

# The Effect Of Transformational Leadership And Perceived Organizational Support On Innovative Performance Behavior Mediated By Work Engagement

Imam Syabudin Anwar<sup>1</sup>, Lie Liana<sup>2</sup>

<sup>1,2</sup> Universitas Stikubank Semarang, Indonesia

E-mail: [imamsyabudin7073@mbs.unisbank.ac.id](mailto:imamsyabudin7073@mbs.unisbank.ac.id)

---

## **Keywords:**

*transformational leadership, perceived organizational support, work engagement, innovative work behavior*

## **Abstract**

*This study aims to analyze the influence of transformational leadership and perceived organizational support on innovative performance behavior mediated by work engagement. This study used a quantitative approach with a population of 2,523 Pekalongan City Government ASN employees as of October 2025. The sample size was calculated using the Slovin formula and obtained a sample size of 110 employees. Sampling was conducted using a purposive sampling technique with the following criteria: years of service. The respondents had a minimum of 3 years of experience so that they had sufficient work experience to feel the influence of leadership and perceived organizational support on innovative work behavior. The data were processed using SPSS software version 26. Data analysis techniques included respondent descriptions, variable descriptions, validity tests, reliability tests, F tests, R<sup>2</sup> tests, t tests, and Sobel tests. The results of the study stated that transformational leadership had a positive effect on work engagement, perceived organizational support had a positive effect on work engagement, transformational leadership had no effect on innovative work behavior, perceived organizational support had no effect on innovative work behavior, work engagement had a positive effect on innovative work behavior, work engagement mediated the effect of transformational leadership on innovative work behavior, and work engagement mediated the effect of perceived organizational support on innovative work behavior.*

---

## **INTRODUCTION**

Innovation has become a necessity in public sector organizations in response to increasingly complex external demands. Social and technological changes, as well as high societal demands for public services, require government agencies to continuously transform. West and Farr (Janssen, 2000) define innovative work behavior as the deliberate creation, introduction, and application of new ideas within a work role, group, or organization, with the aim of improving the performance of that role, group, or organization. In the public sector, innovative work behavior by civil servants is crucial because government organizations face limited resources, complex bureaucracies, and public pressure to continuously innovate. Innovative work behavior by civil servants will have a positive impact not only on the organization but also on the employees themselves and the public.

The Pekalongan City Government is an example of a public sector entity that has demonstrated a strong commitment to building an innovation ecosystem through various programs and policies. The culmination of this achievement was its 2024 Innovation Government Award (IGA) as the Most Innovative City from the Ministry of Home Affairs of the Republic of Indonesia. However, it cannot be denied that not all civil servants (ASN) exhibit an even level of innovative behavior. Innovation is still largely driven by a small number of highly motivated and

committed individuals. Therefore, it is important to understand the factors that can encourage ASN to demonstrate innovative work behavior, including transformational leadership, perceived organizational support, and work engagement.

Burn (Afsar et al., 2014) explains that transformational leadership is a leadership style in which the leader is able to inspire his followers by conveying a vision that inspires enthusiasm and challenging goals, and creating a reciprocal relationship between the leader and followers to achieve higher levels of morality and motivation. Research by Vu et al. (2025), Agata & Suhana (2024), Saif et al. (2024), Shing et al. (2023), Bahagia et al. (2023), Zhang et al. (2021), Khan et al. (2020), and Afsar & Umrani (2019) shows that transformational leadership has a positive effect on innovative work behavior. Meanwhile, research by Bednall et al. (2018) and Kurniawati & Agustina (2016) stated that transformational leadership does not influence innovative work behavior.

Eisenberger et al. (2020) Perceived organizational support is defined as employees' shared perceptions of the extent to which the organization values their contributions and cares about their well-being. Research by Kong & Wang (2024), Ekmekcioglu & Oner (2023), Prakoso et al. (2023), Arokiasamy et al. (2021), Ayuni & Etikariena (2020), Sulaiman et al. (2019), and Afsar & Badir (2016) shows that perceived organizational support has a positive effect on innovative work behavior. Conversely, research by Hidayat et al. (2023) and Park & Kim (2022) shows that perceived organizational support has no effect on innovative work behavior.

Schaufeli et al. (2022) explaining that work engagement is a positive, satisfying, work-related state of mind characterized by vigor, dedication, and absorption. Research by Agarwal (2013), Kim & Park (2017), Ariyani & Hidayati (2018), Afsar et al. (2020), Bannay et al. (2020), Alviolenta et al. (2021), Riswan et al. (2022), Hidayat et al. (2024), Charli et al. (2023), Hassan et al. (2024), and Nathaniel et al. (2024) shows that work engagement has a positive and significant influence on innovative work behavior.

Research by Dhuaykh et al. (2024), Sari & Andriyani (2023), Charli et al. (2023), Yi Lai et al. (2020), Ariyani & Hidayati (2018), and Ghadi et al. (2013) shows that transformational leadership has a positive effect on work engagement. However, research by Gozukara & Simsek (2025) revealed that transformational leadership was not significant for work engagement.

Research by Hidayat et al. (2023), Saputra et al. (2023), Gumilang & Indaryanti (2022), Aldabbas et al. (2021), Imran et al. (2020), Karatepe & Aga (2016), and Bano et al. (2015) demonstrated that perceived organizational support positively impacts work engagement. However, research by Pithaloka & Ardiyanti (2024) showed that perceived organizational support had no effect on work engagement.

Research by Aryee et al. (2012) shows that transformational leadership influences employee innovative behavior through work engagement. Then Agarwal (2013) and Hidayat et al. (2023) revealed that work engagement was proven to mediate the influence of perceived organizational support on innovative work behavior.

Based on the above problems and the research gaps identified in previous studies, this study aims to analyze the influence of transformational leadership and perceived organizational support on innovative work behavior mediated by work engagement. This research was conducted within the context of the Pekalongan City Government.

