The role of transformational leadership on innovative work behavior: A moderated-mediation study

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ABSTRACT

Background: Innovative work behavior is crucial in enhancing governmental organizations' efforts to community services. Innovation among employees could be enhanced by transformational leadership that fosters a sense of meaningful work. However, the effectiveness may be moderated by the power distance culture within the organization.

Purpose: This study explores the relationship of transformational leadership and innovative work behavior through mediator and moderator mechanisms.

Method: 125 civil servants at government organizations X and Y in Indonesia participated by completing Innovative Work Behavior Scale (α = .96), Multifactor Leadership Questionnaire (α = .96), The Work and Meaning Inventory (α = .86), and the Power Distance Scale (α = .84) distributed online. Moderated mediation effects were analyzed using PROCESS.

Findings: Analysis showed that transformational leadership was not related to innovative work behavior, but meaningful work was found to mediate the influence of transformational leadership on innovative work behavior (β = 0.217, SE = 0.079, 95% CI [0.069, 0.382]). However, power distance culture did not moderate these relationships directly or indirectly.

Implication: This study provides empirical evidence regarding the role of transformational leadership on employee innovative work behavior and the role of individual and group-level variables. The findings also underscore the importance of meaningful work design to improve employee innovative work behavior.

Introduction

Innovative work behavior assumes significance in today's dynamic and competitive landscape (AlEssa & Durugbo, 2022; Ali et al., 2022; Knezović & Drkić, 2021; Liu et al., 2020; Maqbool et al., 2019). Innovative work behavior enable employees to improve their performance (Al Wali et al., 2022; Luhgiatno & Dwiatmadja, 2020; Shanker et al., 2017; Vuong, 2023) by encouraging employees to look for new ways to complete tasks, introducing creative ideas, and exploring innovative solutions. Organizations need employees with innovative work behavior to survive and compete in the VUCA (volatile, uncertain, complex, and ambiguous) era that organizations have faced over the last few decades (Patnaik, 2020), organizations need employees who have innovative work behavior. The VUCA era describes a period in which business and organizational environments are filled with high levels of change and uncertainty (Baran & Woznyj, 2020; Shet, 2023). This era requires organizations to continue to face challenges and persist for their survival. In Indonesia, the development of organizational innovation shows a positive trend, as reflected in the 2023 Global Innovation Index, which places Indonesia in 61st place out of 132 countries in the world. Despite this, challenges remain, especially when

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compared with Southeast Asian countries, as shown by World Intellectual Property Organization (WIPO, 2023) data on productivity levels in Indonesia.,

One of the efforts made by the Indonesian Government to increase worker innovation is to initiate the Bureaucratic Reform movement by issuing Presidential Regulation of the Republic of Indonesia Number 81 of 2010 concerning the Grand Design of Bureaucratic Reform 2010-2025. This regulation contains the vision of Bureaucratic Reform, namely "The Realization of World Class Government." World-class Government can be understood as a professional government that has integrity, can provide quality services to the community, and implements democratic government. These principles aims to answer the challenges of the 21st century in 2025 through good governance. In Bureaucratic Reform, innovation is an important principle (Sekretariat Kabinet, 2023; Kementerian Keuangan, 2023). For this reason, the government provides various incentives for government agencies to innovate in governance and exchange knowledge and best practices to produce better performance (Murdiastuti et al., 2021). This aligns with the results of Stewart-Weeks and Kastelle (2015) research, which states that innovation in the public sector is crucial. Therefore, it is crucial to explore the innovative work behavior of today's employees to understand how they can more effectively face the dynamics of the VUCA era and support positive changes in implementing government policies.

According to Scott and Bruce (1994), innovative work behavior is a process of developing ideas carried out by individuals to answer existing problems by forming coalitions tasked with promoting ideas and implementing them into the model presented for innovation needs in the organization. By forming coalitions and implementing innovative ideas into organizational models, innovative work behavior reflects the collaborative efforts of individuals in responding to organizational problems, involving concrete steps to introduce positive change and promote innovative progress within the work environment. Based on the perspective of Scott and Bruce (1994), innovative work behavior goes through several stages, namely 1) problem recognition and idea generation, 2) seeking support for an idea and building a coalition aimed at supporting that idea, and 3) innovative individuals will produce a prototype or idea model that can be implemented. In the context of innovative work behavior outlined by Scott and Bruce (1994), when individuals produce prototypes or idea models as part of the innovation process, this can form the basis for further development within the organization. In other words, individual innovation is not only an independent step. However, it can also be a bridge or connector to inspire collaboration between team members, encourage the implementation of innovative ideas on a broader scale, and stimulate sustainable growth by integrating new concepts into the model organizational work.

