

IMPROVING INNOVATIVE WORK BEHAVIOR THROUGH CREATIVE SELF EFFICACY AND TRANSFORMATIONAL LEADERSHIP

Mery Togi Parsaulian Hutagalung^{a*)}, Fibria Indriati Dwi Liestiwati^{a)}

^{a)} Indonesia University, Depok, Indonesia

^{*)}Corresponding Author: mery.t@ui.ac.id

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Abstract. Innovation is important for organizations to survive and thrive. Therefore, innovative work behavior is demanded of employees at work. To enhance innovative behavior, it needs to be supported by several factors including leadership style and employee confidence in carrying out their duties. This article aims to provide an overview of the role of transformational leadership and creative self-efficacy in developing innovative work behavior in public organizations. Another aims of this literature review is to provide an overview of the challenges faced in implementing transformational leadership and creative self-efficacy to foster innovative work behavior in public organizations. This article was created through a review of the literature, taken from various journals that have been published nationally and internationally, conference papers, and books. The results obtained from various previous studies show that creative self-efficacy and transformational leadership are key factors in encouraging innovative work behavior among staff members in public organization. And when applying transformational leadership and creative self-efficacy in the public sector faces various challenges that come from various factors including individual factors. To overcome these challenges, this study recommends the application of transformational leadership, which emphasizes inspiring and empowering employees to think creatively and contribute to organizational innovation efforts.

Keywords: innovative work behavior; transformational leadership; creative self-efficacy

1. INTRODUCTION

Global economic changes and increasingly complex societal demands have pushed the public sector to update their approach to providing services and managing resources. One thing that has an important role in organizational innovation is innovative behavior (Hidayat & Hilmiana, 2020). In this context, innovation is considered the key to achieving better results and meeting evolving public needs. Suwamo (2008) explains that policies and public service-related innovations are two types of innovations that can be implemented in public sector organizations. However, the innovation challenge for public organizations is how they can create an environment that supports innovation and increases employee motivation to think creatively.

Public sector organizations tend to be bureaucratic, formal and prioritize hierarchy, have status quo characteristics and do not like change (Narsa, 2018), it is further explained that public sector organizations do not have a competitive organizational climate so there is no competition between public sector organizations, as well as long bureaucratic pathways that must be carried out and there is no clear performance target causing the innovation process to be slow (Bysted & Jespersen, 2014). The absence of an effective system of rewards and penalties lead to a stagnation of innovation in the public sector, measurement of achievement based on subjectivity so that it is unable to encourage

individuals to innovate, and the comprehension of innovation by management in public sector (Narsa, 2018). This affects the quality of public services provided to the community and the government's ability to identify and resolve problems that arise in society (De Vries et al., 2016).

For this reason, State Civil Servants (ASN) are needed who can innovate, starting with creating creative ideas and implementing them in carrying out their duties, in other words having innovative work behavior. Apart from being beneficial for the organization, innovative work behavior has an important influence on ASN, because with this behavior ASN can more easily innovate and make it happen in carrying out their duties, as well as being braver in taking risks to develop themselves (Mafabi et al, 2015). Efforts to develop this behavior in the work environment require creativity and self-confidence (Oppi et al, 2020).

Creative self-efficacy, or self-belief in one's ability to come up with creative ideas and successfully implement them, is one pertinent concept. One of the primary motivators of innovative behavior is creative self-efficacy, or the belief in one's own ability to come up with novel ideas (Tierney & Farmer, 2011). This belief affects the daily performance of employees which can also have an impact on organizational performance if it is not considered from the beginning. Anderson et al, (2014) stated that a series of processes, results, and products from an effort to introduce and develop new and

better methods for carrying out something are referred to as creativity and innovation. In this process, the creativity stage refers to the process of generating ideas, whereas the application of later concepts in a process, practice or product that is always being updated are referred to as the innovation stage. The development of innovation and creativity in an organization needs to receive support from transformational leaders (Gumusluoglu & Ilsev, 2009).

