



# The Influence Of Transformational Leadership And Organizational Justice On Innovative Work Behavior: The Mediating Role Of Psychological Capital And Knowledge Sharing

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## ABSTRACT

Innovative work behavior is every Civil Servant (PNS) must have to encourage individuals to produce new thoughts, methods and work processes that can be used to increase organizational efficiency and effectiveness. Research on innovative work behavior for civil servants still needs to be widely researched, especially in developing countries. For this reason, this research aims to identify the influence of transformational leadership, organizational justice, psychological capital, and knowledge sharing on innovative work behavior. Data collection was carried out in a single cross-sectional using purposive sampling. The research sample was obtained from Civil Servants who work at State Institutions of Government in Indonesia. The data was processed using Structural Equation Modeling (SEM) with the Partial Least Square SEM (PLS-SEM) with 385 respondents. The results of this study prove a positive and significant relationship between transformational leadership, organizational justice, psychological capital, and knowledge sharing on innovative work behavior. In addition, empirical results show that psychological capital and knowledge sharing can partially mediate the relationship between transformational leadership and organizational justice on innovative work behavior. State Institutions of Government are expected to receive input and suggestions regarding the implementation of leadership and organizational policies so that employees have a positive psychology and a desire to share knowledge and skills so that they can create new ideas as organizational innovations.

## INTRODUCTION

Innovation today is a crucial factor for organizations in a competitive and flexible environment. Innovation is considered a result of a new method or thought and can also be seen as a process of introducing something new. The vital role of innovation in public organizations is necessary to improve efficiency and meet the public's demand for quality public services (Bak et al., 2022). The role of the Indonesian government in enhancing competitiveness has been carried out by advocating for the Bureaucratic Reform movement, emphasizing that innovation is one of the main prerequisites. According to Regulation of the National Institute of Public Administration Number 10 of 2021, the innovation process for civil servants (PNS) has been emphasized since becoming Civil Servant Candidates (CPNS) during the Basic Training for CPNS (Latsar CPNS). In this training, CPNS are required to actualize the core values of civil servants (Ber-AKHLAK) in their job duties, actualize the position and role of civil servants towards Smart Governance. During the actualization process, CPNS are asked to identify issues occurring in their work units, analyze them, and create new ideas in the form of innovations to solve the identified issues. Subsequently, CPNS implement the innovations they have created and assess the extent of the achievements of these innovations in terms of quality and benefits in their work units. When CPNS are appointed as civil servants, they are expected to be accustomed to creating new ideas in line with the issues they face. However, sometimes the forms of innovation implemented are still not optimal because organizations are only oriented towards fulfilling quantitative and ceremonial indicators (Sibarani & Pertiwi, 2022).

The Global Innovation Index also shows that in 2023, Indonesia ranked 61st with a score of 30.3 out of 132 countries worldwide. Compared to other ASEAN countries, Indonesia's position is still much lower. The increasing demand for innovation in the public sector raises questions about the factors influencing the development, implementation, and dissemination of innovative solutions. Several pieces of literature indicate that the leadership of direct supervisors is identified as a factor needed to stimulate innovative work behavior among employees (Rafique et al., 2022). The importance of the leader's role as a driver of innovative behavior among civil servants is influenced by the hierarchical nature where subordinates depend on leaders to provide a conducive environment and motivation and direction in carrying out innovations (Baafi et al., 2021). Studies by (Bak et al., 2022; Karimi et al., 2023) further emphasize that leadership, particularly transformational leadership, has a significant impact on employees' innovative work behavior. Transformational leadership can shape the work environment, allocate resources, and delegate tasks related to a job, thereby influencing the behavior of civil servants.

Transformational leaders can enhance innovative work behavior through various mechanisms, including psychological capital and knowledge sharing. Psychological capital can also serve as a mediating variable between transformational leadership and innovative work behavior, as emphasized in several studies (Bak et al., 2022; Karimi et al., 2023). A transformational leader is expected to enhance psychological capital, ultimately motivating civil servants to be more creative and innovative in completing their tasks.

Positive psychological conditions among employees can help them become more innovative and creative in the workplace (Blasco-Giner et al., 2023). Knowledge sharing refers to the process where individuals engage in active communication with others to transfer knowledge or consult with others to access their intellectual capital (Pham, 2023). Supported by transformational leadership, leaders can create a work atmosphere that fosters trust, mutual respect, and increased contributions from civil servants in decision-making processes through knowledge sharing. Knowledge sharing can convey information and knowledge to others, thereby improving employee competence and creating new knowledge to drive innovative work behavior (Rafique et al., 2022; Rehmani et al., 2023).

