hypothesis:

H2: Transformational leadership has a positive and significant influence on employee performance.

Innovative work behavior (IWB) is increasingly acknowledged as a pivotal determinant of organizational performance and success. Defined by the generation, promotion, and implementation of novel ideas, IWB is essential for organizations aiming to sustain a competitive advantage in rapidly evolving environments. Extensive research has substantiated the role of IWB in enhancing organizational outcomes across diverse sectors. Key factors influencing IWB include individual attributes such as proactive personality and psychological capital (PsyCap), both recognized as fundamental antecedents of IWB. Employees possessing proactive dispositions and high PsyCap are more inclined toward engaging in innovative activities, displaying the resilience and optimism necessary for the pursuit of new ideas (Ullah et al., 2023; Rodrigues and Rebelo, 2019).

Additionally, organizational and leadership elements significantly shape IWB. Ambidextrous leadership, which skillfully balances opening and closing behaviors, promotes IWB, particularly

when aligned with a supportive innovation climate (Akıncı et al., 2022). High-performance work practices (HPWPs) and leadership humility further encourage IWB by fostering personal initiative and creativity within employees (Farrukh et al., 2021; Li et al., 2022). Organizational agility also enhances IWB; workplaces characterized by flexible timing and task structures provide an environment conducive to creativity and innovation (Franco and Landini, 2022).

The influence of IWB on organizational performance is multifaceted. It serves as a key driver of sustainable competitive advantage, especially in industries where innovation is indispensable for differentiation. Organizations that nurture innovative behaviors in employees are better equipped to adapt to market shifts and maintain their competitive positioning (Elidemir et al., 2020). In both public and private sector settings, IWB fosters improved organizational performance by facilitating adaptation to complex challenges and promoting a culture of continuous improvement (Srirahayu et al., 2023; Akıncı et al., 2022). Furthermore, the innovative contributions of diverse groups, including minority and female employees, enhance organizational innovation outcomes by introducing varied perspectives and ideas that lead to more creative solutions and elevated organizational performance (Link, 2022).

While the positive impact of IWB on organizational performance is well-established, certain challenges and limitations warrant attention. Cultivating IWB necessitates substantial investments in organizational culture, leadership development, and employee training. Moreover, the efficacy of IWB may vary across industries and organizational contexts, with certain sectors deriving greater benefit from technical expertise over behavioral innovation (Franco and Landini, 2022). The relationship between IWB and organizational performance is also contingent upon external factors, such as market dynamics and technological advancements, which may either support or impede the implementation of innovative ideas. Accordingly, organizations must strategically align their approaches to suit specific needs and contexts to fully leverage the benefits of IWB. Given the established significance of innovative work behavior (IWB) in driving organizational success and enhancing employee contributions, we propose the following hypothesis:

H3: Innovative work behavior has a positive and significant influence on employee performance.

Innovative work behavior (IWB) serves as a critical mediator in the relationship between transformational leadership and individual performance. Transformational leadership, known for its focus on inspiring and motivating employees, cultivates an environment that fosters innovation, which, in turn, enhances individual performance. The role of IWB as a mediator is reinforced by mechanisms such as psychological capital, organizational climate, and employee voice, all of which transformational leadership positively influences.

Transformational leadership significantly impacts IWB by creating an environment that encourages creativity and

innovation. This leadership approach includes inspiring employees, providing intellectual stimulation, and offering individualized support, all of which enhance employees' readiness to engage in innovative behaviors (Lin, 2023; Karimi et al., 2023). Within the public sector, for example, transformational leadership has been shown to promote IWB through the mediation of psychological capital, which includes factors like self-efficacy, hope, resilience, and optimism (Karimi et al., 2023; Bak et al., 2022).