In the transformational leadership framework, leaders not only try to achieve targets and routine tasks, but also try to inspire subordinates and build confidence in their creative abilities (Lei et al., 2020). Transformational leadership has emerged as a promising approach in strengthening the culture of innovation in the public sector. Northouse, (2022) explains that leadership is understood as the centre of various components, namely leadership can be seen as 1. A process, 2. Can use influence, 3. Exists in a group, and 4. Achieves a common goal. Northouse further explained that leadership is a process where a leader influences related activities of group members to achieve common goals. Leadership will involve influence, where as a leader in essence he must be able to influence the behavior of other people in his work by using communication with his followers. Leadership always resides in a particular group this is a manifestation of the leader's ability to influence groups that have the same goals. And finally, leadership pays attention to shared goals, where the leader will direct the efforts of his members to achieve the goals that have been set (Northouse, 2022). Based on the explanation above, this leadership does not only focus on achieving targets and routine tasks, but also seeks to inspire and empower subordinates to contribute actively to the organization's innovation process. Through this approach, leaders as agents of change build a vision and motivate employees to achieve common goals.

However, it is difficult to apply transformational leadership in the public sector. Public sector organizations are often faced with unique challenges, such as complex bureaucratic structures, rigid policies, and resistance to change (Bysted & Jespersen, 2014). Therefore, it is necessary to understand in detail how transformational leadership can be applied effectively in this complex environment to encourage innovation and innovative work behavior. Apart from that, it also needs to be acknowledged that transformation of organizational culture and behavior does not occur instantly. This process requires a long-term commitment from leaders and members of the organization to change established thought patterns and work practices. Effective transformational leadership implementation in the public sector requires backing from external stakeholders, including the community, business partners, and other governmental organizations. This cross-sector collaboration can expand resources, knowledge, and networks to support the creation of innovation and sustainable change. Therefore, support is needed from all levels of the organization by considering the challenges that may occur during the transformation process.

It is crucial to comprehend the function and workings of transformational leadership as well as the significance of creative self-efficacy in fostering innovative work behavior in

government. This background informs the aims of this article, which is to raise awareness of how transformational leadership and creative self-efficacy can improve innovative work behavior in the public sector. It is hoped that this article can add insight and become a reference for other researchers conducting research related to innovative work behavior, creative self-efficacy, and transformational leadership in public sector organizations. And can provide input to leaders and practitioners to help improve their organizations' adoption of innovative work behavior, by using a holistic and sustainable approach to leadership development and a culture of innovation, so that the public sector can become more responsive, effective, and oriented to the increasingly complex needs of society. The author then divides this article into three topics, namely (1) The role of transformational leadership in improving innovative work behavior in the public sector. (2) The role of creative self-efficacy in improving innovative work behavior in the public sector (3) Challenges faced in implementing transformational leadership and creative self-efficacy to improve innovative work behavior in the public sector.

Transformational Leadership

Leadership style is a method or skill for motivating a team of people to accomplish objectives (Hasibuan, 2016). In 1978, James McGregor Burns put forward a leadership style concept, namely transformational leadership (Casimir, 2013). It cannot be denied that an organization's development is fuelled in part by its effective leadership. The paradigm of transformative leadership in public sector organizations can enhance the achievement of performance goals. (Jensen et al, 2019). This sort of leadership is the most effective in organizations and can impact organizational culture. (Cao & Le, 2022). It can encourage the creation of a culture that is open to new ideas, encourages collaboration, and respects failed experiments as part of the learning process. And inspire employees to follow changes in strategy and motivate them to achieve results that exceed predetermined targets (Cao & Le, 2022). Through inspiring team members and encouraging their creative ideas, transformational leaders foster a flexible work environment that benefits the entire organization (Karimi, 2023). Besides that, it can have an influence on employees' attitudes and motivation towards their work and can make employees satisfied with their work and responsible for the organization (Maharani & Frianto, 2023).

According to Bass & Riggio, (2005) in their book *Transformational Leadership*, transformational leaders consist of four components. The first is Intellectual Stimulation. Leaders question the current situation and encourage innovation with Intellectual Stimulation. Leaders ask their employees or supporters to find new ways to complete tasks. Transformational Leadership's second component is Individual Consideration. It is important for leaders to personally consider that they must provide help and support to employees according to their proportions and needs. Leaders also continually communicate to develop supportive connections. In the same way, leaders can directly acknowledge the unique strengths of each supporter. The third

component is Inspirational Motivation. To be a transformational leader, they must have strong ideas and vision that can be communicated to their employees and supporters. To accomplish their visionary objectives, leaders must also be able to consistently inspire and motivate those who follow them. Fourth, and last, is the Idealist Influence. In this element, supporters see a leader who has transformational leadership as an example or role model, because supporters or employees trust and respect their leader, they imitate them and adopt the values they provide.

