



# Transformational Leadership and Innovative Work Behavior Dimensions: Job Satisfaction as a Mediator in Public Healthcare

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## ABSTRACT

### Keywords:

Transformational Leadership, Innovative Work Behavior, Job Satisfaction

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This study aims to analyze the influence of transformational leadership on innovative work behavior through its three dimensions idea generation, idea promotion, and idea realization with job satisfaction acting as a mediating variable in the context of public healthcare organizations. A quantitative explanatory approach with a cross-sectional survey design was employed. Data were collected from 152 civil servants working at a regional public hospital in Indonesia using a structured questionnaire and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS. The results reveal that transformational leadership has a positive and significant effect on idea generation, idea promotion, idea realization, and job satisfaction. Job satisfaction also shows a positive and significant influence on idea generation and idea promotion but does not significantly affect idea realization. Furthermore, mediation analysis indicates that job satisfaction partially mediates the relationship between transformational leadership and both idea generation and idea promotion, while no mediating effect is found for idea realization. These findings imply that transformational leadership and employees' positive work attitudes play an important role in encouraging innovation in public healthcare organizations, particularly in the early stages of innovation processes, highlighting the need for leaders to foster supportive work environments that enhance employee satisfaction and innovative engagement.

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## INTRODUCTION

The healthcare sector represents one of the most essential public service domains because it directly influences population well-being, social equity, and national productivity. Effective healthcare systems ensure that communities receive accessible, safe, and high-quality medical services, which in turn contributes to sustainable social and economic development. Hospitals, as the

primary institutions within the healthcare system, are responsible for delivering comprehensive services including inpatient, outpatient, and emergency care while maintaining high standards of safety and accountability (Awangga, 2023). In many countries, including Indonesia, public hospitals must also respond to increasing public expectations, financial limitations, and growing demands for service transparency. These pressures require healthcare organizations not only to maintain operational efficiency but also to continuously improve service quality. Consequently, improving hospital performance is no longer dependent solely on infrastructure development or administrative regulation but increasingly relies on the ability of healthcare employees to adapt, collaborate, and innovate in their daily work practices. Therefore, fostering innovation among healthcare personnel becomes a critical requirement for ensuring the sustainability and effectiveness of public healthcare services.

Despite the growing importance of innovation in healthcare services, many public healthcare organizations still face structural and managerial challenges that hinder employees' innovative behavior. Hospitals are typically characterized by formalized procedures, strict regulatory frameworks, and hierarchical decision-making structures designed to ensure patient safety and compliance with professional standards. While these organizational characteristics are necessary, they may unintentionally limit employees' flexibility, experimentation, and initiative in improving work processes. As a result, healthcare workers often prioritize procedural compliance over creative problem solving. This condition can reduce employees' willingness to contribute new ideas or propose alternative solutions to improve service delivery. In highly regulated environments such as public hospitals, innovation frequently depends not only on organizational policies but also on the psychological climate experienced by employees. When healthcare professionals feel unsupported or discouraged from expressing ideas, organizational innovation becomes difficult to achieve. Therefore, understanding the factors that encourage or inhibit innovative behavior among healthcare employees becomes an important issue for both organizational performance and public service improvement.

In Indonesia, regional public hospitals play a strategic role in ensuring equitable access to healthcare services, particularly within the implementation of the national health insurance system. The increasing number of patients seeking medical services has created significant pressure on healthcare workers, who must deliver high-quality services despite limited resources and staffing constraints. Under these circumstances, hospitals are required to improve operational efficiency and service quality through innovative approaches rather than relying solely on additional facilities or personnel. Innovative behavior among healthcare employees may involve generating new ideas for improving patient care procedures, promoting those ideas within the organization, and implementing them into practical solutions. These activities are conceptualized

as innovative work behavior, which consists of three key stages: idea generation, idea promotion, and idea realization (Hanafy et al., 2025; Hashemian et al., 2024). Empirical studies indicate that innovative work behavior can enhance service quality, improve operational efficiency, and strengthen organizational adaptability in healthcare institutions (Akkaya et al., 2024; Fandrifa & Agustedi, 2024). Without such innovative initiatives, hospitals risk experiencing procedural rigidity, stagnation in service development, and declining public trust (Flessa & Huebner, 2021).

