

The Influence of Transformational Leadership and Organizational Climate on Work Motivation and Innovative Work Behavior at the Department of Population and Civil Registration of East Lombok Regency

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Kata Kunci

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Kepemimpinan Transformasional, Iklim Organisasi, Motivasi Kerja, Perilaku Kerja Inovatif

Abstrak

Perilaku kerja inovatif memainkan peran penting dalam menciptakan dan menerapkan ide-ide berharga untuk sebuah organisasi. Kepemimpinan dan iklim organisasi memiliki dampak signifikan dalam mendukung perilaku tersebut melalui dukungan, memfasilitasi pemikiran kreatif, menyediakan sumber daya, mendorong budaya eksperimen dan pembelajaran, serta memberikan contoh perilaku inovatif. Tujuan dari penelitian ini adalah untuk menganalisis (1) pengaruh kepemimpinan transformasional terhadap perilaku kerja inovatif, (2) pengaruh iklim organisasi terhadap perilaku kerja inovatif, (3) pengaruh kepemimpinan transformasional terhadap motivasi kerja, (4) pengaruh iklim organisasi terhadap motivasi kerja, (5) pengaruh motivasi kerja terhadap perilaku kerja inovatif, (6) pengaruh kepemimpinan transformasional terhadap perilaku kerja inovatif melalui motivasi kerja, dan (7) pengaruh iklim organisasi terhadap perilaku kerja inovatif melalui motivasi kerja. Penelitian ini menggunakan metode asosiatif kuantitatif dengan melibatkan 132 karyawan sebagai partisipan penelitian. Data dikumpulkan menggunakan kuesioner dan dianalisis menggunakan analisis SEM-PLS. Temuan penelitian menunjukkan bahwa (1) kepemimpinan transformasional tidak memiliki pengaruh signifikan terhadap perilaku kerja inovatif, (2) iklim organisasi memiliki pengaruh positif dan signifikan terhadap perilaku kerja inovatif, (3) kepemimpinan transformasional memiliki pengaruh positif dan signifikan terhadap motivasi kerja, (4) iklim organisasi memiliki pengaruh positif dan signifikan terhadap motivasi kerja, (5) motivasi kerja memiliki pengaruh positif dan signifikan terhadap perilaku kerja inovatif, (6) kepemimpinan transformasional memiliki pengaruh signifikan terhadap perilaku kerja inovatif melalui motivasi kerja, dan (7) iklim organisasi memiliki pengaruh signifikan terhadap perilaku kerja inovatif melalui motivasi kerja.

Keywords

Keywords: Auditor Conservatism, Earnings Management, Going Concern Opinion

Abstract

Innovative work behavior plays a crucial role in creating and implementing valuable ideas for an organization. Leadership and organizational climate have a significant impact on supporting such behavior through support, facilitating creative thinking, providing resources, encouraging a culture of experimentation and learning, and setting an example of innovative behavior. The objective of this research is to analyze (1) the influence of transformational leadership on innovative work behavior, (2) the influence of organizational climate on innovative work behavior, (3) the influence of transformational leadership on work motivation, (4) the influence of organizational climate on work motivation, (5) the influence of work motivation on innovative work behavior, (6) the influence of transformational leadership on innovative work behavior through work motivation, and (7) the influence of organizational climate on innovative work behavior through work motivation. This study employs a quantitative associative method involving 132 employees as research participants. Data was collected using questionnaires and analyzed using SEM-PLS analysis. The research findings indicate that (1) transformational leadership does not have a significant influence on innovative work behavior, (2) organizational climate has a positive and significant influence on innovative work behavior, (3) transformational leadership has a positive and significant influence on work motivation, (4) organizational climate has a positive and significant influence on work motivation, (5)

work motivation has a positive and significant influence on innovative work behavior, (6) transformational leadership has a significant influence on innovative work behavior through work motivation, and (7) organizational climate has a significant influence on innovative work behavior through work motivation.