Leaders' support and attention to employee needs and demands can increase employee involvement in creative activities and increase their motivation (Trung, 2014). Employees' critical thinking is stimulated by continuously challenging their opinions and thoughts, thus encouraging employees to be involved in generating and implementing ideas (Afsar & Umrani, 2020). Transformational leaders pay attention to the problems and development needs of each employee (Trung, 2014). Employees' perceptions of the problems they face are changed by seeing them from a new perspective, and they can stimulate, arouse, and inspire them to express themselves more to achieve goals (Pasamar et al, 2019). Although transformational leadership offers great potential to increase innovation in the public organization, it is critical to understand that no leadership strategy is perfect. Each organization has a unique context and challenges, which require a tailored approach, and leaders can usually influence employee behavior through organizational culture. A harmonious relationship between leaders and employees will have a positive impact on a company or organization because leadership and organizational culture synergize with each other and influence performance (Andriani, 2016).

Creative Self-efficacy

The basis for the concept of creative self-efficacy is the social cognitive theory of human agency. (Bandura, 2020). This theory clarifies how crucial self-efficacy is in developing creative self-efficacy and inspiring the creative and innovative process. (Bandura, 1997). Self-efficacy is the belief in one's own ability to perform a specific task. (Luthans, 2006). In line with Bandura's (1996) self-efficacy theory, self-efficacy is a person's assessment of their capacity to devise plans of action and tactics necessary to accomplish the task. Apart from individual factors, organizational factors also play a role in increasing creativity, such as the organization's mission, expectations for creativity and innovation, leadership behavior, and so on. This is stated in the Individual Creative Action Theory introduced by Ford in 1996, where the complexity of creative action consists of various factors and levels. This theory offers a framework for comprehending the ways in which creative self-efficacy affects creativity and innovation (Puente-Díaz, 2016). Regarding leadership and organizational performance, self-efficacy is one significant factor that influences the level of motivation, persistence, and individual work results. The greater individual's self-efficacy in a particular domain or task, the greater the possibility of being able to face challenges, overcome obstacles, and achieve predetermined results (Newman et al., 2018). And

everyone will have different goals and levels of motivation, this will direct their efforts and creativity to solve the problems they face (Puente-Díaz, 2016).

A deep understanding of creative self-efficacy to encourage innovation and high performance in organizations is crucial. According to Tierney and Farmer, (2002) The level of confidence one has in their ability to produce creative work is known as creative self-efficacy. Meanwhile, Bandura (1997) stated that the notion of creative self-efficacy was also born out of confidence in one's own knowledge base, skills and abilities needed for creative performance. Where creative actions will be easier to create if someone already has knowledge related to their domain, the ability to behave appropriately, creative thinking skills (Puente-Díaz, 2016). Creative self-efficacy in a person will be reflected in the internal confidence that a person must display superior creativity. This will be seen when employees are placed in activities that require creativity, elevated creative self-efficacy levels enable people to solve difficulties and come up with solutions (Mittal and Dhar, 2015). In this context, those who have a high degree of creative self-efficacy typically exude greater confidence while taking on creative challenge, feel capable of generating new ideas, and have the courage to test innovative approaches (Jiang & Gu, 2017). It forms a strong foundation for active involvement in the innovative process of the organization and significant contribution to the achievement of innovative goals. Therefore, it's critical to comprehend how creative self-efficacy influences individual behavior and how organizations can strengthen it to improve overall innovative performance. In 2002, in their research, Tierney & Farmer (2002) explained three indicators used to measure creative self-efficacy, namely:

- Individuals are confident in their capacity for original problem-solving.
- Individuals are confident in their capacity to create original creative ideas.
- Individuals can develop ideas that come from other people.

Measuring an employee's creative self-efficacy is crucial since it may be used to forecast and identify their likelihood of working creatively and persevering through tasks to accomplish goals in novel ways. (Bandura, 1997; Tierney & Farmer, 2011).