Draw in attribution theory, innovative work behavior is influenced by internal and external factors. Individual can attribute a person's behavior to factors located within the person or factors related to the external environment (Heider, 1958), which distinguishes between internal and external attributions. From previous studies, it is known that the internal factors of innovative work behavior include meaningful work (Pradhan & Jena, 2019), motivation to learn (Afsar & Umrani, 2020), knowledge sharing behavior (Rahmathia & Etikariena, 2020), and proactive personality (Dai et al., 2024; Li et al., 2017; Li et al., 2022; Mubarak et al., 2021; Ullah et al., 2024; Windiarsih & Etikariena, 2017; Zhou, 2024). Meanwhile, the external factor is perceived organizational support (Koroglu & Ozmen, 2022; Muñoz et al., 2022), organizational climate (Battistelli et al., 2022; Bogilovi et al., 2020; Etikariena & Kalimashada, 2021; Karatepe et al., 2020; Korku & Kaya, 2023; Munir & Beh, 2019; Shanker et al., 2017; Volery & Tarabashkina, 2021), organizational justice (Akram et al., 2020; Nazir et al., 2019), self-constructive (Frislia & Handoyo, 2020), and goal-setting (Frislia & Handoyo, 2020). Leadership style also influences innovative work behavior (Afsar & Umrani, 2020; Khan et al., 2020; Odoardi et al., 2015). Previous research revealed that leadership styles that influence innovative work behavior include authentic leadership style, empowering leadership style, ethical leadership style, benevolent leadership

style, and inclusive leadership style that influence innovative work behavior (Etikariena, 2020; Grošelj et al., 2020; M. M. Khan et al., 2020; Rohmah et al., 2023). Another leadership style that has an influence on increasing innovative work behavior is transformational leadership (Afsar et al., 2019; Afsar & Masood, 2018; Afsar & Umrani, 2020; Bin Saeed et al., 2019; Khan et al., 2020; Knezović & Drkić, 2021; Masood & Afsar, 2017). Bass and Avolio (1994) explained that transformational leadership can be defined as a process in which a leader acts as an ideal example, stimulates and encourages innovative work behavior, provides inspiring motivation, and is actively involved in supporting and guiding his followers to achieve the organization's shared vision and goals. Thus, transformational leadership creates an environment where employees are motivated to think creatively, take initiative, and synergize to achieve innovative results that align with the organization's strategic direction. Transformational leadership has a better effect than other leadership styles, such as transactional leadership (Bednall et al., 2018).

Although several previous studies have shown that transformational leadership has a positive effect on innovative work behavior, some findings reveal inconsistencies in the relationship between transformational leadership and innovative work behavior(Messmann et al. 2022; Udin & Shaikh, 2022). Research conducted by Udin and Shaikh (2022) in Central Java, Indonesia found that transformational leadership did not significantly influence employees' innovative work behavior. This shows that cultural context could affect the relationship of transformational leadership on innovative work behavior among employees, which means there is a need for further exploration of this topic in Indonesia. Judging from previous research results, researchers can explore further by adding mediator variables in the relationship between transformational leadership and innovative work behavior. This research uses meaningful work variable as mediator. According to Wingerden and Stoep (2018), meaningful work is defined as work that is experienced as very important and has positive meaning for an individual. Meaningful work perceived by employees is the impact of the psychological support transformational leaders provide (for example, competence, autonomy, & relatedness).

To explain the research model using this mediator, researchers used the Interactionist Perspective of Creativity Theory (IPC). According to this theory, employees' innovative work behavior results from a complex interaction between individual and situational factors (Woodman et al., 1993). Meaningful work is an individual factor that can generate innovative work behavior in employees, while the situational factor is transformational leadership. A transformational leadership style can inspire employees to increase their motivation to learn; in the end, it can give rise to innovative behavior in employees. With this consideration, researchers assume that meaningful work can be a connecting mechanism involved in influencing transformational leadership to innovative work behavior in employees.