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INTRODUCTION

Environmental changes that are so fast and sometimes difficult to predict are a problem for every organization. To deal with these problems, the organization must innovate. The ability to innovate will make organizations achieve effectiveness, efficiency, and high performance in achieving organizational goals (Sartika, 2015).

Innovation is an important strategy for achieving a competitive advantage for an organization (Wahono & Abdullah, 2010). One of the theories related to innovation is the stages of innovation which include idea generation, idea promotion, and idea realization (Scott & Bruce, 1994). These stages consist of Idea generation, which is the stage where employees create or develop new ideas that are beneficial to the company. Idea promotion, which is the stage where employees engage in social activities to gain support for the ideas that have been developed. Idea realization is the stage where employees succeed in realizing a model that can be implemented in the company. Therefore, organizations need to optimize innovation by ensuring that each of the above stages is done well so that innovation can become a source of competitive advantage. Innovative employee work behavior is seen as helping organizations to create, promote, and realize useful ideas and ideas, to improve work procedures, products, and services produced by companies (Jansen et al., 2009). Innovation is not only needed by business organizations in facing competition but also needed by government organizations as public servants are faced with the increasingly critical attitude of the public (Bartos, 2003). People who behave innovatively will always strive to find solutions to problems in different but more effective and efficient ways.

To achieve organizational performance targets and to improve the quality of its services to the community, the Population and Civil Registration Office of East Lombok Regency is gradually transforming from a manual service system to an

online service system. With the support of cooperation and collaboration with relevant stakeholders and also Non-Governmental Organizations, many innovations have been produced including (1) Innovation "BAKSO" (Create Online Population Administration) which is the result of collaboration with Non-Governmental Organizations (Kompak) and Village Governments, (2) Innovation "BAKVIA" (Create Deed Via WhatsApp), is the result of collaboration with Puskesmas Midwives. (3) Innovation "PANGSIT" (Population Administration Services with Hospitals), is the result of collaboration with Hospitals, (4) Innovation "SI CANTIK" (husband and wife record marriage certificates to complete population administration), is the result of collaboration with the Ministry of Religion of East Lombok Regency, (5) Innovation "TUAK MANIS" (Complete Population Administration for Marginalized Communities, Disabilities and the Elderly) is a Special Team formed to directly provide population administration services to vulnerable community groups who due to physical and psychological conditions do not have the ability to visit service places, (6) Innovation "YANLING" (Mobile Services), is a form of service that is carried out by "picking up the ball" to schools and villages where the coverage of population administration documents is still low, (7) Innovation "AHAD BERKAH" (Sunday Provide Population Administration Services Completely Blessed), is a form of population administration services to the community which is carried out on Sunday (Sunday) during Car Free Day activities at Taman Rinjani Selong. Based on the results of the researcher's interview with the Head of the Department of Population and Civil Registration of East Lombok Regency, the innovations mentioned above are mostly the result of ideas from his subordinates. This is in line with what has been stated by Getz and Robinson (2003) in (Etikariena & Muluk, 2014) that almost 80% of innovative ideas come from individuals and only 20% of innovations come from organizational initiatives.

Leadership style is one aspect that might impact the formation of employees' creative work behavior (Etikariena, 2019). Transactional leadership approaches and transformational leadership are frequently related to creative work behavior. According to Bass (1985), transformational leadership is successful in any context or culture. Transformational leadership motivates followers to go beyond their self-interest and may have a profound and amazing effect on their followers (Kirana et al., 2021). According to the findings of (Aditya & Ardana, 2016) research, transformational leadership has a favorable and substantial influence on innovative work behavior. Meanwhile, the findings of Field's (Wardhani & Gulo, 2017) study demonstrate that transformative leadership has a negligible influence.

