



Proactive Personality And Transformational Leadership As Drivers Of Innovative Work Behavior: The Mediating Role Of Work Engagement In The Public Sector

Meyfrina Kristiana Tarigan ¹, Aryana Satrya ²

^{1,2)} Universitas Indonesia

Email: ¹⁾ meyfrinatariga@gmail.com

How to Cite :

Tarigan, M. K., Satrya, A. (2026). Proactive Personality And Transformational Leadership As Drivers Of Innovative Work Behavior: The Mediating Role Of Work Engagement In The Public Sector. EKOMBIS REVIEW: Jurnal Ilmiah Ekonomi Dan Bisnis, 14(3). DOI: <https://doi.org/10.37676/ekombis.v14i3>

ARTICLE HISTORY

Received [07 December 2025]

Revised [02 July 2026]

Accepted [07 July 2026]

KEYWORDS

Proactive Personality,
Transformational Leadership,
Work Engagement, Innovative
Work Behavior, Public Sector.

*This is an open access article
under the [CC-BY-SA](#) license*



ABSTRACT

This study examines the effects of proactive personality and transformational leadership on innovative work behavior, with work engagement as a mediating variable among civil servants in a public-sector institution responsible for market regulation and service delivery. Using a quantitative cross-sectional design, data were obtained from 331 employees and analyzed with PLS-SEM. The results show that all hypotheses were supported. Proactive personality was the strongest predictor of both innovative work behavior and work engagement, while transformational leadership also positively influenced innovative work behavior directly and indirectly through engagement. Work engagement significantly mediated the effects of both predictors on innovative behavior. These findings highlight that innovation in the public sector is driven by individual readiness and leadership quality. Strengthening proactive traits and implementing transformational leadership are therefore crucial for fostering an innovation-oriented culture. The study further contributes theoretically by identifying work engagement as a key psychological mechanism linking personal and contextual factors to innovative behavior.

INTRODUCTION

Global economic changes increasingly require both public and private organizations to strengthen their capacity for innovation in order to maintain competitiveness in dynamic environments (Hijal-Moghrabi et al., 2020). Such innovation largely depends on employees' ability to demonstrate innovative work behavior, which involves problem recognition, idea generation, idea promotion, and the implementation of new solutions (Khan et al., 2020). Individual-driven innovation is particularly crucial in the public sector, where it serves as a

foundation for improving service quality, efficiency, and organizational effectiveness (Ng & Wang, 2019; Bos-Nehles et al., 2017).

However, studies have shown that public-sector employees often encounter structural and bureaucratic constraints that limit creativity and innovation (Tan et al., 2024). Consistent with Bos-Nehles et al. (2017), individual innovation processes in the public sector face more challenges than those in the private sector. Their research further indicates that radical innovations are rare, with most documented outcomes being incremental improvements in processes, tools, and work methods. This condition is also evident in the Public sector that handles market regulation and service oriented fields, which although promoting innovation through programs such as “ASN Berprestasi”, still exhibits relatively low levels of participation. Only 24 employees in 2021 and 22 employees in 2023 were nominated for selection out of more than 3,600 employees, suggesting that “employee participation in innovative behavior remains minimal and does not reflect a strong innovative work culture.” These conditions highlight the need to strengthen factors that drive innovative behavior within public organizations.

Two prominent antecedents frequently linked to innovative work behavior are proactive personality and transformational leadership. A proactive personality reflects an individual's inclination to recognize opportunities, initiate actions, and pursue change despite potential barriers (Mubarak et al., 2021). Prior studies show that employees with proactive tendencies are more inclined to exhibit innovative behaviors, both directly and through increased work engagement, a motivational state characterized by vigor, dedication, and absorption (Mubarak et al., 2021). These insights are consistent with findings by Zuberi and Khattak (2021) and Li et al. (2022), who highlighted that proactive individuals generate more innovative contributions when provided with autonomy, meaningful job roles, and a supportive innovation climate.

Transformational leadership, on the other hand, is a leadership style that inspires employees by providing vision, intellectual stimulation, and individualized consideration to encourage performance beyond expectations (Al-edenat, 2018). In public organizations, transformational leadership has been found to positively shape employee innovation, with work engagement serving as a strengthening mediating mechanism (Thanh et al., 2022; Gameda & Lee, 2020). Transformational leaders also cultivate collaborative environments that facilitate creative ideas and process improvements (Alwali & Alwali, 2022). Transformational leaders are also able to grow positive psychological capital, encourage knowledge sharing, and increase employee innovation in the context of the public sector (Ajrurrahman & Pusparini, 2024).