Employees also pay attention to organizational justice in relation to innovative work behavior (Akram et al., 2020; Ye et al., 2023). Organizations should function as a foundation for

their employees rather than employees serving as resources for the organization. Thus, employees will adjust positively or negatively to the level of justice provided. When organizational justice shows a positive perception among civil servants, it will benefit both the individual employees and the organization, such as increased psychological capital and innovative work behavior among employees. Through organizational justice, policies indirectly require leaders to provide a conducive environment and facilities for their employees to innovate (Baafi et al., 2021).

The influence of organizational justice on innovative work behavior can be enhanced through knowledge sharing. Knowledge sharing is considered a crucial factor in creating a competitive advantage for organizations (Janeswar & Ranjit (2020) and Pham (2023) mention that when employees receive fair treatment from their organization, they will be more enthusiastic about knowledge sharing with colleagues, thus increasing organizational knowledge. Employees with different levels of psychological capital will have different levels of knowledge sharing (Hu et al., 2023; Liu et al., 2023). When employees have high psychological capital, they are more likely to express their opinions. Hu et al., (2023) in their study show that psychological capital can create conditions for knowledge sharing, ultimately enabling employees to possess knowledge that can be used to generate new innovations and foster innovative work behavior within an organization (Chen et al., 2021).

## LITERATURE REVIEW

### Social Exchange Theory

Social exchange theory discusses the exchange of valuable resources with the expectation of mutual benefits for both parties (Blau, 2017). This theory is used to analyze employee relationships and behavior in the workplace, such as the influence of transformational leadership, organizational justice, psychological capital, and knowledge sharing on employees' innovative work behavior in studies by (Akram et al., 2020; Pham, 2023; Ye et al., 2023). When employees in an organization experience beneficial treatment, they feel obliged to reciprocate in the future, although the timing and type of reciprocity are uncertain (Blau, 1964). In the context of transformational leadership and organizational justice, leaders and organizations that foster positive perceptions among employees will find opportunities for reciprocal actions, thus creating trust, commitment, and engagement among employees (Akram et al., 2020; Ye et al., 2023). Such a work environment results from effective working relationships, making employees feel supported and valued. Consequently, employees are more likely to reciprocate positively to the organization, one form of which is through innovative work behavior.

### Innovative Work Behavior

A competitive work environment requires high levels of innovation, which must occur at all levels of the organization, including the individual, group, and organizational levels (Janssen, 2004). Innovation in the public sector can be understood as the process of introducing or implementing new, original elements into public organizations or services (Demircioglu, 2024). (Sudibjo & Prameswari, 2021) stated that organizations need innovative work behavior to adapt to changes, helping them create and maintain their competitive edge. Innovative work behavior involves creating, introducing, and applying new ideas within job roles, organizations, or groups to improve performance (West & Farr, 1989). (Janssen, 2000) added that innovative work behavior is a complex behavior comprising several tasks, including idea generation, idea promotion, and idea realization.

### Knowledge Sharing

Knowledge sharing is a two-way process that occurs between individuals to provide and gather knowledge from one another (Akram et al., 2020). It refers to interactions between two or

more people through communication to enhance or develop the involved members (Pham, 2023). Implementing knowledge sharing provides team members with opportunities to discuss and exchange information, potentially leading to beneficial innovations for work (Bednall et al., 2018). Knowledge sharing can also be viewed as two distinct mechanisms: active and passive processes (Van den Hooff & de Leeuw van Weenen, 2004). The distinction lies in the reception and delivery of information. Van den Hooff & de Leeuw van Weenen (2004) summarized the two main processes of knowledge sharing as knowledge donating, where an individual communicates intellectual capital to another, and knowledge collecting, where an individual persuades others to share their intellectual capital.

### **Psychological Capital**

Psychological Capital describes a positive psychological construct that meets inclusion criteria, encompassing self-efficacy, hope, resilience, and optimism (Luthans et al., 2007). This construct is defined as a positive psychological developmental state of an individual, demonstrated through self-confidence (self-efficacy) to undertake necessary actions to accomplish challenging tasks, persistence (hope) to find ways to achieve goals, resilience to recover from setbacks, and optimism about success in the present and future (Luthans et al., 2007). Considering these criteria as a whole, the motivational effects are broader and more impactful than any single construct. For instance, self-efficacy and optimism have a broader and more significant effect than just optimism or self-efficacy alone. Each component of psychological capital is unique.