The company atmosphere might also influence employees' creative work behaviors. A healthy company atmosphere increases employees' motivation to act creatively (Manurwan & Sawitri, 2017). The organizational environment determines HR practices and policies that organizational members accept, and it should be recognized that each organization has a unique organizational climate. These distinctions will be exemplified by the variety of work designed in the organization or the type of personnel there (Rahman et al., 2023). Similarly, (Aditya & Ardana, 2016) believe that an organizational environment that is seen favorably by employees can foster creative behaviors that result from unconstrained new ideas that are supported by the firm. According to the findings of a study conducted by (Parashakti et al., 2016), the organizational atmosphere has a favorable and substantial influence on innovative work behavior. Meanwhile, the findings of a study conducted by (Shanker et al., 2017) suggest that organizational atmosphere does not influence innovative work behavior.

Work motivation is also believed to increase innovative work behavior. Work motivation is an encouragement to encourage employees to improve their work behavior, especially by organizational leaders so that employees are encouraged to innovate to achieve maximum performance (Gardjito et al., 2014). Based on the results of research by (Susanti & Lizarti, 2021), shows that work motivation has a positive and significant effect on innovative behavior among employees. However, the results of research by (Shaikh & Udin, 2022) show different things, where work motivation has an insignificant effect on employee innovative behavior.

Transformational leadership style is one of the leadership styles that can motivate employees to have innovative work behavior. Robbins and Judge (2015)

state that leaders who use transformational leadership styles can inspire and motivate their followers to go beyond their self-interest and can have a deep and extraordinary influence on their followers. (Suryatni et al., 2018) leadership is the leader's ability to influence subordinates with several indicators including inspirational motivation, intellectual stimulation, individual consideration, and idealistic influence. On the other hand, transformational leadership is a process of involvement between leaders and followers in a process that mutually elevates each other to achieve a higher level of morality and work motivation (Burns in Aditianto & Amir, (2022). Based on the results of research by (Kartawidjaja, 2020), shows that there is a positive and significant effect of transformational leadership style on work motivation.

Tracy, (2013) also mentions organizational climate as one of the four factors that are the basis for motivating a person in any organization. Climate cannot be seen, but it can be felt and can influence behavior in the organization. According to Robbins and Judge (2015), employee perception of work climate is an employee's interaction with the surrounding environment that can make the employee comfortable to work fully without showing different behaviors and situations that can interfere with work. The results of research by (Lassa & Naif, 2018) and (Saputri, 2019) show that organizational climate has a positive and significant effect on employee work motivation. However, the results of (Yantu, 2018) show different results, namely that the organizational climate has an insignificant effect on employee work motivation.

Although the transformational leadership style has been implemented by the leadership elements at the Population and Civil Registration Office of East Lombok Regency, there are still problems that arise. Some of them are employees who feel less confident to innovate, employees who find it difficult to adapt to the changes that occur, and leadership elements who are less consistent in implementing the transformational leadership style.

LITERATUR REVIEW

Transformational Leadership

A leader that tends to incentivize employees to do better at their jobs and places a strong emphasis on behavior to promote change in both individuals and organizations is said to be practicing transformational leadership. According to Hater & Bass (1988) (in Angraeni & Santosa, (2013) claims that charismatic leaders have a key strategic role in helping the company reach its objectives. This is what is meant by transformational leadership. Subordinates are anticipated to exert more effort to produce the best possible job results under the leadership style exhibited

by a transformative leader. One of the leadership philosophies whose value in managing organizational transformation has started to be considered is the one used in this situation. Due to the fact that the transformational leadership style focuses on motivating people to grow and achieve beyond what is anticipated (Bass, 1999, in (Anggraeni & Santosa, 2013).

Organization Climate

Organizational Climate Theory, this theory was proposed by Schneider and Bowen (1985), this theory says that organizational climate can affect employee motivation and behavior in the organization. A positive organizational climate can increase employee motivation and promote innovative work behavior (Suhendra, 2019). According to Benjamin Schneider and Bowen, there are four main dimensions in organizational climate, namely Task orientation (The level of organizational focus on tasks and work). People orientation (The degree of organizational attention to the needs and welfare of employees). Therefore, organizational management needs to pay attention to and improve the organizational climate in order to create a conducive work environment for employees.