In the context of the Public sector that handles market regulation and service oriented fields, both individual and leadership factors appear to require reinforcement. The 2023 BerAKHLAK Culture Index reported that the Adaptivity dimension—which reflects proactivity, creativity, and readiness for change—was rated as “Unhealthy,” scoring only 41.7%. This suggests that employees “still possess a static mindset, are unprepared for transformation, lack enthusiasm, and are not yet driven to take an active role in change.” Such low adaptability directly influences work engagement and reduces employees’ initiative to innovate. According to Rosalini and Nurzam (2022), employees with high engagement tend to demonstrate better performance because they experience positive feelings and do not perceive their work as a burden.

Given these empirical findings, it is essential to examine how proactive personality and transformational leadership influence innovative work behavior through work engagement among employees of the Public sector that handles market regulation and service oriented fields. Although prior studies have established strong relationships among individual characteristics, leadership, and innovative behavior, research remains limited in Indonesian public sector settings, which are characterized by unique bureaucratic structures, regulations, and organizational cultures. Moreover, the low Adaptivity score and limited employee participation in innovation underscore the relevance of this study in providing a comprehensive

understanding of the mechanisms that drive innovative work behavior in governmental institutions.

Therefore, this study focuses on analyzing the effects of proactive personality and transformational leadership on innovative work behavior, with work engagement as a mediating variable, to understand how internal and external factors strengthen the innovative behavior of employees at the Public sector that handles market regulation and service oriented fields.

LITERATUR REVIEW

Social Exchange Theory (SET)

Social Exchange Theory (SET) is a theoretical framework that explains how social interactions within organizations are formed based on the principles of reciprocity, trust, and social obligations. Introduced by Blau (1964), the theory posits that relationships between individuals are driven by the exchange of valued resources, not only in material form but also in the form of emotional support, recognition, and a sense of appreciation in the workplace. In organizational settings, support from leaders such as trust, attention to employee ideas, and opportunities to contribute, encourages employees to reciprocate through positive behaviors, including work engagement and innovative work behavior. According to Blau (1964), when employees perceive support and appreciation from the organization, they tend to return the favor by offering extra contributions as a form of social reciprocity.

Innovative Work Behavior (IWB)

The concept of innovative work behavior originates from Scott and Bruce (1994), who defined it as an individual process involving problem identification, creative idea development, and the implementation of new solutions in the workplace. Janssen (2000) further expanded this definition by emphasizing three main stages of IWB: idea generation, idea promotion, and idea implementation. Meanwhile, De Jong and Den Hartog (2010) highlight opportunity exploration and creativity as core components of innovative behavior. According to their framework, IWB consists of four key dimensions:

- 1) Idea Exploration – searching for opportunities or problems that require innovation
- 2) Idea Generation – creating new solutions
- 3) Idea Championing – promoting ideas to gain support
- 4) Idea Implementation – turning ideas into actual practices

Work Engagement (WE)

Kahn (1990) initially defined work engagement as a psychological state in which individuals invest their full physical, cognitive, and emotional capacities into their work roles. Expanding on this idea, Schaufeli et al. (2002) characterized work engagement as a positive and rewarding condition reflected in an employee's active involvement at work. This condition is represented through vigor (high energy and persistence), dedication (a strong sense of commitment and meaning), and absorption (deep focus and immersion in work tasks).

Proactive Personality (PP)

Individuals with a proactive personality, as described by Bateman and Crant (1993), are those who deliberately attempt to shape and modify their environment rather than simply reacting to circumstances around them. Such individuals are inclined to take risks and interpret complex situations as personal challenges that stimulate innovative behavior in the workplace. Consistent with this view, Seibert et al. (1999) found that a proactive disposition facilitates enhanced career outcomes because these individuals act intentionally and persistently to achieve their objectives. Their strong tendency toward proactivity encourages them to

continuously explore new methods, generate and share ideas, and implement improvements that positively transform their work environment.

Transformational Leadership (TL)

Transformational leadership, first conceptualized by Burns (1978) and later expanded by Bass (1985), represents a leadership approach that drives constructive change by inspiring and motivating followers, stimulating them intellectually, and offering personalized support. According to Carless et al. (2000), transformational leaders articulate a clear and compelling organizational vision through consistent communication, empower and support their subordinates, serve as exemplary role models, and promote innovation as well as employee growth. Through these behaviors, leaders are able to energize employees to transcend their self-interests and contribute more meaningfully to achieving organizational objectives.