## LITERATURE REVIEW

### Transformational Leadership

Burn (Afsar et al., 2014) explains that transformational leadership is a leadership style in which the leader is able to inspire his followers by conveying a vision that inspires enthusiasm and challenging goals, and creates a reciprocal relationship between the leader and followers to achieve higher levels of morality and motivation. Podsakoff et al. (Afsar et al., 2019) states There are four dimensions of transformational leadership, namely idealized influence, intellectual motivations, intellectual stimulation, individualized considerations.

The idealized influence dimension has five indicators, namely leaders instill a sense of pride in members, leaders discuss values and beliefs that are important in the lives of their members, leaders show the importance of having clear and meaningful goals, leaders encourage their members to prioritize common interests, leaders build respect for their members. Furthermore There are five indicators of the intellectual motivation dimension, namely leaders always speak optimistically about the future, leaders are enthusiastic when explaining things that need to be achieved, leaders convey a clear vision, leaders show confidence that goals will be achieved, leaders consider moral and ethical values in making decisions. The intellectual stimulation dimension also has five indicators, namely leaders review assumptions and ensure whether they are appropriate, leaders are open to different views when solving problems, leaders encourage their members to see problems from various perspectives, leaders show confidence and ability to act, leaders suggest new ideas in completing tasks. Then the individualized consideration dimension has five indicators, namely leaders take the time to guide and provide direction, leaders treat each person individually, not just as part of a group, leaders understand that each person has different needs, abilities and goals, and leaders emphasize the importance of common goals in the team and leaders help each person develop their best abilities.

### ***Perceived Organizational Support***

Eisenberger et al. (2020) defines perceived organizational support as the shared perception of employees regarding the extent to which the organization values their contributions and cares about their well-being. Kurtosis et al. (Tjoa & Arief, 2021) stated that there are three dimensions of perceived organizational support: justice support, supervisor support, and rewards and working conditions. Furthermore, there are two indicators of the justice support dimension: fairness in opportunities for competency improvement and fairness in career development opportunities. There are three indicators of the supervisor support dimension: superiors providing direction in work, rewards for contributions, and superiors being responsive to subordinates' complaints and opinions. There are three indicators of the rewards and working conditions dimension: organizational concern for employee welfare, organizational concern for employee job satisfaction, and organizational concern for a comfortable work environment.

### ***Work Engagement***

Schaufeli et al. (2002) explained that work engagement is a positive, satisfying, and work-related state of mind characterized by vigor, dedication, and absorption. The dimensions used to measure work engagement were put forward by Schaufeli et al. (2002) and consist of three, namely vigor, dedication, and absorption.

The vigor dimension has six indicators, namely feeling excited to go to work, feeling full of energy while working, continuing to try even though things are not going well, being able to continue working for long hours, having a strong mentality at work, feeling strong and enthusiastic while doing work. Next, the dedication dimension has five indicators, namely considering what is done as something challenging, feeling what is done can inspire, feeling enthusiastic about work, and feeling proud of what is done, and feeling that the work is full of meaning and purpose. Meanwhile, the absorption dimension has six, namely when working forgetting everything around, time feels like walking very fast while working, getting carried away while working, finding it difficult to detach oneself from work, feeling immersed in work, and feeling happy when working at high intensity.

### ***Innovative Work Behavior***

West & Farr (Janssen, 2000) define innovative work behavior as the deliberate creation, introduction, and application of new ideas within a work role, group, or organization, with the aim of improving the performance of that role, group, or organization. Janssen (2000) explains the dimensions of innovative work behavior. divided into three, namely idea generation, idea promotion, idea realization.

Dimensions of idea generation There are three indicators, namely creating new ideas to solve difficult problems, finding new technical methods or work tools, and producing original

solutions to solve various problems. Next, the idea promotion dimension has three indicators, namely gathering support from colleagues or superiors to get new ideas, getting approval for innovative ideas generated, and making important people in the organization feel enthusiastic about the innovative ideas generated. As for the Idea realization dimension, there are three indicators, namely successfully turning innovative ideas into useful applications, introducing innovative ideas into the work environment systematically, and always evaluating the usefulness of innovative ideas.

## **HYPOTHESIS DEVELOPMENT**

### **The Influence of Transformational Leadership on Work Engagement**

By linking followers' self-concept to the unit's vision and mission, transformational leaders foster employee work engagement (Aryee et al., 2012). Study Dhuaykh et al. (2024), Sari & Andriyani (2023), Charli et al. (2023), Yi Lai et al. (2020), Ariyani & Hidayati (2018), and Ghadi et al. (2013) showed that transformational leadership has a positive effect on work engagement. Based on this explanation, the following can be formulated:

H1: Transformational leadership has a positive effect on work engagement.

### **The Influence of Perceived Organizational Support on Work Engagement**

Rhoades and Eisenberger (Gumilang and Indrayanti, 2022) explains that when employees receive support from an organization, they feel obligated to reciprocate. Furthermore, employees feel a sense of belonging, fostering a more active role within the organization.

Research by Hidayat et al. (2023), Saputra et al. (2023), Gumilang & Indaryanti (2022), Aldabbas et al. (2021), Imran et al. (2020), Karatepe & Aga (2016), and Bano et al. (2015) demonstrates that perceived organizational support positively impacts work engagement. Based on this description, the following conclusions can be drawn:

H2: Perceived organizational support has a positive effect on work engagement.

### **The Influence of Transformational Leadership on Innovative Work Behavior**

Research by Vu et al. (2025), Agata & Suhana (2024), Saif et al. (2024), Shing et al. (2023), Happy et al. (2023), Zhang et al. (2021), Khan et al. (2020) as well Afsar & Umrani (2019) showed that transformational leadership has a positive and significant influence on innovative work behavior. Based on this explanation, the following can be formulated:

H3: Transformational leadership has a positive influence on innovative work behavior.