Work Innovation

According to Ridho & Susanti, (2019), Robbins defines motivation as the readiness to put up a lot of effort for organizational goals, which is dependent on the effort's capacity to satisfy personal needs. Individuals' interactions with the circumstances in their surroundings lead to motivation. According to Sofyandi and Garniwa (2007: 38), this amount of motivation fluctuates from person to person and between people at various periods (Mastur et al., 2015).

Innovation Work Behavior

According to West and Farr (1990), creative work behavior is all individual conduct aimed at creating, introducing, and using new items that are beneficial at different levels of the business (Riga Pratiwi & Salendu, 2021). Gaynor (Taradita & Wibawa, 2019) defines creative work behavior as an activity made to develop and take new ideas, concepts, or techniques to use in the implementation and completion of work. The understanding presented above leads to the conclusion that innovative work behavior is all individual behavior to achieve the introduction and application of new ideas, new goods, new services, and new ways that are advantageous to the implementation and completion of work at various levels of the organization.

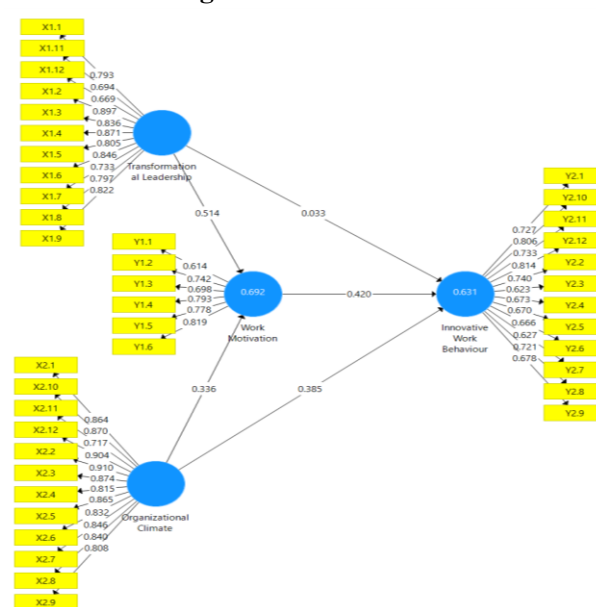
METHOD

The approach in this study uses quantitative methods and includes the type of causal associative research (cause and effect). According to Silalahi (2010: 33) Causal research is research that aims to determine the causal relationship between two or more variables. The research was conducted at the Office of the Department of Population and Civil Registration of East Lombok Regency. The data collection used is the census method, which is a method that uses all members of the population as samples or respondents (Sugiyono, 2013: 85). The population in this study were all employees of the Office of the Department of Population and Civil Registration of East Lombok Regency, so all 132 employees were designated as respondents in this study. Furthermore, the research data was analyzed using the SEM-PLS technique with the smart PLS application. SEM PLS analysis is used for the problems studied, the conditions of the sample size are not large and do not require normality requirements and other strict requirements by the various parameterized statistical approaches.

RESULT AND DISCUSSION

The method of measurement (Inner Model) and structural model (Outer Model) were assessed during data analysis utilizing the PLS technique. The following model depicts the study's outer loading value:

Figure 1. Outer Model



The figure shows that all research variable items, both Transformational Leadership, Organizational Climate, Work Motivation, and Innovative Work Behavior variables, have a loading / outer loading factor value above 0.50, so the indicators used are valid.

The convergent validity of the measuring model developed using reflection indicators is assessed using the AVE value and composite reliability. Table 4.1 provides the values:

Table 1. Quality Criteria

Variable	AVE	Composite Reliability	Cronbach's Alpha
Transformational Leadership	0,639	0,951	0,943
Organization Climate	0,717	0,968	0,964
Work Motivation	0,554	0,881	0,838
Innovative Work Behavior	0,503	0,923	0,909

As shown in Table 4.1, the AVE value is larger than 0.40 (if it is near to 0.4, it is still acceptable), and the cut-off value for the composite dependability of each variable is greater than 0.70. In a similar manner, Cronbach's alpha is over the suggested level (> 0.70). In light of this, it is determined that internal consistency (fit) has been satisfied.