METHODS

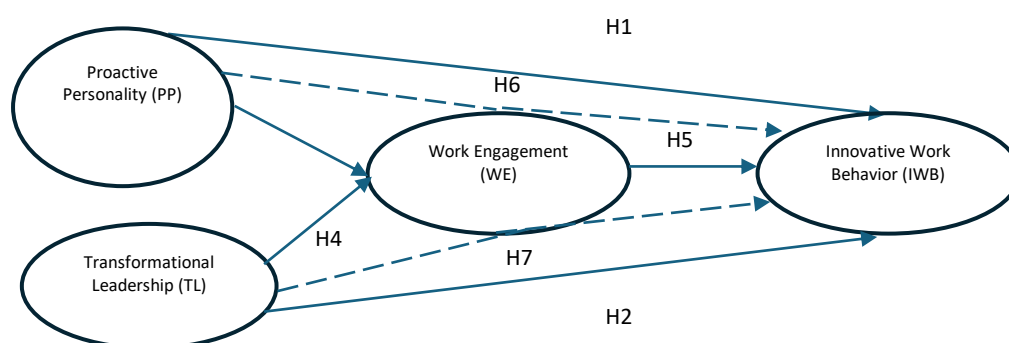
This research utilized a quantitative method to analyze the relationships modeled in earlier studies conducted in public-sector settings, particularly among civil servants working in market regulation and service-oriented institutions. Adopting a cross-sectional design, the study targeted a population of 3,605 employees, from which 331 participants were sampled. Eligible respondents were those with at least two years of work experience and serving in roles such as administrators, supervisors, functional personnel, or staff. Data collection was carried out through an online survey disseminated across ten echelon-1 units, supplemented by additional information sources.

The study employed measurement instruments adapted from well-established and validated scales, all rated on a 7-point Likert scale. Proactive Personality was measured using items from Seibert et al. (1999), while Transformational Leadership was assessed through indicators developed by Carless et al. (2000) and later utilized by Mubarak et al. (2021). Work Engagement was evaluated using scales from Schaufeli et al. (2006) and Thanh (2022), and Innovative Work Behavior was measured based on the framework introduced by De Jong and Den Hartog (2010). Overall, seven hypotheses were developed in this study, as illustrated in Figure 1.

The hypotheses were tested using Structural Equation Modeling (SEM) with a Partial Least Squares approach (PLS-SEM) via SmartPLS 4. The use of PLS was supported by the growing trend identified by Shafaei and Nejati (2022), who noted a substantial increase in studies employing PLS-PM compared to covariance-based SEM. Furthermore, Hair et al. (2016) highlighted that PLS-SEM is particularly advantageous for estimating complex predictive models without requiring the assumption of normally distributed data.

The conceptual research model tested in this study is presented as follows:

Figure 1. Research framework model



RESULTS

A total of 395 responses were collected; however, 64 respondents did not meet the criteria and were identified as outliers. Therefore, 331 respondents were retained for further data analysis. Based on the results presented in Table 2, the respondents were predominantly civil servants (PNS) (85.5%), mostly female (56.5%), and primarily within the age range of 31–40 years (58.9%). The majority held a bachelor's degree (51.4%), occupied functional positions (49.8%), and had 6–10 years of work experience (36.3%). The distribution of respondents is consistent with the population characteristics of the Public sector that handles market regulation and service oriented fields.

Table 1 Respondent Characteristics

Profile	Category	Frequency	Percentage
Employee Status	Civil Servants	283	85,50%
	Government Employees with Employment Agreements	48	14,50%
Gender	Male	144	43,50%
	Female	187	56,50%
Age	21-30 years old	51	15,4%
	31-40 years old	195	58,9%
	41-50 years old	78	23,6%
	>50 years old	7	2,1%
Education	High School	7	2,1%
	Diploma	43	13,0%
	Bachelor's Degree	179	51,4%
	Master's Degree	108	32,6%
	Doctor's Degree	3	0,9%
Position	Coordinator	21	6,30%
	Sub-Coordinator	51	15,4%
	Functional	165	49,8%
	Staff	94	28,4%
Length of work	2-5 tahun	68	20,5%
	6-10 tahun	120	36,3%
	11-15 tahun	90	27,2%
	>15 tahun	53	16,0%

Source: Primary data processed in 2025

Measurement Model Analysis

The measurement model assessment was initiated by examining its validity and reliability. Sekaran and Bougie (2016) explain that validity reflects how well an instrument measures the construct it is intended to capture, while reliability concerns the stability and consistency of the measurement, as well as its freedom from error (Hair et al., 2014). In this study, the criteria outlined by Hair et al. (2022) were applied, whereby an item is deemed valid when its outer loading exceeds 0.70 and its Average Variance Extracted (AVE) is above 0.50. A construct is classified as reliable if both its composite reliability and Cronbach's alpha have values greater than 0.70. The assessment was carried out in two phases: the first-order measurement, in which constructs were directly represented by questionnaire items, followed by the second-order measurement, where constructs were formed from several underlying dimensions. Results from the first-order analysis indicated that all indicators met the required validity and reliability thresholds, allowing the evaluation to progress to the second-order stage as described below:

Table 2 Second Order Validity and Reliability Test

Variable	Dimenssion	Indicator Code	Outer Loading	Cronbach's Alpha	Composite Reability	AVE
Innovative Work Behaviour	IWB_IE	0,858	0,904	0,933	0,776	0.776
	IWB_IG	0,923				
	IWB_IC	0,914				
	IWB_II	0,826				
Work Engagement	WE_V	0,891	0,88	0,926	0,808	0,808
	WE_D	0,871				
	WE_A	0,933				
Proactive Personality	PP1	0.783	0,949	0,957	0,688	0,688
	PP2	0,862				
	PP3	0.750				
	PP4	0,815				
	PP5	0,876				
	PP6	0,843				
	PP7	0,841				
	PP8	0,826				
	PP9	0,838				
	PP10	0,855				
Transformational Leadership	TL1	0,876	0,949	0,958	0,765	0,765
	TL2	0,881				
	TL3	0,848				
	TL4	0,874				
	TL5	0,869				
	TL6	0,886				
	TL7	0,89				

Source: Primary data processed in 2025

Referring to Table 2, the findings indicate that all indicators satisfy the required validity and reliability standards, as each value meets the expected thresholds. Afterward, discriminant validity for the second-order reflective constructs was evaluated using both the Fornell–Larcker criterion and the Heterotrait–Monotrait Ratio (HTMT). Hair et al. (2014) explain that the Fornell–Larcker requirement is fulfilled when the square root of the Average Variance Extracted (AVE), shown along the diagonal, exceeds the correlations between that construct and the others within the model. In addition, Henseler et al. (2015) emphasize that HTMT assesses discriminant validity by comparing construct correlations, with 0.90 suggested as the upper acceptable limit. The outcomes of the Fornell–Larcker discriminant validity test are summarized as follows:

Table 3 Results of Fornell Larcker Discriminant Validity Measurement

	IWB	PP	TL	WE
IWB	0.881			
PP	0.876	0.830		
TL	0.728	0.731	0.875	
WE	0.813	0.783	0.723	0.899

Source: Primary data processed in 2025

As shown in Table 3 the Fornell–Larcker criterion is met, as the square root of the AVE for every reflective variable is higher than the inter-construct correlations. This outcome indicates that discriminant validity has been adequately established in the model. The HTMT test results supporting this assessment are presented as follows:

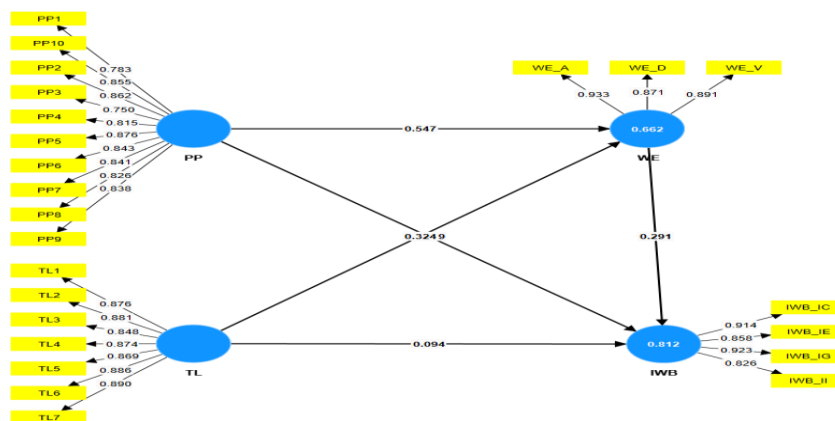
Table 4 Results of HTMT Discriminant Validity Measurement

	IWB	PP	TL	WE
IWB				
PP	0.940			
TL	0.783	0.771		
WE	0.902	0.855	0.792	

Source: Primary data processed in 2025

Based on Table 5, the HTMT value between proactive personality (PP) and innovative work behavior (IWB) is 0.940, and the HTMT value between work engagement and innovative work behavior is 0.902—both slightly exceeding the recommended threshold of 0.90. As explained by Franke and Sarstedt (2019), a minor exceedance of the HTMT threshold does not necessarily indicate a problem as long as the constructs are theoretically distinct and the Fornell–Larcker criterion is satisfied. The following figure presents the PLS algorithm model of the indicators and latent variables at the second-order level:

Figure 1. Model of the PLS algorithm



Structural Model Analysis

To assess the structural model, several evaluations were performed, including tests of collinearity, explanatory power (R^2), model fit, and predictive relevance. The collinearity assessment indicates that the model is free from multicollinearity concerns, as all VIF values fall below the recommended cut-off point of 5 (Hair et al., 2022). Furthermore, Hair et al. (2022) note that R^2 reflects the proportion of variance in an endogenous construct that can be explained by its predictors, thereby illustrating the model's overall explanatory capability. In this research, the R^2 value for IWB is 0.812, implying that the predictors explain 81.2% of its variance. Similarly, the R^2 value for WE is 0.662, indicating that 66.2% of the variance in work engagement is accounted for by the model.

Model fit was assessed using the Standardized Root Mean Square Residual (SRMR), with the model producing a value of 0.051. This indicates good fit, as it is lower than the recommended maximum of 0.080 (Benitez et al., 2020). Finally, predictive relevance (Q^2) values greater than zero reflect that the model has predictive ability, whereas negative values indicate otherwise (Hair et al., 2019). The findings show Q^2 values of 0.62 for innovative work behavior and 0.528 for work engagement, confirming strong predictive relevance.

Hypothesis Testing

The hypotheses in this study propose positive directional relationships; therefore, a one-tailed significance test is more appropriate. At a 95% confidence level for a one-tailed test, the acceptable t-value is ≥ 1.645 at the 5% significance level (Malhotra, 2010). If the t-value is below 1.645, the hypothesis cannot be accepted at that significance level. Furthermore, a relationship is considered significant when the p-value $< \alpha$ (0.05), and not significant when the p-value $> \alpha$ (0.05) (Hair et al., 2022). The results of the direct effect testing are presented as follows:

Table 5. Hypothesis Testing Results

Hypothesis		Path Coefficient	T-Value	P-Values	Convidence Interval		Conclusion
					Upper Bound (5%)	Lower Bound (95%)	
Direct Path							
H1	PP → IWB	0.579	7.241	0.000	0.450	0.712	Supported
H2	TL → IWB	0.094	1.856	0.032	0.014	0.180	Supported
H3	PP → WE	0.547	13.557	0.000	0.477	0.609	Supported
H4	TL → WE	0.324	8.540	0.000	0.260	0.385	Supported
H5	WE→ IWB	0.291	3.042	0.001	0.129	0.443	Supported
Mediation							
H6	PP → WE → IWB	0.159	3.121	0.001	0.071	0.239	Supported
H7	TL → WE → IWB	0.094	2.890	0.002	0.040	0.148	Supported

Source: Primary data processed in 2025

The study's findings show that proactive personality significantly predicts innovative work behavior, as demonstrated by a t-value of 7.241 ($p = 0.000$) at the 5% level, confirming H1. The positive coefficient of 0.579 highlights the strength of this relationship. Transformational leadership also exerts a positive effect on innovative work behavior, with statistical support from a coefficient of 0.094, a p-value of 0.032, and a t-value of 1.856 at the 95% confidence level, validating H2. Furthermore, proactive personality is strongly associated with higher work engagement, indicated by a coefficient of 0.547, a p-value of 0.000, and a t-value of 13.557, supporting H3. Similarly, transformational leadership significantly enhances work engagement, evidenced by a coefficient of 0.094, a p-value of 0.032, and a t-value of 1.856, confirming H4. Work engagement also shows a positive and significant effect on innovative work behavior, with a coefficient of 0.291, a t-value of 3.042, and a p-value of 0.001, supporting H5.

Mediation results reveal that work engagement serves as a mediator between proactive personality and innovative work behavior (coefficient = 0.159, $p = 0.001$, 95% CI), lending support to H6. Likewise, work engagement mediates the effect of transformational leadership on innovative work behavior (coefficient = 0.094, $p = 0.002$, 95% CI), confirming H7.

DISCUSSION

The findings indicate that proactive personality exerts a strong and significant influence on innovative work behavior, supporting Bateman and Crant's (1993) assertion that proactive individuals tend to initiate actions, seek opportunities, and drive change. Such employees are more active in generating, promoting, and realizing new ideas (De Jong & Den Hartog, 2010). These results are consistent with studies by Mubarak et al. (2021), Zuberi and Khattak (2021), and Li et al. (2022), which show that proactive individuals are better equipped to meet

innovation-related demands, especially when they are provided with autonomy and opportunities for development. Within the public sector, the low Adaptability score in the 2023 BerAKHLAK Index reflects limited proactivity and creativity, emphasizing the importance of fostering proactive qualities to build a more innovation-driven culture. Transformational leadership also positively influences innovative work behavior, although the effect size is smaller than that of proactive personality. Consistent with prior research (Al-edenat, 2018; Carless et al., 2000; Thanh et al., 2022; Gameda & Lee, 2020), transformational leaders motivate employees, provide intellectual stimulation, and foster trust, enabling them to contribute ideas despite bureaucratic constraints. The relatively modest coefficient reflects the hierarchical nature of the Indonesian public sector, where structural barriers may limit leaders' direct influence, indicating that supportive organizational culture is necessary to enhance the impact of transformational leadership.