Previous research has identified leadership as one of the most influential factors in encouraging innovative work behavior among employees. Transformational leadership, in particular, has been widely recognized as an effective leadership style that motivates employees to exceed formal job expectations and contribute to organizational improvement. Transformational leaders inspire followers through a compelling vision, intellectual stimulation, and individualized consideration, which enhance employees' motivation and engagement at work (Northouse, 2021). In healthcare organizations, these leadership behaviors are especially important because employees must balance professional autonomy with strict procedural compliance. Empirical studies consistently demonstrate that transformational leadership positively influences employees' creativity and innovative behavior by fostering trust, empowerment, and psychological safety (Nguyen & McGuirk, 2022; Sueb Sueb & Sopiah Sopiah, 2023). When leaders encourage creative thinking and support employee development, employees become more willing to generate ideas, communicate those ideas to others, and implement them within the organization. Consequently, transformational leadership is frequently regarded as a key driver of organizational innovation in both private and public sector institutions.

However, existing studies often treat transformational leadership as a single, unified construct without considering its multidimensional characteristics. Behling and McFillen (1996) conceptualize transformational leadership as consisting of several behavioral dimensions, including showing empathy, articulating an inspiring mission, demonstrating self-confidence, enhancing leader image, expressing confidence in followers' abilities, and providing opportunities for success. Each of these dimensions may influence different stages of innovative work behavior in unique ways. For example, an inspiring mission may stimulate idea generation, while expressing confidence in followers' capabilities may encourage employees to implement innovative solutions. Nevertheless, much of the previous literature analyzes transformational leadership as a unidimensional variable, thereby overlooking how its distinct dimensions may differentially influence the stages of innovative work behavior. This limitation indicates an important research gap in understanding how leadership behaviors specifically contribute to idea

generation, idea promotion, and idea realization within organizational innovation processes.

Another mechanism that may explain the relationship between leadership and innovative work behavior is job satisfaction. Job satisfaction refers to a positive emotional state resulting from employees' evaluation of their work experiences and working conditions (Zacher, 2024). Employees who experience high levels of job satisfaction tend to demonstrate stronger commitment, higher motivation, and greater willingness to engage in discretionary behaviors beyond their formal job responsibilities (Mustafa et al., 2021). Transformational leadership has been found to increase job satisfaction by fulfilling employees' psychological needs for recognition, support, and meaningful work (Nguon, 2022). In turn, satisfied employees are more likely to participate actively in innovation processes, including generating and promoting ideas that benefit the organization (Rahmatika & Saragih, 2023). Despite these findings, the mediating role of job satisfaction between transformational leadership and the specific dimensions of innovative work behavior has not been extensively examined, particularly in the context of public healthcare organizations. This limitation highlights the need for further investigation to clarify how leadership behaviors and employee attitudes interact in shaping innovation within healthcare institutions.

Addressing these limitations, the present study proposes a conceptual model that integrates transformational leadership, job satisfaction, and innovative work behavior within the context of public healthcare organizations. Unlike many previous studies that treat innovative behavior as a single construct, this research conceptualizes innovative work behavior as a multidimensional process consisting of idea generation, idea promotion, and idea realization. In addition, the study investigates the mediating role of job satisfaction in linking transformational leadership to each stage of innovative behavior. This approach represents a novel contribution to the literature because it provides a more detailed understanding of how leadership behaviors influence different phases of innovation among healthcare employees. By focusing on civil servants working in a regional public hospital in Indonesia, this study also contributes to expanding empirical evidence from developing-country contexts, where healthcare organizations often face unique institutional constraints and resource limitations.