### **Organizational Justice**

The concept of organizational justice is based on equity theory, derived from the concept of fairness. Organizational justice posits that when employees perceive fair treatment, they will exhibit behaviors aligned with organizational needs. Conversely, when organizational policies and managerial practices are perceived as unfair, employees may feel dissatisfied and display unproductive behaviors. Organizational justice generally consists of three dimensions: distributive justice, procedural justice, and interactional justice (Niehoff & Moorman, 1993a). Distributive justice pertains to who gets what and how much they receive, such as fair compensation and rewards and equitable job assignments.

Procedural justice concerns the fairness of processes or methods used in decision-making by supervisors. When decisions are made based on fair procedures, employees tend to accept them. Interactional justice emphasizes equality in interpersonal treatment from supervisors to subordinates, such as respectful treatment and equitable information sharing among members.

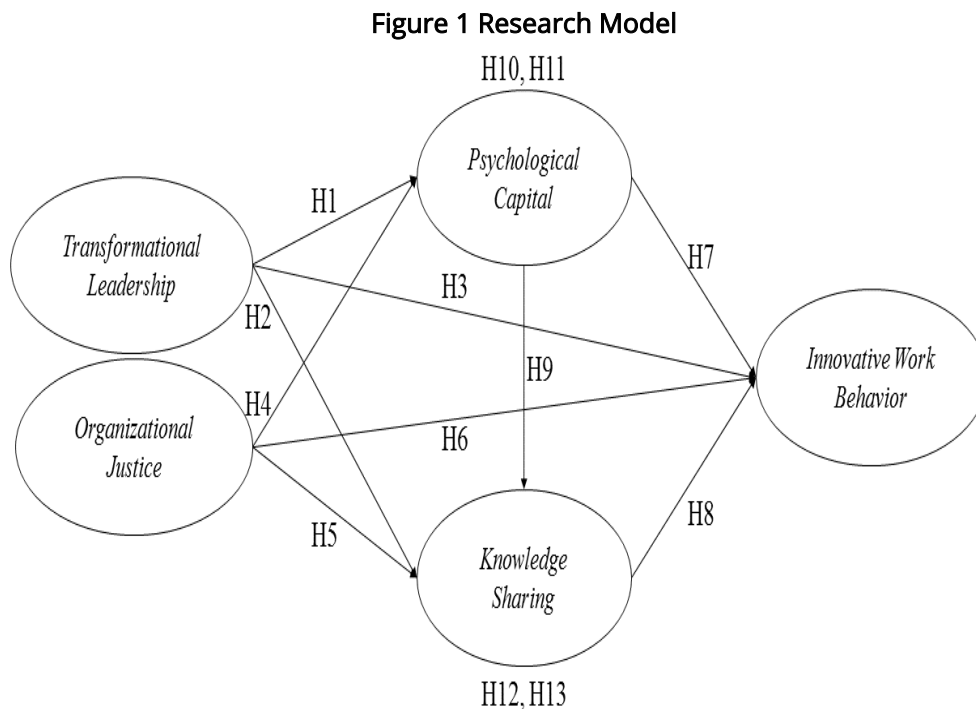
### **Transformational Leadership**

Transformational leadership refers to a process where a leader motivates group or organizational performance beyond expected levels by building strong emotional bonds with team members, coupled with a shared commitment to achieving higher goals (Bass, 1990). Transformational leadership is characterized by an adaptive and flexible approach, encouraging subordinates to perform beyond expectations and shifting their interests toward awareness and acceptance of group goals (Bass, 1990). (Carless et al., 2000) described transformational leaders as exhibiting seven behaviors: communicating a vision (clearly articulating and conveying future organizational development), developing staff (analyzing individual needs and capabilities and addressing each employee's developmental needs), providing support to achieve goals through coordinated teamwork, empowering staff (authorizing employees to implement policies and supporting their decisions), being innovative (applying diverse strategies to achieve goals), setting an example (demonstrating behavior aligned with core values), and being charismatic (inspiring employees to perform their best, prioritizing collective interests, and guiding employees to achieve extraordinary goals).

## METHODS

### Research Model

This research develops a model to examine the direct relationship between transformational leadership and organizational justice on innovative work behavior, as well as the significant mediating effects of psychological capital and knowledge sharing on the enhancement of innovative work behavior among civil servants in Indonesia.



