

THE EFFECT OF TRANSFORMATIONAL LEADERSHIP STYLE AND EMPLOYEE ENGAGEMENT ON THRIVING AT WORK: THE MEDIATING ROLE OF INNOVATIVE WORK BEHAVIOR

Vivy Nurmalitasari, Asri Laksmi Riani

Master of Management, Sebelas Maret University, Surakarta

E-mail:nurmalitavy@gmail.com

Abstract: *This study aims to analyze and test the factors that influence Leadership and Employee Engagement on Thriving at Work with Innovative Work Behavior as a Mediator. This study is a type of quantitative research with a causal relationship. This study uses a questionnaire distribution to obtain data. The unit of analysis of this study is employees of KERATON Regional Hospital, Pekalongan Regency. In this study, the independent variables are leadership style (X₁) and employee engagement (X₂). The dependent variable in this study is thriving at work (Y). The mediating variable affects the relationship between the independent and dependent variables. This study uses innovative work behavior (M). The population in this study were 689 employees at KERATON Regional Hospital and a total sample of 225. Data analysis in this study was carried out using structural equation modeling (SEM) through Smart PLS (Partial Least Squares) software. Leadership Style has a positive effect on Thriving at Work, so the first hypothesis is accepted. Employee Engagement has a positive effect on Thriving at Work, so the second hypothesis is accepted. Leadership Style has a positive effect on Thriving at Work with Innovative Work Behavior as a mediating variable, so the third hypothesis is accepted. Employee Engagement has a positive effect on Thriving at Work with Innovative Work Behavior as a mediating variable, so the fourth hypothesis is accepted.*

Keywords: *Leadership, Employee Engagement, Thriving at Work, Innovative Work Behavior*

1. Introduction

In an era marked by rapid change and intense competition, organizations face major challenges in maintaining and improving their performance. One of the keys to achieving competitive advantage lies in the organization's ability to create a work environment that is not only productive but also allows employees to thrive. Organizations achieve their goals depending on the contribution of human resources and play an important role in maintaining the existence of the organization. The main factors influencing organizational success such as employee emotions, attitudes, motivations and behaviors are very important for the company (Imamoglu et al., 2019).

The RSUD has the main task of implementing health efforts in an efficient and effective manner by prioritizing healing (curative), recovery (rehabilitative), improvement efforts (promotive), prevention of disease (preventive) and implementing referral efforts and quality services according to hospital service standards..So employees must be able to create a conducive work environment so that employees can give their best performance, while feeling involved and developing personally and professionally. Effective leadership and high employee engagement are key factors in achieving this goal.

The concept of “thriving at work” has emerged as an important framework for understanding how individuals can achieve high levels of performance, well-being, and growth in the work environment. Employees with high self-efficacy have the potential and confidence to succeed, therefore they are more likely to actively engage in tasks that enhance their ability to learn and increase their vitality, allowing them to thrive.(Porath et al., 2012). A healthy and supportive organization can create a conducive work environment for employees to grow and achieve thriving at work. This can be achieved in various ways, such as providing opportunities for self-development, valuing employee contributions, providing autonomy and flexibility, and creating a positive and inclusive work culture.

When employees feel valued, supported, and have the opportunity to grow, they are more motivated, engaged, and committed to their work. This ultimately improves performance, productivity, and job satisfaction, which are essential elements of thriving at work. In addition, organizations that prioritize employee well-being, both physical and mental, can also contribute to thriving at work (Basinska & Rozkwitalska, 2022).

Thriving at work is a positive psychological condition characterized by vitality, learning, and growth in work. Employees who *Thriving* not only feel satisfied with their work, but also motivated to continue learning, growing, and contributing to the success of the organization. Because hopeful employees are goal-directed and proactively design alternative ways to achieve their goals and complete tasks.(Paterson et al., 2014), This research has shown that thriving at work has a significant positive impact on a range of important outcomes, including individual performance, team performance, innovation, and employee retention.

However, creating a work environment that supports thriving at work is not an easy task. Various factors can influence whether or not employees feel thriving in their jobs. Two factors that have attracted particular attention in the literature are leadership and employee engagement. To improve employee capabilities, leaders need to motivate and create opportunities for employees to be enthusiastic about working, leaders who respect employee aspirations will develop employee potential to their maximum limits. In addition, the indirect positive effect of leadership on service differentiation is reinforced in a strong innovation culture, which encourages employees to offer new ideas that form the basis of service differentiation (Pablo et al., 2021).