Based on the theoretical background and research gaps identified above, this study aims to examine the influence of transformational leadership on the dimensions of innovative work behavior, namely idea generation, idea promotion, and idea realization, with job satisfaction acting as a mediating variable. The central argument of this research is that transformational leadership creates a supportive organizational environment that enhances employees' job satisfaction and encourages them to participate in innovation processes. Through

this mechanism, leadership behaviors are expected to stimulate employees' willingness to generate ideas, advocate those ideas within the organization, and transform them into practical improvements in healthcare services. By empirically testing these relationships, this study seeks to provide a deeper understanding of the role of leadership and employee attitudes in fostering innovation in public healthcare organizations while offering practical insights for improving leadership practices and service performance in hospital settings.

## RESEARCH METHODS

This study employed a quantitative explanatory research design to analyze the relationships between transformational leadership, job satisfaction, and innovative work behavior among civil servants in the public healthcare sector. The quantitative approach was selected because it enables researchers to test theoretical relationships among variables using statistical analysis and to provide empirical evidence regarding causal relationships between constructs. An explanatory design is particularly suitable for examining how independent variables influence dependent variables and identifying potential mediating mechanisms within a conceptual model. A cross-sectional survey design was used to collect data at a single point in time, allowing the study to capture respondents' perceptions regarding leadership practices, job satisfaction, and innovative behavior within their organizational context. The use of a survey method is appropriate for organizational research involving a relatively large population and for examining latent constructs measured through multiple indicators (Hair et al., 2019).

The research was conducted at RSUD Kolonel Abundjani Bangko, a type C regional public hospital operating under the Regional Public Service Agency (BLUD) scheme in Jambi Province, Indonesia. This hospital was selected as the research site because it represents a public healthcare institution responsible for providing comprehensive medical services while operating under limited resources and high service demands. Such conditions require employees to demonstrate adaptability and innovative behavior to maintain service quality. The population consisted of all civil servants employed at the hospital, totaling 245 individuals across various professional categories, including doctors, nurses, midwives, pharmacists, and administrative staff. To determine the appropriate sample size, the Slovin formula with a 5 percent margin of error was applied, resulting in a minimum sample requirement of 152 respondents. To ensure proportional representation across different job categories, proportionate cluster random sampling was used as the sampling technique (Sugiyono, 2020).

Primary data were collected through a structured questionnaire distributed directly to respondents. The questionnaire was administered offline to ensure a higher response rate and to facilitate clarification when necessary. All

measurement items were assessed using a five-point Likert scale ranging from strongly disagree to strongly agree. Innovative work behavior was measured using three dimensions idea generation, idea promotion, and idea realization operationalized through nine indicators adapted from Hanafy et al. (2025). Job satisfaction was conceptualized as a multidimensional construct consisting of satisfaction with pay, promotion opportunities, coworkers, supervisors, and the job itself, measured using 20 indicators adapted from Cellucci and DeVries (1978) as cited in Mas'ud (2004). Transformational leadership was measured as a multidimensional construct consisting of six dimensions: showing empathy, articulating an inspiring mission, demonstrating self-confidence, enhancing leader image, expressing confidence in followers' abilities, and providing opportunities for success. These dimensions were operationalized through 18 indicators adapted from Behling and McFillen (1996) as cited in Mas'ud (2004). All constructs in this study were specified as reflective measurement models.

Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS software, which is appropriate for predictive research involving complex structural models and relatively moderate sample sizes (Hair et al., 2019). The analysis process consisted of evaluating both the measurement model and the structural model. The measurement model was assessed to examine the validity and reliability of the constructs through outer loadings, Cronbach's alpha, composite reliability, and average variance extracted (AVE). Convergent validity was confirmed when outer loading values exceeded the recommended threshold and AVE values were greater than 0.50, while reliability was evaluated through Cronbach's alpha and composite reliability values exceeding 0.70. In addition, innovative work behavior was modeled as a second-order construct using a hierarchical component model approach to capture its multidimensional structure. The structural model was evaluated by examining path coefficients, coefficient of determination (R-square), and predictive relevance (Q-square). Bootstrapping procedures were applied to test the significance of direct and indirect effects, with statistical significance determined by t-values greater than 1.96 and p-values below 0.05 (Hair et al., 2019). Mediation analysis was conducted following the framework proposed by Zhao et al. (2010), which classifies mediation effects into complementary mediation, competitive mediation, indirect-only mediation, and direct-only nonmediation based on the significance and direction of direct and indirect relationships.