### **The Influence of Perceived Organizational Support on Innovative Work Behavior**

To demonstrate innovative work behavior, employees require a strong perception of support from management and superiors, in the form of work freedom and resource availability (Afsar et al., 2016). Perceived organizational support creates a sense of reciprocity and is expected to manifest in behaviors such as innovative behavior (Mustika et al., 2020).

Research by Kong & Wang (2024), Ekmekcioglu & Oner (2023), Prakoso et al. (2023), Arokiasamy et al. (2021), Ayuni & Etikariena (2020), Sulaiman et al. (2019), and Afsar & Badir (2016) found that perceived organizational support has a positive effect on innovative work behavior. Based on this statement, the following can be formulated:

H4: Perceived organizational support has a positive effect on innovative work behavior.

### **The Influence of Work Engagement on Innovative Work Behavior**

Park et al. (Ariyani & Hidayati, 2018) explain that when work engagement occurs, a person will experience positive emotions that will encourage creativity, innovation, and more open thinking and ideas for implementation. The energy generated by work engagement will encourage companies to innovate, thus making employees more proactive and responsible.

Study Agarwal (2013), Kim & Park (2027), Ariyani & Hidayati (2018), Afsar et al. (2020), Bannay et al. (2020), Alviolenta et al. (2021), Riswan et al. (2022), Hidayat et al. (2024), Charli et al. (2023), Hassan et al. (2024), and Nathaniel et al. (2024) showed that work engagement has a positive and significant influence on innovative work behavior. Based on this explanation, it can be formulated:

H5: Work Engagement has a positive influence on innovative work behavior.

**The Influence of Transformational Leadership on Innovative Work Behavior Mediated by Work Engagement**

Vu et al. (2025) explained that based on social exchange theory, when employees recognize the typical behavior of transformational leaders, they tend to be engaged in their work and exhibit innovative behavior.

Aryee et al. (2012) shows that transformational leadership influences employee innovation through work engagement. Based on this statement, it can be formulated:

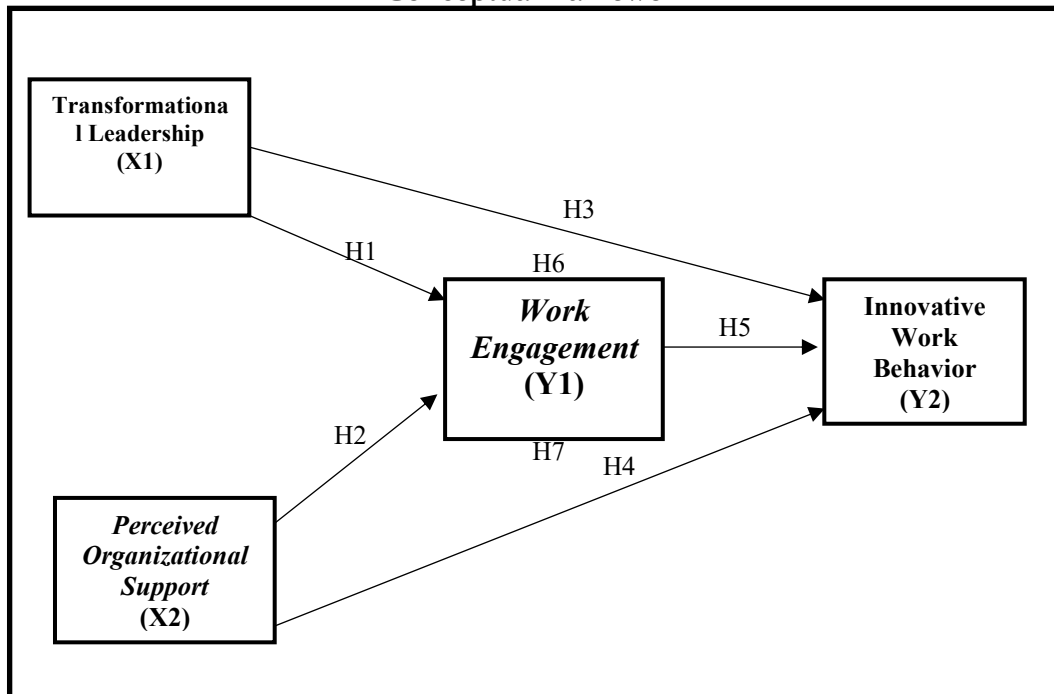
H6: Transformational leadership influences innovative work behavior mediated by work engagement.

**The Influence of Perceived Organizational Support on Innovative Work Behavior Mediated by Work Engagement**

Hidayat et al. (2023) revealed that work engagement was proven to mediate the influence of perceived organizational support on innovative work behavior. This is in line with Agarwal et al. (2013) who stated that work engagement can mediate the positive influence of perceived organizational support on innovative work behavior. Based on this statement, it can be formulated: H7: Perceived organizational support influences innovative work behavior mediated by work engagement.

The conceptual framework used in this study consists of transformational leadership, perceived organizational support, work engagement, and innovative work behavior. The graphical model is shown in Figure 1.

**Figure 1**  
**Conceptual framework**



**Picture 1. Research Framework**

**RESEARCH METHODS**

This study uses a quantitative approach aimed at examining the influence of transformational leadership and perceived organizational support on innovative work behavior mediated by work engagement. The population used was all State Civil Apparatus (ASN) in the Pekalongan City Government totaling 2,523 employees. The sample size was calculated using the

Slovin formula and a sample size of 110 employees was obtained. The sampling technique used was purposive sampling with the following criteria: years of service employees for at least 3 years so that respondents have sufficient work experience to feel the influence of transformational leadership and perceived organizational support on innovative work behavior.

The measurement scale for the variables in this study was adopted from expert opinion and previous research to ensure good validity and reliability. All research variables were measured using a 5-point Likert scale, ranging from Strongly Disagree (1) to Strongly Agree (5).