### Hypothesis Development

When transformational leaders set positive expectations, high confidence, and a change-oriented mindset to achieve organizational goals, employees' psychological capital can increase (Bak et al., 2022; Karim, 2023). Transformational leadership also helps employees enhance their ability to overcome difficulties and recover from setbacks by creating a supportive environment (Bak et al., 2022). Transformational leaders can boost knowledge sharing (Rafique et al., 2022) and promote knowledge management.

Transformational leadership creates a favorable atmosphere for the knowledge-sharing process, influencing employees to develop and create their thoughts (Sudibjo & Prameswari, 2021). Transformational leadership can affect employees' innovative work behavior by providing intellectual stimulation, enabling them to handle new and challenging tasks (Sudibjo & Prameswari, 2021).

Transformational leaders stimulate employees to support change, encouraging them to think critically and solve complex problems innovatively ((Baafi et al., 2021; Rafique et al., 2022; Rehmani et al., 2023). In the public sector, transformational leaders influence innovative work behavior by inspiring subordinates and guiding their behavior toward organizational goals (Flinkman et al., 2023). Based on the above explanation, the proposed hypotheses are as follows:

- H1: Transformational Leadership positively affects Psychological Capital.
- H2: Transformational Leadership positively affects Knowledge Sharing.
- H3: Transformational Leadership positively affects Innovative Work Behavior.

Organizational justice shows that an organization can positively influence self-efficacy and create positive emotions, thus enhancing employees' psychological capital (Flinkman et al., 2023). Organizational justice also encourages information and knowledge exchange among employees, as they feel unrestricted and fairly treated by the organization (Pham, 2023). Organizational justice increases employees' confidence and trust, prompting them to reciprocate by sharing knowledge among peers (Akram et al., 2020).

Innovative work behavior heavily relies on the support of colleagues and the organization in providing knowledge and fair treatment. (Ye et al., 2023) found a significant relationship between organizational justice and employees' innovative work behavior. In other words, when employees perceive fair treatment, they are more likely to exhibit innovative work behavior in the organization. Based on the above explanation, the proposed hypotheses are as follows:

- H4: Organizational Justice positively affects Psychological Capital.
- H5: Organizational Justice positively affects Knowledge Sharing.
- H6: Organizational Justice positively affects Innovative Work Behavior.

Employees need strong support to enhance their motivation to innovate (Chen et al., 2021). Higher psychological capital strengthens employees' confidence in their ability to generate creative ideas (Luthans et al., 2007). Therefore, psychological capital is a crucial driver of innovative work behavior (Bak et al., 2022; Blasco-Giner et al., 2023). Knowledge sharing also positively relates to employees' innovative work behavior (Chen et al., 2021; Jnaneswar & Ranjit, 2020; Rafique et al., 2022). Through knowledge sharing among employees, knowledge flows and spreads throughout the organization, encouraging the integration of diverse knowledge to create new knowledge (Chen et al., 2021). Innovation is complex and transformative, making it challenging for employees to acquire all the necessary knowledge to solve problems, thus requiring knowledge sharing (Van den ooff & de Leeuw van Weenen, 2004) . Based on the above explanation, the proposed hypotheses are as follows:

- H7: Psychological Capital positively affects Innovative Work Behavior.
- H8: Knowledge Sharing positively affects Innovative Work Behavior.

Differences in employees' knowledge and abilities within an organization are dynamic, influencing their psychological capital and willingness to share knowledge with others (Hu et al., 2023; Liu et al., 2023). Therefore, in response to organizational encouragement for knowledge sharing, employees' psychological capital will drive the processes of knowledge donating and knowledge collecting (Chen et al., 2021).

Employees with high psychological capital are expected to exhibit positive behavior, being more inclined to communicate and integrate within the organizational environment. Based on the above explanation, the proposed hypothesis is as follows:

- H9: Psychological Capital positively affects Knowledge Sharing.

Considering that transformational leadership and organizational justice positively relate to psychological capital (Bak et al., 2022; Karimi et al., 2023) and psychological capital positively relates to innovative work behavior (Kumar et al., 2022), it can be proposed that transformational leadership and organizational justice create employees with high psychological capital, ultimately fostering innovative work behavior.

The mediating effect of psychological capital in the relationship between transformational leadership and innovative work behavior is supported by studies by (Bak et al., 2022; Karimi et al., 2023). However, the mediating effect of psychological capital in the relationship between organizational justice and innovative work behavior is rarely explored in previous research. Based on the above explanation, the proposed hypotheses are as follows:

- H10: Psychological Capital mediates the positive effect of Transformational Leadership on Innovative Work Behavior.