## RESULTS AND DISCUSSION

### Results

#### Respondent Profile

The respondent profile describes the demographic and professional characteristics of civil servants working at RSUD Kolonel Abundjani Bangko who participated in this study. The characteristics include gender, current profession or job position, and highest level of formal education. A total of 152 valid responses were collected and analyzed.

Table 1 indicates that most respondents were female (59.9%), while males accounted for 40.1%, reflecting the typical workforce structure in public healthcare where female employees dominate service roles. Nurses formed the largest professional group (46.1%), followed by midwives (14.5%), while medical doctors, including specialists, general practitioners, and dentists, comprised 13.1%. Other respondents worked in pharmacy, nutrition, radiology, laboratory, medical records, and administrative roles, indicating representation from both clinical and nonclinical staff. In terms of education, the majority held a bachelor's degree (59.9%), followed by diploma holders (28.3%) and postgraduate graduates (11.8%), suggesting that most employees possess adequate educational backgrounds to understand organizational policies, leadership practices, and innovation-related initiatives.

**Table 1. Respondent Demographic Characteristics**

Demographic Variable	Category	Number of Respondents	Percentage (%)
<b>Gender</b>	Male	61	40.1
	Female	91	59.9
	<b>Total</b>	<b>152</b>	<b>100.0</b>
<b>Current Profession / Position</b>	Specialist Doctor	11	7.2
	General Practitioner	7	4.6
	Dentist	2	1.3
	Nurse	70	46.1
	Midwife	22	14.5
	Pharmacy Staff (Pharmacists and Assistants)	12	7.9
	Nutrition Staff	5	3.3
	Radiology and Laboratory Staff	7	4.6
	Medical Records and Health Information Staff	4	2.6
	Administrative and Finance Staff	12	7.9
	<b>Total</b>	<b>152</b>	<b>100.0</b>
<b>Highest Educational Level</b>	Diploma	43	28.3
	Bachelor's Degree	91	59.9
	Master's Degree	11	7.2

Doctoral Degree	7	4.6
<b>Total</b>	<b>152</b>	<b>100.0</b>

Source: Processed data (2026)

### PLS Model Test Results

The measurement model was evaluated to assess the reliability and convergent validity of the constructs included in the study (Hair et al., 2019). Reliability was examined using Cronbach's alpha and composite reliability, while convergent validity was assessed through the average variance extracted (AVE). The results of the construct reliability and validity assessment are presented in Table 2.

**Table 2. Construct Reliability and Validity**

	<b>Cronbach's Alpha</b>	<b>Composite Reliability</b>	<b>Average Variance Extracted (AVE)</b>
Idea Generation	0,848	0,908	0,767
Idea Promotion	0,969	0,985	0,970
Idea Realization	0,809	0,913	0,839
Job Satisfaction	0,965	0,969	0,673
Transformational Leadership	0,955	0,960	0,647

Source: Processed data (2026)

As shown in Table 2, all constructs demonstrate strong internal consistency reliability. Cronbach's alpha values range from 0.809 to 0.969, exceeding the recommended threshold of 0.70, while composite reliability values range from 0.908 to 0.985, confirming the stability and consistency of the measurement items (Hair et al., 2019). Convergent validity is also established because all average variance extracted (AVE) values exceed the minimum threshold of 0.50, ranging from 0.647 to 0.970, indicating that each construct explains more than half of the variance of its indicators. The dimensions of innovative work behavior, namely idea generation, idea promotion, and idea realization, show particularly high AVE values, while job satisfaction and transformational leadership also demonstrate adequate convergent validity.

Furthermore, innovative work behavior was analyzed as a higher order construct using the repeated indicators approach in PLS-SEM. It was modeled as a reflective second order construct consisting of three first order dimensions, namely idea generation, idea promotion, and idea realization, and the significance of the relationships was evaluated using bootstrapping procedures.