Data tabulation uses a Likert scale, and the analysis used is SPSS software version 26. Data testing includes respondent descriptions, variable descriptions, validity tests, reliability tests, F tests, R2 tests, t tests and mediation tests using the Sobel test

## RESEARCH RESULT

### Respondent Description

**Table 1.**  
**Respondent Descriptive**

Category	Frequency	Percentage
Age		
20-30 years	27	26.0
31-40 years	25	24.0
41-50 years	43	41.3
51-60 years	9	8.7
Gender		
Man	53	51.0
Woman	51	49.0
Years of service		
3-5 years	34	32.7
6-10 years	18	17.3
11-15 years	43	41.3
Over 15 years old	9	8.7
Civil servant ranks		
II	39	37.5
III	57	54.8
IV	8	7.7
Education		
Senior High School	35	33.7
Diploma	24	23.1
Bachelor	42	40.4
Postgraduate	3	2.9
Position		
Secretary of the Service	1	1.0
Head of Division	2	1.9
Head of Subsection	8	7.7
Executor	54	51.9
Staff	39	37.5

Source: Data processed in 2025.

This research was conducted for two months in 2025, with respondents from the Pekalongan City Government Civil Servants, Central Java. A total of 110 questionnaires were distributed to 24 regional apparatus organizations within the Pekalongan City Government, with 110 responses returned, resulting in a 100% response rate. Based on the respondent demographics, it is known that the majority of respondents are aged 31-40 years (34.5%), namely 38 people. male gender (56.4%). The results further explain that 58 people have a bachelor's degree (52.7%), the majority of work experience is more than 10 years (48.2%), 36 people are in executive staff positions (34.5%). These results indicate that employees have sufficient work experience as a

basisin feeling the influence of transformational leadership and perceived organizational support on innovative work behavior.

**Variable Description**

**Table 2**  
**Transformational Leadership Variables**

	<i>Mean</i>		<i>Mean</i>		<i>Mean</i>
X1.1	4.03	X1.9	4.08	X1.17	3.96
X1.2	3.95	X1.10	4.15	X1.18	4.06
X1.3	4.19	X1.11	4.95	X1.19	4.20
X1.4	4.19	X1.12	4.08	X1.20	4.13
X1.5	4.15	X1.13	4.12	X1	4.08
X1.6	4.05	X1.14	4.11		
X1.7	4.09	X1.15	4.02		
X1.8	4.07	X1.16	3.93		

**Table 3**  
**Variable Perceived Organizational Support**

	<i>Mean</i>		<i>Mean</i>
X2.1	3.98	X2.8	3.88
X2.2	3.91	X2	3.87
X2.3	3.93		
X2.4	3.75		
X2.5	3.97		
X2.6	3.75		
X2.7	3.79		

**Table 4**  
**Work Engagement Variable**

	<i>Mean</i>		<i>Mean</i>
Y1.1	4.09	Y1.10	4.15
Y1.2	4.04	Y1.11	4.08
Y1.3	4.20	Y1.12	3.21
Y1.4	3.81	Y1.13	3.79
Y1.5	4.12	Y1.14	3.45
Y1.6	3.95	Y1.15	3.01
Y1.7	4.02	Y1.16	2.90
Y1.8	3.95	Y1.17	3.33
Y1.9	3.95	Y1	3.77

**Table 5**  
**Innovative Work Behavior Variables**

	<i>Mean</i>		<i>Mean</i>
Y2.1	3.82	Y2.8	3.73
Y2.2	3.89	Y2.9	3.89
Y2.3	3.71	Y2	4.25
Y2.4	3.91		
Y2.5	3.71		
Y2.6	3.65		
Y2.7	3.67		

Source: Data processed in 2025

A mean score of 4.08 for transformational leadership indicates that respondents tend to agree with 20 indicators. A mean score of 3.87 for perceived organizational support indicates that respondents tend to agree with 8 indicators. A mean score of 3.77 for work engagement indicates that respondents tend to agree with 17 indicators. Furthermore, a mean score of 4.25 for innovative work behavior indicates that respondents tend to agree with 9 indicators.

**Validity Test Results**

**Table 6**  
**Validity Test Results**

Variables	Validity Test Criteria	
	KMO	Component Matrix
Transformational Leadership	0.948	>0.5
<i>Perceived Organizational Support</i>	0.890	>0.5
<i>Work Engagement</i>	0.917	>0.5
Innovative Work Behavior	0.938	>0.5

Source: Data Processed in 2025

Based on Table 6, it can be shown that the KMO of transformational leadership, perceived organizational support, work engagement, and innovative work behavior is greater than 0.5, thus it can be concluded that the sample adequacy is met. The component matrix value of 20 transformational leadership indicators, 8 perceived organizational support indicators, 17 work engagement indicators, and 9 innovative work behavior indicators is greater than 0.5, thus it can be concluded that all indicators are valid.

### Reliability Test Results

**Table 7**  
**Reliability Test Results**

Variables	Reliability Test Criteria	
	<i>Cronbach's Alpha</i>	<i>Cut-off</i>
Transformational Leadership	0.969	>0.7
<i>Perceived Organizational Support</i>	0.951	>0.7
<i>Work Engagement</i>	0.943	>0.7
Innovative Work Behavior	0.955	>0.7

Source: Data Processed in 2025

Based on table 7, it can be shown that the Cronbach's alpha for transformational leadership, perceived organizational support, work engagement, and innovative work behavior is > 0.7, thus it can be concluded that all variables are reliable.

