



## THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP ON INNOVATIVE WORK BEHAVIOR WITH PSYCHOLOGICAL CAPITAL AS MEDIATION AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR AS MODERATION

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### Article Information    Abstract

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The purpose of this study was to examine the effect of transformational leadership on innovative work behavior through psychological capital as a mediator and organizational citizenship behavior as a moderator in health workers at Rowosari II Health Center and Cepiring Health Center. The population in this study were health workers at both health centers with a sample size of 131 respondents. The sampling technique used saturated sampling. The data collection method used questionnaires and direct interviews, then the data were analyzed and processed using the Structural Equation Modeling (SEM) method based on SmartPLS version 3.0. The results of the indirect analysis showed that psychological capital can fully mediate the effect of transformational leadership on innovative work behavior. The results of the direct analysis showed that transformational leadership has a positive and significant effect on innovative work behavior. Transformational leadership has a significant effect on psychological capital, and organizational citizenship behavior can fully moderate the effect between transformational leadership on innovative work behavior.

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## INTRODUCTION

The rapid development of the industry 4.0 era as it is today has caused many significant impacts on companies, one of which is the tight competition between companies. Some companies are forced to overhaul their products and services to meet consumer demand that changes rapidly over time (De Jong & Den Hartog, 2007; Khalili, 2016).

Companies need to improve the quality of the internal environment before making changes to the external environment. Internal improvements to the company can be done by encouraging everyone in the company to innovate (Afsar & Umrani, 2019).

Innovation is an important factor in determining the success of a company, to bring about innovation, companies must encourage

employees to find ideas (Gashema & Gao, 2018; Sattayaraksa & Boon-itt, 2018).

Innovative behavior is seen as an individual's action that can introduce new and useful ideas for processes, products, or procedures in a company (De Jong & Den Hartog, 2007). Meanwhile, according to Janssen's research (2000), innovative behavior in the workplace is an action that is deliberately carried out to find, promote, and implement new ideas into the scope of tasks, work groups, and companies.

De Jong dan Den Hartog, (2010) explained that innovative work behavior can be seen as a motivational process that influences the cognitive activity of employees or a group of employees and produces a certain activity in which the activity is innovative, employees are required to be able to carry out various activities, both routine and new tasks that can be challenges in their performance.

In addition, organizations are required to create value, to survive and maintain all the elements they have, from employees to their leaders (Prahalad & Ramaswamy, 2004). For organizations to achieve all that, there must be good cooperation between interrelated elements such as leader motivation to improve employee performance.

Amankwaa et al., (2019) said that one of the dominant motivations that can encourage employees to work innovatively is support from a leader. Researchers identified that leadership is the most important factor in influencing employee creativity and innovation (Gumusluolu & Ilsev, 2009). To bring out innovative work behavior in employees, a good leader is needed, inspiring, and respecting the rights of employees including employee personal rights including health, happiness, well-being, and so on (Seppala, 2016).

Lie et al., (2019) explained that the current economy continues to grow rapidly and encourages the business world to adapt to existing changes. This requires leaders to adopt a transformational leadership style.

Research conducted by Bak Hyeonuk et al., (2022) and Lei Hui et al., (2020) shows that transformational leadership has a positive influence on innovative work behavior in company employees and employees in the public sector. However, different results were found in the research of Groselj et al., (2020) by taking a sample of employees of multinational companies in the Netherlands. Which states that transformational leadership does not have a significant effect on innovative work behavior.

Psychological capital was chosen as a mediating variable because it is considered to have a positive impact on employees and emphasizes a sense of trust, hope, optimism, and resilience. So, employees with good psychological capital are expected to create a positive work environment (Bak Hyeonuk et al., 2022).

To strengthen the relationship between variables, researchers added Organizational Citizenship Behavior as a moderating variable. This is based on the research of Bak Hyeonuk et al (2022) which recommends that further researchers add organizational citizenship behavior variables as a moderation in the influence of transformational leadership on innovative work behavior mediated by psychological capital.