**Table 3. Second-order Construct**

	<b>Original Sample</b>	<b>T Statistics</b>	<b>P Values</b>
Idea Generation -> Innovative Work Behavior	0,433	86,506	0,000

Idea Promotion -> Innovative Work Behavior	0,344	47,100	0,000
Idea Realization -> Innovative Work Behavior	0,294	42,186	0,000

Source: Processed data (2026)

As shown in Table 3, all three dimensions significantly contribute to the higher order construct of innovative work behavior. Idea generation shows the strongest contribution, with an original sample value of 0.433, indicating that employees' ability to generate new ideas plays a central role in shaping innovative work behavior. This relationship is highly significant, with a t statistic of 86.506 and a p value below 0.001.

Idea promotion also demonstrates a significant contribution, with a path coefficient of 0.344, highlighting the importance of employees' efforts to communicate and gain support for their ideas within the organization. Idea realization likewise shows a significant contribution, with an original sample value of 0.294, indicating that the implementation of ideas into practical solutions represents an important component of innovative work behavior. Overall, the significant t statistics and p values confirm that innovative work behavior is appropriately conceptualized as a second order construct consisting of idea generation, idea promotion, and idea realization (Hair et al., 2019). The structural relationships among the constructs are presented in Figure 1.

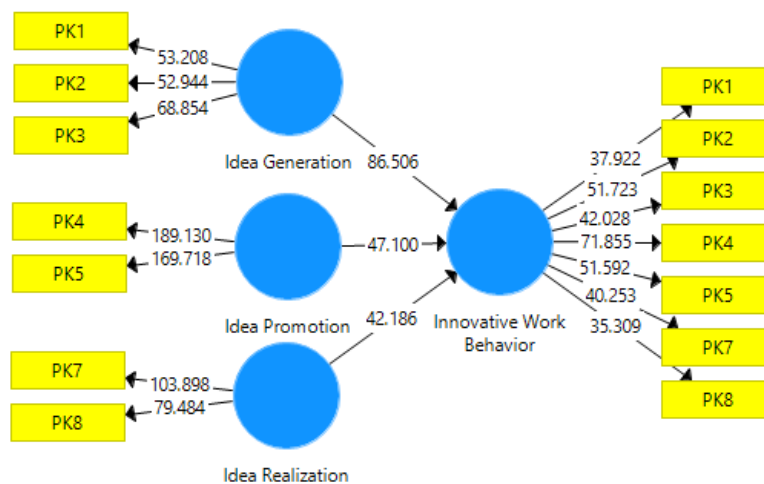


Figure 1. Second-order Construct

Source: Processed data (2026)

The explanatory power and predictive relevance of the structural model were assessed using the coefficient of determination (R square) and Stone Geisser's Q square values (Hair et al., 2019). The results are presented in Table 4.

**Table 4. R Square dan Q Square**

	R Square	Q Square
<b>Idea Generation</b>	0,630	0,474
<b>Idea Promotion</b>	0,549	0,519
<b>Idea Realization</b>	0,542	0,437
<b>Job Satisfaction</b>	0,565	0,369

Source: Processed data (2026)

The R square results indicate that the structural model has moderate to substantial explanatory power. Transformational leadership and job satisfaction explain 63.0% of the variance in idea generation, while the model accounts for 54.9% of the variance in idea promotion and 54.2% in idea realization. Job satisfaction has an R square of 0.565, indicating that transformational leadership explains 56.5% of its variance (Hair et al., 2019), highlighting the important role of leadership in shaping employee attitudes.

The Q square values for all endogenous constructs are above zero, confirming the model's predictive relevance. The highest predictive relevance is found in idea promotion (0.519), followed by idea generation (0.474), idea realization (0.437), and job satisfaction (0.369). Overall, these results demonstrate that the structural model has adequate explanatory and predictive capability in examining how transformational leadership and job satisfaction influence innovative work behavior in public healthcare settings.