Innovative Work Behavior

Innovation is an essential component for organizations in meeting their need to adjust to a rapidly shifting environment (Bos-Nehles et al., 2017). Furthermore, the capacity to create and execute novel and practical ideas at work is one of the things that is the most crucial elements for fostering innovation in an organization and maintaining the organization's ability to compete (Newman, 2018). In creating innovation, employees are expected to provide new ideas to achieve predetermined goals, therefore it is necessary to develop employee innovative behavior (Prieto-Pastor, 2015). Innovative work behavior is an extensive set of actions associated with creating ideas, supporting ideas in the organization, and implementing ideas for the organization

(Santoso & Furinto, 2018). Apart from that, it can also be characterised as the actions of someone who can generate possibilities to get new ideas and use the results of work into ideas that have potential and use them in work practices (Birdi, 2016). In line with the definition above, Tan (2021) states that the introduction of novel concepts that are applied to solve issues and enhance performance is known as Innovative Work Behavior. In public organization Innovative Work Behavior is required to be able to utilize existing resources, to create innovative results according to what the organization and political system need (Srirahayu et al, 2023).

Numerous professionals have conducted research on innovative work behavior, one of which is research conducted by De Jong & Den Hartog, (2010), this creates four dimensions for innovative work behavior, namely:

1. Idea exploration (exploring, identifying opportunities to find ideas)

As stated by De Jong & Den Hartog, (2010) the procedure for discovering opportunities or problems that arise is usually discovered accidentally at the beginning of the innovation process. Usually triggered by a situation or threat that requires quick corrective action. In his research Drucker (1985) identified various sources that can generate opportunities, namely: unexpected success; failure, or unexpected event, discrepancy, or gap between "what is" and "what should be"; the processes required to resolve identified problems or failures such as changes occurring in industry or market structures; changes in population data, changes in perceptive power; and new knowledge. Farr & Ford (1990) define idea exploration as the state of looking for novel approaches to enhance existing goods, services, or procedures or trying to produce different options (De Jong & Den Hartog, 2010). At the individual level, innovation begins with generating new ideas that are useful under any conditions, and perceptions about various problems in work, inconsistencies, new trends that often emerge will trigger the emergence of new ideas (Janssen, 2000). At this stage, identification and deepening of the problem and what is needed in completing the work is carried out, which allows for the emergence of new ideas (Messmann & Mulder, 2014).

2. Idea generation (choosing ideas to be used)

De Jong & Den Hartog, (2010) state that Idea generation is the stage for creating an idea, which comes after identifying an issue to tackle and a solution to the recognized problem. This stage uses the ability to build new ways to take advantage of opportunities, namely by improving planning and creating concepts for improvements. The ideas generated can be put into practice as new goods, services, or procedures. Messmann & Mulder, (2014) argue that the combination and reorganization of information is the key to generating ideas; this may help troubleshoot problems or improve performance. A good idea generator will consider a variety of problems or performance issues from multiple angles. According to Kanter (1988), "kaleidoscopic thinking" is used when creating ideas by making changes to something that already exists into a new condition.

3. Idea championing (seeking support and introducing ideas so they can be realized)

This element takes place after the process of creating a new idea. Messman & Mulder, (2014) explain that in this element there is a process to fight for ideas created by individuals so that they can be implemented in a work environment. This is important to do to create new ideas, because what has been done so far is no longer appropriate and most of the innovative new ideas are very different from what has been done in their organization or work group (De Jong & Den Hartog, 2010). However, there are still doubts regarding the benefits that will be obtained from implementing this new idea compared to the costs that must be incurred, even though the idea has legitimacy or reduces performance gaps (Kanter, 1988). As a result, people often resist change. The literature discussing sustaining innovation focuses on people who informally try to push new ideas through barriers in their organizations and help bring innovative ideas to fruition. Efforts to defend ideas are made by seeking support and building groups with the same interests and beliefs regarding an innovation's potential for success, persistence, and enlisting the appropriate parties (De Jong & Den Hartog, 2010).

4. Idea Implementation (choosing an idea that will be implemented into the usual work process).

To implement an idea requires various efforts and attitudes that focus on results so that the idea can be realized. Idea implementation also entails integrating innovation into regular work procedures and behaviors by developing new products or procedures, testing, and improving them (Kanter, 1988). Messman & Mulder (2014) stated that realizing an idea is a transformation process that requires testing new ideas and providing real examples of new innovations.

II. RESEARCH METHODS

The method used in making this article is to use a literature review, taken from various journals that have been published nationally and internationally, conference papers, and books. Snyder (2019) states that literature review is a type of research that involves collecting literature that is relevant to the conditions and situations to be studied. Next, the information collected is used to discuss a situation. Scientific articles, books, magazines, research papers, copies of regulatory documents, and other types of literature can be used as sources of information. Taylor and Procter (2010), also explained that a literature review is an activity to review or re-examine various literature that has been previously published by students or other researchers regarding the topic that we will research.