The indicators used in this study are representative of each variable. based on an evaluation of the AVE value using a discriminant validity measurement. The following table serves as the foundation for the explanation:

Table 2. Discriminant Validity

Variable	IWB	OC	TL	WM
IWB	0,709			
OC	0,752	0,847		
TL	0,727	0,909	0,800	
WM	0,756	0,804	0,820	0,744

In this test, for each variable, the requirement is that the square root value of the AVE is larger than the correlation value with other variables. Table 4.14 was created to demonstrate that the square root value of the AVE (a number in a diagonal position) for each variable is higher than the value of the correlation with other variables (a number whose position is in a row and a column with the relevant AVE variable). The correlation value between these indicators is calculated by rounding off the correlation value in the Smart-PLS output table, which is shown in the appendix. The study model, therefore, satisfies discriminant validity.

The R-square of the dependent latent variable, which has the same meaning as in regression, is used to calculate the quality of fit of the model. For structural models, the Q-Square predictive relevance is used to assess how effectively the model generates conservation values and parameter estimates. If the Q-Square value is greater than 0, it means the model is predictively relevant; otherwise, it means the model is

less predictively relevant. The formula determines the q-square value:

$$Q^2 = 1 - (1 - R_1^2) (1 - R_2^2) \dots (1 - R_p^2)$$

The R-square of the endogenous variables in the equation model is $R_1^2, R_2^2, \dots, R_p^2$. The following table displays the determination value (Q2) that was produced as a consequence of the assessment of this research model.

Tabel 3. Nilai Determinasi Model

No.	Variables	R-Square Adjusted
1	Work Motivation	0,685
2	Innovative Work Behavior	0,618

The total diversity of data that can be explained by this research model is measured by :

$$Q^2 = 1 - (1 - R_1^2) \cdot (1 - R_2^2)$$

$$Q^2 = 1 - (1 - 0,685) * (1 - 0,618)$$

$$Q^2 = 1 - (0,315) * (0,382)$$

$$Q^2 = 1 - 0,120$$

$$Q^2 = 0,880$$

In this instance, Q2 is the same as how the regression analysis's coefficient of determination (Q2) is interpreted. According to the overall determination coefficient values of 0.880, this study model can explain 88% of the diversity of data. While additional variables not included in this study model from outside the model are responsible for explaining the remaining factors.

The Bootstrapping algorithm's produced t value (t-value) is utilized to assess whether or not the suggested hypothesis is accepted in order to calculate the significance level of the route coefficient. If the p-value falls below the crucial value, which is 0.05 (5%), the hypothesis will be supported at a significance level of 0.05. Table 4.16 presents the findings of the significance level test and the outcomes of the PLS technique for hypothesis testing. The Smart-PLS output, which is shown in the table below, is where the path coefficient value is found.

Table 4. Hypothesis Test Results

Hypothesis	Effect Between Variables	Coefficient	P-value	Information
1	TL -> IWB	0,033	0,438	Positive and Not Significant
2	OC -> IWB	0,385	0,015	Positive and Significant
3	TL -> WM	0,514	0,000	Positive and Significant
4	OC -> WM	0,336	0,008	Positive and Significant
5	WM -> IWB	0,420	0,006	Positive and Significant
6	TL -> WM -> IWB	0,216	0,016	Positive and Significant
7	OC -> WM -> IWB	0,341	0,030	Positive and Significant