- H11: Psychological Capital mediates the positive effect of Organizational Justice on Innovative Work Behavior.

Considering that transformational leadership and organizational justice positively relate to knowledge sharing (Akram et al., 2020; Jnaneswar & Ranjit, 2020; Rafique et al., 2022; Rehmani et al., 2023) and knowledge sharing positively relates to innovative work behavior (Chen et al., 2021; Rafique et al., 2022; Sudibjo & Prameswari, 2021), it can be proposed that transformational leadership and organizational justice foster employees with high levels of knowledge sharing, ultimately enhancing innovative work behavior.

Rafique et al., (2022) emphasized that employees working in a transformational leadership environment enjoy new knowledge and insights. Hence, knowledge sharing can boost their innovative work behavior. Transformational leadership is considered capable of maintaining collectivity in the knowledge-sharing process, ultimately enhancing employees' innovative work behavior.

The mediating effect of knowledge sharing in the relationship between transformational leadership and innovative work behavior is demonstrated in research by Rafique et al., (2022) and Rehmani et al., (2023). The mediating effect of knowledge sharing in the relationship between organizational justice and innovative work behavior is shown in studies by (Jnaneswar & Ranjit, 2020; Pham, 2023).

Based on the above explanation, the proposed hypotheses are as follows:

- H12: Knowledge Sharing mediates the positive effect of Transformational Leadership on Innovative Work Behavior.
- H13: Knowledge Sharing mediates the positive effect of Organizational Justice on Innovative Work Behavior.

### **Data Collection and Analysis**

This quantitative research method is employed to explain the causal relationships between variables (Cooper & Schindler, 2014). The study targets civil servants working in central government agencies. The sample criteria include civil servants in central government agencies with direct supervisors, as the study involves the transformational leadership variable, and with at least one year of work experience, as respondents are considered knowledgeable enough to describe their work environment and job characteristics.

The sample is selected using non-probability sampling with purposive sampling technique and analyzed using Partial Least Squares (PLS-SEM) with SmartPLS version 3 software. PLS-SEM includes two model tests: evaluation of the measurement model (outer model) and evaluation of the structural model (inner model).

To gauge the level of agreement or disagreement of respondents with the statements or items in the questionnaire, all variables in this study are measured using a Likert scale ranging from 1 to 7 (Hair, 2009). Transformational leadership is measured using the Global Transformational Leadership (GTL) by (Niehoff & Moorman, 1993b), organizational justice is measured using items from (Niehoff & Moorman, 1993b), psychological capital is measured using the PsyCap Questionnaire (PCQ) from Luthans et al. (2007), knowledge sharing is measured using items from Van den Hooff & Van Weenen (2004), and innovative work behavior is measured using items from (Janssen, 2000).

## **RESULTS**

The questionnaire was distributed through various social media platforms from January 10 to February 23, 2024, and garnered responses from 424 individuals. After a data cleansing process, 385 responses were used for the study. The respondent profile is shown in the following table:

**Table 1 Respondent Profile**

Profile Respondent	Number	Percentage
Gender		
Male	178	46,23%
Female	207	53,77%
Age		
≤ 25 years	8	2,08%
26 s.d. 35 years	213	55,32%
36 s.d. 45 years	141	36,62%
46 s.d. 55 years	13	3,38%
≥ 56 years	10	2,60%
Years of Service		
1 s.d. 5 years	198	51,43%
6 s.d. 10 years	103	26,75%
11 s.d. 15 years	35	9,09%
16 s.d. 20 years	31	8,05%
≥ 21 years	18	4,68%
Position		
Administrator (Echelon III)	9	2,34%
Supervisor (Echelon IV)	20	5,19%
Functional Officer	182	47,27%
Staff	174	45,20%
Pendidikan Terakhir		
Doctorate	7	1,82%
Master's Degree	133	34,55%
Bachelor's Degree/Equivalent	229	59,48%
Diploma	16	4,15%

The results of the SEM-PLS test were conducted by considering the outer loading or loading factor, AVE, Cronbach's Alpha, and Composite Reliability of each indicator for each construct shown in the following table.



