

The Role Of Proactive Behavior And Job Characteristics In Innovative Work Behavior Mediated By Transformational Leadership In Setum Tni

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Abstract

To find out the urgent need to understand and study empirically how proactive behavior, transformational leadership, and job characteristics can synergistically encourage innovative work behavior in order to increase the readiness and effectiveness of the duties of the TNI General Secretariat. This research uses a quantitative design approach to answer the formulation and verification of research hypotheses. This research aims to analyze the influence of exogenous variables, namely proactive behavior and job characteristics, on endogenous variables, namely innovative work behavior, through the mediating variable, namely transformational leadership. The research objects were soldiers who served at the General Secretariat of SETUM TNI at the address Jl. Cilangkap Raya No.1, RT.1/RW.3, Cilangkap, Kec. Cipayung, East Jakarta City, Special Capital Region of Jakarta 13870. The research period is from June to November 2025. The results are an urgent need to understand and study empirically how proactive behavior, transformational leadership, and work characteristics can synergistically encourage innovative work behavior in order to increase the readiness and effectiveness of the duties of the TNI General Secretariat.

INTRODUCTION

Modernization fast and sustainable organization is something the real thing. Uncertainty and challenges current world economy This become strong urge for organization For do sustainable change. For fulfil need change this organization must notice change with prepare member organizations that have ability For change. Success change This depends on attitude member in take not quite enough answer personal For change and anticipation quickly to possibility change and innovation (Ghitulescu, 2013). Organization sued For increase productivity and quality so that it can survive and have superiority competitive in competition (Mathuramaytha, 2012).

Organizations that experience acceleration will do change For always follow and learn global conditions. Therefore that, thing That will give freedom and independence to member organization For explore creative ideas and put them into practice in innovative performance. However, the organization must notice factor external, because No can avoided that organization follow global competition for adapt self with situation moment this. This thing viewed as challenge organization For can endure.

Efforts that can be made done organization is with innovation . Innovation created own strength For push performance in order to be able to win competition . Innovation can become factor determinant in competition industry and have role important in competition (Munir & Beh, 2016). Behavior innovative related with overall the actions of people leading to emergence, introduction, and implementation

something new that is profitable all levels organization. This is related with ideas or development technology in utilization product new and change in procedure administrative purposes For increase performance somebody.

With Thus , the climate conducive organization, prioritizing justice, relationship close work and effort For leaving the comfort zone, atmosphere security psychological in configure things new viewed important in create innovation (Oldham & Cummings, 1996). In addition , the behavior innovative can generate , improve , and realize new ideas in work , group work , and organizations that provide benefit for performance group Work or organization (West & Farr, 1990). In the process of change at the member level organizations at the lower level, it is important For apply behavior innovation employees (Beer, 2006).

Digital transformation and the Industrial Revolution 4.0 require organizations, including the defense sector, to be adaptive, agile, and innovative in their work governance to remain effective in the face of technological developments. For example, a culture of discipline, command, and adherence to standard operating procedures often leads members to be risk-averse, cautious about mistakes, and prefer established work methods to new approaches. This potential cause low initiative For propose idea improvement, lack of exploration method Work new, and limitations in implement and maintain innovation in staff units like Setum. *Innovative work* behavior that is not optimal in the administrative unit can impact on the slowness modernization system archiving, management documents and services administration that should be become bone back support managerial for TNI organization as a whole overall.

Field phenomena demonstrate real challenges in administration and archiving, such as the accumulation of archives, limited qualified personnel for compiling archive lists, suboptimal digitization, and limited storage infrastructure, which impact the difficulty of retrieval of archives and hamper the smooth administration. At this point, *the innovative work behavior* of Setum TNI soldiers is crucial to generate ideas, encourage the implementation of improvements, and ensure appropriate innovations that impact the effectiveness of administrative services.

In a way natural , individual own different tendencies in face changes and behavior proactive member own connection active with behavior innovation. Behavior proactive is asset important for a manager For investigate change in organization (Kim & Wang, 2008). Behavior the is results interaction between disposition individual and environment . Differences personal and factors situation interaction influence behavior innovative work. Explanation about connection interaction This with theory activation nature (Tett & Burnett, 2003). Pleasant situations will strengthen behavior proactive somebody For reach its purpose (Kim & Wang, 2008). The role of behavior proactive in theory and research behavior organization important For development organization (Munir & Beh, 2016). Stable personality traits can survive and make people with easy own consistent behavior in different situations .