III. RESULT AND DISCUSSIONS

The Role of Transformational Leadership in Improving Innovative Work Behavior in The Public Sector

Leadership is one of the determining factors in innovation, which according to Kim & Yoon (2015) The concept of

transformational leadership is associated with perceptions of innovation among employees a work environment that values employees' creative, flexibility, and access to resources for innovative concepts. In line with this, Fanani et al, (2020) explain that situational elements such as leadership can motivate workers to engage in innovative work practices., since a leader can mobilize employees to think innovatively. This type of leadership is renowned for its capacity to uplift, encourage, and sway workers to achieve higher goals (Al-Shammari & Khalifa, 2019). Transformational leadership essentially motivates and inspires followers to do better work and achieve results that exceed expected performance (Bass & Riggio, 2005). Furthermore, Bass & Riggio explained that transformational leaders will find it easier to achieve organizational targets and goals because they will maximize and develop the potential of employees so that they can develop into leaders. This is done by providing response and support to individual needs and aligning their goals with organizational goals. On the other hand, if a leader is unable to be a role model or agent of change in his work environment, enthusiasm, initiative, loyalty, and other employee competencies are values that are difficult to obtain (Ananda, 2022).

By creating an environment that supports innovation, transformational leadership can build a strong foundation to enhance innovative work behavior (Gusmayanti, 2023). By encouraging the dissemination of knowledge, providing more challenges through tasks, increasing intellectual stimulation levels, all of which are related to workers' innovative work behavior (Khasanah & Himam, 2019). Idea generation as one dimension of innovative work behavior, is influenced by transformational leadership in other words employees' innovative work behavior is influenced by transformational leadership (Moussa et al, 2018). Transformational leadership is a potential method for generating enthusiasm and creativity among employees, where leaders are not only about providing direction or instructions, but rather about strengthening a shared vision and inspiring individuals to achieve it (Afsar & Umrani, 2020). Transformational leadership also encourages increasing the intellectual capacity of employees and inspires them in creating opportunities to increase the role of employees in cultivating more advanced form of innovative work behavior (Grošelj et al., 2020). Therefore, a thorough comprehension of the concept of Transformational Leadership is crucial in responding to challenges. innovations facing the public sector.

Leaders generally possess an enormous impact on their subordinates' behavior at work, especially when it comes to being creative (De Jong & Den Hartog, 2007). The way in which leaders and employees interact will shape employee work behavior. Huang (2016) also stated the same thing, where quality management or leaders will have an influence on innovation and organizational performance. Innovation is frequently required in the public sector to increase productivity and service quality. Transformational leadership can be an important factor in stimulating change (Fanani et al, 2020). Although not every change or improvement in an innovation will always be followed by the generation of novel

concepts, which positively influence the change, development, and growth of an organization (Soebardi, 2012). In a public sector context, this may include the ability to think creatively, create new solutions to complex problems, and be willing to take risks to try different approaches.

Transformational leadership can influence changes in innovative work behavior among public sector workers because they tend to possess a compelling vision and are able to communicate it to employees, by providing clear and inspiring direction, transformational leaders can motivate employees to participate in innovation efforts (Fanani et al., 2020). By providing clear and inspiring direction, these leaders guide their employees to see the benefits of innovation and actively participate in the transformation process, in addition to creating a work environment that encourages experimentation, collaboration and learning, which are important components that encourage innovative work behavior (Afsar & Umrani, 2020). Aside from that, transformational leadership is regarded as the most effective kind of leadership and is in line with employee needs and effectiveness (Muzaki & Pratiwi, 2019). Transformational leadership has a dimension that is closely related to innovative behavior, namely Intellectual Stimulation, which is a management approach that stimulates staff members to think innovatively by directing focus to solve problems by reframing problems and seeing them in a new way and challenging subordinates to innovate (Bass & Riggio, 2005). This kind of leader character is really needed in building innovative organizations, especially in the public sector (Hidayat, 2021).