Table 2 SEM-PLS Test Results

Indicator / Item	Loading Factor	AVE	Information	Cronbach's Alpha	Composite Reliability	Conclusion
<b>Transformational Leadership</b>				0,906	0,926	Reliable
TL1	0,730	0,642	Valid			
TL2	0,792		Valid			
TL3	0,772		Valid			
TL4	0,771		Valid			
TL5	0,866		Valid			
TL6	0,789		Valid			
TL7	0,877		Valid			
<b>Organizational Justice</b>				0,975	0,977	Reliable
<i>Distributive Justice</i>	0,866	0,679	Valid	0,917	0,938	Reliable
<i>Procedural Justice</i>	0,954		Valid	0,939	0,952	Reliable
<i>Interactional Justice</i>	0,966		Valid	0,965	0,970	Reliable
<b>Distributive Justice</b>						
DJ1	0,772	0,753	Valid			
DJ2	0,875		Valid			
DJ3	0,887		Valid			
DJ4	0,893		Valid			
DJ5	0,905		Valid			
<b>Procedural Justice</b>						
PJ1	0,852	0,767	Valid			
PJ2	0,863		Valid			
PJ3	0,889		Valid			
PJ4	0,886		Valid			
PJ5	0,910		Valid			
PJ6	0,851		Valid			
<b>Interactional Justice</b>						
IJ1	0,882	0,784	Valid			
IJ2	0,863		Valid			
IJ3	0,862		Valid			
IJ4	0,912		Valid			
IJ5	0,830		Valid			
IJ6	0,912		Valid			
IJ7	0,932		Valid			
IJ8	0,889		Valid			
IJ9	0,880		Valid			
<b>Psychological Capital</b>				0,966	0,968	Reliable
<i>Self-efficacy</i>	0,842	0,560	Valid	0,709	0,952	Reliable
<i>Hope</i>	0,929		Valid	0,864	0,925	Reliable
<i>Resilience</i>	0,932		Valid	0,869	0,927	Reliable
<i>Optimism</i>	0,864		Valid	0,746	0,935	Reliable
<b>Self-efficacy</b>						
SE1	0,837	0,769	Valid			
SE2	0,878		Valid			
SE3	0,919		Valid			
SE4	0,891		Valid			
SE5	0,885		Valid			

Table 3 SEM-PLS Test Results (continued)

Indicator / Item	Loading Factor	AVE	Information	Cronbach's Alpha	Composite Reliability	Conclusion
<b>Resilience</b>						
RE1	0,840	0,679	Valid			
RE2	0,826		Valid			
RE3	0,845		Valid			
RE4	0,785		Valid			
RE5	0,840		Valid			
RE6	0,805		Valid			
<b>Optimism</b>						
OP1	0,847	0,707	Valid			
OP2	0,764		Valid			
OP3	0,916		Valid			
OP4	0,887		Valid			
OP5	0,741		Valid			
OP6	0,873		Valid			
<b>Knowledge Sharing</b>				0,937	0,945	Reliable
<i>Knowledge Donating</i>	0,913	0,551	Valid	0,872	0,904	Reliable
<i>Knowledge Collecting</i>	0,958		Valid	0,918	0,933	Reliable
<b>Knowledge Donating</b>						
KD1	0,727	0,610	Valid			
KD2	0,768		Valid			
KD3	0,790		Valid			
KD4	0,808		Valid			
KD5	0,760		Valid			
KD6	0,828		Valid			
<b>Knowledge Collecting</b>						
KC1	0,744	0,637	Valid			
KC2	0,756		Valid			
TaKC3	0,824		Valid			
KC4	0,873		Valid			
KC5	0,735		Valid			
KC6	0,773		Valid			
KC7	0,837		Valid			
KC8	0,830		Valid			
<b>Innovative Work Behavior</b>				0,947	0,955	Reliable
IWB1	0,764	0,703	Valid			
IWB2	0,836		Valid			
IWB3	0,816		Valid			
IWB4	0,749		Valid			
IWB5	0,816		Valid			
IWB6	0,908		Valid			
IWB7	0,890		Valid			
IWB8	0,898		Valid			
IWB9	0,858		Valid			

Based on the findings in Table 3 it is evident that all indicators have a loading factor > 0.70 and an AVE value > 0.50, making them valid and meeting convergent validity. Therefore, no constructs of any variables were eliminated from the research model. The Cronbach's Alpha values for each variable in the table are > 0.7, indicating that all variables have high reliability. Meanwhile, the coefficient of determination (R<sup>2</sup>) for the psychological capital variable is 0.285, for the knowledge sharing variable is 0.207, and for the innovative work behavior variable is 0.336. The decision-making in PLS-SEM analysis considers a hypothesis accepted if it has a t-statistic  $\geq 1.96$  or p-values  $\leq 0.05$ . The results of the path coefficient tests in this research are shown below.