Become important for organization For anticipate opportunities and starting action For operate organization in a way effective in environment complex and uncomplicated work certain (Campbell et al., 2007). This prove existence need urge For behavior proactive in context global work today this (Grant, 2000). Behavior proactive is initiated action self-oriented and self-oriented to a purposeful future For change and repair situation or self itself " (Parker et al., 2006). Research show that behavior in many organizations, such as career and work individual or team, can done in a way more or not enough proactive (Grant & Ashford, 2008). Behavior proactive

capable produce benefit individual and collective , such as improvement career and success work (Fuller & Marler, 2009) and increased effectiveness organization (Raub & Liao, 2012). Personality proactive own trend capable make stability influence change environment (Bateman & Crant, 1993). Some study has differentiate behavior proactive based on function (for example, increasing environment work , person/environment compatibility, compatibility environment organization / external) (Parker & Collins, 2010), level role work (for example , proactivity For task individuals , work units , and organizations) (Griffin et al., 2007), and the intended targets (e.g. , benefits For oneself, colleagues, and organizations) (Belschak & Den Hartog, 2010).

Pressure For innovate , a career model that requires direction a better self big, and growth structure decentralized organization everything increase need organization For use initiative them and start itself (Campbell et al., 2000). Behavior proactive like That has proven produce results positive individuals and organizations, such as performance achievement target work (Crant, 1996), and innovation individual (Seibert et al., 2001). As Crant (2000) suggests , because its wide impact , behavior proactive potential become a " concept" with Power leverage tall than just standard management.

Most of the attention has given to the concept performance reactive which assumes that There is work certain things that must be done experienced by a person (Frese & Fay, 2001). Behavior proactive work unit oriented relate with tasks that are oriented towards work units that aim to For give benefit for work units in a way overall with introduce constructive change for organization .

Individual performance is one of the dimensions *triple bottom line*, besides dimensions economy and environment , which at the moment This want to achieved by the organization to ensure sustainability organization (Fabio, 2018) dimensions man get limited consideration in literature organization about sustainability organization, compared with dimensions environment and economy from sustainability organization (Florea, 2013)

Behavior Work innovative is results important employees involved with dimensions man in sustainability organization. Behavior Work innovative is factor important things that need to be done considered by individuals who have go through education high, in terms of significant, for get superiority competitive (Martins et al., 2003) and build sustainability organization. Because the organization depends on different actors For stimulate behavior innovative work leader organization is the most prominent actor who can push behavior Work innovative in place work, and with thus bring change new in difficult situations understood (Janssen & Nazir S, 2018). Therefore that, research moment This has highlight leadership among factors important things that influence behavior Work innovative (Young, LD, 2012). Therefore that, organization has realize the need involving a leader who has ability For overcome problem complex with solution innovative (Williams, F , 2011).

Proactive behavior essentially describes the attitude of soldiers who don't simply wait for orders, but take the initiative to identify opportunities for improvement, consider more effective work methods, and dare to propose or try changes deemed beneficial to the unit. In the military, this proactive behavior is evident, for example, when members strive to simplify the flow of mail disposition, propose the use of certain applications to monitor document status, or initiate archive reorganization for easier tracking. However, a strong command culture and fear of being perceived as exceeding authority often lead members to play it safe by simply

following standard operating procedures (SOPs). Consequently, the true potential for proactive behavior does not fully emerge in the form of innovative ideas and actions. As a result, many opportunities for efficiency and improvement are actually visible in the field, but are never truly realized because there is a lack of courage or clear space to act proactively.

Changing global conditions require organizational leaders to use transformational leadership styles to encourage innovative work behavior among their employees in order to achieve sustainable economic growth (Oldham et al., 1994). Transformational leadership has interested the attention of researchers, who have done research on innovative work behavior in existing literature about behavior. Work innovative (Javed et al., 2018). Transformational leadership refers to leaders who develop potential in their followers through inspiration, intellectual stimulation, and empowerment, which may help develop innovative work behavior (Bass & Hartog, 1999). Transformational leaders more tend to push innovative work, because they in a way directly influence creativity and performance of their followers (Politis, JD 2002) with empowering them and grow trust and involvement in themselves (Burke & Bass, 2007).

Transformational leadership in essence describes a leader who does not just give command and supervise compliance, but is capable of inspiring, moving, and changing the view of subordinates to jobs and organizations. Leaders with this style usually own a clear and communicative vision, to be an example in attitude and integrity, encouraging subordinates to think critically as well as creatively, and giving attention to the needs of every individual. The presence of a leader like this becomes very important because it challenges the organization. Not only does it question the operating procedure with truth, but also how to adapt to changes, streamline processes, and produce better service and performance quality.

In the military environment like the TNI, a strong and disciplined command culture is of course. It can be released, because it becomes a rule-based command and readiness operation. However, in field practice the dominant leadership pattern is often still nature. One is directional and transactional. Superiors give instructions, subordinates implement, success measured from adherence to procedures and minimal violation. This pattern is important for guard order and can impact on low courage subordinates. For putting forward new ideas, proposing repair, or trying a more innovative work approach.