The Influence of Transformational Leadership on Innovative Work Behavior

Based on Table 4 above, the results of hypothesis testing produce a coefficient value of 0.033 and a p-value of 0.438 which indicates that Transformational Leadership has a positive but insignificant effect on Employee Innovative Work Behavior at the Population and Civil Registration Office of East Lombok Regency. This means that the Transformational Leadership felt by Employees, which has been carried out by elements of leadership at the East Lombok Regency Population and Civil Registration Service, has proven not to be fully able to significantly increase employee innovative behavior. One of the questionnaire question items which was perceived to be in the less effective category by respondents, namely related to the statement that "Superiors always provide remuneration based on personal considerations". The existence of this ineffective response shows that employees do not fully feel that they are treated fairly in receiving compensation for their workload because superiors provide rewards based on personal considerations and pay little attention to the details of each employee's workload. This happens because there is no detailed official calculation standard regarding the amount of compensation given to employees with workloads that exceed normal.

Transformational leadership is a leadership approach that focuses on inspiring and moving employees to reach their full potential and driving innovation and positive change within the organization. Employee innovative behavior is the ability and tendency to generate new ideas, develop creative solutions, and adapt to change. Although transformational leadership is considered to have great potential in encouraging employee innovative behavior, transformational leadership may not be effective in encouraging employee innovative behavior if there are constraints or obstacles in the organizational context. For example, an organizational culture that is not supportive of innovation, a rigid structure, or a lack of necessary resources can discourage employees from behaving innovatively, even in the presence of strong transformational leadership. The results of this study are not in line with the results of research conducted by (Aditya & Ardana, 2016) which show that there is a positive and significant direct effect of transformational leadership on employee innovative behavior. Conversely, the results of this study are in line with the results of research by (Wardhani & Gulo, 2017) and (Nardo et al., 2018) which show that transformational leadership has no significant effect on innovative work behavior of employees.

The Effect of Organizational Climate on Innovative Work Behavior

Based on the results of hypothesis testing, the coefficient value is 0.385 with a p-value of 0.000 which shows that Organizational Climate has a positive and significant effect on Employee Innovative Work Behavior at the Population and Civil Registration Office of East Lombok Regency. This means that the more conducive the organizational climate is felt by employees who work at the Population and Civil Registration Office of East Lombok Regency, the higher the innovative work behavior. This happens because a good organizational climate can provide support, motivation, and confidence for employees to develop new ideas that can improve organizational performance. It can be seen in the organizational climate that the Population and Civil Registration Office of East Lombok Regency provides sufficient freedom and space for employees to experiment with new ideas such as being given flexibility in work assignments so that they can innovate, each employee is encouraged to have high work creativity, and the work environment encourages cooperation and open communication.

Organizational Climate Theory is a theoretical approach that explains the relationship between organizational climate characteristics and employee behavior and performance. According to this theory, an organizational climate that supports innovation has a positive and significant influence on employee innovative behavior for several reasons, one of which is Organizational Norms and Values where an organizational climate that supports innovation creates norms and values that encourage and reward innovative behavior. These norms include encouragement to think creatively, experiment with new ideas, and accept risk in innovation efforts. Organizational values that emphasize innovation will signal to employees that innovative behavior is valued and desired in the work environment. The results of this study strengthen the results of research that has been conducted by (Pradana & Izzati, 2019) showing the results that there is a positive relationship between organizational climate and innovative work behavior of employees. Likewise, the research by (Parashakti et al., 2016) and (Aditya & Ardana, 2016) shows that there is a positive and significant influence of organizational climate on innovative work behavior. that is, the higher the organizational climate, the higher the innovative behavior of its employees.

The Effect of Transformational Leadership on Work Motivation

Based on Table 4, the results of hypothesis testing produce a coefficient value of 0.514 with a p-value of 0.000 which indicates that Transformational Leadership has a positive and significant effect on

Employee Work Motivation at the Population and Civil Registration Office of East Lombok Regency. This means that the more effective the application of Transformational Leadership, the higher the Employee Work Motivation. Conversely, the less effective the application of Transformational Leadership by leaders, the lower their Work Motivation. This can have a positive influence on work motivation in the form of a desire for recognition. Employees who feel cared for and valued as individuals will feel recognized for their contributions and achievements. This will motivate them to continue to improve their performance at the Population and Civil Registration Office of East Lombok Regency and achieve the goals that have been set.

