

Transformational Leadership and Psychological Empowerment in Improving Innovative Work Behavior

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Abstract. *This research is a type of explanatory research that aims to examine and explain the relationship between transformational leadership, psychological empowerment, and innovative work behavior variables. The population in this study were all personnel assigned to Spripim Polda Kepri, totaling 34 people. Due to the relatively small population, the sampling technique used was the census technique or saturated sample, where the entire population was used as a research sample. Data collection was carried out through a questionnaire with a Likert measurement scale of 1 to 5. Data analysis was carried out using the Structural Equation Modeling method based on Partial Least Square (PLS) to test the relationship between variables. The results of the study indicate that transformational leadership has been proven to have a positive and significant influence on psychological empowerment. In addition, transformational leadership also has a positive and significant influence on innovative work behavior. Furthermore, psychological empowerment was found to have a positive and significant influence on innovative work behavior. These findings indicate that the application of a transformational leadership style that is able to provide inspirational motivation and attention to individual needs can strengthen the self-confidence and competence of personnel. This ultimately encourages an increase in individual abilities in generating and implementing innovative ideas in the work environment.*

Keywords: *Innovative; Leadership; Psychological; Transformational.*

1. Introduction

adapt to rapid changes and create more value through innovation. One important factor that can drive innovation in an organization is innovative work behavior from human resources (HR). Innovative work behavior refers to an individual's ability to develop, suggest, and implement new ideas that can make a positive contribution to the organization. Leaders who have transformational leadership and provide psychological empowerment to their team members can play a crucial role in creating an environment that supports innovative behavior.

Innovative work behavior is needed due to environmental changes, globalization and increasing competition between organizations.(Woods et al., 2018). This positive, constructive and helpful social behavior illustrates the added value of employees.(Supriyanto & Ekowati, 2020)and is important for the survival of the organization(Kim & Beehr, 2020). Organizations that focus on serving the community have a need to stay informed about technological changes and innovate.

Exploring innovative work behavior is needed by organizations because the competitiveness of today's business world has created a challenging environment.(Cangialosi et al., 2020). Without process, product or operational innovation, organizations will not be able to survive in the disruptive era of competition.(Jj. PJ de Jong & Hartog, 2008). Innovative work behavior is important to produce effectiveness in government organizations to provide the best service to the community.(Li & Hsu, 2016).

The role of leaders in encouraging the emergence of good practices in learning and then developing them as a manifestation of creativity and innovation is very important.(Bednall et al., 2018). Leadership is a person's ability to influence others, generally through motivation to work in accordance with applicable goals and objectives.(Porfirio et al., 2021). Leadership is part of the management function and plays an important role in improving quality and encouraging innovative work behavior through employee motivation, creating a conducive atmosphere, developing creativity and innovation, which leads to competitive advantage for the organization.(Supriyanto et al., 2020).

Transformational leadership is known as a leadership style that is able to inspire, motivate, and change team members to achieve higher goals, by prioritizing vision, values, and employee empowerment.(Afsar & Umrani, 2020a). Transformational leaders not only focus on achieving organizational targets, but also on developing individuals within the team to reach their full potential.Messmann et al (2022).

Previous research results related to the role transformational leadership towards innovative work behavior of employees still leaves controversy. Among them are research results that show that transformational leadership has a significant positive effect on innovative work behavior of employees.(Afsar & Umrani, 2020a). This result is different from Messmann et al (2022)who stated in his research that transformational leadership has a positive impact on employee innovative work behavior but is not significant. So in this study, psychological empowerment is proposed to be an intervening variable to mediate the influence between transformational leadership and innovative work behavior. As the results of previous studies show that psychological empowerment moderates the relationship between transformational leadership and innovative work behavior(Grošelj et al., 2020). Then(Stanescu et al., 2020)confirm thatpsychological empowerment moderates the relationship between transformational leadership and innovative work behavior.

