

The Influence of Transformational Leadership, Employee Competence and Work Ethic on Employee Performance Mediated by Innovative Work Behavior

(Pengaruh Kepemimpinan Transformasional, Kompetensi Pegawai Dan Etos Kerja Terhadap Kinerja Pegawai Yang Dimediasi Oleh Innovative Work Behavior)

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Abstract:

Objective: This study aims to analyze the influence of transformational leadership, employee competence, and work ethic on employee performance, mediated by innovative work behavior, at the Pasar Rebo Subdistrict Office, East Jakarta.

Methods: The research employed a survey method using questionnaires distributed to 68 employees selected through total sampling. Data were analyzed using Structural Equation Modeling (SEM) with Smart PLS 4 software.

Results: The findings reveal that transformational leadership and work ethic significantly affect innovative work behavior, while employee competence does not. Innovative work behavior, in turn, does not influence employee performance. Furthermore, transformational leadership and employee competence show no direct effect on employee performance, whereas work ethic does. Additionally, innovative work behavior does not mediate the relationship between transformational leadership, competence, or work ethic and employee performance.

Keywords: Transformational Leadership, Employee Competence, Work Ethic, Employee Performance, Innovative Work Behavior

1. Introduction

The rapid advancement of globalization, the revolution in information technology, and the growing public demand for transparent and effective governance have driven the public sector to undergo deeper transformation. Governments at various organizational levels are now expected not only to deliver fast and accurate services but also to adapt to a dynamic and ever-changing strategic environment. In this context, the performance of public organizations has become one of the key indicators of the success of Indonesia's ongoing bureaucratic reform. Good performance is believed to enhance public trust, strengthen government legitimacy, and generate broader positive impacts on social and economic development.

Within various local government service units, including sub-district offices that function as the frontline of administrative services, employee performance quality plays a crucial role in ensuring that organizational goals are achieved. Employees are expected to work professionally, competently, and innovatively to meet the increasing expectations of society. However, improving employee performance is not an isolated process; it is closely linked to several internal and external factors that influence employees' behavior and productivity. Factors such as leadership style, individual competence, work ethic, and innovative capability often serve as essential pillars that determine whether employees can meet the organization's performance targets.

In practice, many government institutions still face challenges in optimizing employee performance. This is evident from the existing gaps between performance targets and their realization, uneven work quality among employees, and limited innovation in task execution. Such conditions are also observed at the Pasar Rebo Subdistrict Office in East Jakarta, where performance evaluations indicate that employee achievements have not fully met the expected standards. This phenomenon suggests that certain factors influencing work behavior and performance have yet to function effectively.

In line with developments in human resource management research, several variables have been identified as critical determinants of employee performance

improvement. Transformational leadership, for instance, is a leadership style believed to inspire, motivate, and exert a positive influence on employees' innovative behavior and overall performance. Employee competence represents a fundamental aspect reflecting both technical and non-technical abilities required to perform tasks professionally. Meanwhile, work ethic encompasses the values, attitudes, and work spirit that drive employees to act with discipline, responsibility, and result orientation. Numerous studies have demonstrated that these three factors possess both direct and indirect relationships with employee performance.

In modern research contexts, Innovative Work Behavior (IWB) has increasingly been recognized as an important mediating variable that links these factors to performance outcomes. IWB reflects employees' ability to generate, develop, and implement new ideas that benefit the organization. This innovative capability is particularly relevant within the transforming public sector, as innovation serves as a prerequisite for creating more adaptive and effective public services.

Therefore, to gain a more comprehensive understanding of the dynamics influencing employee performance at the Pasar Rebo Subdistrict Office, this study examines the effects of transformational leadership, employee competence, and work ethic both directly and through the mediating role of Innovative Work Behavior. This approach is expected to provide a more holistic picture of the factors shaping employee performance and to serve as a foundation for formulating strategies to enhance performance within local government institutions.

2. Literature

2.1 Employee Performance

Employee performance is fundamentally defined as the work outcomes achieved by an individual within an organization in accordance with assigned duties, authority, and established standards (Kartika 2021; Edison 2019). In the context of the public sector, performance refers to the achievement of civil servants (ASN) in carrying out their responsibilities over a given period, as regulated by the Jakarta Provincial Regulation (Pergub) No. 18 of 2020 and the Government Agency Performance

Accountability System (SAKIP), which emphasize measurable, accountable performance that supports bureaucratic reform ([Bappeda 2020](#)).

To assess performance, organizations employ evaluation systems that measure the extent to which employees meet work standards, serving as the basis for promotion, salary determination, feedback, training needs, and continuous improvement ([Fahmi 2017](#)). The objectives of performance evaluation include identifying employee competencies, planning career development, improving superior–subordinate relationships, and providing data for human resource research and development ([Sedarmayanti 2017](#)). The benefits encompass enhanced work achievement, fairness in opportunities, appropriate compensation adjustments, and improvements in organizational design ([Sedarmayanti 2017](#)).