In addition, several previous studies showed that the regression results of transformational leadership on innovative work behavior are consistently low (Afsar & Umrani, 2020; Lin, 2023; Odugbesan et al., 2023). The consistently low regression results indicate that research examining the influence of transformational leadership on innovative work behavior requires moderators to strengthen this influence further. Only a little research has examined moderators between transformational leadership and innovative work behavior. Moderators used in previous research include empowerment (Li et al., 2019), task complexity (Afsar & Umrani, 2020), and innovation climate (Afsar & Umrani, 2020). There is still no research on the relationship between transformational leadership and innovative work behavior by including cultural moderating variables. This research proposes cultural factors, according to Hofstede (1983), represented by "power distance" as a moderator.

This study aims to test whether meaningful work mediates the influence of transformational leadership on innovative work behavior moderated by cultural power distance. This research uses institutional theory to explain a research model that uses power distance as a moderator. Institutional theory is a framework proposed by Shane (1993), which states that

different cultural dimensions (which in this study are represented by power distance) are related to innovation in organizations because a low power distance culture is considered to encourage innovative behavior in employees. A "low power distance" culture creates an environment where employees feel more comfortable participating, putting forward new ideas, and collaborating, increasing motivation to learn due to a less hierarchical organizational structure and lower power differentials. Thus, the institutional theory proposes that organizational culture can play an essential role in encouraging innovation by creating conditions that support and stimulate employee creativity. Research conducted by Hofstede (2011) and Nugraha et al. (2020) states that power distance in government organizations tends to be high when compared to private organizations. However, recent research shows results inversely proportional to these, such as research by Jehanzeb and Mohanty (2020), which supports that low power distance is needed to strengthen the relationship between organizational justice and commitment.

Based on this explanation, the researcher proposed the following hypothesis with proposed model pictured in Figure 1:

Hypothesis 1 (H1): Transformational leadership plays a role in innovative work behavior through meaningful work.

Hypothesis 2 (H2): Power distance moderates the direct influence of transformational leadership on innovative work behavior.

Hypothesis 3 (H3): Power distance moderates the indirect effect of transformational leadership on innovative work behavior through meaningful work.
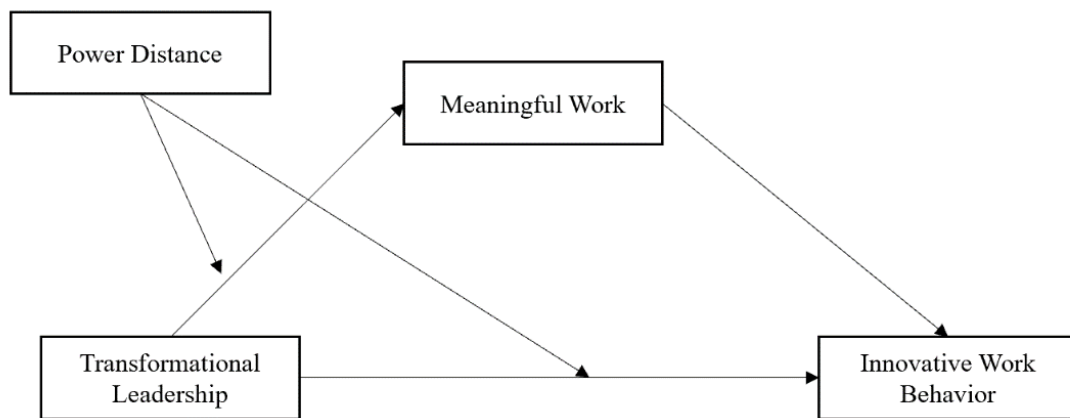

Figure 1. *Proposed Model*

Method

Research Design

This study uses a quantitative approach with a non-experimental design. This research uses the moderated-mediation method to test whether meaningful work mediates the influence of transformational leadership on innovative work behavior moderated by cultural power distance.

Participants

The population in this study were civil servants in government organizations X and Y with at least three years of work experience. Researchers chose government organizations because there is a need for government organizations to continuously adapt to the current developments and innovate (Kementerian Koordinator Bidang Pembangunan Manusia dan Kebudayaan, 2020). Creativity and innovation in government organizations will further developed the organization, which is important as the organization's performance will always be in the spotlight and under the society's scrutiny (Kementerian Keuangan, 2020). Therefore, creativity and innovation in every government institution that wants to progress must be strengthened internally first so that

when it is strong internally and produces ready and solid organizational products, automatically, when facing external problems, the organization can overcome. Government organizations could better describe forming innovative work behavior.