**Table 4 Path Coefficient Test Results**

No	Hypothesis	Impact	Path Coefficient	t-statistics	p-values	Information	Conclusion
1	H1	TL → PC	0,249	4,919	0,000	Significant	Accepted
2	H2	TL → KS	0,154	3,159	0,002	Significant	Accepted
3	H3	TL → IWB	0,147	2,928	0,004	Significant	Accepted
4	H4	OJ → PC	0,398	7,906	0,000	Significant	Accepted
5	H5	OJ → KS	0,186	3,974	0,000	Significant	Accepted
6	H6	OJ → IWB	0,128	2,629	0,009	Significant	Accepted
7	H7	PC → IWB	0,257	6,143	0,000	Significant	Accepted
8	H8	KS → IWB	0,252	5,204	0,000	Significant	Accepted
9	H9	PC → KS	0,243	5,424	0,000	Significant	Accepted
10	H10	TL → PC → IWB	0,064	3,672	0,000	Significant	Accepted
11	H11	OJ → PC → IWB	0,102	4,655	0,000	Significant	Accepted
12	H12	TL → KS → IWB	0,039	2,647	0,008	Significant	Accepted
13	H13	OJ → KS → IWB	0,047	3,113	0,002	Significant	Accepted

According to the results in Table 4, all variables have a positive and significant influence. In this study, the innovative work behavior of employees is most directly influenced by transformational leadership, with a path coefficient value of 0.147. Meanwhile, the influence of organizational justice on innovative work behavior through psychological capital has a path coefficient value of 0.102, making it the highest path coefficient value for indirectly influencing innovative work behavior. Therefore, it can be concluded that psychological capital and knowledge sharing are still necessary in shaping the innovative work behavior of civil servants at work, even if their leaders and organizations already possess a positive managerial climate.

## DISCUSSION

The role of transformational leadership in influencing innovative work behavior in this study is the most dominant. This can occur because civil servants perceive transformational leaders as figures who can spread positive influence, provide motivation, inspiration, and stimulation, and serve as role models in generating new ideas to create innovation. Leaders are often seen as representatives of the organization, so employees tend to associate the core values of the organization with their leaders. The role of leaders becomes stronger due to their relationship with their subordinates. A conducive work environment created by transformational

leaders tends to stimulate employees to be more proactive and use their intellectual abilities to identify opportunities and increase productivity.

In this study, leaders need to maintain their support and encouragement for employee development. Additionally, the encouragement and stimulation to think critically about problems using new methods need to be enhanced. Transformational leaders must always be involved in leadership activities by clearly communicating the vision for the future to employees. For example, supervisors should describe new programs to be implemented for the future and help employees achieve and even exceed set targets. Supervisors must also have strong confidence in their vision, goals, and values to inspire employees and change their behavior. If a supervisor does not have strong confidence in the organization's vision and mission, employees will hesitate to change their behavior within the organization (Koehler, 1996).

The role of organizational justice shows that when civil servants have a positive perception, they tend to exhibit innovative work behavior. In terms of distributive justice, organizations need to maintain the delegation of responsibilities to employees because, through this approach, employees will feel noticed and trusted by the organization. Organizations also need to improve financial and non-financial reward programs fairly. The reward system must be open, transparent, and consistent so that every employee knows the criteria and procedures for receiving rewards from the organization.

Rewards can include certificates, opportunities for self-development, and career advancement. The organization can distribute the workload based on the Ministry of Administrative and Bureaucratic Reform Regulation Number 1 of 2020 on Job Analysis and Workload Analysis Guidelines. Organizations can determine the workload so that it aligns with the competencies, number, distribution, and composition of employees as needed, allowing employees to develop their careers according to their competencies and a fair and decent remuneration system.

Regarding procedural justice in this study, organizations need to maintain policies made by supervisors that provide employees with opportunities to discuss decisions and provide additional information when requested by employees. Additionally, organizations must ensure that leaders who determine policies and make decisions related to employees' work can do so fairly. Therefore, before a decision is made, supervisors should ensure that employees' opinions have been considered regarding the pros and cons, so the decision can be applied consistently to all employees. In terms of interactional justice, leaders must clearly communicate each decision made regarding employees' work and its impact.