Employee performance is influenced by multiple factors, including personal factors (skills and motivation), leadership factors, team dynamics, system support, and situational conditions ([Sopiah and Sangadji 2018](#)), as well as internal employee factors, the internal organizational environment, and external environmental influences ([Wirawan 2015](#)). Efforts to enhance performance can be carried out through a systematic process consisting of problem identification, determining the seriousness of issues, formulating causal factors, implementing action plans, and conducting evaluation, as outlined by ([Mangkunegara 2017](#)).

According to Pergub No. 18/2020, the measurement of civil servant performance encompasses two main dimensions: (1) Employee Performance Targets, which include quantity, quality, time, and cost indicators; and (2) Work Behavior, which covers service orientation, integrity, commitment, discipline, teamwork, and leadership. Additionally, ([Edison 2017](#)) identifies performance indicators such as target achievement, quality, timeliness, and compliance with procedures, while ([Kartika 2021](#)) further emphasizes performance review, planning, monitoring–measurement, performance information systems, and reporting as integral components of a comprehensive performance management process.

2.2 Innovative Work Behavior (IWB)

Innovative Work Behavior (IWB) refers to an individual's actions in creating, promoting, and implementing new ideas that contribute to improving organizational performance. IWB is defined as a set of complex and non-routine behaviors encompassing the development, introduction, and application of creative ideas within one's work or workgroup (Huong Vu et al. 2025; Janssen 2018). Innovative behavior reflects an individual's ability to generate new concepts, modify work processes, and apply new technologies or methods that enhance organizational effectiveness (Gaynor 2017; Birdi, Leach, and Magadley 2016).

Furthermore, IWB represents the individual's initiative to introduce new ideas that may benefit the organization through novel business models, strategies, or management procedures that differ from existing practices (McGuirk, Lenihan, and Hart, 2015; Klesen and Street 2019). Generally, innovative behavior occurs through three main stages idea generation, idea promotion, and idea implementation (Hadi 2019; De Jong et al. 2020). These stages are influenced by various factors, such as job challenges, autonomy, strategic attention, a supportive work climate, external contacts, market dynamics, and customer demand diversity (Hadi 2019).

Indicators of IWB can be observed through an individual's ability to identify problems beyond their assigned duties, explore new methods, provide solutions, advocate innovative ideas, and apply innovation in daily work practices (De Jong 2020; Janssen 2018; Huong Vu et al. 2025).

2.3 Transformational Leadership

Transformational leadership is a leadership style that emphasizes a leader's ability to transform vision into reality, inspire followers, and enhance motivation and performance beyond personal interests (Priansa 2018; Julia Retnowulan 2017). A transformational leader is capable of guiding, influencing, and developing followers' potential to pursue organizational goals optimally (Burhanudin 2020), emphasizing inspiration, motivation, innovation, and individual development.

Bass and Avolio as cited in ([Putri and Faisol 2024](#)) assert that transformational leaders do not merely control or reward subordinates as transactional leaders do; instead, they encourage followers to grow, think creatively, and achieve performance beyond expectations. Transformational leadership operates through key principles such as having a clear vision, motivating others, facilitating learning, fostering innovation, optimizing resources, demonstrating readiness for change, and strengthening organizational commitment ([Priansa 2018](#)).

Conceptually, this leadership style comprises four core dimensions: *idealized influence*, *inspirational motivation*, *intellectual stimulation*, and *individualized consideration*, each reflecting the leader's ability to build trust, foster enthusiasm, stimulate creativity, and provide individualized attention to subordinates ([Priansa, 2018](#); [Bass & Avolio in Putri and Faisol 2024](#)). Indicators of transformational leadership are typically reflected in the leader's behavior that inspires and positively influences their subordinates ([Julia Retnowulan 2017](#)).

2.4 Employee competence

Employee competence is essentially the individual's ability formed through a combination of knowledge, skills, attitudes, personality traits, and other personal qualities that enable a person to perform tasks effectively. ([Sudarmanto 2020](#)) explains that competence represents inherent attributes of high-quality human resources, encompassing specific knowledge, skills, and expertise. ([Wibowo 2017](#)) emphasizes that competence refers to the ability to carry out work based on expertise, knowledge, and a professional work attitude, while ([Soeharso 2020](#)) views competence as a guideline of capability, insight, and attitude in fulfilling job responsibilities.

The characteristics of competence include five key elements: character, motives, self-concept, knowledge, and skills ([Soeharso 2020](#); [Wibowo 2017](#)), which have further developed into broader clusters such as planning competency, communication competency, interpersonal competency, leadership competency, and technical/operational competency ([Wibowo 2017](#)).