IWB acts as a mediator by channeling the positive effects of transformational leadership into tangible performance outcomes through various pathways, such as strengthening employees' psychological capital and fostering a supportive climate for innovation (Lin, 2023; Puni et al., 2022). The presence of an innovative climate within an organization further amplifies this indirect effect, enabling transformational leadership to enhance individual performance through IWB. This innovative climate offers essential support and resources, empowering employees to experiment and innovate (Lin, 2023; Puni et al., 2022). Considering the critical mediating role of innovative work behavior (IWB) in the relationship between transformational leadership and employee performance, we propose the following hypothesis:

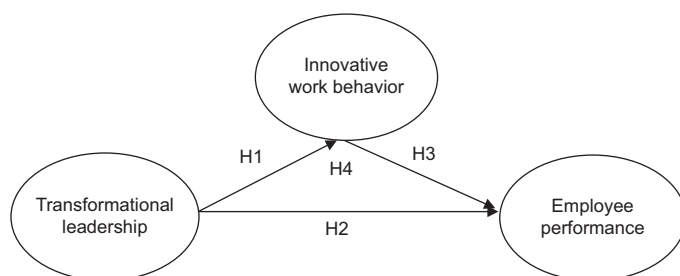
H4: The correlation between transformational leadership and employee performance is mediated Innovative work behavior.

This study provides a visual representation of the hypotheses outlined, illustrating the proposed research framework for examining the relationships among transformational leadership, innovative work behavior, and employee performance, as shown in Figure 1.

3. RESEARCH METHODOLOGY

This study investigates the dynamic influence of transformational leadership on innovative work behavior (IWB) and employee performance within government institutions. The primary objective was to elucidate how transformational leadership fosters IWB and contributes to overall employee performance. A quantitative research design was employed to facilitate a statistical exploration of the relationships among the variables. Additionally, a cross-sectional study design was adopted, enabling the capture of data at a specific moment in time and providing insights into the contemporary dynamics of transformational leadership, IWB, and employee performance.

Figure 1: Research framework



The research focused on employees within a government institution located in North Sumatera. A sample size of approximately 259 respondents was determined to ensure adequate statistical power for robust analysis utilizing Partial Least Squares Structural Equation Modeling (PLS-SEM). A proportional random sampling approach was employed, strategically selecting respondents from various departments to ensure a genuinely representative sample.

Transformational leadership was conceptualized as a motivational leadership style that inspires employees to exceed their performance expectations by cultivating a sense of shared vision, individualized support, and intellectual stimulation. Measurement items for this construct included statements such as “My leader provides a clear vision” and “My leader encourages creative problem-solving,” with responses rated on an interval scale. Similarly, innovative work behavior (IWB) was assessed through items reflecting employee engagement in generating new ideas, mobilizing resources to support these initiatives, and implementing creative solutions. Statements such as “I seek ways to generate new ideas” and “I proactively convince colleagues to adopt new approaches” served as indicators for IWB, also utilizing the same interval scale. Employee performance was evaluated based on indicators that captured the quality, efficiency, and consistency of work outputs, as well as behaviors aligning with organizational standards. Sample items for this construct included “My work meets the required standards” and “I consistently achieve my work targets,” thereby enabling a comprehensive assessment of performance.

Data collection was conducted through the distribution of a structured, user-friendly questionnaire comprising two sections: (1) demographic characteristics of respondents and (2) statements pertaining to the research variables. The questionnaire was administered in person to promote participant engagement and facilitate immediate responses. Ethical considerations included obtaining informed consent and ensuring the confidentiality of responses.

For data analysis, PLS-SEM was rigorously applied, commencing with data preparation steps that included cleaning and transformation to meet the requirements of PLS-SEM. The analysis focused on evaluating the constructs to establish both measurement and structural models. Reliability and validity were meticulously evaluated using Composite Reliability (CR), Cronbach’s alpha, and Average Variance Extracted (AVE).

In assessing the measurement model, item loadings were calculated to determine the contribution of each indicator to its respective construct. A common threshold for acceptable loading is typically above 0.70, indicating that the items significantly represent the constructs they are intended to measure. Additionally, convergent validity was evaluated by examining the Average Variance Extracted (AVE), with values of 0.5 or higher considered acceptable, demonstrating that each construct captures a sufficient amount of variance from its indicators.