Table 1
Research Participant Demographics

Category	n	%
Gender		
Male	61	48.8
Female	64	51.2
Age		
25-44 years old	107	85.6
45-64 years old	17	13.6
>65 years old	1	0.8
Educational Background		
Senior High School	2	1.6
Diploma	16	12.8
Bachelor	56	44.8
Master/Doctoral	51	40.8
Institution		
Organization X	63	50.4
Organization Y	62	49.6
Position		
Staff	50	40
Functional	70	56
Structural	5	4
Tenure		
< 5 years	11	8.8
6-10 years	42	33.6
11-15 years	46	36.8
>16 years	26	20.8

This research uses convenience sampling. Researchers distributed questionnaires via the WhatsApp group of one of the civil servants. The data obtained amounted to 144 data. After checking the data, it was found that 19 data had to be eliminated because they did not meet the distractor item requirements, and there were extreme data. The use of distractor item in this survey aims to test the seriousness and attention of respondents when filling out the survey (Ward & Meade, 2023). A distractor item was inserted between the actual questions. This aims to enable researchers to assess the extent to which respondents pay attention and process questions carefully. Researchers also examined extreme data, such as those who answered questionnaires carelessly or were hasty (Ward & Meade, 2023). By analyzing responses from respondents who provide inconsistent or implausible answers, researchers may choose to delete data from those respondents or conduct further analysis to ensure the quality of the data collected in the survey. The total research participants who could be analyzed were 125 people consisting of 62 civil servants from government organization X (50.4%) and 63 civil servants from government organization Y (49.6%). Detailed demographics of research participants can be seen in Table 1.

Based on the demographic data, most research participants held functional positions (56%). The participant's gender was not much different between women and men, with details of women being 51.2% and men being 48.8%. Participants ranged in age from 21 to 65 years ($M = 36.62$, $SD = 9.048$). To group the work period, researchers grouped them into four, namely under

5 years, 6-10 years, 11-15 years, and more than 16 years. Regarding education, most research participants had a bachelor's degree educational background, namely 44.8%.

Measurement

Data was collected within 8 days by self-report using an online questionnaire. This research questionnaire is a 6-point Likert type (1 = Strongly Disagree to 6 = Strongly Agree). Before filling in the scale items, participants filled out the research informed consent form and the demographic data. To check for potential common method bias (CMB), one of the most widely used techniques by researchers is Harman's One Factor Test. If the test results show a Percentage of Variance below 50%, it indicates that the data does not suffer from common method bias (Podsakoff et al., 2003). The test results show that the Percentage of Variance in this study is 28.25%. Based on these results, it can be concluded that the data does not suffer from common method bias, as the Percentage of Variance is below 50%. We control Common Method Bias by protecting the anonymity of respondents and there is a statement in the introduction to the Google form that reassures respondents that there are no right or wrong answers so they must answer questions as honestly as possible. Researchers also randomize items in Google Forms to reduce the tendency of respondents to give uniform or consistent answers that do not reflect the actual variation in the data. Researchers divided the content of the scale into six parts. Apart from that, researchers also included checker items in the questionnaire to ensure that respondents were focused on filling out the questionnaire. Researchers provided a reward in the form of GOPAY electronic money amounting to IDR 50,000, which was drawn randomly for each of the 20 lucky participants. For participants interested in participating in the reward lottery, the researchers provided a particular link at the end of the questionnaire.

The instruments used in the research were adapted from previous research. Researchers adapted the scale based on the stages in Brislin (1970). The original scale in English was translated into Indonesian with expert assistance. Then, the researcher synthesized the translation results. After the synthesis was carried out, the researcher back-translated from Indonesian to English with the help of experts. Next is the research scale expert judgment process. Then, the researcher conducted a qualitative review of the adapted measuring instrument. After a qualitative review, the researcher conducted a pilot study on 30 respondents who matched the research characteristics. This research uses four research scales: The Innovative Work Behavior Scale, The Transformational Leadership Scale, The Meaningful Work Scale, and The Power Distance Scale.