In fact, when superiors adopt a more transformational style setting the example, engaging in discussion, explaining the meaning behind orders, and allowing for new ideas, soldiers become more motivated and their performance improves. However, in practice, this is not yet evenly distributed throughout units. It is often found that communicative superiors have a minimal vision, rare request input, and more focus on obedience procedure compared to pushing innovation. In administrative units like Setum TNI, the phenomenon is usually seen in soldiers who work routine administration with the same pattern from year to year, although actually there is an opportunity to simplify channel work, take advantage of technology, or repair system archives and services.

A leadership can do its own innovative work behavior, but not thus case in point with all over workers at the lower level. Implementation of innovative work behavior can be lowered from superior to subordinates, or from subordinate to superiors. Innovative work behavior with inherited leadership to subordinates.

For example, the leader will set work program direction initiative strategic to simplify the work process. These efforts are done in order to be able to balance demands development very rapid external as seen in the field technology information.

Characteristics work (*job characteristics*) describe description enriching tasks work and help holder position fulfil need they will not quite enough responsibility, recognition, and growth. There are five aspects the main thing that becomes characteristics characteristics work this: variation skills, significance tasks, identity tasks, autonomy, and feedback back (Ayandele&Nnamseh, 2014). Behavior proactive impact positive in behavior Work innovative, where characteristics work functioning as a moderator who strengthens connection between behavior proactive and behavior Work innovative (Nurjaman et al., 2019).

One of method For create enjoyable and meaningful work is with designing tasks with characteristics valuable work for subordinate through improvement skills they or designing jobs that provide bait come back to they or tasks that provide impact for themselves and others (Hackman & Oldham, 1975). Many studies show that innovation in something organization is very important for the future organization (Getz & Robinson, 2003). Therefore that , organization must notice behavior innovation in carry out his job.

Meanwhile, job characteristics relate to how members of the TNI General Secretariat (Setum TNI) perform their daily work, including the various tasks they undertake, how clearly they see the results of their work, how important those tasks are to the organization, and how much freedom they have to determine how they work. Highly routine, structured, and rule-bound administrative work tends to leave members focused on completing small tasks without feeling they have a strategic role in supporting the readiness and governance of the TNI organization. If soldiers are given little freedom in their work and are often reprimanded for mistakes rather than rewarded for their efforts, it's natural that their enthusiasm for trying new methods and innovating declines. Conversely, when work is made more diverse (for example, tasks are not repetitive, members are encouraged to understand that administrative work has a significant impact on the unit, are given the opportunity to propose more practical work methods, and receive input that helps them learn), they will be more enthusiastically involved and feel responsible for their work results.

Modernization organization in the field defense national especially in support behavior Work innovation in the Indonesian National Army (TNI) provides in on the rise readiness operation and effectiveness task members , behavior Work innovative that has done moment This like development technology latest , improvements equipment , and improvements behavior Work proactive behavior Work innovation in the TNI has give positive reflection to modernization organization so that application of ideas and concepts appropriate (Djojosugito , 2024). Contribution behavior behavior innovative capable For develop innovative ideas through the process of creation idea For run task as TNI soldiers , namely with operate task guard security and sovereignty of the Unitary State of the Republic of Indonesia (NKRI).

The Indonesian National Armed Forces (TNI) is facing increasingly strong demands for organizational transformation in line with changes in the strategic environment and defense modernization, including the planned arrival of various new defense equipment and an increased focus on the defense budget. The TNI General Secretariat (Setum TNI) plays a strategic role as a service element under the TNI Commander, organizing and controlling general administration or secretariat (including document management and archiving) which is the backbone of the smooth functioning of the TNI organization.

Study This focused For explain How interaction characteristics work in behavior Work innovative. Research about topic This expected capable give

description behavior Work innovative that can detected since early by factors individual (behavior Work proactive) and factors contextual (characteristics work) that strengthens the relationship with behavior Work innovative as well as leadership transformational positioned as mediation For behavior Work proactive .

Modernization and acceleration changes that occur in the environment organization, especially the General Secretariat of the Indonesian National Armed Forces (TNI), became background behind important he did study this. In the middle complexity global dynamics and demands increasing work high, organization military faced with the need For increase readiness operation and effectiveness task its members who do not only depend on provision procedural , but also behavioral innovative work .

Behavior Work innovative hold role strategic as source superiority competitive and sustainable organization . However so, what happened show that implementation behavior innovative in the TNI environment is still meet various obstacles, especially related with demands adjustment to pattern work that has been done This nature structural and hierarchical .

In terms of this, behavior proactive member organization become very crucial aspect Because is action initiative For change and repair situation Work in a way independent and oriented to the future. Although Thus, the effectiveness behavior proactive this is greatly influenced by style leadership transformational capable inspire, empower, and motivate his subordinates For contribute in a way innovative .

In addition , the characteristics work that includes autonomy, variation skills, and bait come back constructive also becomes factor moderation important things that can strengthen relatedness between behavior proactive and behavior Work innovative. Phenomenon This reflect complex interactions between factor individual and contextual needs reviewed in a way in depth to support modernization and improvement performance TNI members.