Furthermore, discriminant validity was assessed using the Fornell-Larcker criterion, ensuring that the square root of the AVE for each

construct exceeded its correlations with other constructs. This step confirms that each construct is distinct from others, thereby enhancing the robustness of the measurement model.

The power of the structural model was subsequently assessed by examining R² and Q² values, along with t-values derived from bootstrapping. In this analysis, the coefficient of determination (R²) was evaluated to measure the amount of variance in the dependent variables explained by the independent variables. A higher R² value indicates a stronger explanatory power of the model. In this study, the R² values for Innovative Work Behavior (IWB) and employee performance were assessed to determine the effectiveness of transformational leadership in influencing these outcomes.

Additionally, the Q² value was computed to assess the model's predictive relevance. Q² values above zero indicate that the model has predictive relevance for the specified constructs, suggesting that the independent variables effectively predict the dependent variables in the study.

Finally, the Standardized Root Mean Square Residual (SRMR) was evaluated as part of the overall model fit assessment. This index provides a measure of how well the model reproduces the observed covariance matrix, with values below 0.08 generally considered indicative of an acceptable fit. Together, these insights into R², Q², and SRMR offer a comprehensive understanding of the model's explanatory, predictive, and overall fit capabilities.

4. RESULTS AND DISCUSSION

This section evaluates both the measurement and structural models. The measurement model is assessed through item loadings, Composite Reliability (CR), Cronbach's alpha, and Average Variance Extracted (AVE), while the structural model is examined using path coefficients, Coefficient of Determination (R²), and predictive relevance (Q²). Fit indices, including the Standardized Root Mean Square Residual (SRMR), are also analyzed to determine the models' adequacy in capturing the relationships among the constructs

4.1. Assessment of Measurement Model

The evaluation of the measurement model is summarized, highlighting the reliability and validity of the constructs through indicators such as item loadings, Composite Reliability (CR), Cronbach's alpha, and Average Variance Extracted (AVE) in Table 1.

The evaluation of the measurement model, as presented in Table 1, systematically examines key criteria to assess the reliability and validity of the constructs. First, loading values for each indicator must exceed 0.70, signifying that these indicators reliably measure their corresponding constructs. In this analysis, all loading values for Employee Performance, Innovative Work Behavior, and Transformational Leadership satisfy this criterion. Second, Cronbach's alpha (Cr. Alpha) serves as a measure of internal consistency, with acceptable values generally considered to be above 0.70. Each construct attains satisfactory Cronbach's alpha values, thereby indicating

good reliability. Third, Composite Reliability (CR), which offers a more robust assessment of internal consistency, also reveals values exceeding 0.70, thereby confirming the reliability of the constructs. Finally, Average Variance Extracted (AVE) evaluates the variance captured by each construct from its indicators, with a threshold of 0.50 indicating that the construct accounts for more than half of the variance of its indicators. All constructs demonstrate AVE values surpassing this threshold, further corroborating their validity. Collectively, the measurement model exhibits strong reliability and validity, thereby enhancing the rigor of subsequent analyses in the structural model. Next, the assessment of discriminant validity of the constructs is conducted using the Fornell-Larcker criterion, which aims to ensure that each construct is significantly distinct from the others. Table 2 presents the results of this criterion.

