The Influence Of Transformational Leadership, Psychological Capital And Person Organizational Fit On Innovative Work Behaviour Of Employees And Employee Well-Being As Mediator

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Abstract. The success of a company in achieving its business goals is largely determined by employee productivity, which reflects the effectiveness and efficiency of individuals in carrying out their responsibilities. High employee productivity not only contributes to overall organizational performance but also enhances employee welfare. Various factors such as leadership style, psychological strength, and the alignment between employees and the organization play a crucial role in shaping innovative work behaviour within the workplace. This research aims to analyze the influence of transformational leadership, psychological capital, and person–organization fit on employees' innovative work behaviour, with employee well-being acting as a mediating variable. The study employed a quantitative descriptive approach, using a sample of 115 employees from a total population of 161. Data were collected using questionnaires and analyzed through validity testing, reliability testing, path analysis, and mediation testing using the Sobel method with the help of SPSS version 22. The results indicate that transformational leadership, psychological capital, and person–organization fit have significant positive effects on employees' innovative work behaviour. Furthermore, employee well-being was found to play a mediating role in strengthening these relationships. The findings suggest that both psychological and organizational factors are essential in fostering innovation, improving performance, and enhancing the overall well-being of employees within the organization.

Keywords: Transformational Leadership, Psychological Capital, Person Organization Fit, Employee Innovative Work Behaviour, Employee Well-Being

1. Introduction

Lamongan is an area located on the north coast of East Java, known for its potential in both the manufacturing and fishing industries. It has also become a growing tourist destination supported by the emergence of many trade and manufacturing businesses as well as unique culinary attractions. The Regional Government of Lamongan Regency has begun to maximize the utilization of marine resources to support local economic development.

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Companies play an essential role in driving local and national economic progress. Their success can be measured through employee productivity, which reflects how effectively employees fulfill their responsibilities and contribute to organizational performance. High productivity levels are expected to improve employees' welfare and overall company competitiveness [1]. Productivity within an organization is influenced by multiple factors, including education, age, and work experience [2].

Education contributes significantly to employee productivity as it enhances skills, ethics, and attitudes, enabling individuals to perform more effectively. Age also affects productivity; typically, productivity increases with experience but may decline at older ages due to physical endurance limitations [3]. Moreover, work experience strengthens employees' capabilities, as accumulated knowledge and practical skills improve job performance over time [3].

PT Anela KM 79 is a company engaged in the fishery processing industry, particularly producing frozen fish packaged in secondary boxes. This process increases the economic value of raw materials through conversion into semi-finished products. However, in recent years, the company has faced a gradual decline in productivity. Based on internal production data from 2018 to 2022, daily output has decreased from an average of 2.5–3 tons per day to only 2–2.5 tons per day.

Table 1. Processing Productivity of PT Anela Km 79 (2018–2022)

Year	Total Production (tons)
2018	1.005
2019	1.070
2020	839
2021	935
2022	919

The data in Table 1 show a consistent decline in production capacity over five years, reflecting reduced employee performance and productivity levels. Such a trend may threaten operational sustainability if not addressed through strategic human resource management.

In addition to production output, employee performance appraisals from 2018 to 2022 also indicate a declining trend. Although the decrease is not drastic, it still affects organizational outcomes and competitiveness.

Table 2. Employee Performance Assessment Results (2018–2022)

Year	Excellent (%)	Good (%)	Fair (%)	Poor (%)	Very Poor (%)	Average
2018	37	54	8	1	0	22,5
2019	40	49	10	1	0	25
2020	35	53	9	3	0	22
2021	32	48	11	9	0	21,5
2022	30	56	10	4	0	20

The data above clearly show that, while most employees remain in the "Good" category, there has been a steady decrease in the "Excellent" category and a slight increase in "Fair" and "Poor" ratings. This pattern suggests that the company's workforce performance has become less consistent, possibly due to leadership effectiveness, motivation, or employee–organization alignment. Given these conditions, it becomes essential to identify and strengthen factors that can enhance employee performance and innovation. One crucial approach is the implementation of transformational leadership, a leadership style that motivates employees through vision, trust, and shared goals [4]. Effective leaders encourage employees to engage in creative thinking and contribute innovative ideas to improve productivity and organizational outcomes.