### Results of Multiple Linear Regression Analysis

**Table 8**  
**Multiple Regression Analysis Results**

Model	Independent Variable	<i>Adjusted R 2</i>	Anova		<i>Standardized Coefficients</i>		Information
			F	<i>Sig</i>	Beta	<i>Sig</i>	
<b>Model I: <math>Y_1 = 0.278 X_1 + 0.347 X_2 + e_1</math></b>							
<b>Model I:</b> The Influence of Transformational Leadership and Perceived Organizational Support on Work Engagement	Transformational Leadership	0.343	29,473	0,000	0.278	0.040	Hypothesis 1 is accepted
	<i>Perceived Organizational Support</i>				0.347	0.011	Hypothesis 2 is accepted
<b>Model II: <math>Y_2 = -0.039X_1 + 0.138 X_2 + 0.778 Y_1 + e_2</math></b>							
<b>Model II:</b> The Influence of Transformational Leadership, Perceived Organizational Support, and Work Engagement on Innovative Work Behavior	Transformational Leadership	0.698	84,869	0,000	-0.039	0.674	Hypothesis 3 is rejected
	<i>Perceived Organizational Support</i>				0.138	0.144	Hypothesis 4 is rejected
	<i>Work Engagement</i>				0.778	0,000	Hypothesis 5 is accepted

Source: Data Processed in 2025

**Based on Table 8, the test results for Model 1 can be shown:**

- a. In the F test results, the sig value is  $0.000 < 0.05$ , meaning this model is fit or suitable for further analysis.

- b. The results of the determination coefficient test obtained an Adjusted R2 value of 0.343, which means that the transformational leadership and perceived organizational support variables are able to explain 34.3% of the work engagement variable, while the remaining 65.7% is explained by other variables outside the research model.
- c. H1: Transformational leadership has a positive effect on work engagement.  
The sig value of  $0.04 < 0.05$  and the beta value of 0.278 are positive, meaning that transformational leadership has a positive effect on work engagement. Thus, H1 is accepted.
- d. H2: Perceived organizational support has a positive effect on work engagement.  
The sig value of  $0.011 < 0.05$  and the beta value of 0.347 are positive, meaning that perceived organizational support has a positive effect on work engagement. Thus, H2 is accepted.

**Based on Table 8, the test results for Model II can be shown:**

- a. In the F test results, the sig value is  $0.000 < 0.05$ , meaning the model is fit or suitable for further analysis.
- b. The results of the determination coefficient test obtained an Adjusted R2 value of 0.698, which means that the transformational leadership, perceived organizational support, and work engagement variables were able to explain 69.8% of the innovative work behavior variable, while the remaining 30.2% was explained by other variables outside the study.
- c. H3: Transformational leadership has a positive influence on innovative work behavior.  
A sig value of  $0.67 > 0.05$  means that transformational leadership has no effect on innovative work behavior. Thus, H3 is rejected.  
H4: Perceived organizational support has a positive effect on innovative work behavior.  
The sig value is  $0.144 > 0.05$ , meaning that perceived organizational support has no effect on innovative work behavior. Thus, H4 is rejected.  
H5: Work Engagement has a positive effect on innovative work behavior.  
The sig value of  $0.000 < 0.05$  and the beta value of 0.778 are positive, meaning that work engagement has a positive effect on innovative work behavior. Thus, H5 is accepted.

**Mediation test results**

**The Influence of Transformational Leadership on Innovation Work Behavior Mediated by Work Engagement**

Table 9  
Mediation Test 1

Variables	Sobel test statistic	One-tailed probability	Two-tailed probability	Information
X1→Y1→Y2	2,046	0.020	0.040	Hypothesis 6 is accepted

Source: Data processed in 2025

Description: X1 = Transformational Leadership; Y1 = Work Engagement; Y2 = Innovative Work Behavior

Based on table 9 above, it can be seen that the two-tailed probability value of  $0.04 < 0.05$  means that work engagement mediates the influence of transformational leadership on innovative work behavior. Thus H6 is accepted.

**The Influence of Perceived Organizational Support on Innovative Work Behavior Mediated by Work Engagement**

Table 10  
Mediation Test 2

Variables	Sobel test statistic	One-tailed probability	Two-tailed probability	Information
X2→Y1→Y2	2,526	0.005	0.011	Hypothesis 7 is accepted

Source: Data processed in 2025

Description: X1 = Perceived Organizational Support; Y1 = Work Engagement; Y2 = Innovative Work Behavior

Based on Table 10 above, the two-tailed probability value of  $0.011 < 0.05$  indicates that work engagement mediates the influence of perceived organizational support on innovative work behavior. Thus, H7 is accepted.

## DISCUSSION

### **Transformational Leadership Has a Positive Influence on Work Engagement**

Based on the respondent descriptions, the majority of respondents were aged 31-50, with a bachelor's degree and more than 10 years of service. These characteristics indicate that the respondents are State Civil Apparatus (ASN) with extensive work experience, a strong understanding of the organization, and high expectations for leadership qualities. At this stage, ASN require not only technical guidance but also a leadership figure who can inspire, serve as a role model, and provide moral support in carrying out increasingly complex government tasks.

Based on the description of transformational leadership variables, several indicators had mean values above the variable mean, including leaders instilling a sense of pride in employees, conveying a clear vision, demonstrating optimism about the organization's future, encouraging new ways of thinking, and providing individual attention to employees. This condition indicates that the implementation of transformational leadership is able to create an inspiring work environment and support employee engagement. Civil servants led by transformational leadership tend to feel their work is meaningful and provides room for growth. This fosters enthusiasm, dedication, and high levels of work engagement. Therefore, the better the transformational leadership employees perceive, the higher their work engagement levels.

This finding is in line with previous studies by Dhuaykh et al. (2024), Sari & Andriyani (2023), Charli et al. (2023), Yi Lai et al. (2020), Ariyani & Hidayati (2018), and Ghadi et al. (2013). shows that transformational leadership has a positive influence on work engagement.

### **Perceived Organizational Support Positive Influence on Work Engagement**

Based on the respondent descriptions, the majority of respondents were aged 31-50 years, with a bachelor's degree and more than 10 years of work experience. This indicates that employees have work experience and have high expectations for organizational attention and support. In public organizations, perceived organizational support is a crucial factor in maintaining employee morale and engagement with their work.