At the individual level, competence is influenced by work abilities and skills which can be enhanced through physical fitness, education, training, and work experience as well as by motivation and work ethic (Moehleriono 2020), Robbins in (Soeharso 2020:231) (Hasibuan 2020:231). The dimensions of competence include task skills, task management skills, contingency management skills, job role environment skills, and transfer skills (Sudarmanto and Soeharso 2020), with indicators covering skills, knowledge, self-concept, traits, and motives (Wibowo 2017).

Practically, the development of a competency-based system provides strategic benefits, serving as a benchmark for work performance, a foundation for recruitment, employee development, performance evaluation, compensation decisions, and training needs analysis (Moehleriono and Soeharso 2020).

2.5 Work Ethic

Work ethic is a crucial element that influences employee performance and reflects the quality of professionalism in carrying out tasks. According to (Sinamo 2017), work ethic is a set of positive work behaviors rooted in the values of cooperation, fundamental beliefs, and commitment to a comprehensive work paradigm. This paradigm encompasses the principles, values, ethics, morals, and mindset that guide an individual's approach to work. Meanwhile, (Saleh and Utomo 2018) define work ethic as an attitude that arises from one's will and self-awareness, grounded in cultural values related to work. Similarly, (Madjid 2017) emphasizes that work ethic represents the characteristics, habits, and beliefs of individuals or groups within the context of their work. From these perspectives, it can be concluded that work ethic is a positive attitude that emerges consciously and consistently, accompanied by a total commitment to the values of professionalism and responsibility in performing duties.

Employees with a high work ethic generally exhibit behaviors such as diligence, responsibility, discipline, respect toward colleagues, and a strong results orientation. Organizations that cultivate a strong work ethic among employees tend to develop more effectively, as such conditions foster a productive, honest, and integrity-driven work culture.

Work ethic functions as both a behavioral model and a guideline for employees in carrying out their daily duties. ([Sinamo 2017](#)) states that work ethic represents a work concept that employees believe in and demonstrate through real behavior. Its primary function is to enhance employee performance and promote the optimal achievement of organizational goals. Thus, work ethic serves not only as a moral compass but also as a psychological foundation influencing productivity, discipline, and employee loyalty toward their institutions.

According to ([Priansa 2016](#)), work ethic has three key characteristics that represent the quality of professional behavior among employees:

1. Interpersonal Skills – the ability to build effective working relationships with colleagues and external parties, including communication, demeanor, and professional appearance.
2. Initiative – the drive to continuously improve performance without waiting for instructions and to avoid complacency with average results.
3. Trustworthiness – the commitment to fulfilling job responsibilities and maintaining organizational trust through consistent and reliable behavior.

These three characteristics reflect professional employees who are not only technically competent but also uphold moral integrity and social responsibility in their work.

([Lawu et al. 2019](#)) identify several indicators that can be used to measure an individual's work ethic, namely:

1. Hard Work – willingness to work diligently and persistently to achieve goals.
2. Discipline – adherence to rules and readiness to accept consequences for violations.
3. Honesty – performing tasks according to established procedures and moral standards.
4. Responsibility – dedication to completing work carefully and with commitment.

In addition, ([Saleh and Utomo 2018](#)) propose five other indicators of work ethic:

1. A strong sense of responsibility toward duties and obligations.
2. High work enthusiasm to achieve maximum results.
3. Discipline in complying with regulations.
4. Persistence and seriousness in completing work tasks.
5. Upholding dignity and honor through ethical conduct and preserving the organization's image.

Furthermore, (Sinamo 2011) conceptualizes Eight Professional Work Ethics as the core dimensions of modern work ethics:

1. Work as a Blessing – working sincerely and with gratitude.
2. Work as a Trust – working correctly and responsibly.
3. Work as a Calling – working with integrity and earnestness.
4. Work as Self-Actualization – striving to develop one's potential.
5. Work as Worship – working with love and devotion.
6. Work as Art – working intelligently and creatively.
7. Work as Honor – working diligently and upholding excellence.
8. Work as Service – working wholeheartedly to benefit others.

These eight principles illustrate that work ethic is not merely functional but also spiritual and moral in nature, guiding individuals to perceive work as an expression of service and social responsibility.

Overall, work ethic represents the integration of moral values, motivation, and professional behavior within the workplace. Employees with a strong work ethic demonstrate high levels of commitment, responsibility, discipline, and integrity, which directly contribute to organizational performance improvement. Strengthening work ethic can be achieved through the cultivation of spiritual values, professional training, and the development of an organizational culture that prioritizes accountability and service orientation.

2.6 Previous Studies

The following table presents a summary of previous research related to the variables of *transformational leadership*, *employee competence*, *work ethic*, *innovative work behavior (IWB)*, and *employee performance*. These studies serve as a theoretical foundation and empirical comparison for the present research conducted at the Pasar Rebo District Office, East Jakarta.