Furthermore, a transformational leadership style that encourages participation, provides meaningful tasks, and open communication also acts as an important moderating factor that can strengthen the relationship between military discipline and innovative work behavior. This phenomenon suggests that leadership effectiveness in the Indonesian National Armed Forces (TNI) is determined not only by obedience to commands but also by the leader's ability to create an inspiring and change-adaptive work environment.

Thus, it illustrates the urgent need to understand and empirically examine how proactive behavior, transformational leadership, and job characteristics can synergistically encourage innovative work behavior in order to improve the readiness and effectiveness of the TNI General Secretariat's duties.

METHODS

The object of the research is the soldiers who serve in the General Secretariat of the Indonesian National Armed Forces (TNI) with the address Jl. Cilangkap Raya No. 1, RT. 1/RW. 3, Cilangkap, Cipayung District , East Jakarta City, Special Region of Jakarta. Capital city of Jakarta 13870. The research period is from June to November 2025.

This study uses a quantitative design approach to answer the formulation and proof of the research hypothesis. This study aims to analyze the influence between exogenous variables, namely *proactive behavior* and *job characteristics*, on the endogenous

variable, namely *innovative work behavior*, through the mediating variable, namely *transformational leadership*. Based on the objectives of this study, it is *explanatory*, namely "research that explains causal relationships and examines the relationship between several variables through testing or explanatory research" (Singarimbun & Effendi, 2008).

Population in study This is all soldiers in the TNI General Secretariat totaling 125 soldiers. Population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by the research to be studied and then conclusions drawn (Sugiyono, 2018). Based on the data available at the TNI General Secretariat where the number of 125 soldiers is the population, the researcher decided to take the population using the Slovin formulation with a tolerance value of 10% with consideration of the minimum size requirements in multiple linear regression analysis. Where the sample calculation is as follows:

$$n = \frac{N}{1 + N\alpha^2}$$

$$n = \frac{125}{1 + 2,23}$$

$$n = 56,05$$

The sample size in this study was 56.05, rounded up to 56 respondents. *Simple random sampling was used to select* respondents from the population. This technique ensured that all respondents in the sample had an equal chance of being selected. The employees in the sample were those with a work experience of more than three years.

This type of research is a type of quantitative research. According to Creswell J (1994), the definition of quantitative research is a type of research that explains phenomena by collecting numerical data that is analyzed. This type of research is a type of quantitative research. According to Creswell J (1994), the definition of quantitative research is a type of research that explains phenomena by collecting numerical data that is analyzed.

RESULTS AND DISCUSSION

Results

The next step is hypothesis testing by estimating the path coefficient, which can be evaluated based on the T-statistic value. The path coefficient estimate shows the estimated value that describes the relationship between latent variables obtained by the *bootstrapping procedure*. The measurement item used is said to be significant if the T-statistic score/value is greater than 1.96 and the p-value is less than 0.05 at a significance level of 0.05 (5%). Meanwhile, the parameter coefficient indicates the direction of influence by looking at the positive or negative *original sample as well as the magnitude of the influence of the independent variable on the dependent variable* (Ghozali, 2008). The following path coefficient table shows the T-statistic value.

Table 1. Path Coefficients

	Original Sample (O)	T Statistics (O/STDEV)	P Values
Direct Effect			
<i>Proactive Behavior</i> → <i>Innovative Work Behavior</i>	0.297	3,880	0.000
<i>Job Characteristics</i> → <i>Innovative Work Behavior</i>	0.228	2,485	0.013
<i>Proactive Behavior</i> → <i>Transformational Leadership</i>	0.316	3,760	0.000
<i>Job Characteristics</i> → <i>Transformational Leadership</i>	0.596	7,020	0.000
<i>Transformational Leadership</i> → <i>Innovative Work Behavior</i>	0.445	5,379	0.000

Indirect Effect

Job Characteristics → Transformational Leadership → Innovative Work Behavior	0.265	5,011	0.000
Proactive Behavior → Transformational Leadership → Innovative Work Behavior	0.141	2,738	0.006