Leadership style can improve positive outcomes for health workers and related organizational outcomes. Leadership that only focuses on task completion is not enough to achieve optimal outcomes for health workers. Such leadership needs to be supported by individuals and organizations to improve job satisfaction, retention, work environment factors, and individual productivity in the health environment (Greta et al., 2018). In the context of hospital resources, effective leadership must be able to inspire and motivate employees to achieve common goals, namely serving patients well and developing cooperative services. Employee involvement is also important, because employees who feel responsible and involved in decision making will be more committed and enthusiastic in carrying out their duties. So that the mechanism is widely recognized to facilitate long-term individual functioning (eg job satisfaction) and long-term human sustainability (eg health and development) in the workplace.(Spreitzer et al., 2012).

Employee job engagement is an active, positive, and work-related state characterized by enthusiasm, dedication, and absorption. Engaged employees are enthusiastically involved in their work, and are more likely to experience positive feelings. This positive attitude helps to persist when faced with work-related challenges (Bora, 2024). In addition, engaged employees are more likely to adopt a positive approach. *bottom up* to proactively optimize their job characteristics, resulting in improved performance. For example, engaged employees demonstrate more physical

and relational work. Thus, engaged employees are motivated to change their job design with optimized job demands and resources, which helps achieve work goals and leads to improved performance.

Previous research has focused primarily on job satisfaction as a mediator in the relationship between power-based leadership and employee task performance. Although both job satisfaction and job engagement refer to pleasurable states, job satisfaction is a rather passive state while job engagement is a highly activated state (Bora, 2024). This also means that engaged employees are activated to reinvest their energy into their work. Therefore, it is likely that engagement resulting from the use of power will result in positive actions that result in higher performance. In Jixing Wang's (2023) study, work engagement was measured using a three-item version of the Utrecht Work Engagement Scale (UWES-3). The three items include: (1) "When working, I feel full of energy" (enthusiasm); (2) "I am enthusiastic about my work" (dedication); and (3) "I am immersed in my work" (absorption).

Thriving at work refers to employee progress at work. It is related to vitality and learning. Vitality refers to feeling alive and excited at work. Learning refers to increasing knowledge and skills over time. Thriving employees feel energized and positively challenged by their work. (Porath et al., 2012). In hospital management, thriving at work can be reflected in employees who are not only able to carry out operational tasks well, but also have the enthusiasm to learn new things, innovate in patient services, and contribute to the overall development of the hospital.

In addition, research shows that there is a positive relationship between thriving at work and perceived organizational support and caring relationships. Perceived organizational support is the belief that the organization values employees' contributions and cares about their well-being. Caring relationships are characterized by attentive, purposeful, thorough, and caring interactions among coworkers (Peterson et al, 2014). This study also shows that perceived organizational support can increase caring relationships, which in turn can increase thriving at work and reduce turnover intentions. When employees feel supported and valued by their organization, they tend to develop more positive relationships with their coworkers, which can create a more positive and supportive work environment.

This positive and supportive environment can help employees feel more energized and engaged in their work, which can lead to increased learning and development. Additionally, when employees feel supported and connected to their coworkers, they are less likely to want to leave the organization. In addition, recent research suggests that innovative work behavior, which is the tendency of employees to generate new ideas and implement them in their work, may act as a mediator in the relationship between leadership, employee engagement, and thriving at work. Employees who engage in innovative work behavior may be better able to leverage support from their leaders and leverage their engagement to achieve higher levels of *Thriving* higher.

In the era of globalization, companies face increasingly fierce competition. To remain competitive, companies need to have employees who are not only productive but also thrive in their jobs. According to Gallup (2022) Only 21% of employees worldwide feel thriving at work. This shows an urgent need to understand the factors that can increase thriving at work. On the other hand, there are changes in workplace dynamics, today's work world is characterized by rapid change and increasing complexity. Employees are required to continue learning, adapting, and innovating. A McKinsey study (2020) stated that companies with actively engaged employees have a 23% higher profitability rate compared to companies with disengaged employees. However, there is still a gap in the literature regarding the mediating role of innovative work behavior in this relationship. This study aims to fill this gap by examining

whether innovative work behavior strengthens the relationship between leadership, employee engagement, and thriving at work.

RSUD Kraton is a regional referral hospital for Pekalongan Regency under the authority of the Pekalongan Regency Government. RSUD Kraton has class B status and has been accredited with a Plenary predicate by the Hospital Quality and Patient Safety Accreditation Institute (LAM-KPRS) in August 2022. RSUD KRATON currently has a total of 226 beds and has 689 human resources. One way to see the performance achievements of the Kraton Regional General Hospital is to look at the public satisfaction index. The public satisfaction index is essentially the types of health services that must be implemented and accounted for by the hospital with the established standards. The results of measuring the achievement of the public satisfaction index in 2023 were obtained at 76.83 with a good category.