Table 1. Summary of Previous Studies

No	Researcher (Year)	Title / Research Focus	Main Variables	Key Findings
1	Oktavia (2024)	Competence, Motivation, and Work Environment on Employee Performance	Competence → Performance	Competence has a significant positive effect on performance.
2	Rajesh (2024)	Work Ethic, Organizational Climate, and Competence on Innovative Behavior	Work Ethic, Competence → IWB	Work ethic and competence significantly affect innovative behavior.
3	Franitania (2024)	Competence and Motivation on Employee Performance at PT BRI	Competence → Performance	Competence positively and significantly affects performance.
4	Yanti (2024)	Innovative Work Behavior, Competency, and Teamwork on Employee Performance	IWB, Competence → Performance	All three variables positively and significantly influence performance.
5	Kamilasari (2024)	Motivation and Work Ethic on Performance through Work Behavior	Work Ethic → Performance	Work ethic and work behavior have significant positive effects.
6	Purnamasari (2024)	Transformational Leadership and Compensation on Performance	Transformational Leadership → Performance	Transformational leadership has a significant effect on performance.
7	Siregar (2024)	Supervision, Discipline, and Innovative Behavior on Teacher Performance	IWB → Performance	Innovative behavior significantly affects teacher performance.
8	Sitanaya (2024)	Leadership Style and Organizational Culture on Performance	Leadership, IWB → Performance	Leadership has both direct and indirect effects through IWB.
9	Purnomo (2023)	Transformational Leadership, Work Ethic, and Discipline on Performance	Transformational, Work Ethic → Performance	Both variables significantly influence employee performance.

No	Researcher (Year)	Title / Research Focus	Main Variables	Key Findings
10	Syahputra (2020)	Competence, Training, and Career Development on Performance	Competence → Performance	Competence significantly affects performance.
11	Widasti (2022)	Transformational Leadership and Organizational Learning on IWB	Transformational → IWB	Transformational leadership positively affects IWB.
12	Lumanauw (2022)	Competence and Individual Characteristics on Performance	Competence → Performance	Competence positively and significantly affects performance.
13	Widiastini (2023)	Competence and Organizational Culture on Performance	Competence → Performance	Competence significantly affects performance.
14	Ayuni (2024)	Soft Skills, Innovative Behavior, and Technology on Performance	IWB → Performance	Innovative behavior positively influences performance.
15	Mulia (2021)	Competence, Work Environment, and Motivation on Civil Servant Performance	Competence → Performance	Competence has a significant positive influence.
16	Maro (2022)	Work Ethic, Leadership, and Environment on Performance	Work Ethic, Leadership → Performance	Both variables significantly influence performance.
17	Ajmal (2021)	Competence, Motivation, and Work Environment on Performance	Competence → Performance	Competence positively and significantly affects performance.
18	Hydayati (2020)	Transformational Leadership on Performance through IWB	Transformational → IWB → Performance	IWB mediates the effect of transformational leadership on performance.
19	Chairunisah (2023)	Social Support, IWB, and Work-Life Balance on Performance	IWB → Performance	IWB has a significant positive effect on performance.
20	Alviani (2022)	IWB, Motivation, and Teamwork on Performance	IWB → Performance	IWB positively and significantly affects performance.
21	Afza (2022)	Transformational Leadership and IWB on Performance	Transformational, IWB → Performance	Both contribute positively to performance.
22	Tico (2023)	IWB on Civil Registry Employees' Performance in Gorontalo	IWB → Performance	IWB positively and significantly affects performance.

No	Researcher (Year)	Title / Research Focus	Main Variables	Key Findings
23	Gazali (2023)	Leadership and OCB on IWB and Performance	Transformational, IWB → Performance	Transformational leadership and IWB have positive effects.
24	Rahmawati (2022)	Transformational Leadership on Teachers' IWB	Transformational → IWB	Positive influence on innovative work behavior.
25	Fauzan (2023)	Transformational Leadership and Organizational Culture on Performance	Transformational → Performance	Transformational leadership significantly affects performance.
26	Yusufa (2023)	Transformational Leadership on IWB of Hospital Employees	Transformational → IWB	Significant positive effect on IWB.
27	Anggriawan (2023)	Competence, Training, and Compensation on Performance	Competence → Performance	Competence significantly affects performance.
28	Sari & Arief (2021)	IWB and Employee Engagement on Performance	IWB → Performance	IWB negatively affects performance.
29	Rajesh M. (2024)	Work Ethic, Climate, and Competence on IWB	Work Ethic → IWB	Strong relationship between work ethic and innovative behavior.
30	Darmaileny (2022)	Governance and Competence on BUMDes Performance	Competence, IWB → Performance	Competence affects performance directly and indirectly through IWB.
31	Hutomo (2024)	Teamwork and IWB on Performance with Competence as Moderator	IWB → Performance	IWB positively influences performance; competence not moderating.
32	Agustine (2021)	Competence and Transformational Leadership on Performance	Transformational → Performance	Transformational leadership significantly affects performance.
33	Djaka (2023)	Transformational Leadership and Competence on Performance	Transformational, Competence → Performance	Competence significant; transformational not significant.
34	Amrin (2024)	Transformational Leadership and Competence on Performance	Competence → Performance	Competence significant; leadership not significant.
35	Riauwati (2023)	Transformational Leadership on IWB	Transformational → IWB	No significant effect on IWB.
36	Hutagalung (2020)	Religiosity and Transformational	Transformational → Performance	Not significant without OCB mediation.