Table 2 presents the findings of the Fornell-Larcker criterion, a method employed to evaluate the discriminant validity of the constructs. Discriminant validity is considered adequate when the

Table 1: Measurement model evaluation

Construct	Item code	Loading	Cr. Alpha	CR	AVE
Employee Performance			0.949	0.956	0.642
	EP1	0.816			
	EP10	0.796			
	EP11	0.815			
	EP12	0.815			
	EP2	0.804			
	EP3	0.782			
	EP4	0.795			
	EP5	0.794			
Innovative Work Behavior			0.913	0.931	0.658
	EP6	0.754			
	EP7	0.809			
	EP8	0.838			
	EP9	0.797			
	IW1	0.837			
	IW2	0.788			
Transformational Leadership			0.872	0.901	0.566
	IW3	0.811			
	IW4	0.797			
	IW5	0.812			
	IW6	0.815			
	IW7	0.817			
	TL1	0.749			
TL2	0.716				
TL3	0.819				
TL4	0.738				
TL5	0.772				
TL6	0.760				
TL7	0.706				

Loading (>0.70), Cr. Alpha (>0.70), CR (>0.70), AVE (>0.50)

Table 2: Fornell-Larcker criterion

Construct	EP	IW	TL
EP	(0.802)		
IW	0.606	(0.811)	
TL	0.523	0.150	(0.752)

The values in parentheses represent the square root of the AVE

EP: Employee performance, IW: Innovative work behavior, TL: Transformational leadership

square root of the Average Variance Extracted (AVE) for a construct surpasses the correlations it shares with other constructs. In this assessment, the square root of AVE for Employee Performance (0.802), Innovative Work Behavior (0.811), and Transformational Leadership (0.752) exceeds the respective correlations with other constructs. This outcome affirms that each construct is distinct and accurately represents its intended conceptual framework. The evaluation of the constructs' discriminant validity is further complemented by the Heterotrait-Monotrait Ratio (HTMT), as presented in Table 3.

Table 3 provides the Heterotrait-Monotrait Ratio (HTMT) values, which serve as an additional test for discriminant validity. For discriminant validity to be acceptable, HTMT values should remain below 0.85. In this analysis, the HTMT ratios for Employee Performance, Innovative Work Behavior, and Transformational Leadership all meet this criterion, further supporting the distinctiveness of each construct.

4.2. Assessment of Structural Model

The assessment of the structural model involves testing the proposed hypotheses to determine the strength and significance of the relationships between constructs, as presented in Table 4.

Table 4 summarizes the results of hypothesis testing, which assesses the strength and significance of relationships within the structural model. Hypothesis 1 (H1) posits that Transformational Leadership (TL) positively influences Innovative Work Behavior (IW). However, the path coefficient (β) of 0.097 and a p-value of 0.249 indicate this effect is not statistically significant, resulting in the rejection of H1. Hypothesis 2 (H2) suggests a positive impact of TL on Employee Performance (EP), which is supported with a significant path coefficient of 0.394 ($P = 0.000$), affirming that TL directly enhances EP. Hypothesis 3 (H3), proposing a positive influence of IW on EP, is also supported, showing a strong and statistically significant path coefficient of 0.462 ($P = 0.000$). Hypothesis 4 (H4) tests whether IW mediates the relationship between TL and EP, yet the path coefficient of 0.045 and $P = 0.269$ reveal this indirect effect is not significant, leading to the rejection of H4. In summary, while TL has a direct positive effect on EP, and IW significantly impacts EP, the proposed mediation effect and direct influence of TL on IW are unsupported statistically.

Table 3: HTMT

Construct	EP	IW
IW	0.650	
TL	0.565	0.163

HTMT ratio < 0.85 indicates acceptable discriminant validity

EP: Employee performance, IW: Innovative work behavior, TL: Transformational leadership

Table 4: Hypotheses test results

Path	β	M	Standard deviation	t-statistics	P-value	Remarks
H1: TL \rightarrow IW	0.097	0.105	0.084	1.155	0.249	Rejected
H2: TL \rightarrow EP	0.394	0.404	0.067	5.900	0.000	Accepted
H3: IW \rightarrow EP	0.462	0.456	0.074	6.277	0.000	Accepted
H4: TL \rightarrow IW \rightarrow EP	0.045	0.049	0.041	1.106	0.269	Rejected

EP: Employee performance, IW: Innovative work behavior, TL: Transformational leadership

The assessment of the structural model's performance is detailed in Table 5, which presents metrics for R-square, adjusted R-square, Q-square, and standardized root mean square residual (SRMR). These metrics serve to evaluate both the model fit and its predictive relevance.