Transformational leadership is a leadership style that is considered effective in developing and improving employee innovative work behavior.(Afsar & Umrani, 2020b; Bin Saeed et al.,

2019a). In addition to transformational leadership, innovative work behavior is also supported by psychological empowerment.(Helmy et al., 2019).

Psychological empowerment helps employees feel more connected to other people or activities and feel there is a fit between other aspects of their lives and the work context.(Ambad & Bahrn, 2012; Michigan, 1995; Thakre & Mathew, 2020). Psychological empowerment reflects an active (rather than passive) orientation toward the work role.(Michigan, 1995). This active orientation means an orientation where an individual wants and feels able to shape himself in his affairs or context in his work.

Psychological empowerment uses social information processing as a theoretical basis or foundation so that as a result, psychological empowerment is proven to be able to change individual behavior.(Monje Amor et al., 2021). Thus, psychological empowerment has the ability to change behavior and become a mainstay in the literature of organizations and industrial sectors engaged in the service sector.

2. Research Methods

This study was conducted to test the hypothesis with the intention of justifying or strengthening the hypothesis with the hope that it will ultimately strengthen the theory that can be used as a basis. In relation to the above, the type of research used is "Explanatory Research" or explanatory research, which means that this study emphasizes the relationship between research variables by testing the hypothesis, the description contains a description but the focus lies on the relationship between the variables studied, namely related to the variables transformational leadership, psychological empowerment and innovative work behavior. The analysis used to answer the hypothesis is structural equation modeling using the Partial Least Square (PLS) approach. This approach is used because the estimation of latent variables in PLS is as an exact linear combination of indicators, so that it can avoid indeterminacy problems and produce the right component scores. In addition, the PLS analysis method is powerful because it can be applied to all data scales, does not require many assumptions and the sample size does not have to be large.

3. Results and Discussion

This study used respondents from all personnel in the Office.Riau Islands Police Leadership Letteras many as 34 personnel. The description of the characteristics of the research respondents is displayed with statistical data obtained through the distribution of questionnaires.The research was conducted by distributing questionnaires to all personnel on May 2-5, 2025.In the implementation in the field, all respondents were willing to fill out the questionnaire, so that the research results obtained 34 research questionnaires that were completely filled out and could be used in the analysis of this research data.Respondent descriptions will be presented based on the following established characteristics:

1) Gender

The profile of respondents who participated in this study can be explained based on gender factors as follows.

Respondent Characteristics Data Table by Gender

Gender	Frequency	Percentage
Man	27	79.4
Woman	7	20.6
Total	34	100.0

Source: Data processing results, 2025.

The data presentation in the table shows that the majority of respondents are male, with a total of 27 respondents (79.4%), while female respondents numbered 7 people (20.6%). This is in accordance with the general composition of police personnel who are still dominated by men, especially in work units such as Sripim.

2) Age

The profile of respondents who participated in this study can be explained based on age level factors as follows.

Respondent Characteristics Data Table by Age

Age	Frequency	Percentage
25 - 30 years	8	23.5
31 - 40 years	14	41.2
41 - 50 years	8	23.5
51 - 60 years	4	11.8
Total	34	100.0

Source: Data processing results, 2025.

The data display in the table shows that the most respondents come from the age group 31 - 40 years, with a total of 14 respondents (41.2%). This age level reflects the maturity phase in a career, where personnel generally have enough work experience to understand their roles and responsibilities maturely. Furthermore, in the age group 25 - 30 years there are 8 respondents (23.5%), age 41 - 50 years as many as 8 respondents (23.5%) and age 51 - 60 as many as 4 respondents (11.8%).

3) Last education

The profile of respondents who participated in this study can be explained based on the last education factor as follows.

Data Table of Respondent Characteristics According to Last Education

Education	Frequency	Percentage
High School/Vocational School	12	35.3
Diploma	7	20.6
Bachelor	15	44.1
Total	34	100.0

Source: Results of data processing, 2025.