No	Researcher (Year)	Title / Research Focus	Main Variables	Key Findings
		Leadership on Teachers' Performance		
37	Aristana (2024)	Transformational Leadership, Empowerment, and Knowledge Sharing on IWB	Transformational → IWB	No significant effect on IWB.
38	Purwanto (2021)	OCB and Transformational Leadership on Performance	Transformational → Performance	Not significant effect on performance.
39	Ebtariadi (2025)	Ethical Leadership on OCB Mediated by IWB	Transformational, IWB → Performance	Positive but not significant effect on OCB.
40	Giang Vu et al. (2025)	Transformational Leadership and Innovative Work Behavior	Transformational → IWB	Transformational leadership positively affects IWB.
41	Bilal Bin Saeed et al. (2019)	Transformational Leadership and Innovative Behavior	Transformational → IWB	Positive relationship between transformational leadership and IWB.

3. Research Methodology

This research employed a quantitative associative approach, which aims to identify causal relationships among variables. According to [\(Sugiyono 2018\)](#), associative research is used to examine the effect or relationship between two or more variables. In this context, the independent variables consist of *transformational leadership* (X_1), *employee competence* (X_2), and *work ethic* (X_3); the intervening variable is *innovative work behavior* (Z); and the dependent variable is *employee performance* (Y).

All variables were measured using a five-point Likert scale questionnaire (1 = strongly disagree to 5 = strongly agree), as suggested by [\(Sugiyono 2018\)](#). The data comprised both primary data, obtained directly from respondents through questionnaires, and secondary data, sourced from books, academic journals, and relevant institutional documents.

The measurement indicators for each variable were developed based on established theories and prior literature.

1. Transformational leadership was measured using four core dimensions proposed by Bass and Avolio in (Ghozali 2017): *idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.*
2. Employee competence was assessed following the (Spencer and Spencer 1993) model, encompassing elements of *ability, knowledge, self-concept, traits, and motives.*
3. Work ethic was adapted from (Sinamo 2011), which includes eight professional work ethos principles, ranging from “*work as a blessing*” to “*work as service*.”
4. Innovative work behavior was measured using four stages identified by Janssen (2000): *idea generation, idea promotion, idea development, and idea realization.*
5. Employee performance was measured in accordance with Jakarta Governor Regulation No. 18 of 2020, including indicators of *target achievement, quality, timeliness, and adherence to procedures.*

Data analysis was performed using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS) with the assistance of SmartPLS software, following the guidelines of (Ghozali 2017) and (Abdillah and Jogiyanto 2015). The analysis consisted of two stages:

1. Outer model testing, which assessed the validity and reliability of constructs through *convergent validity, discriminant validity, and composite reliability*; and
2. Inner model testing, which evaluated structural relationships among variables through *path coefficient* and R^2 tests.

Hypothesis testing was conducted using the bootstrapping method, where a T-statistic value greater than 1.96 at a 5% significance level indicates a significant relationship between variables Hartono in (Jogiyanto 2009). The research model consists of two structural equations:

1. $Z = \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$ $Z = \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$, explaining the effects of transformational leadership, competence, and work ethic on innovative work behavior.

2. $Y = \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 ZY = \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 ZY = \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4$
Z, explaining the effects of the three independent variables and the mediating variable on employee performance.

Overall, this method is designed to provide an empirical and comprehensive understanding of the mediating role of innovative work behavior in the relationship between transformational leadership, employee competence, and work ethic toward employee performance at the Pasar Rebo District Office.

4. Research Result

4.1 Unit Of Analysis

The unit of analysis in this study consists of employees of the Pasar Rebo District Office, East Jakarta, who were selected as the research object to examine the influence of transformational leadership, employee competence, and work ethic on employee performance, with innovative work behavior serving as a mediating variable. All employees were included as respondents using the total sampling method, since the population size is relatively small and meets the research criteria, totaling 68 employees. Data were collected through a closed-ended questionnaire developed based on the indicators of each research variable.

Pasar Rebo District is one of the administrative districts in East Jakarta, with the vision:

"Jakarta as an advanced, sustainable, and cultured city whose citizens are engaged in realizing civility, justice, and prosperity for all." This vision is elaborated into five strategic missions, emphasizing improved public safety, social welfare, sustainable development, and active community participation in government governance.