Based on the description of the perceived organizational support variable, several indicators have a mean value above the variable mean value, including the organization providing fair opportunities for employee competency improvement, the organization providing fair career development opportunities, superiors providing clear direction in work, superiors being responsive to employee complaints and opinions, and the organization caring about the comfort of its employees' work environment. This condition indicates that overall perceived organizational support is felt to be quite good by ASN. This feeling encourages the emergence of emotional attachment and commitment to work, which is reflected in increased work engagement. The more positive perceived organizational support ASN has towards organizational/work unit support, the higher the level of work engagement they have.

This finding aligns with previous research by Hidayat et al. (2023), Saputra et al. (2023), Gumilang & Indaryanti (2022), Aldabbas et al. (2021), Imran et al. (2020), Karatepe & Aga (2016), and Bano et al. (2015), which confirmed that perceived organizational support has a positive effect on work engagement.

### **Transformational Leadership Has No Influence on Innovative Work Behavior**

Based on the respondent descriptions, the majority of respondents were aged 31-50 years, with a bachelor's degree and more than 10 years of work experience. These characteristics indicate that The majority of civil servants are of productive age with more than five years of service and hold structural and functional positions bound by strict regulations and work procedures. In the context of public/government sector organizations, discretion and freedom to innovate are

relatively limited, so even if leaders have implemented a transformational leadership style, this does not necessarily immediately encourage innovative work behavior.

Descriptive variables of transformational leadership show that there are several indicators that have a mean value below the variable mean, Among other things, leaders discuss important values and beliefs in the lives of employees, leaders speak optimistically about the future of the organization, leaders always suggest new ideas in completing tasks, leaders treat each employee as an individual, not just as part of a group, leaders understand that each employee has different needs, abilities and goals. This condition shows that transformational leadership in the government bureaucracy environment plays a greater role in maintaining stability, order, and achieving organizational goals, rather than as a direct driver of innovative work behavior.

The results of this study are in line with previous research by Bednall et al. (2018) and Kurniawati & Agustina (2016) which found that transformational leadership had no effect on innovative work behavior.

#### ***Perceived Organizational Support* No Influence on Innovative Work Behavior**

Based on the respondents' descriptions, the majority of Pekalongan City Government ASN are in the productive and career-mature age range, namely 31-50 years old with a bachelor's degree and have a work experience of more than 10 years. In addition, most respondents hold positions as executive staff and functional positions, with the majority of ranks being in group III. These characteristics indicate that respondents are in the productive age phase with a relatively stable level of professional maturity and work experience, have a good understanding of the bureaucratic system, and demonstrate high compliance with applicable regulations and work procedures. In this condition, ASN work behavior tends to be shaped by job responsibilities, organizational demands, and systematic work patterns, so that responses to organizational support are not always manifested in the form of innovative work behavior.

Based on the description of the perceived organizational support variable, information was obtained that several indicators had a mean value below the variable mean value, including superiors giving appreciation for the contribution of each employee in their work, and the organization caring about the welfare of its employees, as well as the organization caring about the job satisfaction of its employees. This situation indicates that employees have not yet developed a strong perception of the organization's commitment and attention to supporting and appreciating their contributions and work initiatives. Consequently, employees tend to work in a normative manner and focus on fulfilling routine tasks. Consequently, perceived organizational support has not yet acted as a driving factor in increasing innovative work behavior.

This finding is in line with previous research such as Hidayat et al. (2023), Park & Kim (2022) found that perceived organizational support has no effect on innovative work behavior.

#### ***Work Engagement* Positive Influence on Innovative Work Behavior**

Based on the respondent descriptions, the majority of respondents were between the ages of 31-40 and 41-50, had more than 10 years of service, and most had a bachelor's degree. A relatively long tenure indicates a high level of experience, loyalty, and a good understanding of work procedures and organizational culture. For employees with these characteristics, work engagement is a crucial factor in maintaining morale and performance, as even with high levels of experience, low work engagement can potentially reduce enthusiasm and initiative at work, thus discouraging innovative work behavior.

Based on the description of the work engagement variables, information was obtained that most indicators had mean values above the variable mean, leaving only four of the 17 indicators below the variable mean. This finding indicates a high level of vigor, dedication, and absorption. Civil servants with high work engagement tend to demonstrate enthusiasm, perseverance, and focus in their work. This condition encourages the emergence of new ideas, the search for creative solutions, and the courage to implement innovation. This indicates that increased employee work engagement also increases innovative work behavior.

This finding aligns with previous studies by Agarwal (2013), Kim & Park (2027), Ariyani & Hidayati (2018), Afsar et al. (2020), Bannay et al. (2020), Alviolenta et al. (2021), Riswan et al. (2022), Hidayat et al. (2024), Charli et al. (2023), and Hassan et al. (2024) and Nathaniel et al. (2024) which show that work engagement has a positive and significant influence on innovative work behavior.

### **Transformational Leadership Influences Innovative Work Behavior Mediated by Work Engagement**

Based on the respondent descriptions, the majority of respondents were aged 31-50, with a bachelor's degree and more than 10 years of service. These findings indicate that respondents are in the mid-career phase, where employees generally have job stability, sufficient experience, and a good understanding of their roles and responsibilities within the organization. At this stage, civil servants require not only technical direction from their leaders, but also leadership that can build psychological bonds, provide meaning to their work, and foster enthusiasm and dedication to their work.

Descriptive variables of transformational leadership show that there are several indicators that have a mean value above the mean of the variable, including leaders instilling a sense of pride in employees, conveying a clear vision, showing optimism about the future of the organization, encouraging new ways of thinking, and providing individual attention to employees. However, transformational leadership does not directly influence innovative work behavior. Research shows that transformational leadership can increase employee enthusiasm, dedication, and engagement in their work. When civil servants feel inspired by the leader's vision, receive individual attention, and are encouraged to develop, they become more emotionally and cognitively engaged with their work. This work engagement then acts as a psychological mechanism that encourages civil servants to boldly propose new ideas, seek creative solutions, and encourage the implementation of more effective work methods. Without high work engagement, the influence of transformational leadership is not strong enough to directly influence employee innovative work behavior, especially in the context of public/government sector organizations that are heavily regulated.