Meanwhile, the service element with the lowest value is the Complaints, Suggestions and Input Handling element. So the Pekalongan Regency Government recommends that it is necessary to improve IKM in all service units of Kraton Hospital. Improving the service system by optimizing the quality of complaint services, suggestions and input from service users and adding facilities and infrastructure. Thus, this study is expected to provide a significant contribution to our understanding of how to create a work environment that allows employees to thrive. And can help us understand how leadership and employee engagement can encourage innovative work behavior, which is key to dealing with change and achieving success in a dynamic environment. In addition, although there has been research on the relationship between leadership, employee engagement, and thriving at work, the mediating role of innovative work behavior is still not fully understood.

Therefore, the reason for this research was conducted at KRATON Regional Hospital, where the service with the lowest value is the Complaints, Suggestions and Input Handling element. So that the Pekalongan Regency Government recommends that it is necessary to improve IKM in all Kraton Regional Hospital service units. Improving the service system by optimizing the quality of complaint services, suggestions and input from service users and adding facilities and infrastructure. Based on the explanation, This study takes the title "The Influence of Leadership and Employee Involvement on Thriving At Work with Innovative Work Behavior as a Mediating Role". By understanding how leadership, employee involvement, and innovative work behavior can influence *thriving at work*, hospitals can take strategic steps to create a more positive, productive and innovative work environment, which will ultimately improve hospital performance and service standards.

2. Research Method

This research is a type of quantitative research with a causal relationship. A causal relationship is a relationship that is cause and effect, where one variable (independent variable) affects another variable (dependent variable). This study aims to analyze and test the factors that influence Leadership and Employee Engagement towards Thriving at Work with Innovative Work Behavior as a Mediator. This study uses a questionnaire distribution to obtain data. The unit of analysis of this study is the employees of KERATON Regional Hospital, Pekalongan Regency.

The data sources used in this study are primary data and secondary data. The primary data of this study were obtained by distributing questionnaires to respondents distributed online in the form of a list of statements regarding leadership style, employee involvement, thriving at work and innovative work behavior of employees. Secondary data in this study are data that supports the research, including history, vision and mission, location, and so on.

The data collection technique for this study was conducted using an online survey. An online survey is a way of distributing questionnaires online or electronically. The questionnaire is sent via email or by sending a link to be filled in via a website or social network (Sekaran and Bougie, 2016). The questionnaire in this study was compiled in the form of Google Forms, then the link was sent via email and forwarded by RSUD KERATON.

The variables in this study consist of Independent variables are variables that affect the dependent variable. In this study, the independent variables are leadership style () and employee engagement (). The dependent variable in this study is thriving at work (), which is influenced by the independent variables. The mediating variable affects the relationship between the independent and dependent variables. This study uses innovative work behavior () X_1X_2YM

The population in this study were employees at KERATON Hospital totaling 689 people and then randomly selected to be samples or research respondents who would provide answers to the statement items given. Based on the sample calculation, it can be determined from the average number, which is a minimum limit of 75 plus a maximum limit of 150. So, the total sample is 225. The sampling technique used in this study is simple random sampling, which is a probability sampling design in which all elements in the population are taken into account and each element has an equal chance of becoming a research sample (Hair et.al, 2019).

Data analysis in this study was conducted using structural equation modeling (SEM) through Smart PLS (Partial Least Squares) software. PLS (Partial Least Squares) is a structural equation analysis method based on variance, capable of testing measurement models as well as structural models. There are several reasons for adopting PLS-SEM, including a high level of concordance, where the larger the sample used, the higher the level of concordance

3. Results and Discussion

3.1. Results

Outer Model

There are three criteria in the use of Data Analysis Techniques with SmartPLS to assess the Outer Model, namely Convergent Validity, Discriminant Validity and Composite Reliability.

a. Convergent Validity

The output results from Smart PLS for Outer Loading are as shown in the following image:

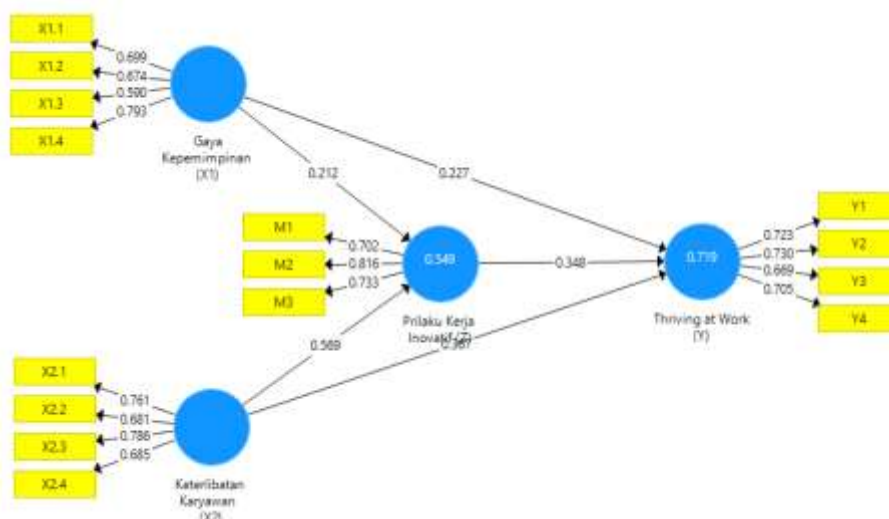


Figure 1 Convergent Validity

From the output results above, it has been found that all indicators have an Outer Loading of more than 0.70 so that all indicators are declared valid.

b. Discriminant Validity

Table 1 Discriminant Validity

	Leadership Style (X1)	Employee Engagement (X2)	Innovative Work Behavior (Z)	Thriving at Work (Y)
Leadership Style (X1)	0.693			
Employee Engagement (X2)	0.748	0.730		
Innovative Work Behavior (Z)	0.637	0.727	0.752	
Thriving at Work (Y)	0.724	0.790	0.760	0.707

From the cross loading results, it shows that the correlation value of the construct with its indicators gives a greater value than the correlation value with other constructs. Thus, this study already has good discriminant validity for all constructs or variables, where each indicator in the construct has a better value than the indicators in other blocks.

c. Composite Reliability

From the SmartPLS output results in Table 2, the Cronbach's Alpha and Composite Reliability values are above 0.7. With the resulting values, all constructs have good reliability according to the minimum value limits that have been required, as follows:

Table 2 Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Leadership Style (X1)	0.717	0.725	0.785	0.615
Employee Engagement (X2)	0.706	0.712	0.819	0.532
Innovative Work Behavior (Z)	0.721	0.795	0.795	0.565
Thriving at Work (Y)	0.712	0.800	0.776	0.625

Based on the results of the AVE value evaluation by comparing the AVE root value with the correlation between constructs. The recommended result is when the AVE root value must be higher than the correlation value between constructs (Kurniawan et al., 2011). And it is known from Table 2 that the AVE value is above 0.5 and the AVE value is greater than the correlation value between constructs, so it can be stated that the evaluation in this research analysis meets discriminant validity.

Inner Model**a. R-Square**

R2 analysis is to determine how much influence the independent variable has on the dependent variable being studied. The following table shows the R2 value:

	R Square	R Square Adjusted
Innovative Work Behavior (Z)	0.549	0.545
Thriving at Work (Y)	0.719	0.716

Based on the R2 value in Table 3, the R2 value obtained is Thriving at Work of 0.719, which means that the variable Leadership Style and Employee Engagement has an influence on Thriving at Work of 71.9%, while the R2 value obtained for Innovative Work Behavior of 0.549 shows that the variable Leadership Style and Employee Engagement influences Innovative Work Behavior by 54.9%. The R2 level according to Hair et, al., (2017). is in the range of values from 0 to 1, with higher levels indicating greater predictive accuracy.

b. Path Coefficients

This study has nine hypotheses, the results of which are obtained with six hypotheses that have significant results with a t-statistic value greater than 1.96 and P Values below 0.05 while one other hypothesis does not produce a significant value because it has a t-statistic value less than 1.96. The value of the submission of this research hypothesis can be seen in Table 4.4.

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Leadership Style (X1) -> Thriving at Work (Y)	0.227	0.229	0.056	4.079	0.000
Employee Engagement (X2) -> Thriving at Work (Y)	0.367	0.367	0.063	5,848	0.000
Leadership Style (X1) -> Thriving at Work (Y) -> Innovative Work Behavior (M)	0.074	0.076	0.029	2,521	0.012
Employee Engagement (X2) -> Thriving at Work (Y) -> Innovative Work Behavior (M)	0.198	0.194	0.050	3.996	0.000

Based on the research results, leadership style has a positive influence on *Thriving at Work*, with a p-value of 0.000 or $0.000 < 0.05$. Employee Engagement have a positive impact on *Thriving at Work*, with a p-value of 0.000 or $0.000 < 0.05$. Leadership style has a positive effect on *Thriving at Work* with Innovative Work Behavior as a mediating variable, with a p-

value of 0.012 or $0.012 < 0.05$. Employee Engagement have a positive impact on *Thriving at Work* with Innovative Work Behavior as a mediating variable, with a p-value of 0.000 or $0.000 < 0.05$.