Structurally, the Pasar Rebo District Office organization comprises the District Head (Camat), Deputy District Head (Wakil Camat), District Secretary (Sekretaris Camat), and several section and sub-section heads, each assigned specific duties and responsibilities in accordance with Jakarta Governor Regulation No. 18 of 2020 on Regional Apparatus Organization. This systematic and functional organizational

structure reflects an effective bureaucratic work pattern, which serves as an essential foundation for analyzing the relationship between leadership style, competence, and work ethic in improving the performance of civil servants within the Pasar Rebo District Office environment ([Provincial Government of DKI Jakarta 2020](#)).

4.2 Respondent Profile and Descriptive Analysis

Based on the analysis results, the majority of respondents were male, totaling 47 individuals (69%), while female respondents comprised 21 individuals (31%). In terms of length of service, most employees 65 individuals (95.6%) had been employed for more than 10 years, indicating a high level of experience and familiarity with bureaucratic processes. From the perspective of age, the majority of respondents were between 41–50 years old (48.53%), followed by those aged over 51 years (38.24%), suggesting that most employees were in their mature productive phase with well-established work experience.

Regarding educational background, the respondents were predominantly Diploma III graduates (41.18%), followed by senior high school or equivalent (33.82%), Bachelor's degree (S1) holders (14.71%), and Master's degree (S2) holders (10.29%). In terms of employment classification, respondents were mostly in Rank III (67.65%), followed by Rank II (27.94%), and Rank IV (4.41%). These findings indicate that most employees occupy mid-level functional positions, typically responsible for implementing policies and providing public services at the district level ([Provincial Government of DKI Jakarta 2020](#)).

The analysis of the employee performance variable (Y) revealed a very high level of positive responses, with 100% of respondents agreeing or strongly agreeing with the provided indicators. The most dominant indicator was "commitment to punctuality" (95.9%), while the relatively lower indicator was "commitment to work quality" (93.2%). This suggests that time discipline is a key aspect of performance among Pasar Rebo District employees.

For the innovative work behavior variable (Z), the level of agreement was also very high (99.6%), indicating that employees actively participate in creating and

implementing new ideas. The strongest indicators were “obtaining approval for innovative ideas” and “evaluating the usefulness of innovative ideas” (91.2%), whereas “generating new ideas to solve problems” scored slightly lower (87.1%), suggesting room for improvement in creativity and problem-solving initiatives.

The transformational leadership variable (X_1) received a 98.5% agreement level, reflecting positive perceptions of leadership practices. The most prominent indicators were “leaders demonstrating consistent moral and ethical behavior” (88.5%) and “leaders inspiring enthusiasm among subordinates” (86.5%), while “leader charisma” scored comparatively lower (85%), indicating an area for further leadership development.

In terms of the employee competence variable (X_2), the level of agreement reached 100%, illustrating that employees possess strong capabilities in performing their duties. The highest indicator was “ability to observe and learn new things” (95.3%), while the relatively lower one was “ability to inspire colleagues to take action” (91.2%).

Similarly, the work ethic variable (X_3) showed the maximum level of agreement, with 100% of respondents agreeing or strongly agreeing with all indicators. The strongest indicators were “time discipline at work” (94.7%) and “responsibility for assigned tasks” (95%), while “viewing work as a calling” (92.9%) scored slightly lower. These results suggest that employees possess a high work ethic driven by strong intrinsic motivation and a sense of professional responsibility ([Sinamo 2017; Saleh and Utomo, 2018](#)).

Overall, the respondent profile demonstrates that employees of the Pasar Rebo District Office possess mature, experienced, and well-educated demographic characteristics. The consistently high level of agreement across all variables indicates that transformational leadership, employee competence, and work ethic significantly contribute to enhancing employee performance. Furthermore, innovative work behavior serves as an important mediating factor, reinforcing the interrelationships among these variables within the context of a dynamic and adaptive public bureaucracy ([Lawu et al. 2019; Provincial Government of DKI Jakarta 2020](#)).

4.3 Data Analysis Result

4.3.1 Validity Test Result

The validity test in this study was conducted through three main stages convergent validity, average variance extracted (AVE), and discriminant validity to ensure the measurement quality of the latent constructs. Based on the results of the convergent validity test, an indicator is considered valid if it has a loading factor value above 0.7 (Narimawati & Affandy, 2020). In the constructs of transformational leadership (X_1), employee competence (X_2), work ethic (X_3), innovative work behavior (Z), and employee performance (Y), several initial indicators did not meet the validity criteria due to loading factor values below 0.7. However, after re-examining the model and removing the invalid indicators, all remaining indicators demonstrated loading factor values above 0.7. Therefore, each construct was confirmed to be valid and capable of consistently representing the respective variable being measured.