Source: Results of data processing with PLS, 2025

- Proactive Behavior → Innovative Work Behavior
 The value obtained on the parameter coefficient is 0.279, while the T-statistic value is 3.880 > 1.979 and the p-value is 0.000 < 0.05, which indicates that there is a significant influence of Proactive Behavior on Innovative Work Behavior.
- Job Characteristics → Innovative Work Behavior
 The value obtained for the parameter coefficient is 0.228, while the T-statistic value is 2.485 > 1.979 and the p-value is 0.013 < 0.05, which indicates a significant influence of Job Characteristics on Innovative Work Behavior .
- Proactive Behavior → Transformational Leadership
 The value obtained for the parameter coefficient is 0.316, while the T-statistic value is 3.760 > 1.979 and the p-value is 0.000 < 0.05, which indicates a significant influence of Proactive Behavior on Transformational Leadership.
- Job Characteristics → Innovative Work Behavior
 The value obtained for the parameter coefficient is 0.596, while the T-statistic value is 7.020 > 1.979 and the p-value is 0.000 < 0.05, which indicates that there is a significant influence of Job Characteristics on Innovative Work Behavior .
- Transformational Leadership → Innovative Work Behavior
 The value obtained on the parameter coefficient is 0.445, while the T-statistic value is 5.379 > 1.979 and the p-value is 0.000 < 0.05, which indicates that there is a significant influence of Transformational Leadership on Innovative Work Behavior.
- Job Characteristics → Transformational Leadership → Innovative Work Behavior
 The indirect relationship (mediation) shows that Job Characteristics has a positive effect on Innovative Work Behavior through Transformational Leadership with Original Sample 0.265, T-statistics 5.011, and P-value 0.000. This confirms that Transformational Leadership strengthens the influence of Job Characteristics on Innovative Work Behavior which is significant or it can be said that Transformational Leadership plays a role in mediating the relationship between Job Characteristics and Innovative Work Behavior .
- Proactive Behavior → Transformational Leadership → Innovative Work Behavior
Proactive Behavior has a positive effect on Innovative Work Behavior through Transformational Leadership with Original Sample 0.141, T-statistics 2.738, and P-value 0.006. This confirms that Transformational Leadership strengthens the influence of Proactive Behavior on Innovative Work Behavior which is significant or it can be said that Transformational Leadership plays a role in mediating the relationship between Proactive Behavior and Innovative Work Behavior .

Discussion

1. The Influence Of Proactive Behavior On Innovative Work Behavior In The TNI General Staff Office.

Proactive behavior significantly influences innovative work behavior . This finding confirms that individuals who tend to act proactively, make bold decisions, and are responsive to potential problems and work opportunities tend to contribute more to the innovation process. In the context of Crant's (2000) theory, proactivity is a personal mechanism that encourages individuals to change work conditions to become more effective. When someone is intrinsically motivated to improve processes or anticipate organizational needs, they will be actively involved in developing ideas and innovations.

Proactive behavior is also closely related to an individual's ability to explore ideas, as explained by Janssen (2000). The innovation process always involves a cycle of problem recognition, solution creation, and implementation of new ideas. Proactive individuals tend to be forward-thinking and are willing to offer new ideas even if they don't necessarily receive full support from the work environment. This condition is particularly relevant in the dynamic organization of the Indonesian National Armed Forces (TNI), where rapid adaptation is essential in facing strategic challenges.

Furthermore, previous studies (Seibert et al., 2001; Grant & Ashford, 2008) show that proactive individuals have the potential to become change agents in organizations. They not only contribute ideas but also influence the work environment by conveying constructive ideas, developing technical solutions, and empowering coworkers. Thus, the findings of this study reaffirm that proactivity is a crucial foundation for the emergence of innovative work behavior.

These findings underscore the importance of viewing proactivity as an organizational asset. In complex and uncertain work environments, such as the defense sector, proactive organizational members can be catalysts for improvement and innovation. This behavior is not simply a response to a superior's instructions, but a reflection of personal commitment to the task and the organization as a whole. In other words, proactivity serves as an internal stimulus for each individual to create positive change.

Empirically, the results of this study validate previous theories that place proactivity as a key determinant of innovative behavior. This means that when organizations want to increase innovation, an approach focused on developing proactive competencies can be an effective strategy. This is important to consider in human resource capacity development, especially for organizations that depend on the readiness and operational effectiveness of the Indonesian National Armed Forces (TNI) General Staff Secretariat.

Theoretically, these findings strengthen the model of the relationship between *Proactive Behavior* and *Innovative Work Behavior* as proposed by Bateman & Crant (1993) and Parker & Collins (2010). These findings also contribute to the development of proactivity theory in the context of bureaucratic and hierarchical organizations, as they demonstrate that the Setum TNI environment also allows proactivity to develop and influence innovation. This research extends empirical evidence that personal traits can influence innovative work behavior even within a rigid organizational structure.

Practically, the TNI General Staff leadership needs to create work mechanisms that provide space for members to be proactive, for example by granting greater autonomy, opportunities for open discussion, and a reward system for new ideas. Self-development training should also focus on fostering a proactive mindset, especially among younger members on the operational front lines. Furthermore, the organization needs to avoid an overly bureaucratic work culture that can stifle individual initiative, as this can suppress the innovation that is so essential in the modern workplace.

2. The influence of *job characteristic behavior* on *innovative work behavior* at Setum TNI.

Job Characteristics significantly influence *Innovative Work Behavior*. This finding supports Hackman & Oldham's (1975) *Job Characteristics Model*, which states that skill variety, task significance, task identity, autonomy, and feedback are important factors that increase intrinsic motivation and an individual's ability to work creatively. In organizations that provide meaningful and challenging work, employees tend to be more motivated to innovate.