Organizational citizenship behavior is defined as employee behavior that voluntarily carries out work beyond the standard tasks assigned to them, as a form of support for effectiveness and efficiency in the company (Organ, 1988).

This research was conducted at the first public health facility, namely the Community

Health Center, based on the lack of research on the influence of transformational leadership on innovative work behavior carried out in public service facilities (Chung and Lee 2018).

The research was conducted in two large health centers in Kendal Regency, namely Rowosari II Health Center and Cepiring Health Center, which have the same criteria.

## **HYPOTHESIS DEVELOPMENT**

### **The Influence of Transformational Leadership on Innovative Work Behavior**

Leaders are important figures in organizations. The important role of leaders is not only to control and organize their subordinates but more than that, leaders are role models or examples that inspire and motivate their subordinates. Cummings and Oldham (1997).

Leaders with a transformational leadership style have the ability to motivate employees using four factors, namely: (1) inspirational motivation; (2) Intellectual stimulation; (3) individual consideration; (4) ideal influence in the public sector (Gunzel, 2018).

Previous research states that transformational leadership has a significant influence on innovative work behavior. Evidenced by research by Bak Hyeonuk et al (2022) shows that transformational leadership has a significant influence on innovative work behavior in employees in the public service sector.

H1: Transformational Leadership has a positive and significant influence on Innovative Work Behavior

### **The Influence of Transformational Leadership on Psychological Capital**

The relationship between individuals and psychological capital is considered to have a close relationship, both are considered as drivers of many results within the organization (Abbas & Raja, 2015). This relationship is summarized in the theory of positive organizational behavior, the theory of positive organizational behavior focuses on the relationship between psychological capital, leadership. And the results of both (Luthans, 2002). Bass et al (2003) revealed that transformational leadership increases positive psychology in employees in the workplace.

A study by Michael et al (2011) stated that employees who have self-efficacy show high levels of innovative work behavior, because in setting high goals they strive to achieve them, independent employees tend to be more innovative, and they do not mind sharing the knowledge and innovative ideas they have. by inspiring them to achieve the expected goals. Bass and Avolio (1990) argue that the components of transformational leadership are positively related

to the components of psychological capital, for example ideal influence creates a high sense of self-confidence to achieve goals optimally. Inspirational motivation stimulates energy to achieve goals with high optimism, transformational leadership increases employee resilience to face problems and determine the best solutions. This is supported by research by Goti et al (2009) with the object of employees in the public service sector in Hong Kong. And Bak Hyeonuk et al (2022) with the object of employees in the public sector. Both studies stated that employee perceptions of transformational leaders to set goals and challenges and high expectations, encourage employees to build a sense of optimism and high self-efficacy. And stated that transformational leadership has a positive and significant effect on psychological capital.

H2: Transformational Leadership has a positive and significant effect on Psychological Capital

### **The Influence of Psychological Capital on Innovative Work Behavior**

Le et al (2018) stated that psychological capital is an invisible company asset but has a valuable function for the success of the company. According to Luthans et al (2002) Psychological capital is a positive mental and emotional state of an individual which contains four main elements, namely: (1) Self-efficacy; (2) resilience; (3) hope; (4) optimism.

Employees who have self-efficacy set the highest possible expectations by setting high goals and are always optimistic about achieving them, they thrive through challenges and are willing to take every risk that exists (Michael et al., 2011; Rego et al., 2012; Luthans, 2007).

The results of previous research state that psychological capital has a significant influence on innovative work behavior, so proven by research conducted by Bak Hyeonuk et al (2022) whose objectives were employees in the public service sector. Psychological capital has a significant effect on innovative work behavior as seen from the relationship between components (Self-efficacy, Resilience, Optimism, hope) which are positively related to innovative work behavior.