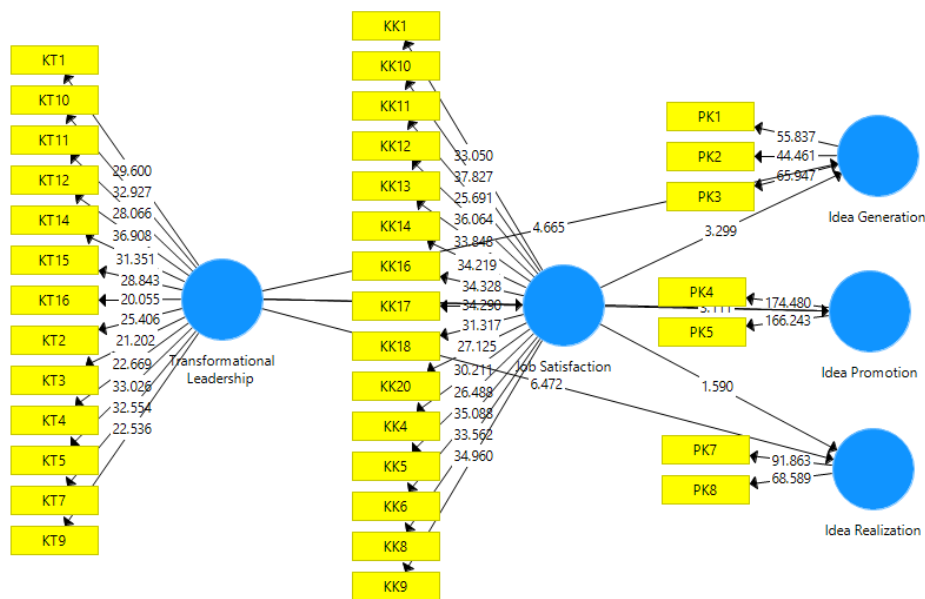
The structural model was evaluated to examine the direct and indirect relationships among transformational leadership, job satisfaction, and the dimensions of innovative work behavior. The results of the hypothesis testing based on bootstrapping procedures are presented in Table 5.

**Table 5. Structural Model Assessment**

	Original Sample	T Statistics	P Values
Transformational Leadership -> Idea Generation	0,524	4,665	0,000
Transformational Leadership -> Idea Promotion	0,469	4,066	0,000
Transformational Leadership -> Idea Realization	0,619	6,472	0,000
Transformational Leadership -> Job Satisfaction	0,751	18,737	0,000
Transformational Leadership -> Job Satisfaction -> Idea Generation	0,241	3,242	0,001
Transformational Leadership -> Job Satisfaction -> Idea Promotion	0,242	3,093	0,002
Transformational Leadership -> Job Satisfaction -> Idea Realization	0,111	1,577	0,115

Source: Processed data (2026)

The results of the structural model analysis demonstrate that transformational leadership has a positive and statistically significant direct effect on all dimensions of innovative work behavior. Specifically, transformational leadership significantly influences idea generation ( $\beta = 0.524$ ;  $t = 4.665$ ;  $p < 0.000$ ), idea promotion ( $\beta = 0.469$ ;  $t = 4.066$ ;  $p < 0.000$ ), and idea realization ( $\beta = 0.619$ ;  $t = 6.472$ ;  $p < 0.000$ ). All t-statistics exceed the critical value of 1.96, indicating strong empirical support for these relationships (Hair et al., 2019). Among the three dimensions, the strongest effect is observed on idea realization, suggesting that transformational leadership plays a crucial role in facilitating the implementation of innovative ideas within public healthcare organizations. In addition, transformational leadership exhibits a strong and significant effect on job satisfaction ( $\beta = 0.751$ ;  $t = 18.737$ ;  $p < 0.000$ ). This finding indicates that leadership behaviors characterized by inspiration, individualized consideration, and intellectual stimulation substantially enhance employees' job satisfaction in the public sector healthcare context. Job satisfaction, in turn, shows a positive and significant effect on the early stages of innovative work behavior. Specifically, job satisfaction significantly influences idea generation ( $\beta = 0.321$ ;  $t = 3.299$ ;  $p = 0.001$ ) and idea promotion ( $\beta = 0.321$ ;  $t = 3.111$ ;  $p = 0.002$ ). These results suggest that employees who experience higher levels of job satisfaction are more likely to generate new ideas and actively promote them within the organization. However, the effect of job satisfaction on idea realization is not statistically significant ( $\beta = 0.147$ ;  $t = 1.590$ ;  $p = 0.112$ ). Although the coefficient is positive, the relationship does not meet the threshold for statistical significance, indicating that job satisfaction alone is insufficient to directly drive the implementation of innovative ideas.