From the table, it can be seen that most respondents have a Bachelor's degree, with a total of 15 respondents (44.1%). Respondents who have a high school/vocational school education are 12 personnel (35.3%) and there are 7 respondents (20.6%) who have a Diploma. This finding shows that personnel have a high educational background. This shows that the majority of personnel in this unit have completed higher education, which can support analytical skills, communication, and understanding of institutional procedures and policies.

4) Length of work

The profile of respondents who participated in this study can be explained based on the length of service factor as follows.

Data Table of Respondent Characteristics According to Length of Service

Years of service	Frequency	Percentage
0 - 10 years	12	35.3
11 - 20 years	16	47.1
21 - 30 years	4	11.8
> 30 years	2	5.9
Total	34	100.0

Source: Primary Data Processing Results, 2025.

The table shows that the majority of respondents who have worked for 11-20 years are 16 people (47.1%). The least respondents with a work period of > 30 years are 2 respondents (5.9%). Based on these findings, most personnel are in the 11-20 years of work period, where at this time they are at the middle to senior career level, with a fairly high level of experience and understanding of the work environment.

Descriptive analysis in this case is intended to provide an overview of the assessment given by respondents to the variables studied. By using descriptive analysis, we can obtain information about the tendency of respondents in responding to the indicators used to measure the research variables. The data explanation process is carried out by giving weight to each statement contained in the questionnaire.

The respondent response criteria follow the following assessment scale: Strongly Agree (SS) with a score of 5, Agree (S) with a score of 4, Quite Agree (CS) with a score of 3, Disagree (TS) with a score of 2, and Strongly Disagree (STS) with a score of 1. Furthermore, from this scale, the data will be grouped into three categories. To determine the scoring criteria for each group, it can be calculated as follows: (Sugiyono, 2017):

Highest score = 5

Lowest score = 1

Range = Highest score – lowest score = 5 - 1 = 4

Class interval = Range / number of categories = 4/3 = 1.33

Based on the magnitude of the class interval, the criteria for the three categories are: low category, score = 1.00 - 2.33, medium category, score = 2.34 - 3.66 and high/good category, with a score of 3.67 - 5.00. The results of the calculation of each indicator are presented in full below:

YesResearch Variable Description bell

No	Variables and indicators	Mean	Standard Deviation
1	Transformational leadership	4.04	
	a. <i>Idealized Influence (Charisma)</i>	4.09	0.51
	b. <i>Intellectual stimulation</i>	4.00	0.65
	c. <i>Individualized Consideration</i>	4.00	0.49
	d. <i>Inspirational Motivation</i>	4.06	0.60
2	Psychological empowerment	3.98	
	a. <i>Meaning</i>	4.03	0.76
	b. <i>Self-determination</i>	4.09	0.71
	c. <i>Competence</i>	3.88	0.69
	d. <i>Impact/ impact</i>	3.91	0.75
3	Innovative Work Behavior	4.07	
	a. <i>Idea exploration</i>	4.09	0.62
	b. <i>Idea generation</i>	4.03	0.80
	c. <i>Idea coalition/championing</i>	4.06	0.60
	d. <i>Idea implementation</i>	4.09	0.71

The table shows that the mean value of the variable data Transformational leadership Overall, 3.92 is in the high/good category range (3.67 – 5.00).). This means that the personnel have Transformational leadership good. The results of the data description on the variables Transformational leadership was obtained with the highest mean value, namely Indicator Continuously improving capabilities (3.94) and the lowest in the Empowering Subordinates indicator (3.89).

In the overall Psychological empowerment variable, the mean value obtained was 3.84, which is in the high/good category (3.67 – 5.00). This means that personnel have Psychological empowerment that is classified as good. The results of the data description on the Psychological empowerment variable obtained with the highest mean value is the indicator physiological needs (3.93) and the lowest in the indicators social needs (3.77).