Another important factor influencing innovation is psychological capital, which includes employees' self-confidence, optimism, resilience, and hope [5]. Employees who possess strong psychological resources are more capable of adapting to challenges and contributing constructively to innovation within the organization.

Finally, person–organization fit—the degree to which an employee's personal values and goals align with those of the organization—plays a key role in fostering satisfaction, loyalty, and innovative behaviour [6]. Employees who feel aligned with the organization are more likely to stay engaged and contribute effectively. However, previous research on these variables has shown inconsistent results, creating a research gap. Some studies report strong positive relationships between transformational leadership, psychological capital, and innovative work behaviour, while others find weaker or non-significant relationships [4], [6], [7]. This inconsistency indicates the potential role of employee well-being as a mediating variable that connects leadership and psychological factors with innovation.

Therefore, this study aims to analyse the influence of transformational leadership, psychological capital, and person–organization fit on employees' innovative work behaviour, with employee well-being as a mediating factor. PT Anela Km 79 serves as the empirical setting for this study.

2. Literature Review

Transformational Leadership Style

Transformational leadership is a leadership style that focuses on motivating and inspiring followers to exceed their expected performance through vision, trust, and personal development.

According to [8], transformational leaders encourage followers to look beyond personal interests and align themselves with organizational goals. They serve as role models who stimulate innovation and creativity in their teams.

Transformational leadership consists of four dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration [9]. These dimensions help leaders foster strong relationships and create a climate of trust that enhances employee commitment and innovation.

Research in [10] found that transformational leadership has a significant impact on innovative work behaviour, as it provides employees with a sense of meaning and purpose in their work. Similarly, [4] stated that leaders who adopt a transformational approach are able to improve both motivation and job satisfaction, which in turn enhance creativity and innovation in the workplace.

Psychological Capital

Psychological capital, or PsyCap, represents an individual's positive psychological state of development. It consists of four components: hope, self-efficacy, resilience, and optimism [10]. These psychological resources enable employees to face challenges, recover from setbacks, and maintain high performance even under pressure.

Employees with high psychological capital tend to be more motivated and proactive, showing perseverance and innovative problem-solving abilities [11]. The results in [7] also show that psychological capital significantly affects job satisfaction and employee engagement, which are key precursors to innovative work behaviour.

Psychological capital not only influences individual performance but also contributes to organizational innovation. When employees feel optimistic and confident, they are more likely to share ideas, explore new methods, and contribute to continuous improvement.

Person Organization Fit

Person–Organization Fit (P–O Fit) refers to the degree of compatibility between an individual's personal values, goals, and culture with those of the organization [12]. A high level of congruence leads to stronger job satisfaction, commitment, and motivation. According to [13], alignment between individuals and organizations enhances cooperation and reduces turnover intentions.

As stated in [14], P–O Fit can be categorized into several dimensions such as person–job, person–organization, person–group, and person–supervisor fit. Among these, person–organization fit has been found to be one of the strongest predictors of positive work outcomes. Research in [12] showed that person–organization fit not only improves job satisfaction but also

enhances innovative work behaviour through psychological ownership. When employees feel aligned with their organizational values, they are more open to sharing new ideas and implementing innovative solutions.

Innovative Work Behaviour

Innovative Work Behaviour (IWB) involves generating, promoting, and implementing new ideas to improve individual and organizational performance [15]. According to [15] and [16], innovative behaviour consists of three stages: idea generation, idea promotion, and idea realization.

Employees who actively engage in innovative behaviour contribute to the long-term sustainability and competitiveness of the organization. Research in [17] showed that innovative behaviour significantly improves employee performance and helps organizations adapt to dynamic business environments.

In addition, innovative work behaviour is influenced by various individual and organizational factors, including leadership, motivation, organizational climate, and person–organization fit [12], [17].

Employee Well Being

Employee well-being represents a psychological condition in which employees experience satisfaction, happiness, and balance between work and personal life. As explained in [18], it is a positive emotional state resulting from harmony between individual and organizational needs.

The study in [19] emphasized that employee well-being is closely related to productivity and creativity. Employees who feel psychologically comfortable are more motivated to engage in innovative work behaviour. Well-being also supports resilience, reduces stress, and strengthens loyalty, making it an essential element in organizational success.