The transformational leadership approach seeks to improve existing theories by emphasizing rationality and emotion as the basis for subordinate motivation and behavior (Bass and Avolio, 1994). Transformational leadership is different from transactional leadership, transformational leadership not only knows the needs of subordinates but also seeks to raise these needs from lower to higher levels. So it can be concluded that the transformational leadership style is a leadership style used to raise awareness and motivate followers to do something that exceeds expectations. The results of this study reinforce the results of research conducted by (Kartawidjaja, 2020) who found that there is a positive and significant effect of the transformational leadership style on work motivation.

Effect of Organizational Climate on Work Motivation

Based on Table 4, the results of hypothesis testing produce a coefficient value of 0.336 with a p-value of 0.000 which indicates that Organizational Climate has a positive and significant effect on Work Motivation. This means that the more conducive the Organizational Climate perceived by employees, the higher the employee's Work Motivation. Conversely, the less conducive the organizational climate perceived by employees, the lower the employee's work motivation. The Population and Civil Registration Office of East Lombok Regency has a good organizational climate which includes trust, shared decision-making, good communication, and flexibility which can increase employee motivation and help the organization achieve its goals. This can encourage employees to work more productively and make a greater contribution to the organization.

In line with the opinion of Pace and Don, (2006) that organizational climate affects workers' behavior in terms of how they live, with whom they relate, whom they like, how they work, what they want to achieve, and how employees adjust to the

organization so that all of that will be their motivation at work. Tracy, (2013) also mentioned organizational climate as one of the four factors that are the basis for motivating someone in any organization. Climate cannot be seen, but can be felt and can affect behavior in the organization. A good climate will bring good influence all parties in an organization, and vice versa. The results of this study strengthen the results of research conducted by (Saputri, 2019) which found that Organizational Climate has a positive and significant effect on Employee Work Motivation.

The Effect of Work Motivation on Innovative Work Behavior

Based on Table 4, the findings of the hypothesis test show a coefficient value of 0.242 with a p-value of 0.011, indicating that Work Motivation has a positive and significant influence on Employee Innovative Work Behavior at the Population and Civil Registration Office of East Lombok Regency. This indicates that employees at the Population and Civil Registration Office of East Lombok Regency exhibit more innovative work behavior at work in proportion to their level of work motivation. High work motivation encourages employees to achieve higher performance and give their best in their work. This encouragement pushes them to look for new and innovative ways to complete tasks and achieve organizational goals. Employees who are motivated to achieve usually have a strong desire to create positive changes and improve work quality through innovation.

According to Expectancy Theory, individuals' motivation to innovate depends on their beliefs about the relationship between effort exerted, performance achieved, and expected outcomes. If employees believe that their innovative efforts will result in a good performance and desired outcomes, they will be more motivated to engage in innovative behavior. Expectancy Theory also emphasizes the importance of a supportive work environment in facilitating work motivation and innovative behavior. An environment that provides support, resources, and recognition for employees' innovative efforts will reinforce their beliefs about the relationship between effort, performance, and expected outcomes. In such an environment, work motivation will increase, and employees will be more motivated to engage in innovative behavior. The results of this study reinforce the results of research that have been conducted by (Susanti & Lizarti, 2021) have found research results where motivation has a positive and significant effect on innovative behavior among employees.

The Influence of Transformational Leadership on Innovative Work Behavior through Work Motivation

Based on Table 4, the results of hypothesis testing show that Transformational Leadership affects Innovative Work Behavior through employee Work Motivation. At the Population and Civil Registration Office of East Lombok Regency, employee work motivation has an important role in increasing the influence of transformational leadership on innovative work behavior. Through high work motivation, employees of the Population and Civil Registration Office of East Lombok Regency tend to be more involved and committed to their tasks. Strong work motivation has encouraged them to internalize the values and vision promoted by the transformational leadership of the Population and Civil Registration Office of East Lombok Regency. Motivated employees tend to feel connected to organizational goals and are better able to see the value in innovations and changes proposed by leaders. In addition, their work motivation can improve their ability to overcome barriers and challenges associated with innovation. Transformational leadership has a positive influence on employees' innovative work behavior through work motivation. Transformational leaders can inspire and motivate employees to achieve outstanding results and encourage them to think creatively and generate innovative ideas. The results of this study are supported by research (Tucunan et al., 2014) and (Martha et al., 2020) found that transformational leadership has a positive effect on employee work motivation.