In the Innovative Work Behavior variable as a whole, the mean value obtained was 4.07, which is in the good category range (3.66 - 5.00). This means that the respondents have innovative work behavior. The results of the data description on the Innovative Work Behavior variable were obtained with the highest mean value being the indicator Idea exploration and Idea implementation (4.09) and the lowest in the indicator Idea generation (4.03).

Hypothesis testing of the research is conducted to see whether the hypothesis is accepted or not. The testing procedure is carried out by comparing the t-count with the t-table, assuming that the t-count is greater than the t-table. The t-table value for a significance level of 5% is

1.96. The following table shows the results of the influence test between variables using Partial Least Square analysis.

Direct Influence Path Coefficients Table

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Psychological empowerment -> Innovative Work Behavior	0.527	0.519	0.137	3,845	0.000
Transformational leadership -> Innovative Work Behavior	0.308	0.323	0.137	2.249	0.025
Transformational leadership -> Psychological empowerment	0.496	0.489	0.201	2,472	0.013

Source: Results of data processing with Smart PLS 4.1.0 (2025)

Based on the results of data processing presented above, the testing for each research hypothesis can be explained, namely:

1) Hypothesis Testing 1:

H1: Transformational Leadership has a significant positive influence on Psychological Empowerment

The first hypothesis test was conducted by looking at the estimated coefficient value (original sample estimate) of the influence of Transformational leadership on Psychological empowerment, which was 0.496. The results provide evidence that Transformational leadership has a positive influence on Psychological empowerment of personnel. The results of the t-test confirmed the findings, where it was known that the magnitude of the t-count (2.472) was greater than the t-table (1.96) with p (0.000) less than 0.05. The conclusion of the test is that Transformational leadership positively and significantly influences Psychological empowerment. This result means that the better the Transformational leadership, the more Psychological empowerment of personnel tends to increase. On this basis, the second hypothesis proposed in this study, namely "Transformational leadership has a significant effect on Psychological empowerment" can be accepted.

2) Hypothesis Testing 2:

H1: Transformational leadership has a significant positive effect on Innovative Work Behavior

The second hypothesis test was conducted by looking at the estimated coefficient value (original sample) of the influence of Transformational leadership on Innovative Work Behavior, which was 0.308. The results provide evidence that Transformational leadership has a positive influence on Innovative Work Behavior of personnel. The results of the t-test strengthen these findings, where the magnitude of the t-count is known (2,249) is more than the t-table (1.96) with p (0.025) less than 0.05. The conclusion of the test is that Transformational leadership has a positive and significant influence on Innovative Work Behavior. This result means that the better the Transformational leadership, the better the

Innovative Work Behavior of personnel will tend to be. On this basis, the first hypothesis proposed in this study, namely "Transformational leadership has a significant effect on Innovative Work Behavior" can be accepted.

3) Hypothesis Testing 3:

H3: Psychological empowerment has a significant effect on Innovative Work Behavior

The third hypothesis test was conducted by looking at the estimated coefficient value (original sample estimate) of the influence of Psychological empowerment on Innovative Work Behavior, which was 0.527. This result provides evidence that Psychological empowerment has a positive influence on Innovative Work Behavior. The results of the t-test strengthen these findings, where the magnitude of the t-count (3,845) is more than t-table (1.96) with p (0.000) less than 0.05. The conclusion of the test is that Psychological empowerment positively and significantly influences Innovative Work Behavior. This result means that if Psychological empowerment is getting better, then Innovative Work Behavior will tend to increase. On this basis, the third hypothesis proposed in this study, namely "Psychological empowerment has a significant effect on Innovative Work Behavior" can be accepted.

A summary of the results of the hypothesis testing in this study is presented in full in the table.