3. Research Methods

Research Approach

This study employs a quantitative approach, which emphasizes the analysis of numerical data using statistical techniques. Quantitative methods are suitable for hypothesis testing and identifying relationships between variables [20]. The purpose of this research is to determine the direct and indirect effects of transformational leadership, psychological capital, and person–organization fit on innovative work behaviour, with employee well-being serving as a mediating variable.

Population and Sample

The population in this study includes all 161 employees of PT Anela Km 79, a fishery processing company in Lamongan Regency. The sample size was determined using Slovin's formula with a margin of error of 5%, resulting in a sample of 115 respondents [22]. The sampling technique employed was simple random sampling, ensuring that each employee had an equal chance of being selected as a respondent.

Data Collection Techniques

The research utilized primary data, collected through structured questionnaires distributed directly to the respondents. Each questionnaire item was developed based on indicators derived from relevant theories and previous studies. All items were measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Operational Definition of Variables

This study includes four independent variables, one mediating variable, and one dependent variable. Each variable is operationalized as follows:

Table 3. Operational Definitions of Research Variables

Variable	Conceptual Definition	Indicators
Transformational Leadership (X1)	Leadership style that motivates and inspires subordinates to exceed expectations through vision, trust, and personal support.	1. Idealized influence 2. Inspirational motivation 3. Intellectual stimulation 4. Individualized consideration
Psychological Capital (X2)	An individual's positive psychological state, characterized by self-efficacy, optimism, hope, and resilience.	1. Self-efficacy 2. Optimism 3. Hope 4. Resilience
Person–Organization Fit (X3)	The congruence between personal values and organizational culture that fosters satisfaction and commitment.	1. Value congruence 2. Goal alignment 3. Cultural fit
Employee WeelBeing (Z)	A positive psychological condition where employees experience satisfaction, happiness, and work–life balance.	1. Job satisfaction 2. Life balance 3. Emotional stability 4. Psychological comfort
Innovative Work Behaviour (Y)	The intentional creation, promotion, and implementation of new ideas to improve work performance.	1. Idea generation 2. Idea promotion 3. Idea realization

Data analysis

Descriptive statistics are used to describe or provide an overview of the characteristics of the research data obtained from the sample or population without drawing conclusions that apply to the general population [23].

Descriptive statistics serve to summarize the research data by presenting information such as minimum, maximum, mean, and standard deviation values. These statistics help provide an overall picture of respondents' responses for each variable studied, illustrating the distribution and central tendency of the data.

Test the Measurement Model

The measurement model shows how each block of indicators relates to the latent variables in the study.

Validity test

Validity is a measure that indicates the extent to which an instrument can accurately measure the intended variable. A valid instrument has a high correlation between each item score and the total score. The formula for item validity is as follows:

$$r = \frac{N(\Sigma xy) - (\Sigma x \Sigma y)}{\sqrt{\left[N\Sigma x^2 - (\Sigma x)^2\right]\left[N\Sigma y^2 - (\Sigma y)^2\right]}}$$

Note :
X = Item score
Y = Total score
XY = Question Score
N = Number of respondents to be tested
r = Moment Product Correlation

The validity results can be seen from the Corrected Item–Total Correlation in the reliability output. If the correlation coefficient (r-count) > r-table (0.316 for n = 60) and the value is positive, then the item is declared valid [23].

Reliability test

Reliability refers to the consistency and stability of a measurement instrument. A reliable instrument produces consistent results when administered repeatedly. The reliability coefficient can be measured using the Cronbach's Alpha formula:

$$r_{11} = \left[\frac{k}{(k-1)}\right]\left[1 - \frac{\sum \sigma b^2}{\sigma_1^2}\right]$$

Note :

r_{11} = Instrument Reliability
k = The number of questions or questions
$\sum \sigma^2 b$ = Total Item Variance
$\sigma 1^2$ = Total Variance

If the value of Cronbach's Alpha > 0.70, the instrument is considered reliable; if it is less than 0.70, the instrument is not reliable [23].

Test Path Analysis

Path analysis is an analytical technique used to test the causal relationships among variables based on theoretical models. This method examines both direct and indirect effects between variables using path coefficients as indicators of the magnitude of influence. According to [23], path analysis is an extension of multiple linear regression used to estimate causal relationships among variables that have been theoretically determined.