H3: Psychological Capital has a positive and significant effect on Innovative Work Behavior

### **The Influence of Transformational Leadership on Innovative Work Behavior through Organizational Citizenship Behavior as a moderation**

Organizational citizenship behavior is defined as individual behavior that is discretionary, not directly or explicitly recognized

by the formal reward system and in aggregate promotes the effective functioning of the organization (Bies, 1989).

To achieve organizational success, several efforts are made to improve innovative work behavior for organizational leaders, which not only increases productivity but is also accompanied by increased creativity and innovation (Rita et al., 2018). Organizational

citizenship behavior moderates the relationship between transformational leadership and innovative work behavior because organizational citizenship behavior advances resource transformation, employee well-being, innovation, and organizational adaptability (Rita et al., 2018).

Both are interrelated because in their performance both behaviors are extra discretionary behaviors (Khaola & Sephelane, 2013). Based on previous research by Lei Hui et al (2020) with academic leaders as the object, the results showed a significant correlation that organizational citizenship behavior moderates the relationship between transformational leadership and innovative work behavior.

H4: Transformational Leadership has a significant influence on Innovative Work Behavior with full moderation by Organizational Citizenship Behavior

### **The Influence of Organizational Citizenship Behavior on Innovative Work Behavior**

Gunduz (2016) explains that organizational citizenship behavior is a factor that underlies five indicators such as altruism, courtesy, sportsmanship, citizenship attitude, and awareness. Organizational citizenship behavior encourages employees to help their coworkers voluntarily.

Taskiran (2019) stated that when the work environment is positive due to the implementation of organizational citizenship behavior, a positive and good mindset will be formed to increase innovative work behavior. There is a significant correlation between organizational citizenship behavior and innovative work behavior.

H5: Organizational Citizenship Behavior has a positive and significant effect on Innovative Work Behavior

### **The Influence of Transformational Leadership on Innovative Work Behavior through Psychological Capital as a Mediator**

Transformational leadership has a significant effect on innovative work behavior and psychological capital through indicators (self-efficacy, resilience, optimism, hope). The

existence of transformational leadership is used to attract followers to have a high level of psychological capital and can create significant innovative work behavior.

Although the mediating effect of psychological capital has not been fully explored in public sector organizations, previous research by Rego et al (2012) found that psychological capital mediates the relationship between authentic leadership and creativity. Then there is another study that is almost the same, conducted by Chen (2017) found the mediating effect of psychological capital in the relationship between organizational innovation climate and innovative work behavior.

Lei Hui et al (2020) psychological capital mediates the relationship between transformational leadership and innovative work behavior through two components of psychological capital, namely self-efficacy and optimism.

H6: Transformational Leadership has a significant effect on Innovative Work Behavior, fully mediated by Psychological Capital

In accordance with the hypothesis above, the model in this study is shown in Figure 1.