Table 5 presents the results pertaining to the structural model fit and predictive relevance. The R-square value for Employee Performance is 0.637, signifying a strong explanatory power of the model, while the adjusted R-square of 0.633 accounts for the number of predictors utilized. The Q-square value of 0.403 denotes positive predictive relevance for this construct. In contrast, Innovative Work Behavior exhibits a lower R-square of 0.091, indicating weak explanatory power, accompanied by an adjusted R-square of 0.083. Its Q-square value of 0.056 further suggests limited predictive relevance. The standardized root mean square residual (SRMR) is reported at 0.048, which is below the acceptable threshold of 0.1, thereby indicating a good overall model fit.

The findings concerning Hypothesis 1 (H1), which posits that Transformational Leadership (TL) positively influences Innovative Work Behavior (IW), result in the rejection of H1. This outcome may initially appear counterintuitive, given the substantial body of literature that underscores the positive relationship between TL and IW. However, several justifications contextualized within the realm of employee performance in government institutions elucidate this divergence. Government institutions frequently operate within rigid bureaucratic structures, which may restrict the flexibility and autonomy that are essential for cultivating innovative work behavior. Transformational leadership, which typically thrives in more dynamic environments, may face considerable challenges in such contexts, where employees often perceive themselves as constrained by established rules and regulations. Moreover, employees within governmental settings may display heightened levels of risk aversion relative to those in the private sector, largely due to apprehensions regarding potential repercussions associated with failure and a strong inclination to adhere strictly to prescribed protocols. This risk aversion can manifest as hesitancy to engage in innovative activities, even when supported by transformational leadership.

Additionally, the incentive structures prevalent in government institutions often prioritize compliance and adherence to standard operating procedures over innovative initiatives, potentially diminishing employees' motivation to pursue creative ideas. The organizational culture further contributes to this dynamic, particularly if it prioritizes hierarchy and conformity, which can significantly curtail the transformational leader's capacity to inspire innovative work. Lastly, the resource constraints that are common within government institutions can further impede

Table 5: Structural model fit and predictive relevance

Construct	R-square	Adjusted R-square	Q-square	Model fitness
EP	0.637	0.633	0.403	
IW	0.091	0.083	0.056	
SRMR				0.048

R² (Weak: <0.25; Moderate: 0.25-0.50; Strong: >0.50), Q2 (Positive: >0 indicates the model has predictive relevance), SRMR (Good fit: <0.1)

EP: Employee performance, IW: Innovative work behavior

employees' ability to engage in innovative behaviors, as the pursuit of creative solutions typically necessitates adequate time, funding, and institutional support. These contextual factors suggest that while transformational leadership is generally linked to enhanced innovative work behavior, the unique characteristics inherent to government institutions may inhibit this relationship. This finding underscores the need for further research to explore how transformational leadership can effectively foster innovation in these contexts.

The findings related to Hypothesis 2 (H2), which posits that Transformational Leadership (TL) positively influences Employee Performance (EP), robustly support existing theories suggesting that transformational leadership significantly enhances employee performance within government institutions (Donkor, 2022). In the context of government agencies, the acceptance of H2 signifies that leaders employing a transformational leadership style possess the capacity to inspire and motivate employees to exceed conventional performance standards (Qalati et al., 2022). This capability is particularly vital in environments often constrained by rigid procedures and regulations. Transformational leaders can articulate a compelling vision that clarifies organizational goals and encourages employees to engage in behaviors that surpass their basic job responsibilities. By providing both emotional and intellectual support, these leaders cultivate an environment where employees feel empowered to innovate and pursue creative solutions, ultimately leading to enhanced overall performance (Karimi et al., 2023). Moreover, in government institutions characterized by bureaucratic structures, the presence of leaders who can effectively demonstrate transformational leadership qualities is essential. Such leaders facilitate a more open and inclusive work environment, in which employees feel valued and are encouraged to express new ideas (Kılıç and Uludağ, 2021). This dynamic indicates that in scenarios where innovation and process improvement are paramount, transformational leadership serves as a critical driver of enhanced performance. Additional justification for this relationship can be found in the role of transformational leaders in fostering employees' psychological capital, including self-efficacy and hope, which are crucial motivators for achieving superior performance outcomes (Karimi et al., 2023). Within government contexts, where employees frequently encounter challenges and stringent bureaucratic processes, supportive and motivational leadership can mitigate anxiety and enhance employees' confidence in executing their responsibilities. This suggests that the positive relationship between TL and EP is not solely direct but also interconnected with the ways in which leaders cultivate psychological capital among employees (Eliyana and Ma'arif, 2019).