Transformational leadership is also known for its ability to cultivate a close relationship between leaders and staff members to encourage the sharing of innovative ideas, and dare to take risks to try new things, where leadership, influence, and focus on shared objectives are present in an organization. It is a part of the transformational leadership style, which is a process that includes many parties and built connections that improve leaders' and workers' morale and motivation (Saharso & Fadilah, 2024; Afsar & Umrani, 2020). It is imperative to acknowledge that while strong and inclusive connections between leaders and employees are crucial for promoting innovative work behavior among employees, they can be challenging to establish, particularly in the public sector. Good relationships with leaders can be hindered by several things, including structural conflict, differences in opinions and interests, and differences in hierarchy (Eggers et al., 2009). Therefore, transformational leadership is needed to strengthen employees' innovative work behavior. Possessing the ability to take the lead can create a work environment where staff members feel encouraged to propose and carry out creative ideas. (Afsar & Umrani, 2020) hopefully with strong communication skills, high empathy, and the capacity to establish connections, an open, inclusive, and collaborative culture, by designing more flexible and responsive organizational structures, and establishing a setting that encourages modifications to innovative work behaviors in the public sector.

The Role of Creative Self-Efficacy in Improving Innovative Work Behavior in The Public Sector

To deal with unexpected circumstances and society's ever-more-complex demands, developing innovation in the workplace, especially in the public sector, has become a necessity. Scott & Bruce (1994) stated that to increase innovation in an organization and to survive in competitive competition, innovative behavior is needed from employees which is a tool for creating and implementing new and useful ideas (Newman et al., 2018). Newman further explained that apart from being influenced by transformational leadership, employee innovative behavior is also influenced by the employees' creative self-efficacy. This speaks to the confidence a person has in their own capacity to come up with original ideas and carry them out in a way that makes sense for their line of work. However, in public sector companies like the health sector, creative self-efficacy also promotes innovative work behavior. (Al Wali et al, 2022; Oppi et al, 2019).

Based on the cognitive theory put forward by Bandura, (1997) creative self-efficacy will lead someone to have high innovative work behavior. This is because an employee who has high creative self-efficacy has self-confidence, knowledge, and abilities to come up with and carry out original ideas in the workplace (Jiang & Gu, 2017). Apart from that, employees will also feel better prepared to face challenges and uncertainty and consider obstacles as chances and is able to endure failure (Newman et al, 2018). And conversely, if someone feels less confident in their own abilities, then this will make someone avoid the challenges they will face (Newman et al, 2018). This is important to face the development challenges that exist in the public sector.

The degree of creative self-efficacy in an individual can be utilized to forecast their likelihood and capacity for inventive activity, be involved in tasks that require innovative ideas, defend ideas, and implement them in doing work (Bandura, 1997). A similar thing was also stated by Maghfiroh, (2023) where self-confidence and belief in one's own abilities can influence employee creativity in generating ideas. They will also tend to seek broader information, seek relevant knowledge and input from other sources to generate innovative, practical concepts (Tierney & Farmer, 2002). Those with elevated creative self-efficacy will usually be more proactive and try to get something positive about the work they are doing (Raisa & Sudibjo, 2020). They also have intrinsic motivation to use all their abilities to be involved in a job, conquer the work challenges they face independently (Michael, 2011) and follow their aspirations (Berry & West, 2013). A person with strong Creative Self-efficacy can also plan, manage any circumstance, and put fresh ideas into practice (Jiang & Gu, 2017). Individuals who believe in their creative abilities tend to be more motivated to seek new solutions, test different approaches, and actively participate in organizational innovation processes (Newman et al., 2018). This belief provides a strong psychological foundation for employees to face creative challenges with confidence and determination. The relationship between self-efficacy and self-confidence towards creativity is that when someone has

high self-confidence, they will be able to achieve high creativity as well. This is necessary for employees in the public sector to be able to produce policies that suit the society's needs.

Other than that, creative self-efficacy contributes to forming attitudes in facing risks in the workplace. Individuals who have high degree of creative self-efficacy are typically more willing to taking risks associated with experimentation and innovation (Jiang & Gu, 2017). They are not afraid to try new approaches or take bold steps in finding solutions to complex problems in the public sector. This is because their confidence in their creative abilities gives them the drive to go beyond conventional boundaries and face uncertainty with a proactive attitude. Thus, people who have high levels of creative self-efficacy are more likely to take controlled risks and consider them an important part of the innovation process (Jiang & Gu, 2017).