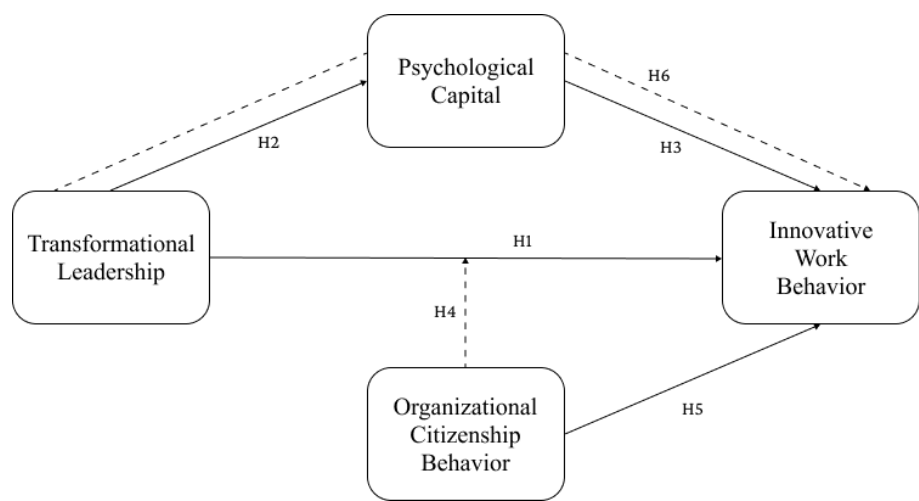


Figure 1. Research Model

METHOD

The population of this study were all health workers at Rowosari II Health Center and Cepiring Health Center. As explained in Law No. 36 of 2014 concerning Health Workers, "Health workers are every person who serves in the health sector and has insight or skills from education in the health sector for health efforts". Then in Law No. 36 Article 11 of 2014 it is explained regarding the classification of health workers, "Health workers are classified into several groups including Medical Personnel including (doctors, specialist doctors, dentists, and dental specialists), Clinical psychology personnel, Midwifery personnel, Nursing personnel, Public Health Personnel, Pharmacy personnel, Physical therapy personnel, Nutrition personnel, Environmental health personnel, Traditional health personnel, Biomedical engineering personnel, Medical technical personnel, and other health workers".

The sampling technique in this study used nonprobability sampling with a saturated sample type. So, the number of samples in this study was the total number of population members of 131 health workers in both health centers.

The research data used in this study is primary data obtained from direct research on the research object in the form of direct interview results and distribution of questionnaires and secondary data obtained from additional literature.

The variables in the study are divided into 4, namely the independent variable in the form of transformational leadership, the dependent variable in the form of innovative work behavior, the mediating variable (intervening) in the form of psychological capital, and the last is the moderating variable, namely organizational citizenship behavior.

DISCUSSION AND RESULT

Respondents who participated in this study were 131 with 25 male respondents or (19%) and 106 female respondents (81%). Characteristics of respondents based on education level, D3 numbered 93 respondents with a percentage of 71% then S1 numbered 38 respondents or 29%. The age range of respondents ranged from 23-54 years and was classified into 8 ranges in the following table:

Table 1. Age Range

| No     | Age Range (Year) | Amount | Percentage (%) |
|--------|------------------|--------|----------------|
| 1      | 23-26            | 11     | 8.4            |
| 2      | 27-30            | 30     | 23             |
| 3      | 31-34            | 17     | 13             |
| 4      | 35-38            | 27     | 20.6           |
| 5      | 39-42            | 23     | 17.5           |
| 6      | 43-46            | 10     | 7.6            |
| 7      | 47-50            | 11     | 8.4            |
| 8      | 51-54            | 2      | 1.5            |
| Amount |                  | 131    | 100            |