When organizations can provide fair treatment to employees, such as workload distribution, rewards, decision-making, and good two-way communication, employees will reciprocate by exhibiting positive, productive behaviors needed by the organization, such as engaging more in creating new ideas, discussing those ideas with colleagues, and implementing them within the organization.

Psychological capital plays a role in motivating employees to enhance innovative work behavior. (Luthans et al., 2007) argue that psychological capital is important because when employees have a positive psychological capacity, they tend to show creativity and innovation to generate and apply new ideas, benefiting the sustainability and success of the organization. In this study, employees' psychological capital indicates that they need to maintain their confidence when interacting with colleagues to discuss work issues.

Additionally, employees need to maintain their ability to work independently when required and their belief in completing tasks. Meanwhile, supervisors need to provide more opportunities for employees to set targets in their work units and even become delegates from their units when attending meetings with organizational leaders, thereby fostering employees' confidence. Government agencies can maintain employees' psychological capital by consistently providing brainstorming sessions during internal meetings and training focused on thinking

skills. The development of psychological capital certainly takes time because each employee's process and abilities differ (Luthans et al., 2007).

Knowledge sharing plays an important role in enhancing innovative work behavior. Leaders and organizations must constantly emphasize the importance of sharing information and knowledge within the organization, not just within the employee's work unit but also with colleagues outside the unit within the same organization. Employees willing to share and gather knowledge among their colleagues are ultimately able to generate new ideas that can be implemented at work.

Employees with high levels of knowledge sharing are more likely to spread their creative talents to their colleagues. (Rafique et al., 2022) show that knowledge sharing can ultimately help achieve desired performance through the creation and implementation of useful knowledge, leading to innovation by introducing new ideas through training and discussions among employees. Currently, a government agency has implemented a Knowledge Management program. This program directs employees who have attended education, training, or seminars to share the knowledge they have gained with their colleagues. This aims to accelerate the dissemination of information to all employees and not just be limited to one employee.

The results of the descriptive analysis of the data obtained in this research indicate that respondents have a positive tendency in all variables. Therefore, supervisors need to maintain the freedom of their employees to seek new methods, techniques, or work instruments. This is expected to enhance employees' enthusiasm for new ideas that can be beneficially implemented in the workplace. These new ideas can be evaluated periodically according to the organization's needs and developments.

Organizations can schedule training programs oriented towards change or opportunities for collaboration to further enhance employees' innovative work behavior, allowing civil servants to feel noticed and facilitated by the organization. The behaviors that arise from this relationship align with the social exchange theory used as the theoretical foundation of this research. This theory discusses the exchange of valuable resources to bring mutual benefits to both parties (Blau, 1964). When employees in an organization experience benefits or favorable treatment, they will feel obliged to reciprocate in the future, even though the timing and type of reciprocity are uncertain (Blau, 2017).

## CONCLUSION

Based on the analysis of the hypotheses formulated according to the research problem, it can be concluded that this study successfully confirms the positive and significant influence of transformational leadership, organizational justice, psychological capital, and knowledge sharing on innovative work behavior among Civil Servants working in Central Government Agencies in Indonesia. Transformational leadership stands out as the most critical factor in shaping employees' innovative work behavior. Additionally, psychological capital and knowledge sharing can mediate the relationship between transformational leadership and organizational justice on innovative work behavior among Civil Servants in these agencies. These findings indicate that guidance from superiors and organizational policies related to fairness can enhance innovative work behavior, supported by employees' positive psychological capacities and their ability to share and gather information.

## SUGESSTION

1. Sample Size and Scope: The study was limited to civil servants working in Central Government Agencies in Indonesia, which may not be representative of other sectors or regions. Future research could include a more diverse sample to enhance generalizability.

2. Cross-Sectional Design: The research used a cross-sectional design, which captures data at a single point in time. This limits the ability to infer causality. Longitudinal studies could provide deeper insights into the causal relationships between the variables.
3. Self-Reported Data: The data were collected through self-reported questionnaires, which may be subject to biases such as social desirability or recall bias. Incorporating objective measures or third-party assessments could improve the reliability of the findings.
4. Cultural Context: The study was conducted within the cultural context of Indonesia, which might influence the generalizability of the results to other cultural settings. Comparative studies across different cultural contexts could help to understand the impact of cultural differences on the relationships studied.
5. Limited Variables: While the study focused on transformational leadership, organizational justice, psychological capital, and knowledge sharing, other potentially influential factors such as organizational climate, job satisfaction, and individual differences were not examined. Including additional variables could provide a more comprehensive understanding of innovative work behavior.

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