Strong job characteristics create a conducive environment for innovation. When individuals perceive their work as having an impact on the organization, they are motivated to seek new ways to improve their work effectiveness. Similarly, autonomy provides individuals with the freedom to explore alternative ways to complete tasks.

This is in line with de Jong & Kemp's (2010) argument that work challenges, freedom of action, and a supportive work environment are key prerequisites for innovative behavior.

In the context of the Indonesian National Armed Forces (TNI) General Secretariat, job characteristics often involve complex and high-risk tasks. This situation can actually stimulate the creativity of organizational members when they face operational problems that require quick and precise solutions. The variety of tasks and the need to make a real contribution to the organization's mission make members feel responsible for finding the best way to solve problems. Thus, *Job Characteristics* can be a powerful driver of innovative behavior in a work environment that demands high discipline.

The findings of this study also align with several previous studies, such as those by Gultom et al. (2022) and Nurjaman et al. (2019), which showed that job characteristics strengthen the relationship between proactivity and innovation. This means that even though individuals have proactive tendencies, they need the right job structure to channel their creativity and ideas. Monotonous or overly controlled work tends to hinder innovation, even if an individual possesses creative abilities.

Practically, good job design will encourage individuals to utilize their skills optimally. Jobs that provide a high level of autonomy, for example, allow members to set their own work strategies, ultimately increasing innovation. Therefore, organizations must consciously design jobs that are meaningful, challenging, and provide room for exploration for their members. Theoretically, the results of this study strengthen job design theory (Hackman & Oldham, 1975) and support the view that job characteristics have strong implications for innovative work behavior. This research expands the understanding that this relationship also applies in hierarchical organizational environments, such as the Indonesian National Armed Forces (TNI), which has traditionally been considered less flexible in granting autonomy. This broadens academic contributions to the context of innovation in government and defense organizations. Managerially, organizational leaders need to ensure that job structures provide a variety of skills, clear levels of responsibility, regular feedback, and room for autonomy. Supervisors should be trained to provide opportunities for members to participate in decision-making and create innovation in their daily work. Job rotation, *enrichment*, and *job redesign programs* can be concrete strategies that improve the fulfillment of job characteristics, making innovation more easily generated by organizational members.

3. The influence of *proactive behavior* on *transformational leadership* in the TNI General Staff Office.

Proactive behavior significantly influences *transformational leadership*. This finding *provides* a new perspective: it's not just leaders who influence subordinate behavior; subordinate behavior, particularly proactivity, also influences the leadership style perceived by followers. This aligns with the *reciprocal influence theory* of leadership, which asserts that the leadership process is two-way and influenced by the interaction between leaders and their followers. In the context of this study, subordinates who exhibit proactive behavior appear to elicit transformational leadership responses from their superiors. When organizational members demonstrate initiative, creative thinking skills, and a willingness to take action beyond the task at hand, leaders tend to provide support, inspiration, and intellectual stimulation, which are hallmarks of transformational leadership. This finding is reinforced by research by Lai et al. (2021), which shows that proactive behavior can improve the quality of the relationship between members and leaders, making it easier for leaders to implement a transformational approach.

From a psychological perspective, subordinate proactivity sends a positive signal to leaders about their members' potential. Leaders who perceive their members

as capable of creative thinking and confident in the tasks they undertake will be encouraged to assign greater responsibility, clearer vision, and provide motivational encouragement. Thus, the results of this study confirm that leadership style is not only influenced by the leader's own characteristics but also shaped by the dynamics of members' behavior. Within the Indonesian National Armed Forces (TNI) Secretariat, where a hierarchical culture is strongly embedded, this finding is crucial.

This demonstrates that members who are active and take initiative can influence how leaders treat them. This means that, despite the *top-down* organizational structure, actual interactions in the field demonstrate that subordinates also contribute to shaping leadership styles. This suggests that even military organizations have room for more dynamic and modern leadership interactions.

These findings also provide an empirical basis for demonstrating that proactivity not only influences performance and innovation but also plays a role in leadership development within an organization. With more proactive members, a transformational leadership culture will more easily form and spread within the work unit. This is crucial for institutional modernization and improving organizational effectiveness. Theoretically, these findings extend Bass's (1995) theory of transformational leadership by positioning member behavior as a determinant of leadership style.

This research contributes to the literature that leadership is not static, but is shaped by intense interactions between leaders and their followers. Thus, this research enriches the discourse that proactive organizational behavior is not only a predictor of innovation, but also of leadership. Managerially, organizations need to encourage proactive behavior through training and mentoring systems. Leaders need to be trained to respond to members' proactive behavior by providing greater support and opportunities. Furthermore, organizations need to provide space for subordinates to express ideas and voice aspirations, so that leaders can understand the transformational potential within their followers. Building a participatory work culture can also strengthen the relationship between proactivity and transformational leadership.