However, it is crucial to recognize that a person degree of creative self-efficacy in influencing innovative work behavior is not static but can be influenced by environmental and situational factors. The work environment, support from colleagues and superiors, and appreciation for creative efforts can increase employee creative self-efficacy. Conversely, an unsupportive environment or repeated failure experiences can reduce the level of self-efficacy in creativity and stifle a person's willingness to innovate. To enhance innovative work practices in the public domain, it is crucial to develop strategies that can strengthen individual creative self-efficacy in organization. This can include employee training and development focused on enhancing creative skills, creating inclusive and collaborative work teams, and creating a work environment that supports experimentation and new ideas. Thus, to boost innovation and organizational responsiveness in the public sector, it is imperative to have a thorough grasp of how creative self-efficacy influences innovative work behavior.

Challenges in implementing transformational leadership and creative self-efficacy to improve innovative work behavior in the public sector

Various challenges that must be faced in public sector organizations in cultivating creative and innovative work behavior are the many procedures and regulations that must be fulfilled as well as tight supervision creating an inflexible work atmosphere (Prameswari et al, 2020), government governance which is influenced by the political process, and high levels of public scrutiny make the innovation process stagnant (Taylor & Taylor, 2018). Demands for innovation in public sector organizations usually focus on efforts to utilize existing resources to create results that are innovative and in accordance with the existing organizational foundations and political systems (Klein et al., 2010). There are cultural differences, the choice of solutions that tend to be conservative in facing challenges, resistance to change, lack of self-confidence in solving problems are challenges in developing innovation (Moussa et al, 2018). Organizations in the public sector have varied organizational cultures that have been used for years, as well as bureaucratic structures that are

strong and difficult to change (Moussa et al., 2018). Other obstacles are risk avoidance from innovation, failure of leadership, limited resources, lack of direction and measurement, policy conflicts between leaders, strict hierarchies and silo mentality, legislative restrictions and accountability problems can stop the advancement of creativity in public sector (Eggers et al, 2009). Workers in government agencies consider innovative work behavior as additional behavior that needs to be compensated (Srirahayu et al, 2023). Therefore, in efforts to develop innovation and innovative work behavior in the public sector, big changes are needed, and for this we need leaders who are qualified and have a strong vision and commitment, and the leadership model needed is transformational leadership (Fanani et al, 2020).

To adopt a transformational leadership approach, changes are required in thinking patterns and work practices that may conflict with long-standing ways of working (Moussa et al, 2018). And in its implementation, obstacles are often encountered, including:

Failure in leadership, according to Silalahi (2011), in the public sector there are two leadership models, namely transactional leadership and transformational leadership. Where most leaders in the public sector implement a transactional leadership pattern which emphasizes work standards, assignments that are oriented only towards goals, and task completion and employee performance rely on rewards and punishments, work control is carried out under strict (autocratic) control and does not give trust to employees (Fanani et al, 2020). Employees are not given the opportunity to adopt innovative work behavior while performing their responsibilities under this leadership paradigm.

Resistance to change. Basically, innovation is an effort to take advantage of opportunities to achieve certain goals, but in its implementation various risks often occur, so that resistance or resistance to change often arises (Eggers et al., 2009; Moussa et al., 2018). This resistance to change is a challenge for the transformational leadership model because this leadership model always seeks to identify changes in the environment and transform them into the organization, generating ideas for these changes for employees to implement (Fanani et al, 2020).

Complex bureaucratic structures often slow down the decision-making process and execution of the change because they are trapped in existing rules and procedures (Prameswari et al, 2020). Furthermore, Fanani explained that according to leadership theory, transformational leadership is included in the situational theory section where it is the environmental situation that causes a person's leadership success. Therefore, bureaucratic conditions will greatly influence the success of implementing transformational leadership in improving innovative work behavior in the public sector.

Lack of support and commitment from authorized parties such as political elites and certain groups of society can be a serious obstacle (Fanani et al, 2020). Without support from top leadership and key stakeholders, efforts to implement transformational leadership can fail or be hampered. Top leaders who do not fully support the change vision or who are

not actively involved in the transformation process tend to send negative signals throughout the organization, reducing employee morale and motivation.

The issue of leadership competency and capacity is that not all leaders in the public sector have sufficient skills and understanding regarding the implementation of transformational leadership and coupled with the political influence that regulates government governance in Indonesia, it is a challenge for leaders to develop this leadership style (Taylor & Taylor, 2018).