3.2. Discussion

Discussion

1. The Influence of Transformational Leadership Style on Thriving at Work

Based on the research results, leadership style has a positive influence on *Thriving at Work*, with a p-value of 0.000 or $0.000 < 0.05$. The results of this study are in line with research conducted by Suryani et al. (2023) that transformational leadership style has a positive effect on *thriving at work*. This can create a work environment that supports and values employee contributions. Effective leadership plays an important role in creating a work environment that supports thriving at work, where employees feel energetic, motivated, and growing (Iqbal et al., 2020). Leaders who provide clear direction, support, and build positive relationships can encourage employees to reach their full potential. According to Nurifarah & Istiningtyas (2024) found that transformational leadership style increases organizational citizenship behavior (OCB) and employee work ethic, which contributes to a productive work environment and thriving at work. Workplace support and changes in leadership structure affect thriving (Zhang, 2018).

2. The Impact of Employee Engagement on Thriving at Work

Based on the research results, that Employee Engagement have a positive impact on *Thriving at Work*, with a p-value of 0.000 or $0.000 < 0.05$. The results of this study are in line with research conducted by Wibowo (2019) that employee engagement has a positive effect on thriving at work. This is that employee engagement involves constructive and positive internal changes that can trigger things that make individuals thriving at work. Employee engagement plays a very important role in supporting thriving at work, where individuals feel motivated, productive, and develop optimally. Engaged employees have a sense of ownership of their work, are committed to organizational goals, and feel valued, which improves the quality of social interactions, job satisfaction, and performance (Iqbal et al., 2020). According to Hadi & Mardikaningsih (2020), work engagement has a positive effect on employee performance, with engaged employees showing increased productivity, work quality, and innovation.

3. The Influence of Innovative Work Behavior as a Mediating Variable of Transformational Leadership Style on Thriving at Work

Based on the research results, leadership style has a positive influence on *Thriving at Work* with Innovative Work Behavior as a mediating variable, with a p-value of 0.012 or $0.012 < 0.05$. The results of this study are in line with research conducted by Prabowo & Djastuti (2014) which found that work behavior mediates the relationship between transformational leadership style and thriving at work. Innovative work behavior can mediate the relationship between leadership and thriving at work, where effective leadership encourages employees to think creatively and seek new solutions (Iqbal et al., 2020). Leaders who support innovation can increase employees' desire to develop and face challenges. According to Saeed et al. (2019) showed that innovative work behavior mediates the relationship between transformational leadership and employee engagement, increasing the influence of leadership on engagement.

4. The Influence of Innovative Work Behavior as a Mediating Variable of Employee Engagement on Thriving at Work

Based on the research results, that Employee Engagement have a positive impact on *Thriving at Work* with Innovative Work Behavior as a mediating variable, with a p-value of 0.000 or $0.000 < 0.05$. The results of this study are in line with research conducted by Magfijar (2024) who found that work behavior mediates the relationship between employee engagement and thriving at work. Innovative work behavior as a mediating variable can strengthen the relationship between employee engagement and thriving at work, because engaged employees tend to be more creative and innovative (Iqbal et al., 2020). With innovative behavior, employee engagement can contribute to increasing thriving at work. According to Riaz et al. (2018) showed that thriving at work is positively related to innovative behavior, with the support of organizational innovation strengthening the relationship. This finding emphasizes the importance of creating a work environment that supports innovation to increase thriving at work.

4. Conclusion

Based on the results of the research and discussion above, the conclusion in this study is that Leadership Style has a positive effect on Thriving at Work, so the first hypothesis is accepted. Employee Involvement has a positive effect on Thriving at Work, so the second hypothesis is accepted. Leadership Style has a positive effect on Thriving at Work with Innovative Work Behavior as a mediating variable, so the third hypothesis is accepted. Employee Involvement has a positive effect on Thriving at Work with Innovative Work Behavior as a mediating variable, so the fourth hypothesis is accepted.

Based on the conclusions above, the suggestions in this study are as follows: Increase or maintain the role of leadership by evaluating and increasing the influence of transformational leadership style by increasing charisma in leadership, increasing trust in employees so that employees are more loyal to the organization and its leaders.

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