## Outer Model Testing

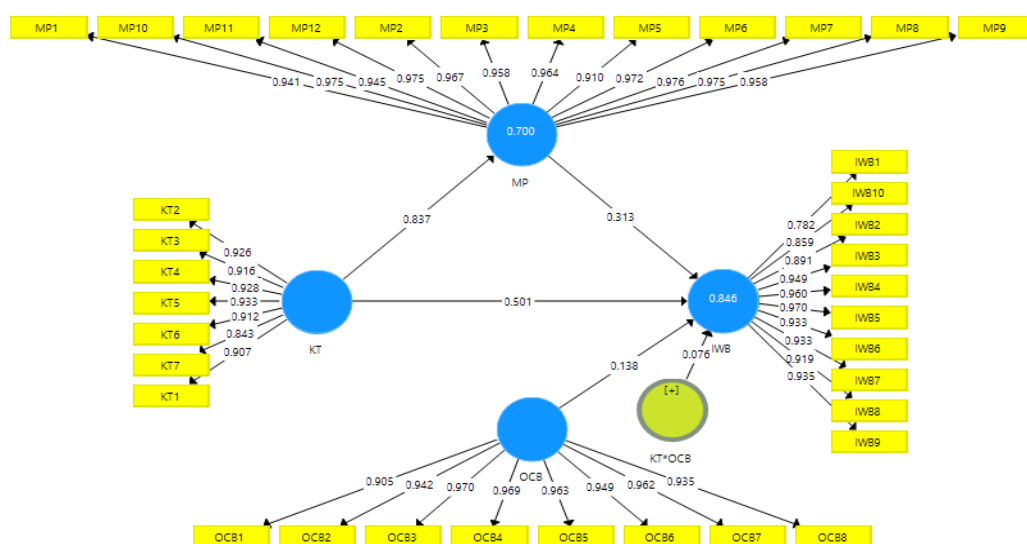


Figure 2. Outer Model PLS Version 3.0

To obtain data in the study, the researcher used a questionnaire technique. Each question item on the indicator was evaluated for validity using the SEM data processing system based on Partial Least Square (PLS) version 3.0. The Outer Model value was obtained which also evaluated the construct reliability value on the variables in the path diagram analysis. Figure 2 is an analysis of the outer model path diagram PLS version 3.0.

### Instrument Feasibility Test

### Convergent Validity Test

Convergent validity is measured using outer loading and AVE values. The outer loading value limit of  $> 0.7$  is accepted, while the AVE value limit must be  $> 0.5$  (Ghozali, 2014).

Based on the test, it was found that the outer loadings of all items met the outer loading limit of  $> 0.7$  and met the AVE value limit of  $> 0.5$ . So, the data that has been collected is declared

valid and the convergent validity test value is good.

### Discriminant Validity Test

Discriminant validity testing, the results are seen from the cross-loading value which must have a higher indicator value than each other construct, and the AVE root is said to be good when the construct value is above the construct correlation with other latent variables in the model (Sekaran & Bougie, 2013).

Based on the test results obtained on the cross loading and the AVE root, the value is above the construct correlation.

## Reliability Test

Reliability test serves to measure the consistency or stability of the instrument on the variable, Testing the extent to which the measurement results have a good level of

consistency and stability (Suryadi Suryabrata, 2004). Variables are declared reliable if they have a cronbach' alpha value and composite reliability of more than 0.70 (Ghozali, 2014). The

Cronbach's Alpha and Composite Reliability values of all variables are more than 0.70, so it can be stated that the measuring instrument is consistent and reliable.

Table 2. Cronbach’ Alpha and Composite Reliability

| Variable                                                        | Cronbach’ Alpha | Composite Reliability | Description |
|-----------------------------------------------------------------|-----------------|-----------------------|-------------|
| Innovative Work Behavior                                        | 0.978           | 0.981                 | Reliable    |
| Transformational Leadership                                     | 0.965           | 0.971                 | Reliable    |
| Psychological Capital                                           | 0.992           | 0.993                 | Reliable    |
| Transformational Leadership*Organizational Citizenship Behavior | 1.000           | 1.000                 | Reliable    |
| Organizational Citizenship Behavior                             | 0.984           | 0.987                 | Reliable    |

Inner Model Testing

Goodness of Fit

Goodness of Fit (GoF) is a measurement of the conformity between the frequency of observation results and the frequency of expected results. The GoF Index value criteria are 0.02 (small), 0.15 (medium), and 0.35 (large). The calculation is as follows:

Average AVE = 3.514/4 = 0.878

AverageR<sup>2</sup> = 1.546/2 = 0.773

Good of Fit =  $\sqrt{AVE \times R^2}$   
=  $\sqrt{0.878 \times 0.773}$   
=  $\sqrt{0.678}$   
= 0.824

The calculation results show a GoF value of 0.824 which exceeds the GoF category limit of 0.35. It can be stated in this study that the frequency of observation results is in accordance with the expected frequency.

Effect Size

Effect Size shows how much influence the endogenous variable has on the exogenous latent variable. With the criteria of f2 value more than 0 (zero) then the variable has an effect size. And vice versa. Santosa (2018) stated that if the f2 value is 0.2 (small), 0.15 (medium), and 0.35 (large). The results in the table show that the average effect size is 0.582, which is included in the large category.