**Figure 2. Structural Model Assessments**

Source: Processed data (2026)

The mediation analysis further shows that job satisfaction explains part of the relationship between transformational leadership and innovative work behavior. The indirect effect of transformational leadership on idea generation through job satisfaction is positive and significant ( $\beta = 0.241$ ;  $t = 3.242$ ;  $p = 0.001$ ). Similarly, job satisfaction significantly mediates the relationship between transformational leadership and idea promotion ( $\beta = 0.242$ ;  $t = 3.093$ ;  $p = 0.002$ ). These results indicate partial mediation because transformational leadership still has a significant direct effect on both variables. In contrast, the indirect effect of transformational leadership on idea realization through job satisfaction is not significant ( $\beta = 0.111$ ;  $t = 1.577$ ;  $p = 0.115$ ). This finding suggests that the realization of innovative ideas depends more on direct leadership support and organizational facilitation rather than employees' job satisfaction. According to the mediation classification of Zhao et al. (2010), job satisfaction shows complementary mediation for idea generation and idea promotion, while the relationship with idea realization represents direct only

## Discussion

The results of this study indicate that transformational leadership has a positive and significant influence on idea generation, idea promotion, and idea realization among civil servants in the public healthcare sector. Leaders who demonstrate inspirational motivation, individualized consideration, intellectual stimulation, and idealized influence are able to encourage employees not only to

generate new ideas but also to communicate and implement them within the organization. In the context of public hospitals, where work procedures are highly standardized and regulated, transformational leadership provides essential psychological encouragement that enables employees to rethink existing routines and explore alternative approaches to improving work processes and service quality. This finding aligns with Social Exchange Theory, which explains that supportive leadership behaviors create reciprocal relationships between leaders and employees, motivating employees to respond with behaviors that benefit the organization (Cropanzano et al., 2017). When leaders provide trust, intellectual stimulation, and recognition, employees feel valued and supported, which encourages them to contribute cognitively and creatively through the generation and promotion of innovative ideas (Rua & Carvalho, 2023; Volkova, 2023; Kupriychuk et al., 2025).

These findings are consistent with previous empirical studies demonstrating that transformational leadership plays a crucial role in stimulating creativity and innovation. Zhang et al. (2022) found that transformational leaders encourage independent thinking and experimentation, thereby enhancing employees' creative capacity. Similarly, Fang (2024) reported that inspirational leadership behaviors cultivate an environment conducive to innovation, while Ngo et al. (2022) emphasized that idealized influence and intellectual stimulation are key drivers of employee creativity within organizational innovation processes. In the public sector context, Awang et al. (2020) demonstrated that transformational leadership positively affects the creativity of civil servants, highlighting the importance of vision, emotional intelligence, and individualized consideration. Magasi (2021) further confirmed that transformational leadership not only motivates employee creativity but also contributes to measurable improvements in organizational innovation outcomes.

The results of this study also reveal that job satisfaction has a positive and significant influence on idea generation and idea promotion. Employees who experience higher levels of job satisfaction tend to demonstrate stronger cognitive engagement in developing and communicating innovative ideas. In public healthcare organizations, job satisfaction creates a positive psychological climate that encourages employees to explore alternative solutions and propose improvements to existing work processes. From the perspective of Social Exchange Theory, this relationship reflects a reciprocal dynamic in which employees respond to fair treatment, supportive supervision, and favorable working conditions with behaviors that contribute to organizational improvement (Cropanzano et al., 2017). When employees perceive that their

needs are fulfilled, they develop a sense of obligation to reciprocate through discretionary behaviors beyond formal job requirements, including the generation and promotion of innovative ideas (Ranasinghe & Samarasinghe, 2019; Rehman, 2021).