First, The Innovative Work Behavior Scale. The research instrument used to measure employee innovative work behavior was adapted from a measuring instrument developed by Janssen (2000) and adapted to Indonesian by Etikariena and Muluk (2014). This measuring tool consists of 9 items with a 6-point Likert scale (1 = if you have never done it at all, to 6 = if you always do it). The Cronbach's alpha value for this measuring tool is .96 in measuring employee innovative work behavior. An example of an item is "*Searching out new working methods at my job*".

Second, The Transformational Leadership Scale. The research instrument used to measure employee perceptions of transformational leadership was adapted from the Multifactor Leadership Questionnaire developed by Podsakoff et al. (1996). His measuring tool consists of 20 items with a 6-point Likert scale (1 = Strongly Disagree to 6 = Strongly Agree). The Cronbach's alpha value for this measuring tool is .96. An example item is "*My leader instill pride in me when associated with others*".

Third, a Meaningful Scale of Work. The research instrument used to measure meaningful work was adapted from The Work and Meaning Inventory developed by Steger et al. (2012). This measuring instrument consists of 10 items with a 6-point Likert scale (1 = Strongly Disagree to 6 = Strongly Agree). The Cronbach's alpha value for this measuring tool is .86 in measuring meaningful work. An example item is "*I have found a meaningful career*".

Fourth, The Power Distance Scale. The research instrument used to measure power distance was developed by Dorfman and Howell (1988). This measuring tool consists of 6 items with a 6-point Likert scale (1 = Strongly Disagree to 6 = Strongly Agree). The Cronbach's alpha value of this measuring instrument is .84. An example of an item is "*Manager should make most decisions without consulting subordinates.*"

Data Analysis

First, the researcher carried out normality and reliability tests on the scale being tested. Second, researchers tested the hypothesis using the PROCESS macro from Hayes version 4.2. The model used is model 8 to test the mediator-moderator in SPSS version 26. PROCESS is a computational tool used to analyze moderation and mediation based on path analysis and functions as a "conditional process model".

Ethical Clearance

This research has gone through the ethical review stages by the Faculty of Psychology Ethical Committee with number 318/FPsi.Komite Etik/PDP.04.00/2023. Study participants were informed that survey responses would remain anonymous and used only for research analysis and reporting, and participants were free to withdraw from the study at any time.

Result and Discussion

Based on the results of Pearson's correlation calculations presented in Table 2, it was found that transformational leadership was positively related to innovative work behavior (r = .22, p < .005) and meaningful work (r = .57, p < .001), ranging from weak to moderate magnitude with all being statistically significant. However, power distance was not related to transformational leadership (r = .14, p > .05), innovative work behavior (r = -.03, p > .05), and meaningful work (r = -.05, p > .05).

Table 2

Descriptive and Correlation Results of Research Variables

Research Variables	M	SD	1	2	3	4
Transformational Leadership	4.38	0.81	1			
Innovative Work Behavior	3.65	1.10	.22*	1		
Meaningful Work	4.70	0.72	.57**	.32**	1	
Power Distance	2.76	0.68	.14	-.03	-.05	1

Note. *p < .05. **p < .01.

The hypothesis test results showed that the indirect coefficient of influence of transformational leadership on employees' innovative work behavior through meaningful work was significant (b = 0.217, *SE* = 0.079, 95% CI [0.069, 0.382]). Therefore, H1 is supported. Based on these results, a transformational leadership style in the workplace will increase employee's perception of meaningful work. With meaningful work, employees can birth innovative behavior in the workplace. This aligns with the research results from Pradhan and Jena (2019). In transformational leadership, leaders motivate followers by internalizing values that describe ideological work and focus on high-level needs (in Pradhan and Jena, 2019) With the leader motivating and inspiring the followers, the followers perceive the work as a sacred mission that demands reciprocity in the form of creativity and innovation to the organization. Based on the Interactionist Perspective of Creativity Theory (IPC), employee innovative work behavior results from complex interactions between individual and situational factors (Woodman et al., 1993). Thus, what is conveyed in this theory in data can explain the dynamics between research variables.

The research results in Table 3 show that the relationship between transformational leadership and innovative work behavior is fully mediated by meaningful work. Fully mediated means that the independent is statistically insignificant to influence the dependent variable

without going through the mediator variable. This means that transformational leadership has no direct effect on innovative work behavior (in Table 3). Previous research also found that the relationship between transformational leadership and innovative work behavior is fully mediated by mediators such as leader-member exchange (Sharif et al., 2024), voice behavior (Sharif et al., 2024) , knowledge sharing (Bednall et al., 2018; Sharif et al., 2024; Udin & Shaikh, 2022), and basic psychological needs satisfaction (Messmann et al. 2022).