Table 3. Effect Size

| Variable                                                                                   | Effect Size | Category |
|--------------------------------------------------------------------------------------------|-------------|----------|
| Transformational Leadership → Innovative work Behavior                                     | 0.382       | Big      |
| Transformational Leadership → Psychological Capital                                        | 2.336       | Big      |
| Psychological Capital → Innovative work Behavior                                           | 0.117       | Curently |
| Transformational Leadership*Organizational Citizenship Behavior → Innovative work Behavior | 0.027       | Small    |
| Organizational Citizenship Behavior → Innovative work Behavior                             | 0.048       | Small    |
| Average                                                                                    | 0.582       | Big      |

Predictive Relevance (Q<sup>2</sup>)

The predictive relevance model or Q<sup>2</sup> has a value of more than 0 (zero). If there is a model

whose Q<sup>2</sup> value is below 0 (zero), then the model is considered to have no predictive relevance. The parameters are if the value is 0.2 (weak), 0.15 (moderate, and 0.35 (strong).

Table 4. Predictive Relevance

| Variable                                                         | SSO      | SSE      | Q <sup>2</sup> (=1-<br>SSE/SSO) |
|------------------------------------------------------------------|----------|----------|---------------------------------|
| Transformational Leadership                                      | 917.000  | 917.000  |                                 |
| Innovative Work Behavior                                         | 1310.000 | 395.132  | 0.698                           |
| Psychological Capital                                            | 1572.000 | 565.328  | 0.640                           |
| Transformational Leadership*Organizational Citizhenship Behavior | 131.000  | 131.000  |                                 |
| Organizational Citizhenship Behavior                             | 1048.000 | 1048.000 |                                 |

Based on Table 4, there are two endogenous variables that have predictive relevance values. The innovative work behavior variable is 0.689 and the psychological capital variable is 0.640, where the Q-square value is greater than 0 (zero). It can be concluded that the research model already has predictive relevance.

Coefficient of Determination (R-Square)

The coefficient of determination or R-square explains the extent to which the independent variable influences the dependent variable. The R-square value is categorized into three parts, namely 0.19 (Weak), 0.33 (Moderate), and 0.67 (Good).

Table 5. Value R-Square

| Variable                 | Value AVE |
|--------------------------|-----------|
| Innovative Work Behavior | 0.846     |
| Psychological Capital    | 0.700     |

Table 5 shows that the transformational leadership variable can influence the innovative work behavior variable by 84.6% and while other models outside the study affect the remaining percentage. Furthermore, the determination coefficient value of the transformational leadership variable can influence the psychological capital variable by 70%.

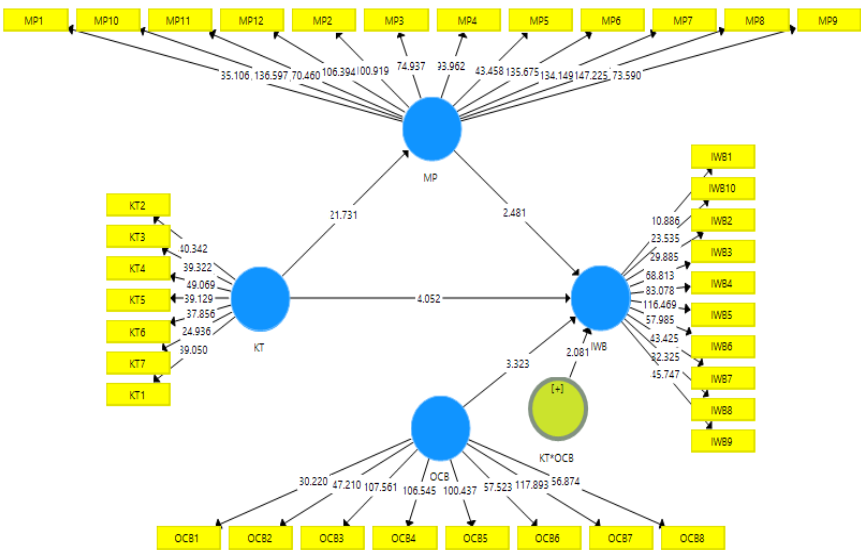


Figure 3. Research Model

Hypothesis Testing

Direct Hypothesis (Direct Effect)