These findings are consistent with prior research highlighting job satisfaction as an important antecedent of innovative work behavior. Alzghoul et al. (2023) demonstrated that job satisfaction strengthens innovative behavior through the development of a supportive organizational culture. Nasution et al. (2024) found that job satisfaction enhances the relationship between job autonomy and innovative behavior, indicating that satisfied employees are more inclined to generate creative ideas. Similarly, Nurfitriyana and Muafi (2023) emphasized that job satisfaction fosters a psychological climate that encourages employees to explore innovative solutions. Studies by Ng et al. (2022) and Zhang et al. (2022) further confirmed that satisfied employees are more likely to engage in creative idea generation and proactive idea advocacy, particularly in the early stages of the innovation process.

However, the findings indicate that job satisfaction does not have a significant direct influence on idea realization. This suggests that although employees may experience positive attitudes toward their work, such affective conditions alone are insufficient to ensure the implementation of innovative ideas. Idea realization represents the most complex stage of innovative work behavior, as it requires access to organizational resources, coordination across hierarchical structures, and formal approval processes. In public healthcare organizations characterized by bureaucratic procedures and strict regulatory frameworks, the implementation of innovation is more dependent on leadership authority and organizational support than on employees' subjective satisfaction. This explanation is supported by Herzberg's Two-Factor Theory, which distinguishes between motivator factors and hygiene factors (Herzberg et al., 2017). While job satisfaction reflects motivator factors that stimulate creativity and engagement in earlier stages of innovation (Faraz et al., 2019), the realization stage depends more heavily on structural conditions such as resource availability, procedural flexibility, and managerial authority.

Finally, the mediation analysis shows that job satisfaction significantly mediates the relationship between transformational leadership and both idea generation and idea promotion, but not idea realization. This finding indicates that transformational leadership influences employees' innovative behavior not only directly but also indirectly by enhancing their job satisfaction. Leadership behaviors that demonstrate inspiration, recognition, and individualized support

strengthen employees' positive evaluations of their work, which in turn stimulate creative thinking and proactive communication of ideas. However, the transition from idea promotion to idea realization requires more than motivational mechanisms; it demands direct leadership intervention, structural facilitation, and resource mobilization. Previous studies support this conclusion, emphasizing that leadership commitment and organizational readiness play a decisive role in innovation implementation in regulated sectors such as healthcare (Clercq & Mustafa, 2024; Saeed et al., 2023). Edelbroek et al. (2023) and Flessa and Huebner (2021) further highlight that formal leadership endorsement and systemic adjustments are essential for translating innovative ideas into practical organizational improvements.

## CONCLUSION

This study provides important empirical insights into the role of transformational leadership in fostering innovative work behavior among civil servants in a public healthcare organization. The most significant finding of this research is that transformational leadership positively and significantly influences all dimensions of innovative work behaviour idea generation, idea promotion, and idea realization while also enhancing employees' job satisfaction. These findings highlight an important lesson that supportive, inspirational, and empowering leadership can create a psychological climate that encourages employees to think creatively, communicate their ideas, and participate in organizational improvement. Furthermore, the results demonstrate that job satisfaction plays a strategic role in strengthening the early stages of innovation, particularly idea generation and idea promotion, indicating that positive employee attitudes are essential for stimulating creativity and proactive idea advocacy within public sector organizations.

From an academic perspective, this study contributes to the literature by integrating transformational leadership, job satisfaction, and the multidimensional concept of innovative work behavior within the context of public healthcare organizations. The findings enrich existing research by demonstrating that job satisfaction functions as a stage-specific mediator, strengthening the relationship between leadership and innovation primarily at the early phases of the innovation process. However, this study is limited by its cross-sectional design and its focus on a single public hospital, which may restrict the generalizability of the findings. Future research is therefore recommended to employ longitudinal research designs, include multiple healthcare institutions or public sector organizations, and explore additional mediating or moderating variables such as organizational climate, psychological empowerment, or leadership trust to provide a more comprehensive understanding of the

mechanisms that support innovation implementation in public sector environments.

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