Table 3
Moderated-Mediation Analysis Results

Path	*b*	*SE*	*p*	95% CI		Interpretation
				LLCI	ULCI	
TL → IWB	.098	.153	.521	-.204	.400	Not Significant
TL → MW	.532	.070	.011	.393	.671	Significant
MW → IWB	.421	.163	.011	.099	.743	Significant
Indirect Effect	.217	.079	α	.069	.382	Significant
PD → MW	-.135	.079	.089	-.291	.021	Not Significant
PD → IWB	-.048	.143	.734	-.332	.234	Not Significant
Interaction 1	.038	.072	.602	-.105	.181	Not Significant
Interaction 2	.007	.129	.953	-.249	.264	Not Significant

Note. N = 125. TL = Transformational Leadership; IWB = Innovative Work Behavior; MW = Meaningful Work; PD = Power Distance. Indirect Effect = TL → MW → IWB; Interaction 1 = (TL x PD) → IWB; Interaction 2 = TL → (MW x PD) → IWB.

These results differ from previous studies, stating that transformational leadership positively affected innovative work behavior (Afsar et al., 2019; Li et al., 2019; Lin, 2023). Differences in samples could cause this difference in results. Afsar et al. (2019) conducted research using a sample of employees working in IT companies, and this research examined government agencies. The differences in the impact of transformational leadership on innovative work behavior between this study and previous research may be explained by several contextual factors unique to each type of organization. Government agencies and private companies such as the IT industry have differences in organizational structure, work culture, and goals that may influence how team members apply and receive transformational leadership. For example, in a government context, factors such as bureaucracy, public policy, and organizational goals may focus more on public service than financial gain. Therefore, these contextual differences may explain the variation in results between this study and previous research conducted in the private sector.

Apart from that, there are several reasons why transformational leadership is not directly related to innovative work behavior (Sharifirad, 2013). First, transformational leaders tend to limit their followers' different viewpoints and critical ideas, which can hinder innovation because it results in dependence on the leader and reduces freedom of thought. In addition, a change in followers' perceptions of leaders from figures who lead and manage chaos to figures who are idolized and considered role models in values, beliefs, and behavioral norms, can cause followers to become emotionally attached and highly involved in their leaders. In this context, followers depend on their leaders for their ideas, desires, and vision. This can hinder innovation due to a need for more independence in generating new ideas and creating innovative solutions (Sethibe & Steyn, 2015).

Authors tested the intervening effects of power distance on the relationship between transformational leadership and innovative work behavior directly and indirectly (Table 3 represents the interactive effects of power distance). Authors found that power distance cannot

moderate the relationship between transformational leadership and innovative work behavior (*b* = 0.038, *p* > .05, *SE* = 0.072, 95% CI [-0.105, 0.181]). In interaction 2, it was found that power distance could not moderate the indirect relationship between transformational leadership and innovative work behavior through meaningful work (*b* = 0.007, *p* > .05, *SE* = .129, 95% CI [-0.249, 0.264]). Therefore, H2 and H3 are not supported by the data, hence accepting the null hypotheses. Earlier studies did not support the result of this study. Power distance refers to the considerable difference or power distance between various levels in the organizational hierarchy (Hofstede, 2011). In an organizational context, although power distance can influence various aspects of work behavior and dynamics, the relationship between transformational leadership and innovative work behavior may not be significantly influenced by power distance. Transformational leaders who encourage collaboration and create an organizational culture (Awan & Jehanzeb, 2022), enable followers to contribute to innovation without being hindered by hierarchical differences. Reducing the power distance between leaders and followers can also help create an environment where innovative ideas are encouraged and rewarded, increasing individual motivation to participate in innovation (Hober et al., 2021). However, the influence of power distance on the relationship between transformational leadership and innovative work behavior may vary depending on the cultural context and specific organizational structure.
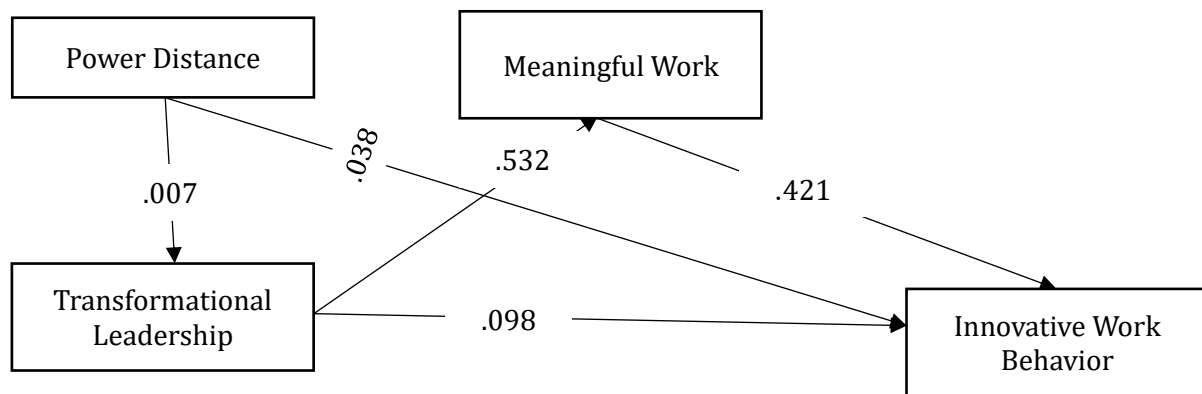