Summary Table of Hypothesis Test Results

	Hypothesis	t value	p-value	Conclusion
H1	Transformational leadership has a significant influence on psychological empowerment	2,472	0.013	Accepted
H2	Transformational leadership has a significant influence on Innovative Work Behavior	2.249	0.025	Accepted
H3	Psychological empowerment has a significant influence on Innovative Work Behavior	3,845	0.000	Accepted

Description: The hypothesis is accepted if $t > 1.96$ and p value < 0.05

Source: Results of data processing with Smart PLS 4.1.0 (2025)

1) Analysis of the Indirect Influence of Transformational Leadership on Innovative Work Behavior through Psychological Empowerment Mediation

The indirect influence of Transformational Leadership on Innovative Work Behavior through the mediation of Psychological Empowerment is depicted in the following path diagram:

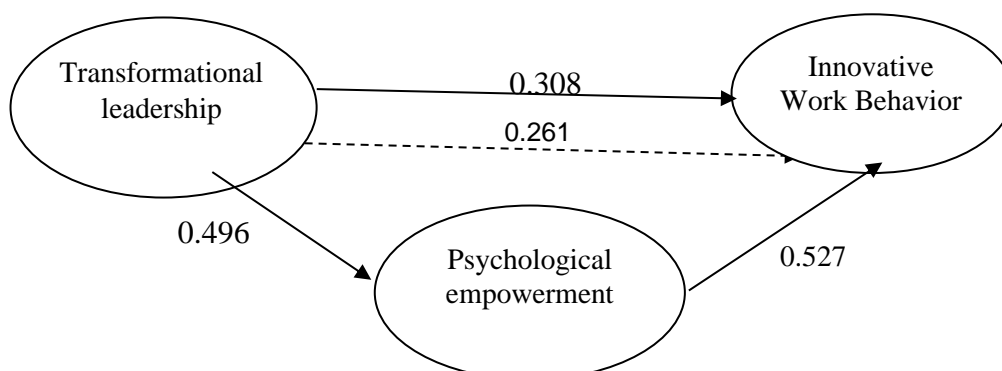


Figure Path Coefficient of Influence of Transformational Leadership on Innovative Work Behavior through Psychological Empowerment

Indirect effect testing was conducted to see the influence given by an exogenous variable (Transformational leadership) on the endogenous variable (Innovative Work Behavior) through an intervening variable, namely the Psychological empowerment variable.

The discussion that will be conducted is as follows:

1) Influence Transformational Leadership towards Psychological Empowerment

Transformational leadership has been proven to have a positive and significant impact on psychological empowerment. This finding shows that the more effective the implementation of transformational leadership, the level of psychological empowerment of personnel tends to increase. The results of this study are in line with the findings put forward by (Abdulrab et al., 2020) which shows that transformational leadership has a positive influence on psychological empowerment.

The measurement of the Transformational Leadership variable in this study is a reflection of four indicators, namely the Idealized Influence (Charisma), Intellectual stimulation, Individualized Consideration, and Inspirational Motivation indicators, while the measurement of the Psychological Empowerment variable in this study is a reflection of four indicators, namely the Meaning, Self-determination, Competence, Impact indicators.

The measurement results show that in the Transformational Leadership variable, the indicator with the highest value is Inspirational Motivation, which is the leader's ability to provide enthusiasm and motivation to his subordinates. Meanwhile, in the Psychological Empowerment variable, the highest indicator is Competence, which shows an individual's self-confidence in their ability to work. This finding shows that the higher the enthusiasm and motivation given by the leader, the greater the self-confidence and ability of a person to complete their tasks. This means that leaders who are able to inspire can help increase employee self-confidence.

On the other hand, the indicator with the lowest value in Transformational Leadership is Individualized Consideration, which is the leader's attention to each team member personally. While in Psychological Empowerment, the lowest indicator is Impact, which is the extent to which someone feels that their work has an impact on the organization. These results indicate that the greater the personal attention of the leader to his subordinates, the higher the feeling that their work has a meaningful impact. This means that when leaders care more and support each individual, employees will feel more appreciated and contribute to the progress of the organization.