4. **The influence of *job characteristics* on *transformational leadership* in the TNI General Staff Office.**

Job characteristics have a significant influence on *transformational leadership*. When a job offers high levels of challenge, autonomy, a variety of skills, and broad responsibilities, leaders tend to be more inspiring, supportive, and able to provide transformative direction. This aligns with the concept of *situational leadership*, which emphasizes that the work context influences the required leadership style. In complex, creative jobs, leaders need to provide intellectual stimulation to their employees. Jobs that allow employees to organize their work strategies require leaders who are able to provide greater clarity of vision and purpose. In these situations, transformational leadership becomes the most effective form of leadership, in accordance with Bass & Avolio's (1995) theory regarding the four dimensions of transformational leadership (*idealized influence, inspirational motivation, intellectual stimulation, individualized consideration*).

This research supports the findings of Li et al. (2019) who stated that job characteristics contribute to the development of transformational leadership primarily through an increased need for individual support and inspirational motivation. When members face challenging tasks, leaders automatically assume the role of facilitator, helping them find creative solutions and complete the work. In the Indonesian National Armed Forces (TNI) Secretariat, job characteristics such as task identity and task significance are highly dominant. Critical tasks require leaders to be constantly present to provide strategic direction, while task variety requires leaders to provide opportunities for their members to learn and develop. This creates a positive cycle between job characteristics and the emergence of a more transformational leadership style. These findings also highlight that leaders do not operate in a vacuum. Job design

influences how leaders react, make decisions, and interact with subordinates. Routine or overly bureaucratic work can hinder the emergence of transformational leadership, while work that provides challenges and space for creativity actually encourages leaders to be more inspirational.

Theoretically, these findings strengthen *Job Characteristics* and broaden the understanding that job characteristics not only influence individual performance but also influence leadership style. These results add to *the literature* on the contextual relationship of work to leadership development, particularly in the context of public organizations and the military. Managerial implications suggest that organizations need to design jobs in a way that can stimulate the emergence of transformational leadership. Leaders should be trained on how to utilize job design to build a culture of innovation and increase work motivation. Setum TNI can conduct *job redesign*, encourage *enrichment*, and provide space for autonomy to enable leaders to develop a transformational leadership style.

5. The influence of *transformational leadership* on *innovative work behavior* at the TNI General Staff Office.

The results of this study indicate that *Transformational Leadership* has a significant influence on *Innovative Work Behavior*. This finding provides strong support for Bass's (1995) theory, which states that transformational leaders are able to trigger creativity and innovation through the dimensions of idealized influence, inspirational motivation, intellectual stimulation, and individual attention. Transformational leaders provide psychological energy to members to generate ideas, take risks, and implement innovation in work practices. Transformational leaders tend to create a work environment that supports the innovation process. They provide clarity of the organization's vision and goals, so that members can understand the importance of new ideas in achieving those goals. By providing intellectual challenges, leaders facilitate the emergence of innovative ideas from organizational members. This is in line with previous research by Choi et al. (2016) and Young (2012), which found that transformational leadership is a strong predictor of innovation at both the individual and organizational levels.

Furthermore, transformational leaders are also able to provide moral and emotional support through an *individualized consideration approach*. This support is crucial when members face obstacles in implementing ideas. In high-risk environments such as military organizations, the support of transformational leaders can create a sense of psychological safety, making members more willing to explore new ideas. This finding also reflects the important role of transformational leaders in the organizational change process. Leaders with a transformational style not only provide technical instructions but also inspire and empower members. This creates an adaptive and innovative work culture. In the context of the Indonesian National Armed Forces (TNI), transformational leaders are needed to encourage strategic and technological innovation in order to face modern threats.

These findings reinforce the view that transformational leaders can be a key factor in creating an innovative work environment. Transformational influence helps organizations face the challenges of change by creating adaptive capacity at the individual and work unit levels. These findings reinforce Bass's (1995) theory of transformational leadership and broaden its application context in public and military organizations. This research demonstrates that the dimensions of transformational leadership function as psychological mechanisms that encourage individual innovation. Its theoretical contribution is providing evidence that transformational leadership styles are effective in various types of organizations, including hierarchical ones. Managerially, organizations need to strengthen transformational competencies in leaders. Training programs should focus on the ability to inspire, build trust, provide intellectual

stimulation, and create a psychologically safe work environment. Furthermore, leaders should be given the space to develop a more democratic and participatory leadership style to optimally foster innovation (Jauhari and Wibowo, 2025) .