Subsequently, the Average Variance Extracted (AVE) test was performed to confirm the overall convergent validity of each construct. The analysis results indicated that the AVE values for Transformational Leadership (0.719), Employee Competence (0.608), Work Ethic (0.630), Innovative Work Behavior (0.648), and Employee Performance (0.704) all exceeded the threshold value of 0.5. This finding demonstrates that each variable explains more than 50% of the variance of its indicators, thereby confirming a satisfactory level of convergent validity. Hence, all constructs in this research model meet the required standards of reliability and measurement validity, allowing for further structural analysis.

The final stage, Discriminant Validity, was assessed using cross-loading values to ensure that each construct was distinct from the others. The analysis results revealed that the loading value of each indicator on its designated construct was higher than its loading on other constructs, indicating a strong level of discriminant validity. This suggests that each latent construct more effectively predicts its own indicators compared to indicators of other constructs. With all criteria for convergent validity, AVE, and discriminant validity satisfactorily met, the

measurement model in this study is deemed to possess an adequate level of validity and can be reliably used in subsequent structural model analysis.

4.3.2 Reliability Test Result

The reliability test in this study was conducted using two main measures Composite Reliability and Cronbach's Alpha to assess the internal consistency of the indicators for each variable. Based on the analysis results, all research variables demonstrated Composite Reliability and Cronbach's Alpha values above 0.7, namely: Transformational Leadership (0.966; 0.964), Employee Competence (0.807; 0.785), Work Ethic (0.862; 0.853), Innovative Work Behavior (0.895; 0.891), and Employee Performance (0.849; 0.791). These values indicate that each variable possesses excellent reliability and consistency in measuring the intended construct. Therefore, the results of this test confirm that all research instruments meet a high level of reliability, ensuring that the collected data are trustworthy and suitable for use in the subsequent structural model analysis.

4.3.3 Results of the Model Fit Test – Inner Model (Goodness of Fit)

The results of the model fit test (Inner Model) and Goodness of Fit show that the R^2 value for the Innovative Work Behavior variable is 0.384 and for Employee Performance is 0.375, which means that Transformational Leadership, Employee Competence, and Work Ethic are able to explain 38.4% and 37.5% of the variance in these two variables, respectively. The Q^2 value of 0.615 indicates that the model has good predictive relevance, as the value is greater than zero ([Singgih Santoso 2021](#)). Based on the results of the Partial Least Squares (PLS) analysis, the regression equation shows that Transformational Leadership ($\beta = 0.524$) and Work Ethic ($\beta = 0.218$) have a positive effect on Innovative Work Behavior, while Employee Competence has a very small negative effect ($\beta = -0.024$). Furthermore, the Employee Performance variable is positively influenced by Employee Competence ($\beta = 0.146$), Work Ethic ($\beta = 0.433$), and Innovative Work Behavior ($\beta = 0.204$). These findings indicate that the higher the transformational leadership, competence, work ethic, and

innovative work behavior, the better the employee performance in the Pasar Rebo District environment.

4.3.4 Hypothesis Test Results

The hypothesis testing results using Partial Least Squares (PLS) Bootstrapping aim to determine the direct and indirect relationships among variables in the research model. Based on the analysis results, the decision to accept or reject a hypothesis is determined by the t-statistics and p-values, where a hypothesis is accepted if the t-statistics > 1.96 and the p-value < 0.05 .

Table 2. Results of Direct Effects Between Research Variables

Hypothesis	Original Sample (0)	T Statistics (0/STDEV)	P Values	Result
X1 → Z (Transformational Leadership → Innovative Work Behavior)	0.524	4.651	0.000	Accepted
X2 → Z (Employee Competence → Innovative Work Behavior)	-0.024	0.226	0.821	Rejected
X3 → Z (Work Ethic → Innovative Work Behavior)	0.218	2.313	0.021	Accepted
Z → Y (Innovative Work Behavior → Employee Performance)	0.204	1.292	0.196	Rejected
X1 → Y (Transformational Leadership → Employee Performance)	-0.018	0.121	0.903	Rejected
X2 → Y (Employee Competence → Employee Performance)	0.146	1.156	0.248	Rejected
X3 → Y (Work Ethic → Employee Performance)	0.433	2.961	0.003	Accepted

Source: Primary Data, 2025

From these results, it can be concluded that Transformational Leadership and Work Ethic have a positive and significant influence on Innovative Work Behavior, while Employee Competence does not have a significant effect. In addition, only Work Ethic is proven to have a positive effect on Employee Performance, whereas the other variables do not show a significant relationship.

To examine the indirect relationship through the mediating variable Innovative Work Behavior, the results of the indirect effect test are presented in Table 4.16 below.