A theory that supports the role of work motivation in the relationship between transformational leadership and innovative work behavior is Cognitive Motivation Theory. This theory states that work motivation will increase when transformational leaders encourage employees to use their cognitive abilities optimally. According to this theory, transformational leadership influences innovative work behavior by changing employees' perceptions of the importance of innovation and providing inspiration and encouragement to achieve it. Experts agree that transformational leadership has a significant influence on employees' innovative work behavior through work motivation as an intervening variable. Transformational leaders who practice this leadership style can inspire and motivate employees to achieve extraordinary results, as well as encourage them to think creatively and generate innovative ideas. Through their influence, transformational leaders can change employees' perceptions of the importance of innovation, inspire, and provide the necessary drive to achieve innovative results. Work motivation acts as a

mechanism that links leader influence with innovative work behavior.

The climate on Innovative Work Behavior Through Work Motivation

Based on Table 4, the results of hypothesis testing show that organizational climate affects innovative work behavior through employee work motivation at the Population and Civil Registration Office of East Lombok Regency. These results explain that employees at the Population and Civil Registration Office of East Lombok Regency have a positive and conducive organizational climate that affects innovative work behavior through work motivation. Employees feel a supportive organizational climate and provide freedom of expression, they tend to be more motivated to make innovative contributions to their work. The results of the research description, the Population and Civil Registration Office of East Lombok Regency creates a work culture that pays attention to new ideas, encourages creativity, and appreciates innovation. A positive organizational climate can have a significant influence on innovative work behavior through work motivation. When the organizational climate creates a supportive environment, including a culture that encourages creativity, and employee participation and values new ideas, then employees tend to feel more motivated to innovate. High work motivation in a positive organizational climate encourages employees to seek new opportunities, take controlled risks, and actively participate in the innovation process. They feel more confident and encouraged to make creative contributions, share new ideas, and try different approaches to solving problems.

The theory that supports the influence of organizational climate on innovative work behavior through work motivation is organizational climate theory. This theory says that organizational climate can affect employee motivation and behavior in the organization. A positive organizational climate can increase employee motivation and encourage innovative work behavior. According to Benjamin Schneider and Bowen, there are four main dimensions in organizational climate, namely Task orientation (The degree of organizational focus on tasks and work). People orientation (The level of organizational attention to the needs and welfare of employees). Innovation orientation (The level of organizational support for the development and implementation of innovations). Stability orientation (The level of order, and predictability in the organization). Therefore, organizational management needs to pay attention to and improve the organizational climate to create a conducive work environment for employees. Supporting research shows that organizational climate

has a significant influence on employee innovative work behavior through work motivation, namely (Makbullah, 2022) showing that an organizational climate that supports innovation has a positive effect on work motivation, which in turn is related to innovative work behavior. The results of this study indicate that work motivation acts as a mediator between organizational climate and innovative work behavior.

CONCLUSION

From the results of the research and discussion above, the research conclusions that can be drawn are: Transformational leadership has a positive but insignificant effect on employee innovative work behavior at the Population and Civil Registration Office of East Lombok Regency. Organizational Climate, transformational leadership, organization climate, and work motivation have a positive and significant effect on Employee Innovative Work Behavior at the Population and Civil Registration Office of East Lombok Regency. Transformational leadership and organizational climate have a positive and significant effect on innovative work behavior through employee work motivation at the Population and Civil Registration Office of East Lombok Regency.

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