The study further finds that proactive personality and transformational leadership both significantly enhance work engagement. Proactive individuals experience greater vigor, dedication, and absorption (Kahn, 1990; Schaufeli et al., 2002), while transformational leaders elevate psychological energy through inspiration and meaningful work communication. These findings echo Mubarak et al. (2021), Gameda and Lee (2020), and Thanh et al. (2022), and are particularly relevant given the institution's low Adaptability score, which signals the need to boost engagement across the workforce. Work engagement itself positively affects innovative work behavior, supporting prior studies (Schaufeli et al., 2006; De Jong & Den Hartog, 2010; AlShamsi & Ahmad, 2022). Employees with higher engagement demonstrate stronger creative behavior and greater willingness to contribute to innovation, a pattern also observed by Pebianti et al. (2025). The institution's low participation in innovation programs (24 out of 3,600 employees) underscores the need to strengthen engagement to stimulate innovative performance. Finally, work engagement mediates the effects of both proactive personality and transformational leadership on innovative work behavior. This supports Social Exchange Theory, indicating that psychological energy transforms personal traits and leadership influences into actual innovative actions. Consistent with Mubarak et al. (2021) and Thanh et al. (2022), the findings highlight engagement as a key mechanism enabling innovation in bureaucratic environments where structural autonomy is limited.

CONCLUSION

This study explored the relationships between proactive personality, transformational leadership, and innovative work behavior, while also determining whether work engagement mediates these effects among public-sector civil servants involved in market regulation and service-related operations. Analysis using PLS-SEM with 331 participants revealed that all hypotheses formulated in the research model were validated.

First, proactive personality was found to be the strongest predictor of both innovative work behavior and work engagement. This indicates that proactive individuals are not only capable of identifying opportunities and taking initiative but also possess higher levels of psychological energy—such as vigor, dedication, and absorption—which drive them to consistently engage in innovative processes. Second, transformational leadership positively influences innovative work behavior, both directly and indirectly through work engagement. Although its effect size is smaller than that of proactive personality, the findings reaffirm that inspirational, supportive, and empowering leadership remains an essential factor in fostering creativity and innovation, particularly within rigid bureaucratic structures. Third, work engagement plays a significant mediating role in both relationships, demonstrating that employees' psychological energy is a crucial mechanism that translates individual potential and leadership influence into innovative behavior. Higher engagement enables employees to persistently explore ideas, champion new suggestions, and implement novel solutions in the

workplace. Fourth, the high R^2 values for innovative work behavior (81.2%) and work engagement (66.2%) indicate that the combination of proactive personality, transformational leadership, and engagement provides a strong explanatory framework for understanding innovative behavior among civil servants in this institution.

Overall, this study underscores that innovation in the public sector is not solely dependent on policies and structural arrangements, but more importantly on individual readiness and leadership quality capable of stimulating employee engagement. Strengthening proactive characteristics and adopting transformational leadership practices are key strategies for enhancing innovative capacity within the Public sector that handles market regulation and service oriented fields. Moreover, these findings provide theoretical contributions to the public-sector innovation literature by highlighting work engagement as the psychological mechanism that bridges personal and contextual factors.

SUGGESTIONS

Given that proactive personality is the strongest predictor of both innovative work behavior and work engagement, organizations should embed proactivity into HR practices by providing experiential learning programs such as design thinking, problem-solving, and continuous improvement to encourage employees to identify opportunities and initiate innovation. Because transformational leadership influences innovative work behavior directly and indirectly through work engagement, leadership development should prioritize immediate supervisors. Transformational leadership indicators such as supporting new ideas, granting autonomy, and modeling desired behaviors can be integrated into 360-degree feedback or performance evaluations. Leaders should also facilitate regular innovation dialogues (e.g., idea clinics, improvement-sharing sessions, or “safe-to-fail” forums) to promote psychological safety in proposing and testing ideas.