This finding is in line with previous research by Aryee et al. (2012) shows that transformational leadership influences innovative work behavior through work engagement.

### **Perceived Organizational Support Influence on Innovative Work Behavior Mediated by Work Engagement**

Based on the respondent descriptions, the majority of respondents were aged 31-50 years, with a bachelor's degree and more than 10 years of service. These characteristics indicate that most civil servants have reached a work stage that emphasizes consistency, reliability, and compliance with bureaucratic work systems. Civil servants' responses to organizational practices are not always directly manifested in innovative behavior, but rather are primarily reflected through internal psychological attitudes, as well as a sense of belonging to the work, emotional involvement, and commitment to the role they undertake.

Based on the description of the perceived organizational support variable, information was obtained that several indicators had mean values above the variable mean value, including the organization providing competency development opportunities, caring for employee welfare, giving appreciation for employee contributions, and being responsive to employee complaints and opinions. The results of the study indicate that work engagement acts as a psychological mechanism that bridges the influence of perceived organizational support on innovative work behavior. Perceived organizational support felt by ASN can increase work engagement which in turn encourages ASN to behave in innovative work. When ASN feel supported, cared for, and appreciated by the organization, they tend to have higher work enthusiasm and dedication. This is the basis for the emergence of innovative work behavior.

The study findings demonstrate the mediating role of work engagement in the influence of perceived organizational support on innovative work behavior. These results align with research conducted by Agarwal (2013) and Hidayat et al. (2023) revealed that work engagement

was proven to mediate the positive and significant influence of perceived organizational support on innovative work behavior.

## CONCLUSION

Based on data analysis and discussion, it can be concluded that transformational leadership has a positive effect on work engagement, perceived organizational support has a positive effect on work engagement, transformational leadership does not have an effect on innovative work behavior, perceived organizational support does not have an effect on innovative work behavior, work engagement has a positive effect on innovative work behavior, work engagement mediates the effect of transformational leadership on innovative work behavior, and work engagement mediates the effect of perceived organizational support on innovative work behavior.

The study results show the importance of local government agencies to strengthen the implementation of transformational leadership and increase perceived organizational support to strengthen work engagement to encourage innovative work behavior.

A limitation of this study is the uneven distribution of respondents across regional government organizations, preventing comprehensive results. Therefore, it is recommended that future studies include a more even distribution of respondents across regional government organizations and include other variables that could potentially influence innovative work behavior. Furthermore, future studies should re-examine the influence of competency on performance to compare the results of this study.

## REFERENCE

- Afsar, B., and Badir, Y. (2016). Workplace spirituality, perceived organizational support and innovative work behavior.
- Afsar, B., et al. (2014). Transformational leadership and innovative work behavior.
- Afsar, B. Masood, M., and Umrani, W.A. (2019). The role of job crafting and knowledge sharing on the effect of transformational leadership on innovative work behavior.
- Afsar, B., et al (2020). Cultural intelligence and innovative work behavior: the role of work engagement and interpersonal trust.
- Agarwal, U. A. (2013). Examining the impact of social exchange relationships on innovative work behavior Role of work engagement.
- Agata, E., and Suhana (2024). Transformational Leadership on Employee Innovative Work Behavior: The Role of Knowledge Sharing Behavior.
- Aldabbas, H., et al. (2021). The influence of perceived organizational support on employee creativity: The mediating role of work engagement.
- Alviolenta, YV, et al. (2021). Effect of transformational leadership and employment engagement on innovative behavior in PT. Semesta Indovest Security.
- Ariyani, N., and Hidayati, S. (2018). Influence of Transformational Leadership and Work Engagement on Innovative Behavior.
- Arokiasamy, ARA, et al. (2021). A Study on Inclusive Leadership, Innovative Behavior, and Perceived Organizational Support in the Service Sector in Malaysia: A Mediator Approach.
- Aryee, S., et al. (2012). Transformational Leadership, Innovative Behavior, and Task Performance: Test of Mediation and Moderation Processes.
- Avolio, B. J., & Bass, B. M. (2001). Developing potential across a full range of leadership TM:

- Cases on transactional and transformational leadership. Psychology Press.
- Ayuni, E., and Etikariena., A. (2020). The Mediating Role of Work Engagement in the Relationship between Perceived Organizational Support and Innovative Work Behavior.
- Az Zahra, AC, and Etikariena., A. (2024). The Role of Transformational Leadership on Innovative Work Behavior: A Moderated-Mediation Study.
- Happy, R., et al. (2023). Transformational leadership, emotional intelligence, and innovative work behavior: Mediating roles of knowledge sharing at public hospitals in Indonesia.
- Bannay, D.F., et al. (2020). The impact of inclusive leadership behaviors on innovative workplace behavior with an emphasis on the mediating role of work engagement.
- Bano, S., et al. (2015). Perceived organizational support and work engagement: a cross generational study.
- Bednall, T.C., et al. (2018). Innovative Behavior: How Much Transformational Leadership Do You Need?.
- Bawuro, F.A., et al. (2019). Mediating Role of Meaningful Work in the Relationship between Intrinsic Motivation and Innovative Work Behavior.
- Charli, CO, et al. (2023). Interpretation Innovative Work Behavior and Transformational Leadership: Analysis of Work Engagement and Work Environment at the Padang City Tourism Office.
- Choi, SB, et al. (2016). How transformational leadership facilitates innovative behavior of Korean workers: Examining mediating and moderating processes.
- De Jong, JPJ, and Den Hartog, DN (2007). How leaders influence employees' innovative behavior.
- Dukhaykh, S. et al. (2024). The impact of transformational leadership on work engagement: The mediating role of job crafting.
- Eisenberger, R., et al. (2020). Perceived Organizational Support: Why Caring About Employees Counts.
- Ekmekcioglu, E.R., and Oner, K. (2023). Servant leadership, innovative work behavior and innovative organizational culture: the mediating role of perceived organizational support.
- Hassan, RS, et al. (2024). Decent work and innovative work behavior of academic staff in higher education institutions: the mediating role of work engagement and job self-efficacy.
- Hidayat, AN, et al. (2023). Innovative Work Behavior of Civil Servants: The Influence of Regulatory Focus, Inclusive Leadership, and Perceived Organizational Support Mediated by Work Engagement.
- Ghadi, MY, et al. (2013). Transformational leadership and work engagement: The mediating effect of meaning in work, *Leadership & Organization Development Journal*, Vol. 34 Issue: 6, pp. 532-550, doi: 10.1108/LODJ-10-2011-0110.
- Ghozali, I. (2021). *Multivariate Analysis Application with IBM SPSS 26 Program*, 10th Edition. Diponegoro University Publishing Agency.
- Gozukara, I., and Simsek, OF (2015). Linking Transformational Leadership to Work Engagement and the Mediator Effect of Job Autonomy: A Study in a Turkish Private Non-Profit University.
- Gumilang, NA, and Indrayanti. (2022). Work engagement among millennial employees: The role of psychological capital and perceived organizational support.
- Janssen, O. (2002). Job demands, perceptions of effort-reward efficiency and innovative work behavior.
- Imran, MY, et al. (2020). Impact of Perceived Organizational Support on Work Engagement:

Mediating Mechanism of Thriving and Flourishing.

- Karatepe, O., and Aga, M. (2016). The effects of organizational mission fulfillment and perceived organizational support on job performance: the mediating role of work engagement.
- Khan, et al. (2019). The Impact of Transformational Leadership Effects on Innovative Work Behavior by the Moderating Role of Psychological Empowerment.
- Kong, T., and Wang, H. P. (2024). Research on the Influence of Perceived Organizational Support and Job Reshaping on the Innovative Behavior of Vocational College Teachers in China.
- Kulachai, W., et al. (2023). The impacts of perceived organizational support on trust in supervisors and employees' creativity.
- Kurniawati, NA, and Agustina, TS (2016). The Influence of Transformational Leadership on Innovative Behavior Mediated by Psychological Empowerment and Knowledge Sharing.
- Kurtessis, et al. (2017). Perceived Organizational Support: A Meta-Analytic Evaluation of Organizational Support Theory.
- Mustika, et al. (2019). The Effect of Perceived Organizational Support on Knowledge Sharing and Innovative Work Behavior.
- Nathaniel, J., and Dewi., YEP (2024). Innovative Work Behavior: The Role of Job Crafting and Job Autonomy Mediated by Work Engagement.
- Park, J., and Kim, W. (2022). The Impact of Perceived Organizational Support on Innovative Work Behavior Through Psychological Empowerment: Focusing on the Moderated Mediating Role of Organizational Procedural Justice.
- Pithaloka, DA, and Ardiyanti, N. (2024). The Effect of Perceived Organizational Support on Intention to Stay Mediated by Employee Engagement and Job Satisfaction.
- Prakoso, SD, et al. (2023). The Influence of Perceived Organizational Support on Innovative Behavior With Organizational Commitment as a Mediating Variable on Employees of PT. Lay Brothers.
- Rhoades, L., and Eisenberger, R. (2002). Perceived organizational support: A review of the literature.
- Riswan, AA, et al. (2021). Innovative Work Behavior on Employees in DKI Jakarta: The Influence of Learning Agility, Work Engagement, and Digital Readiness.
- Saif, N., et al. (2024). Influence of transformational leadership on innovative work behavior and task performance of individuals: The mediating role of knowledge sharing.
- Saputra, MD, et al. (2023). Perceived organizational support, work engagement, and employee well-Being.
- Sari, AA, and Andriyani. (2023). The influence of transformational leadership on work engagement with meaning in work as an intervening variable (Study on Civil Servants at the Semarang State Asset and Auction Services Office).
- Schaufeli, WB, et al. (2002). The measurement of engagement and burnout: a two sample confirmatory factor analytic approach.
- Singh, S., et al. (2023). The impact of Transformational Leadership on Innovative Work Behavior, the Mediating Role of Employee Engagement and Psychological Capital in Karachi Hospitals.
- Sofia, S., and Aseanty, D. (2024). The influence of transformational leadership, knowledge sharing, and work engagement on innovative work behavior among Jasa Marga Group employees.
- Sulaiman, M., et al. (2019). Perceived Organization Support Role in Creating an Innovative Work Behavior.
- Suriagiri. (2020). TRANSFORMATIONAL LEADERSHIP. CV. Radja Publika.

- Vu, GTH, et al. (2025). Transformational Leadership and Innovative Work Behaviors: The Mediating Effects of Psychological Empowerment and Work Engagement.
- Wood, J., et al. (2020). The relationship between work engagement and work–life balance in organizations: a review of the empirical research.
- Xu, Ziqing, and Suntrayuth, Sid. (2022). Innovative work behavior in high-tech enterprises: Chain intermediary effect of psychological safety and knowledge sharing.
- Yi Lai, F., et al. (2020). Transformational leadership and Job Performance: The Mediating Role of Work Engagement.
- Yuan, Feirong, and Woodman, R.W. (2010). Innovative behavior in the workplace: the role of performance and image outcome expectations.
- Zhang, Q., et al. (2020). The effect of transformational leadership on innovative work behavior with moderating role of internal locus of control and psychological empowerment.
- Zuraik, A. and Kelly, L. (2018). The role of CEO transformational leadership and innovation climate in exploration and exploitation.