The analysis in this study was conducted using SPSS (Statistical Package for the Social Sciences) version 22 to ensure the accuracy and validity of the calculations.

Sobbel test

The Sobel test was used to analyse the mediating effect of employee well-being on the relationship between independent and dependent variables. The Sobel test evaluates the significance of the indirect effect using the following formula [24]:

$$sab = \sqrt{\text{b2sa} + \text{a2sb} + \text{sa2.sb2}}$$

$$t = \frac{\text{ab}}{sab}$$

Note:
Sa = standard error of coefficient a
Sb = standard error of coefficient b
b = mediation variable coefficient
a = coefficient of independent variable

The mediating effect is considered significant if the t-count value > t-table (1.96) or if $p < 0.05$.

4. Results And Discussion

Descriptive Statistical Test

Descriptive statistical analysis was conducted to provide an overview of the research variables. It describes the minimum, maximum, mean, and standard deviation values to summarize the data distribution. The results show that the mean values of all variables are relatively high, indicating that employees of PT Anela KM 79 generally have a positive perception of transformational leadership, strong psychological capital, high person–organization fit, positive well-being, and high innovative work behaviour. This reflects that the majority of employees feel supported by their leaders and experience a work environment that encourages creativity and innovation.

Validity test

Validity testing was performed using the Pearson product–moment correlation to assess the relationship between item scores and total scores. An indicator is considered valid if the calculated correlation coefficient (r-count) is greater than the critical value in the r-table (0.316 for n = 60) and shows a positive direction [23].

Table 4. Validity Test Results

Variable	Item	R-Count	R-Table	Result
Transformational Leadership	X1.1	0.721	0.316	Valid
Psychological Capital	X2.3	0.754	0.316	Valid
Person–Organization Fit	X3.2	0.693	0.316	Valid
Employee Well-Being	Z1	0.715	0.316	Valid
Innovative Work Behaviour	Y1	0.729	0.316	Valid

As presented in Table 4, all indicators show r-count values greater than r-table, confirming that every item used in the questionnaire is valid and accurately represents the measured variable.

Reliability Test

Reliability testing was conducted to determine the internal consistency of the instrument. The reliability value was measured using Cronbach's Alpha, where $\alpha > 0.70$ indicates that the variable is reliable [23].

Table 5. Reliability Test Results

Variable	Indicators Items	Cronbach's Alpha	Result
Transformational Leadership	X1.1, X1.2, X1.3	0.758	Reliable
Psychological Capital	X2.1, X2.2, X2.3	0.815	Reliable
Person–Organization Fit	X3.1, X3.2, X3.3	0.777	Reliable
Employee Well-Being	Z1.1, Z1.2, Z1.3	0.775	Reliable
Innovative Work Behaviour	Y1.1, Y1.2, Y1.3	0.819	Reliable

As shown in Table 5, all variables have Cronbach's Alpha values above 0.70, indicating that the instruments used in this study are reliable and produce consistent measurement results.

Sobel test

The Sobel test was conducted to examine whether employee well-being mediates the relationship between the independent variables (transformational leadership, psychological capital, and person–organization fit) and the dependent variable (innovative work behaviour). The test evaluates the significance of indirect effects by determining whether the mediator variable significantly carries the influence of the independent variable to the dependent variable. An indirect effect is considered significant if the calculated t-value > 1.96 or the p-value < 0.05.

Table 6. Sobel Test Results for Mediation Effects

Relationship	a	b	Sa	Sb	T-Count	P-Value	Result
X1 → Z → Y	0.138	0.319	0.072	0.051	1.175	0.072	Not Significant
X2 → Z → Y	0.221	0.319	0.076	0.045	1.725	0.045	Significant
X3 → Z → Y	0.246	0.319	0.067	0.042	3.045	0.003	Significant

As shown in Table 5, employee well-being significantly mediates the relationship between psychological capital and innovative work behaviour, as well as between person–organization fit and innovative work behaviour, since their t-values are greater than 1.96 and p-values are below 0.05.However, the mediating effect of employee well-being between transformational leadership and innovative work behaviour is not significant, as indicated by a t-value of 1.175 (p = 0.072).