2) Influence transformational Leadership towards Innovative Work Behavior

Transformational leadership has a positive and significant influence on innovative work behavior. This indicates that the more optimal the application of transformational leadership

style, the higher the tendency of personnel to demonstrate innovative work behavior. This finding is consistent with the results of research that has been presented by (Grošelj et al., 2020) that there is positive and significant relationship between transformational leadership and innovative work behavior.

The measurement of the Transformational Leadership variable in this study is a reflection of four indicators, namely the Idealized Influence (Charisma), Intellectual Stimulation, Individualized Consideration, and Inspirational Motivation indicators, while the measurement of the Innovative Work Behavior variable in this study is measured from the reflection of four indicators, namely the indicators *Idea exploration*, *Idea generation*, *Idea coalition/championing*, *Idea implementation*.

The measurement results show that in the Transformational Leadership variable, the indicator with the highest value is Inspirational Motivation, which is the leader's ability to provide enthusiasm and motivation to team members. Meanwhile, in the Innovative Work Behavior variable, the highest indicator is Idea Generation, which is the ability to create new ideas. This shows that the higher the leader's ability to provide inspirational motivation, the greater the encouragement for team members to produce innovative ideas. This means that motivation from leaders plays an important role in encouraging employee creativity.

On the other hand, the indicator with the lowest value in Transformational Leadership is Individualized Consideration, which is the leader's attention to the needs and development of each individual. While the lowest indicator in Innovative Work Behavior is Idea Implementation, which is the ability to implement ideas that have been generated. These results indicate that the better the leader's attention to each individual, the greater the likelihood that these ideas can be realized. This means that personal support from leaders helps employees in realizing ideas in real terms in their work.

3) The influence of psychological empowerment to Innovative Work Behavior

Psychological empowerment has a positive and significant effect on innovative work behavior. This means that the greater the level of psychological empowerment felt, the greater the likelihood of personnel displaying innovative work behavior. This finding is in line with the results of research that has been expressed by (Saira et al., 2021) that psychological empowerment is significantly related to innovative work behavior.

The measurement of the Psychological empowerment variable in this study is a reflection of four indicators, namely the Meaning, Self-determination, Competence, Impact indicators. While the Innovative Work Behavior variable in this study is measured from the reflection of four indicators, namely the indicator *Idea exploration*, *Idea generation*, *Idea coalition/championing*, *Idea implementation*.

The measurement results show that the indicator with the highest value in the Psychological Empowerment variable is Competence, which describes the extent to which individuals feel

confident in their abilities. Meanwhile, in the Innovative Work Behavior variable, the highest indicator is Idea Generation, which reflects an individual's ability to generate new ideas. This finding suggests that the higher a person's competence, the more likely they are to generate innovative ideas. This means that increasing competence can help encourage more creative ideas in the workplace.

On the other hand, the indicator with the lowest value in Psychological Empowerment is Impact, which shows how individuals feel their impact on the organization. In Innovative Work Behavior, the lowest indicator is Idea Implementation, which reflects the ability to realize the ideas. This suggests that if individuals feel their contributions are not impactful, they may be less motivated to implement the ideas generated. This means that it is important to increase individuals' sense of impact so that they are more motivated to implement innovative ideas in practice.

4. Conclusion

This study aims to examine how to improve innovative work behavior through psychological empowerment supported by Transformational leadership. The answer to the research question that arises is Transformational leadership has been shown to have a positive and significant impact on psychological empowerment, Transformational leadership has a positive and significant influence on innovative work behavior, Psychological empowerment has a positive and significant influence on innovative work behavior. The findings in this study reveal that innovative work behavior can be developed through psychological empowerment driven by the application of transformational leadership. This suggests that transformational leadership plays an important role in increasing individual psychological empowerment, which in turn supports innovative work behavior.

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