Direct hypothesis testing is based on bootstrapping in SmartPLS Version 3.0. This test

considers several aspects of values such as the original sample value, t-statistic value, and p-value. The original value of the sample is used to determine the direction of positive or negative influence. The t-statistic value is used to measure

the magnitude of the influence, which describes the relationship between independent variables on the dependent variable (Ghozali, 2014). This

study uses the Rule of Tumb  $t\text{-statistic} > 1.97$  (two tailed) with a significance of 5%.

Table 6. Path Coeficient Dirrect Effect Result

| Variable                                                                                     | Original Sample | T-statistic | P-value | Description |
|----------------------------------------------------------------------------------------------|-----------------|-------------|---------|-------------|
| Transformational Leadership → Innovative work Behavior                                       | 0.501           | 4.052       | 0.000   | Significant |
| Transformational Leadership → Psychological Capital                                          | 0.837           | 21.731      | 0.000   | Significant |
| Psychological Capital → Innovative work Behavior                                             | 0.313           | 2.481       | 0.013   | Significant |
| Transformational Leadership * Organizational citizenship behavior → Innovative work Behavior | 0.076           | 2.081       | 0.038   | Significant |
| Organizational citizenship behavior → Innovative work Behavior                               | 0.138           | 3.323       | 0.001   | Significant |

**Indirect Effect Test Results**  
  
Indirect hypothesis testing focuses on the influence of the mediating variables tested on the

Specific Indirect Effect by paying attention to the values in the original sample and t-statistic.

Table 7. Indirect Effect

| Variable                                                                       | Original Sample | T-statistic | P-value | Desc        |
|--------------------------------------------------------------------------------|-----------------|-------------|---------|-------------|
| Transformational Leadership → Psychological Capital → Innovative work Behavior | 0.262           | 2.230       | 0.026   | Significant |

Discussion

The Influence of Transformational Leadership on Innovative Work Behavior

Testing the influence of transformational leadership on innovative work behavior was carried out by bootstrapping testing using the Partial Least Square (PLS) method. The original sample value was found to be 0.50. and t-statistic is greater than t-table ( $4.052 > 1.97$ ) with p-value below 0.05 ( $0.000 < 0.05$ ). So, from the results it can be stated that H1 "The Effect of Transformational Leadership on Innovative Work Behavior" is accepted.

The Influence of Transformational Leadership on Psychological Capital

Through bootstrapping testing conducted using the Partial Least Square (PLS) method, the original sample value was obtained with a positive sign of 0.837 and a t-statistic that was greater than the t-table ( $21.731 > 1.97$ ) with a p-value lower than 0.05 ( $0.000 < 0.05$ ), the results show that H2 "The Effect of Transformational Leadership on Psychological Capital" is accepted.

The Influence of Transformational Leadership on Innovative Work Behavior with Organizational Citizenship Behavior as a Moderation

By conducting bootstrapping testing using the Partial Least Square (PLS) method, the original sample value was found to be 0.076 and the t-statistic was greater than the t-table ( $2.081 > 1.97$ ) with a p-value below 0.05 ( $0.038 < 0.05$ ). then H4 with the statement "The Effect of Transformational Leadership on Innovative Work Behavior with Organizational Citizenship Behavior as Moderation" is accepted.

The Influence of Organizational Citizenship Behavior on Innovative Work Behavior

In the bootstrapping test using the Partial Least Square (PLS) method, the original sample value was found to be positive at 0.138 and the t-statistic was greater than the t-table at ( $3.323 > 1.97$ ) with a p-value below 0.05 ( $0.001 < 0.05$ ). So, it can be concluded that H5 which states "The

Influence of Organizational Citizenship Behavior on Innovative Work Behavior" is accepted.