The findings related to Hypothesis 3 (H3), which posits that Innovative Work Behavior (IWB) positively influences Employee Performance (EP), indicate a strong acceptance of the hypothesis. This outcome underscores the crucial role that IWB plays in enhancing employee performance, particularly in dynamic environments where innovation is vital for organizational success. The acceptance of H3 suggests that employees who engage in IWB—characterized by generating, promoting, and implementing novel ideas—are likely to demonstrate higher levels of performance. This finding aligns with the growing body of literature that recognizes IWB as a pivotal determinant of organizational performance and success. Research indicates that individuals with proactive personalities and high psychological capital (PsyCap) are more inclined to engage in innovative activities, enhancing their performance outcomes (Ullah et al., 2023; Rodrigues and Rebelo, 2019). This highlights the importance of fostering an environment that encourages IWB, empowering employees to contribute creatively to their organizations. Furthermore, literature emphasizes that organizational and leadership factors significantly influence IWB. For instance, ambidextrous leadership, which balances exploration and exploitation, encourages IWB, particularly when supported by an innovation-friendly climate (Akıncı et al., 2022). High-performance work practices (HPWPs) and leadership humility are also recognized as essential in fostering IWB by enhancing personal initiative and creativity (Farrukh et al., 2021; Li et al., 2022). Collectively, these elements create an ecosystem that nurtures innovative behaviors, positively impacting employee performance. The relationship between IWB and EP is contextualized by the adaptability and agility of the organization. Environments characterized by flexibility in work structures and processes facilitate creativity and innovation, enabling employees to engage in IWB more easily (Franco and Landini, 2022). This adaptability not only enhances individual performance but also contributes to overall organizational performance, as organizations become better equipped to respond to market changes and challenges (Elidemir et al., 2020; Srichayun et al., 2023). While the findings supporting H3 are consistent with existing literature regarding the positive impact of IWB on organizational performance, certain challenges and limitations should be considered. Cultivating IWB requires substantial investments in organizational culture, leadership development, and employee training. Additionally, the benefits of IWB may vary across different industries, with some sectors deriving more value from technical expertise than behavioral innovation (Franco and Landini, 2022). Moreover, external factors such as market dynamics and technological advancements can influence the effectiveness of IWB, underscoring the need for organizations to strategically align their practices with specific contexts.

The findings related to Hypothesis 4 (H4), which posits that Transformational Leadership (TL) positively influences Innovative Work Behavior (IWB), which in turn enhances Employee Performance (EP), indicate that the hypothesized mediating role of IWB in the relationship between TL and EP is not supported by the data. This outcome suggests that transformational leadership does not significantly affect employee performance through innovative work behavior in this specific context. This finding contrasts with existing literature that emphasizes the critical role of IWB as a