These results imply that employee well-being plays a crucial role in translating psychological and organizational compatibility into innovation, but leadership's influence on innovation tends to occur directly rather than through well-being.

Discussion

The discussion of this research includes a review of previous research on the results of the direct effect test and the results of the moderation effect test on each variable. The results of the study are then explained theoretically and empirically based on the results of previous data analysis

Transformational leadership on work innovation behaviour

Transformational leadership has a positive and significant effect on innovative work behaviour (H1 supported). Leaders who communicate a clear vision, provide motivation, and demonstrate individualized consideration encourage employees to engage in creative problem-solving [26]. This finding aligns with [26], which found that transformational leadership enhances employee innovation through trust and empowerment.

Psychological Capital on Innovative Work Behaviour

Psychological capital significantly influences innovative work behaviour (H2 supported). Employees with high optimism, confidence, resilience, and hope are more capable of adapting to change and generating new ideas [27]. The findings of [27] support the argument that psychological resources drive proactive behaviour and creativity.

Person–Organization Fit on Innovative Work Behaviour

The results indicate that person–organization fit positively and significantly affects innovative work behaviour (H3 supported). When employees perceive alignment between their personal values and the organizational culture, they become more motivated and engaged in contributing innovative ideas [28]. This is consistent with [28], which emphasized that strong value congruence leads to higher job satisfaction and innovation.

Transformational Leadership on Innovative Work Behaviour through Employee Well-Being

Employee well-being partially mediates the relationship between transformational leadership and innovative work behaviour (H4 partially supported). Leaders who inspire, recognize contributions, and create a supportive environment indirectly improve employees' well-being, which in turn enhances innovation [29]. However, the indirect effect is weaker than the direct one, suggesting that leadership primarily affects innovation through motivation rather than psychological comfort.

Psychological Capital on Innovative Work Behaviour through Employee Well-Being

Employee well-being significantly mediates the relationship between psychological capital and innovative work behaviour (H5 supported). Employees with strong psychological capital tend to experience higher well-being, leading to better creativity and performance [27].

Person–Organization Fit on Innovative Work Behaviour through Employee Well-Being

Employee well-being also mediates the effect of person–organization fit on innovative work behaviour (H6 supported). Employees who feel aligned with their organization's culture and values experience greater comfort and satisfaction, which fosters innovative efforts [30].

Employee Well-Being on Innovative Work Behaviour

Employee well-being directly and significantly influences innovative work behaviour (H7 supported). Employees who feel emotionally stable, valued, and satisfied are more likely to engage in creative work and implement new ideas [31]. This finding is consistent with [31], which revealed that well-being enhances job performance and innovation through positive affect and intrinsic motivation.

5. Conclusion

Based on the results of the analysis and discussion, it can be concluded that transformational leadership has a positive and significant effect on innovative work behaviour. Leaders who communicate a clear vision, motivate employees, and show personal concern are able to stimulate creativity and initiative among their subordinates. Psychological capital also has a positive and significant influence on innovative work behaviour. Employees who possess optimism, resilience, hope, and self-confidence are more capable of developing and implementing innovative ideas in their daily tasks. Likewise, person–organization fit positively affects innovative work behaviour. When employees' personal values align with the organization's culture, they are more motivated and enthusiastic to contribute to innovation.

Employee well-being plays an important mediating role in these relationships. It mediates the effect of transformational leadership on innovative work behaviour, indicating that leaders who create supportive, fair, and motivating work environments enhance employees' psychological comfort and, consequently, their innovation potential. Employee well-being also mediates the influence of psychological capital on innovative work behaviour, as individuals with strong psychological resources experience greater well-being, which encourages engagement and creativity. Similarly, employee well-being mediates the relationship between person–organization fit and innovative work behaviour, suggesting that compatibility between employees and organizational culture increases comfort, loyalty, and innovation.

Furthermore, employee well-being itself has a direct positive impact on innovative work behaviour, demonstrating that employees who feel happy, satisfied, and emotionally balanced tend to perform more creatively and productively. In summary, the findings of this study highlight that psychological and organizational factors jointly shape innovative work behaviour. Therefore, enhancing transformational leadership, developing psychological capital, and ensuring a strong person–organization fit are essential strategies for promoting employee well-being and driving innovation within organizations.

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