Table 3. Results of Indirect Effects Among the Research Variables

Indirect Hypothesis	Original Sample (0)	T Statistics (0/STDEV)	P Values	Result
X1 → Z → Y (Transformational Leadership → Innovative Work Behavior → Employee Performance)	0.107	1.069	0.285	Rejected
X2 → Z → Y (Employee Competence → Innovative Work Behavior → Employee Performance)	-0.005	0.170	0.865	Rejected
X3 → Z → Y (Work Ethic → Innovative Work Behavior → Employee Performance)	0.044	1.083	0.279	Rejected

Source: Processed from primary data (2025)

Based on the table above, all indirect effects among the variables have t-statistics values < 1.96 and p-values > 0.05 , indicating that all indirect hypotheses are rejected. Thus, Innovative Work Behavior does not function as a mediating variable in the relationship between Transformational Leadership, Employee Competence, and Work Ethic on Employee Performance. Overall, these results show that Work Ethic is the most dominant factor influencing both innovative work behavior and employee performance in the Pasar Rebo District office environment.

4.3.5 Discussion

The findings indicate that Transformational Leadership has a significant effect on Innovative Work Behavior. Leaders who are charismatic, serve as role models, and encourage creativity and commitment among subordinates are proven to enhance employees' innovative work behavior. This condition is reinforced by the characteristics of the respondents, most of whom are over 40 years old and have more than 10 years of tenure, reflecting professional maturity in responding to transformational leadership styles. These results are consistent with the studies conducted by (Siregar 2024), (Sitanaya 2024), and (Widasti 2022), which confirm that transformational leadership positively influences innovative work behavior.

In contrast, Employee Competence does not influence Innovative Work Behavior. Although employees may possess strong technical skills and knowledge, such

competencies do not automatically foster innovative behaviors without a supportive work environment and leadership that encourages the exploration of new ideas. Contextual factors such as organizational culture and opportunities for experimentation appear to play a more dominant role in shaping employees' innovation. These findings are in line with (Amrin 2024) and (Agustine Pariesti 2021), who state that competence does not always stimulate innovative work behavior. However, Work Ethic is shown to have a positive effect on Innovative Work Behavior, where values such as viewing work as honor and devotion motivate employees to take initiative, think creatively, and remain committed to achieving quality results. This result supports the findings of (Rajesh 2024) and (Kamilasari 2024), who emphasize the positive relationship between work ethic and innovative work behavior.

Furthermore, Innovative Work Behavior does not have a significant effect on Employee Performance, indicating that innovation that is not effectively implemented cannot contribute to improved performance. Similarly, Transformational Leadership and Employee Competence do not influence Employee Performance, suggesting that motivation, job placement, and structural support play a more decisive role in determining performance outcomes. On the other hand, Work Ethic has a direct and significant effect on Employee Performance, as the principle of work as an honor drives professionalism and responsibility in task completion. These findings align with studies by (Kamilasari 2024) and (Purnomo 2023).

Additionally, the mediation test results show that Innovative Work Behavior does not mediate the relationship between Transformational Leadership, Employee Competence, and Work Ethic with Employee Performance. This means that although these variables may enhance creativity and innovative work behavior, such improvements do not significantly translate into better performance. These findings indicate that innovation within public bureaucracy environments, such as the Pasar Rebo District Office, still requires strong implementation support so that creative ideas can be effectively applied and contribute meaningfully to organizational

performance (Ebtariadi, Rahmat and Oemar 2025; Hutagalung et al. 2020; Agustine Pariesti 2021).

5. Conclusion

Based on the results of the analysis and hypothesis testing, this study concludes that Transformational Leadership and Work Ethic have a significant influence on employees' Innovative Work Behavior at the Pasar Rebo District Office, East Jakarta. This indicates that a leader's ability to provide inspiration, motivation, and inculcate integrity-based work values can encourage employees to think creatively and engage in innovative behavior in carrying out their tasks. Conversely, Employee Competence does not influence Innovative Work Behavior, suggesting that technical skills and knowledge alone are insufficient to foster innovative behavior without the support of a conducive work environment and participatory leadership.

Furthermore, the study finds that Work Ethic has a significant effect on Employee Performance, while Transformational Leadership, Employee Competence, and Innovative Work Behavior do not have a direct effect on performance. These results emphasize that work values such as discipline, responsibility, and the perception of work as a form of honor are key factors in improving employee performance, particularly in public bureaucracy settings that prioritize service integrity. Meanwhile, innovative work behavior does not automatically improve performance if the innovations produced are not implemented effectively or are not aligned with organizational goals.

In addition, the mediation analysis shows that Innovative Work Behavior does not mediate the relationship between Transformational Leadership, Employee Competence, and Work Ethic with Employee Performance. This means that employee creativity and innovation have not yet become an effective mechanism for enhancing performance within an administrative work environment. This condition illustrates that the application of innovation still needs to be strengthened through organizational policies, training, and managerial support so that new ideas can be

implemented in practice and contribute positively to employees' performance outcomes.

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