Given the mediating role of work engagement, organizations should implement interventions that enhance vigor, dedication, and absorption, including job redesign for highly routine roles to increase challenge, task variety, and learning opportunities. This study focuses on a single public-sector institution, which limits the extent to which the findings can be generalized. Future studies could validate the model in various governmental settings and broaden it by adding variables such as perceived organizational support, innovation climate, or human resource practices. Additionally, the use of a cross-sectional design prevents the examination of changes over time; therefore, longitudinal or mixed-method approaches are recommended to more effectively capture how leadership and organizational initiatives influence engagement and innovation within bureaucratic environments.

REFERENCE

- Ajrurrahman, A., & Pusparini, E. S. (2024). The influence of transformational leadership and organizational justice on innovative work behavior: The mediating role of psychological capital and knowledge sharing. *EKOMBIS REVIEW: Jurnal Ilmiah Ekonomi dan Bisnis*, 12(4), 3963–3978. <https://doi.org/10.37676/ekombis.v12i4>
- Al-edenat, M. (2018). Reinforcing innovation through transformational leadership: Mediating role of job satisfaction. *Journal of Organizational Change Management*, 31(4), 810-838. <https://doi.org/10.1108/JOCM-05-2017-0181>
- AlShamsi, S., & Ahmad, S. Z. (2022). The impact of curiosity and exploration on innovative work behavior: Evidence from service employees in the UAE. *Journal of Public Health Research*, 9(3), 1–10. <https://doi.org/10.4081/jphr.2022.2719>
- Alwali, J., & Alwali, W. (2022). The relationship between emotional intelligence, transformational leadership, and performance: A test of the mediating role of job satisfaction. *Leadership &*

- Organization Development Journal*, 43(6), 928-952. <https://doi.org/10.1108/LODJ-10-2021-0486>
- Bass BM (1985) Leadership and performance beyond expectations. *Acad Manag*
- Bateman, T. S., & Crant, J. M. (1993). The proactive component of organizational behavior: A measure and correlates. *Journal of Organizational Behavior*, 14(2), 103–118. <https://doi.org/10.1002/job.4030140202>
- Benitez, J., Henseler, J., Castillo, A., & Schuberth, F. (2020). How to perform and report an impactful analysis using partial least squares: Guidelines for confirmatory and explanatory IS research. *Information and Management*, 57(2), 103–168. <https://doi.org/10.1016/j.im.2019.05.003>
- Blau, P. M. (1964). Justice in Social Exchange. *Sociological Inquiry*, 34(2), 193– 206. <https://doi.org/10.1111/j.1475-682X.1964.tb00583.x>
- Bos-Nehles, A., & Bondarouk, T. (2017). *Innovative work behaviour in knowledge-intensive public sector organizations: The case of supervisors in the Netherlands fire services*. The International Journal of Human Resource Management, 28(2). <https://doi.org/10.1080/09585192.2016.1244894>
- Burns JM (1978) Leadership. Harper & Row, New York
- Carless, S. A., Wearing, A. J., & Mann, L. (2000). A short measure of transformational leadership. *Journal of Business and Psychology*, 14(3), 389–405. <https://doi.org/10.1023/A:1022991115523>
- De Jong, J. P. J., & Den Hartog, D. N. (2010). Measuring innovative work behaviour. *Creativity and Innovation Management*, 19(1), 23–36. <https://doi.org/10.1111/j.1467-8691.2010.00547.x>
- Gemeda, H.K., & Lee, J. (2020). Leadership styles, work engagement and outcomes among information and communications technology professionals: A cross-national study. *Heliyon*, 6(3), e03699. <https://doi.org/10.1016/j.heliyon.2020.e03699>
- Hair, J.F., Black, W.C., Babin, B.J. and Anderson, R.E. (2014) *Multivariate Data Analysis*. 7th Edition, Pearson Education, Upper Saddle River.
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2016). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)* (2nd ed.) (Second Edition). SAGE Publications, Inc.
- Hair Jr., J.F., Black, W.C., Babin, B.J., & Anderson, R.E. (2019). *Multivariate data analysis*. (8th ed.). United Kingdom: Cengage Learning EMEA.
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2022). *A primer on partial least squares structural equation modeling (PLS-SEM)* (3rd Edition). London: SAGE
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, 43(1), 115–135. <https://doi.org/10.1007/s11747-014-0403-8>
- Hijal-Moghrabi, I., Sabharwal, M., & Ramanathan, K. (2020). Innovation in public organizations: Do government reforms matter? *International Journal of Public Sector Management*, 33(6/7), 731–749. <https://doi.org/10.1108/IJPSM-04-2020-0106>
- Homans, G. C. (1961). *Social behavior: Its elementary forms*. Harcourt, Brace & World.
- Janssen, O. (2000). Job demands, perceptions of effort–reward fairness and innovative work behaviour. *Journal of Occupational and Organizational Psychology*, 73(3), 287–302. <https://doi.org/10.1348/096317900167038>
- Kahn, W. A. (1990). Psychological condition of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692–724.
- Khan, M. A., Ismail, F. B., Hussain, A., & Alghazali, B. (2020). The interplay of leadership styles, innovative work behavior, organizational culture, and organizational citizenship behavior. *SAGE Open*, 10(1), 1–16. [https://doi.org/10.1177/2158244019898264​::contentReferencefoaite:0\[index=0\]](https://doi.org/10.1177/2158244019898264​::contentReferencefoaite:0[index=0])

- Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi. (2023). Laporan Pengukuran Survei Pemetaan & Pengukuran Budaya Kerja ASN-Indeks BerAKHLAK-Kementerian Perdagangan. Jakarta: Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi.
- Li, W., Gill, S. A., Wang, Y., Safdar, M. A., & Sheikh, M. R. (2022). *Proactive Personality and Innovative Work Behavior: Through the Juxtapose of Schumpeter's Theory of Innovation and Broaden-And-Build Theory*. *Frontiers in Psychology*, 13:927458. <https://doi.org/10.3389/fpsyg.2022.927458>
- Mubarak, N., Khan, J., Yasmin, R., & Osmadi, A. (2021). *The impact of a proactive personality on innovative work behavior: The role of work engagement and transformational leadership*. *Leadership & Organization Development Journal*, 42(7), 989–1003. <https://doi.org/10.1108/LODJ-11-2020-0518>
- Ng, T. W. H., & Wang, M. (2019). An actor-partner interdependence model of employees' and coworkers' innovative behavior, psychological detachment, and strain reactions. *Personnel Psychology*, 72(3), 445–476. <https://doi.org/10.1111/peps.12317>
- Pebianti, V., Hamdani, F., Juwita, T. P., & Panjaitan, D. (2025). Analysis of the determination of innovative work behavior in millennial generation employees. *Jurnal Akuntansi, Manajemen dan Bisnis Digital*, 4(2), 437–444.
- Rosalini, L., Anggriani, I., & Nurzam, N. (2022). Pengaruh engagement, pengawasan, dan disiplin kerja terhadap kinerja karyawan PD JabarHadi Bengkulu. *EKOMBIS REVIEW: Jurnal Ilmiah Ekonomi dan Bisnis*, 10(1), 296–304. <https://doi.org/10.37676/ekombis.v10i1>
- Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006). The measurement of work engagement with a short questionnaire: A cross-national study. *Educational and Psychological Measurement*, 66(4), 701–716. <https://doi.org/10.1177/0013164405282471>
- Schaufeli, W.B., Salanova, M., González-Romá, V., & Bakker, A.B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of Happiness Studies*, 3(1), 71–92.
- Sekaran, U., & Bougie, R. (2016). *Research methods for business: A skill-building approach* (7th ed.). Chichester: John Wiley & Sons
- Scott, S. G., & Bruce, R. A. (1994). Determinants Of Innovative Behavior: A Path Model Of Individual Innovation In The Workplace. *Academy of Management Journal*, 37(3), 580–607. <https://doi.org/10.2307/256701>
- Shafaei, A., & Nejati, M. (2024). *Green human resource management and employee innovative behaviour: Does inclusive leadership play a role?* *Personnel Review*, 53(1), 266–287. <https://doi.org/10.1108/PR-04-2021-0239>
- Seibert, S. E., Crant, J. M., & Kraimer, M. L. (1999). Proactive personality and career success. *Journal of Applied Psychology*, 84(3), 416–427. <https://doi.org/10.1037/0021-9010.84.3.416>
- Tan, A.B.C., van Dun, D.H. and Wilderom, C.P.M. (2024), "Lean innovation training and transformational leadership for employee creative role identity and innovative work behavior in a public service organization", *International Journal of Lean Six Sigma*, Vol. 15 No. 8, pp. 1-31. <https://doi.org/10.1108/IJLSS-06-2022-0126>
- Thanh, N. H., Quang, N. V., & Anh, N. N. (2022). *The relationship between leadership style and staff work engagement: An empirical analysis of the public sector in Vietnam*. *Humanities and Social Sciences Communications*, 9(1), 340. <https://doi.org/10.1057/s41599-022-01354-7>
- Zuberi, M.A. and Khattak, A. (2021), "Impact of proactive personality and leader member exchange on innovative work behavior: a job design perspective", *International Journal of Innovation Science*, Vol. 13 No. 5, pp. 664-683. <https://doi.org/10.1108/IJIS-11-2020-0251>