Differences in organizational culture and values in each agency (Moussa et al, 2018). Where an organizational culture that is tightly embedded in an organization will be very difficult to change. These cultural differences create obstacles in communication, cooperation and exchange of information and ideas that support the implementation of state duties. This condition is in stark contrast to transformational leadership which prioritizes open, harmonious relationships between leaders and employees (Saharso & Fadilah, 2024; Afsar & Umrani, 2020). Additionally, leaders' attempts to enhance innovative work behavior in the public sector will be hampered by such an environment.

The factors above provide negative influences and challenges in implementing transformational leadership to enhance employee innovative work behavior in public organizations. Likewise, the implementation of creative self-efficacy in the public sector is not free from obstacles as described below:

The first obstacle to creative self-efficacy implementation in the public sector is an organizational culture that tends to be conservative and resistant to change. Complex bureaucracy and hierarchical structures can hinder the development and implementation of employee's creative self-efficacy. Lack of flexibility and innovation in work systems is often a difficult challenge to overcome, even with transformation-oriented leaders. Slåtten, (2014) stated that creative self-efficacy will develop more if employees are given the freedom to make decisions in carrying out their self-development.

Gender differences where men are considered to have more creative self-efficacy compared to women, which results in obstacles in developing innovative work behavior in women compared to men, men have greater opportunities (W.J He et al, 2021)

Another barrier to putting this idea into practice may be a lack of leadership acknowledgment and support for the significance of creative self-efficacy (Nisula & Kianto, 2017). Without strong support from supervisors, employees may feel unmotivated to develop their creative abilities. The necessary changes in organizational culture require continued commitment and rigor from upper management.

Limited competency and leadership capacity. Not all leaders in the public sector have sufficient skills and understanding of how to develop their employees' creative self-efficacy (Newman et al, 2018). A lack of understanding of these concepts and a lack of proper training can hinder a leader's ability to implement them effectively. Leaders need to have the ability to build strong relationships with their

followers, facilitate collaboration, and create a work environment that supports innovation.

The limitations of lack of training and education, insufficient ability of staff members to perform their jobs will reduce the creative self-efficacy public sector employees in carrying out their duties, apart from that, the fear of making mistakes, not having critical thinking skills hinders increasing creative self-efficacy in the public sector.

To overcome these obstacles, a holistic and integrated approach is needed. This includes a strategic approach to planning and implementation, effective communication, ongoing training and development, and involvement of all relevant stakeholders. By identifying and overcoming these barriers, perhaps we can achieve significant progress in enhancing innovative work behavior in government.

IV. CONCLUSIONS

To enhance the public sector's use of innovative work behavior, there are many things that influence it, including leadership styles, namely transformational leadership and creative self-efficacy which are crucial elements. From the various literature studies described above, it may be said that transformational leadership encourages and empower employees to think creatively and contribute to organizational innovation efforts through four components: intellectual stimulus, individual consideration, inspirational motivation, and idealistic influence.

Furthermore, creative self-efficacy is a type of confidence in one's abilities to produce inventive and effective ideas and put them into practice effectively since workers with high levels of creative self-efficacy typically have greater confidence in their capacity to handle creative issues, produce new ideas, and having the courage to test innovative approaches, this has a direct correlation to the rise in innovative work practices among public sector workers. Likewise, innovative work behavior refers to actions that assist organizations to adapt to various environmental changes and meet the growing needs of the public. However public companies have several obstacles when attempting to execute the development of innovative work behavior including complex bureaucracy, rigid policies, and resistance to change and so on.

To overcome these challenges, this article recommends implementing a leadership style that can provide support for inspiring and empowering employees to think creatively and contribute to the organization's innovation efforts. To form transformational leaders, it is necessary to consider a transformational leadership training and development program for leaders so that it can increase the leader's ability to alter their style of leadership to have greater flexibility, effective in motivating and encouraging workers in the public sector to engage in more innovative work behaviors and can stimulate improvement on employee creative self-efficacy.

Subsequently, determine efficacious assessment techniques to gauge the influence of transformational leadership and modifications in innovative work conduct within the public sector, so facilitating ongoing evaluation of

the advancement of innovation in the public domain. In improving innovative work behavior in government, it is essential maintaining the development of employee's creative self-efficacy by providing leadership support to employees, increasing gender equality in carrying out tasks, increasing competency for leaders and employees through various training, increasing the commitment of leaders to continue to strive make breakthroughs in increasing innovation and creativity of its employees.

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