mediator between TL and EP. Research has demonstrated that transformational leadership fosters an environment conducive to creativity and innovation, which subsequently enhances individual performance (Lin, 2023; Karimi et al., 2023). The literature posits that transformational leaders inspire and motivate employees, cultivate a supportive organizational climate, and enhance psychological capital, thereby enabling employees to engage in innovative behaviors that lead to improved performance outcomes. One possible explanation for this discrepancy could be the unique characteristics of government institutions, where bureaucratic structures and rigid regulations might impede the influence of transformational leadership on IWB. While transformational leaders are expected to stimulate innovation, the prevailing organizational climate in government agencies may limit employees' ability to engage in IWB, thereby weakening the link to EP (Bak et al., 2022). In environments where adherence to established protocols is paramount, the capacity for innovative behaviors may be stifled, diminishing the potential positive impact of transformational leadership on performance. Additionally, the mechanisms through which TL influences IWB—such as psychological capital and employee voice—may not be as effective in the context of government institutions compared to other sectors. Previous studies emphasize the importance of these factors in mediating the relationship between TL and IWB, but the distinct challenges within the public sector may undermine their effectiveness (Puni et al., 2022). Furthermore, the lack of statistical significance in this path could also suggest that other variables, not accounted for in this study, may play a more critical role in influencing employee performance within government institutions. Exploring additional factors that may either facilitate or inhibit the relationship between TL, IWB, and EP in such contexts warrants further investigation.

5. CONCLUSION

This study aimed to explore the effects of Transformational Leadership (TL) on Employee Performance (EP) and Innovative Work Behavior (IWB) within government institutions. The findings reveal that while TL significantly enhances employee performance, its influence on innovative work behavior is not statistically significant. Specifically, the research confirmed that TL positively impacts EP, motivating employees to exceed standard performance levels through supportive leadership and the cultivation of psychological capital. This demonstrates the importance of transformational leadership in promoting higher productivity within bureaucratic environments. However, the study also found that TL did not have a significant positive effect on IWB, indicating that the rigid structures and hierarchical cultures typical of government institutions may limit the flexibility necessary for fostering innovation. This finding underscores the complexities leaders face in inspiring creativity and risk-taking among employees who are accustomed to established protocols. This study highlights the vital role of transformational leadership in enhancing employee performance while also revealing the challenges to promoting innovative behavior in bureaucratic settings.

5.1. Theoretical and Managerial Implications

The findings from this study significantly enhance the theoretical understanding of transformational leadership (TL) by illustrating

its differential impacts on Innovative Work Behavior (IWB) and Employee Performance (EP) within bureaucratic contexts. The results underscore that while TL generally correlates with positive outcomes, its effectiveness may be contingent upon the specific organizational environment. This suggests that existing theories surrounding TL should be adapted to account for the constraints and dynamics unique to bureaucratic structures. From a managerial perspective, organizations must prioritize creating supportive environments that empower employees while simultaneously recognizing the limitations imposed by bureaucratic frameworks. This involves implementing leadership development programs tailored to equip leaders with strategies that effectively navigate these challenges. By doing so, organizations can foster not only enhanced employee performance but also encourage innovative behaviors that are crucial for maintaining competitive advantage in a rapidly changing environment.

5.2. Limitations and Future Research Avenues

This study acknowledges several limitations that should be considered when interpreting the findings. Firstly, the cross-sectional design limits the ability to draw causal inferences regarding the relationships between TL, IWB, and EP. Secondly, the reliance on self-reported data may introduce biases, as employees might provide socially desirable responses rather than candid assessments of their experiences. Additionally, the focus on government institutions may restrict the generalizability of the findings to other sectors, particularly those with different structural dynamics and cultural contexts. Future research should explore the contextual factors that influence the dynamics among TL, IWB, and EP, particularly across various organizational settings. Investigating how different leadership styles, beyond transformational leadership, can be tailored to promote innovation in bureaucratic environments could yield valuable insights. Longitudinal studies are also recommended to better understand the causal relationships among these variables over time, capturing the evolution of leadership impacts on employee behaviors and performance. By addressing these avenues, researchers can contribute to a more nuanced understanding of how leadership practices can be optimized to enhance performance outcomes in public sector environments and beyond.

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