6. Influence *proactive behavior* towards *innovative work behavior* through *transformational leadership* at Setum TNI.

Transformational Leadership mediates the relationship between *Proactive Behavior* and *Innovative Work Behavior* . This means that proactive behavior not only directly generates innovation but also encourages leaders to adopt a transformational leadership style. In other words, member proactivity stimulates the emergence of inspirational leadership, thus strengthening the relationship between proactivity and innovation. This finding supports a *reciprocal leadership approach* in which the relationship between leaders and members is mutually influential. When members demonstrate initiative and adaptive abilities, leaders tend to provide support, motivation, and intellectual stimulation. Transformational leadership facilitates members to further develop ideas and apply them in their work.

These findings align with previous research by Grant & Ashford (2008) and Lai et al. (2021), which showed that proactive subordinate behavior can improve the quality of relationships with leaders. In this context, leaders feel more confident that their subordinates are capable of assuming greater responsibilities and are willing to provide greater space for innovation. Thus, transformational leadership strengthens the relationship between proactivity and innovation. According to the Indonesian National Armed Forces (TNI), the tendency to innovate is often hampered by hierarchical structures. However, these findings suggest that proactive subordinates can influence how leaders carry out their roles. When leaders recognize the potential and initiative of their subordinates, a more open and inspiring leadership style becomes more likely. Consequently, the innovation process becomes more fluid, even though the organization has a strong command structure.

These findings have important implications: innovation does not originate solely from superior direction, but also from the dynamic interaction between employee proactivity and leadership responses. Employee proactivity serves as *the foundation* for an innovative work climate, while transformational leadership serves as *an enabler* that strengthens the innovation process. Theoretically, this study enriches the literature by demonstrating that transformational leadership is not only an antecedent to innovative behavior but also serves as a reinforcing mechanism for the relationship between employee proactivity and innovation. These findings broaden the perspective of the interaction between leaders and subordinates in shaping creative behavior. Managerially, organizations need to reinforce proactive behavior through training programs and reward systems. Leaders must be trained to recognize employee proactivity and respond to it with a transformational leadership style. By providing appropriate space for initiative and support, leaders can accelerate the innovation process and build an adaptive and future-oriented organizational culture. (Mularto et al., 2024).

7. The influence of *job characteristics* on *innovative work behavior* through *transformational leadership* at Setum TNI.

Transformational leadership serves as an intermediary in the relationship between *proactive behavior* and *innovative work behavior* . These findings indicate that *job characteristics* not only directly influence innovation but also give rise to transformational leadership patterns that then encourage individuals to behave innovatively. Thus, the relationship between job design, leadership style, and an individual's ability to generate innovation appears interconnected and complex. When individuals face work with a high level of complexity, leaders are required to provide motivation, direction, and personalized support. These conditions encourage leaders to apply transformational

leadership characteristics. Furthermore, this leadership style creates a work environment that encourages innovation. Therefore, job characteristics have an indirect impact on innovative behavior through the presence of transformational leadership.

These findings align with Bass & Avolio's (1995) perspective, which asserts that the work context can shape emerging leadership qualities. The research findings are also consistent with Li et al.'s (2019) study, which found that transformational leadership is a key mechanism for enhancing employee innovative behavior. This means that even well-designed jobs will not be optimally innovative without the support of transformational leadership.

In the TNI General Staff Office environment, with its high work demands and strong command structure, the presence of transformational leaders is increasingly important. Leaders who can provide personal inspiration and encouragement will enhance members' readiness to face field dynamics and create new solutions. In other words, transformational leadership serves as a bridge between the complex nature of work and the organization's need for innovation.

Practically, the research findings demonstrate the need for harmonization between job design and leadership quality. If leaders do not employ a transformational style, challenging tasks can actually burden team members. Conversely, when leaders provide transformational motivation and support, these challenges can be transformed into opportunities for innovation.

These results enrich the scientific literature by providing evidence that job characteristics influence innovation through the mediating role of transformational leadership. Thus, this study provides a new perspective in the development of job design and leadership theory by emphasizing that transformational leaders are a crucial element in the innovation process. In management practice, organizations need to develop optimal job designs while ensuring leaders possess transformational competencies. Leadership training must be tailored to job requirements so that leaders are able to support innovation by providing motivation, guidance, and creative space for members. Thus, job designs that demand high skills can be balanced with leadership that can transform challenges into innovative opportunities.

CONCLUSION

Based on all the results of the hypothesis testing, it can be concluded that the dynamics of individual behavior, job characteristics, and leadership have complementary roles in shaping innovative work behavior. Proactive behavior has a significant influence on innovative work behavior, proven to be an important internal drive for individuals to generate new ideas and contribute to the renewal of work processes. Work that is challenging, provides space for autonomy, and offers meaning in its implementation will encourage employees to be more involved in creating creative solutions and ideas. Thus, job characteristics not only influence motivation, but also become the main foundation for the emergence of innovation at the individual level. Proactivity member give signal positive to superior about capacity and readiness they face challenges, so that leader pushed For give trust, involvement in taking decisions and support development which is characteristics leadership transformational in the environment TNI General Secretariat.

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