### **The Influence of Transformational Leadership on Innovative Work Behavior through Psychological Capital as a Mediator**

With bootstrapping testing using the Partial Least Square (PLS) method, the original sample value was found to be 0.262 and a t-statistic that was greater than the t-table ( $2.230 > 1.97$ ) with a p-value below 0.05 ( $0.026 < 0.05$ ). seen from the value original sample, t-statistic, and p-value, it can be concluded that H6 which states "The Influence of Transformational Leadership on Innovative Work Behavior through Psychological Capital as a Mediator" is accepted.

### **CONCLUSION AND RECOMMENDATION**

Based on the results of data analysis and discussion using the Partial Least Square (PLS) version 3.0 method, this study concludes that transformational leadership plays an important role in improving innovative work behavior. Transformational leadership was proven to have a significant effect on innovative work behavior directly and also significantly influenced psychological capital. In addition, psychological capital was found to have a significant effect on innovative work behavior, indicating that employees with higher levels of optimism, resilience, hope, and self-efficacy tend to demonstrate stronger innovative behavior in the workplace. These findings confirm that both transformational leadership and psychological capital are important factors in encouraging employees to generate and implement innovative ideas.

Furthermore, the study also concludes that organizational citizenship behavior significantly affects innovative work behavior and acts as a full moderating variable in the relationship between transformational leadership and innovative work behavior. This indicates that the effectiveness of transformational leadership in enhancing innovative work behavior becomes stronger when employees demonstrate positive voluntary behaviors beyond their formal job responsibilities. In addition, psychological capital was found to fully mediate the relationship between transformational leadership and innovative work behavior, meaning that transformational leadership can enhance innovative behavior through the development of employees' psychological capital. Overall, the findings highlight the importance of leadership style, psychological resources, and positive organizational behavior in fostering innovation within organizations.

Based on the results of the study, health workers at Rowosari II Health Center and Cepiring Health Center are expected to improve their innovative work behavior, especially in the Idea Championing indicator, which still shows a relatively low value. Health workers should be more confident in conveying ideas or concepts to colleagues in order to gain support and feedback before discussing them directly with leaders. Through active communication and collaboration, innovative ideas can be implemented effectively in the health center environment. In addition, health workers are also encouraged to seek alternative solutions and take appropriate actions whenever obstacles arise in patient care services, so that service quality can continue to improve.

The study also found that the organizational citizenship behavior variable still requires improvement, particularly in the willingness of health workers to help complete the work of colleagues who are unable to attend. Therefore, health workers are expected to strengthen teamwork and cooperation by helping one another when colleagues are absent for clear and valid reasons. This positive behavior can create a more supportive work environment and improve overall organizational effectiveness in delivering healthcare services.

For the management of Rowosari II Health Center and Cepiring Health Center, the results indicate that transformational leadership is still categorized at a moderate level, particularly in the inspirational motivation indicator. Therefore, management is expected to improve communication and create a more open environment where employees feel comfortable expressing work-related complaints and challenges. Providing communication channels or discussion forums can help leaders deliver motivation effectively and strengthen relationships between leaders and health workers. Better transformational leadership is expected to encourage employees to become more motivated, confident, and innovative in carrying out their duties.

Furthermore, the management of the health centers is expected to improve innovative work behavior and psychological capital among health workers. In terms of innovative work behavior, especially the Idea Generation indicator, management should facilitate discussion forums and comparative studies with other health centers to encourage the development of new ideas and innovations in patient care. Meanwhile, psychological capital, particularly the Hope indicator, also needs improvement. Management should continuously motivate health workers to maintain positive psychological conditions, strengthen confidence, and build optimism in achieving shared organizational

goals. These efforts are expected to improve both employee performance and the quality of healthcare services provided by the health centers.

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