Figure 2. *Moderated-Mediation Analysis Results*

In this research, it was also found that power distance in government organizations tends to be low. These results did not align with previous research conducted by Adhitama (2016), namely that power distance in government organizations is high. Differences in the research methods used likely cause differences in results. It could also be caused by other factors, such as self-report data collection techniques, which allow for relatively high bias. Research from Hofstede (2011) and Nugraha et al. (2020) also states that power distance in government organizations is relatively higher than in private organizations. This research shows that differences in power inequality (power distance) in government organizations tend to be higher compared to private organizations. This factor reflects a solid and clear hierarchical structure in the government environment, where authority and decisions are often concentrated at higher levels. The implication is that employees in government organizations may face more significant levels of hierarchy and depend more on their leaders than their private sector counterparts. This can influence the dynamics of communication and decision-making within the organization. These results align with previous research by Jehanzeb and Mohanty (2020).

This research has theoretical and practical implications. The research findings contribute to the current literature in the following ways. First, although research on creative outcomes and innovation is growing, research on innovative work behavior still needs to be carried out because innovation is an important aspect of organizations today (Afsar & Umrani, 2020; Messmann et al., 2022; Stanescu et al., 2020). The findings from this research help expand understanding of how innovative work behavior interacts from various perspectives rather than just focusing on

creative outcomes alone by exploring the impact of transformational leadership on employees' innovative work behavior. Although previous research has supported using an interactionist perspective to enhance creative outcomes, this research confirms the utility of an interactionist approach in enhancing employees' innovative work behavior in an organizational context.

Apart from providing theoretical implications, this research also provides practical implications. The findings of this research indicate that transformational leadership has no direct effect on innovative work behavior. However, transformational leadership indirectly affects innovative work behavior through meaningful work. Therefore, meaningful work design is vital for organizational managers to increase innovative work behavior. Meaningful work is based on work that is considered very important and has positive meaning for an individual. Organizations must provide autonomy, opportunities for growth and development, and clearly explain the organization's goals. In addition, organizations need to encourage collaboration and positive working relationships, provide recognition and appreciation, facilitate work-life balance, and build an inclusive and supportive culture.

Conclusion

Based on the analysis carried out in this research, a conclusion can be drawn that meaningful work can mediate the relationship between transformational leadership and innovative work behavior. However, power distance cannot moderate the direct influence of transformational leadership on innovative work behavior and cannot moderate the indirect influence of transformational leadership on innovative work behavior through meaningful work. The limitation of this research is that the sample size needs to be increased. Future research could increase the sample size to take a more representative look at how transformational leadership, meaningful work, and organizational culture influence innovative cultural behavior. Another limitation is the difficulty of finding research participants in government organizations. Further research can be directed at collaborating with people in charge within the organization so that the data collection process is more optimal. Further research can use other measuring tools to ensure high and low levels of research variables. Future research can also use other leadership style variables such as empowering, ethical, inclusive, and kind leadership. In addition, further research can relate it to other organizational culture variables.

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