

Research Article

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Satisfaction as a Strategic Link between the Organizational Environment and Innovation: A Systematic Literature Review in the Context of Modern Organizations

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Abstract: *This study aims to examine the role of job satisfaction as a mediator in the relationship between the organizational environment—specifically transformational leadership and organizational commitment—and employees' innovative behaviors. Using a systematic literature review (SLR) approach, this study analyzed 20 scientific articles published in the 2015–2024 range. The article selection process follows the PRISMA protocol, starting from the initial identification of 112 articles through the Scopus database, which is then filtered and supplemented with articles from other relevant sources until a total of 20 studies are obtained that are worth analysis. The results of the study show that transformational leadership consistently has a positive effect on innovative behavior and that this influence is significantly mediated by job satisfaction. Organizational commitment was also found to strengthen job satisfaction and indirectly contribute to innovation. However, few studies have placed these two psychological variables—job satisfaction and organizational commitment—in one unified mediation model. This study concludes that job satisfaction is an important strategic link in translating organizational structural influences into innovative behaviors. These findings contribute to the organizational innovation literature by highlighting the importance of the psychological dimension in the process of emerging innovation in the workplace, as well as opening up opportunities for further research in the context of strategic organizations in Indonesia.*

Keywords: *Transformational Leadership, Organizational Commitment, Job Satisfaction, Innovative Behaviors, Systematic Literature Review.*

Introduction

Innovation has become a fundamental necessity for modern organizations to survive and compete in a dynamic and competitive business environment. In recent decades, attention to the internal organizational factors that influence employee innovative work behavior (IWB) has increased significantly. Among these various factors, the leadership style and supportive work climate are the main highlights. Previous research has shown that transformational leadership (TL) has a significant influence on the emergence of innovative behaviors in organizations (Bin Saeed et al., 2019; Hilton et al., 2023). In addition to TL, organizational culture (OC) and organizational commitment (OCm) are also seen as elements of the organizational environment that are able to form proactive and innovative work behaviors (Khalili, 2016; Khan et al., 2020). Nevertheless, mediating variables such as job satisfaction (JS) have not been fully integrated with the relationship model between organizational environmental factors and IWB, although many studies show that JS plays an important role in bridging these influences (Al-edenat, 2018; Azriel Yuda Penalemen Tarigan et al., 2024). Therefore, a more comprehensive understanding of how TL and OC affect IWB through JS is indispensable in the context of modern organizations that increasingly emphasize flexibility, collaboration, and innovation.

Transformational leadership has been shown to create a psychological climate that supports job satisfaction and encourages the emergence of creative initiatives from employees. This leadership style emphasizes intrinsic

motivation, empowerment, and giving meaning to work (Hilton et al., 2023; Putu Yoga Bumi Pradana et al., 2024). With this approach, transformational leaders are believed to be able to form a positive perception of work which is then reflected in job satisfaction and innovative behavior. In addition, high organizational commitment strengthens emotional attachment and loyalty to the organization, which in many studies has been linked to increased satisfaction and performance (Khan et al., 2020). However, not all studies show a direct link between TL and IWB. Some studies emphasize that the effect of TL on innovation is strongly influenced by mediating variables such as psychological empowerment (Bin Saeed et al., 2019), psychological capital (Karimi et al., 2023), atau knowledge sharing (Saif et al., 2024), but rarely directly test the dual role of JS and OCm in a single structural model. This is an important starting point of this study.

In addition to leadership, an organizational culture that supports innovation is also a key factor in forming a conducive work environment. Transformational leadership, conducive work climate, and discipline as the main drivers of improving employee performance (Basir, 2023). Research Khalili (2016) suggests that innovative culture can amplify TL's effect on creativity, which is one of the elements in IWB. On the other hand, the role of organizational commitment as a form of psychological attachment to the organization also shows an important contribution in encouraging productive and innovative work behaviors (Khan et al., 2020). Findings from research such as (Putu Yoga Bumi Pradana et al., 2024) and Azriel Yuda Penalemen Tarigan et al. (2024) explicitly places job satisfaction as a mediator in the relationship between TL and IWB, emphasizing the importance of job satisfaction in transforming the influence of leadership style into innovative work outcomes. However, most of these studies only tested JS or OCm separately, so there is no framework that combines the two in a single unified mediation model.

Based on a review of 20 selected journals, it is known that job satisfaction often arises as a result of transformational leadership, but is rarely placed as an active intermediary that bridges the relationship between TL and IWB. Research by Hilton et al. (2023), Azriel Yuda Penalemen Tarigan et al. (2024), and Al-edenat (2018) indicates that JS mediates the relationship significantly. However, organizational commitment (OCm) that is related to JS is also believed to play an important role in strengthening positive perceptions of the organization, which can ultimately lead to innovative behaviors (Kaya, 2024; Khan et al., 2020). Some other studies such as by (Messmann et al., 2022) and Karimi et al. (2023) suggests that psychological needs and psychological capital are important pathways in the relationship between TL and IWB, but do not explicitly link them to job satisfaction. Therefore, a new conceptual model is needed that is able to explain how the two psychological aspects, namely JS and OCm, function as strategic links in the process of the emergence of innovation in the organization.

The aim of this study was to conduct a systematic review of the literature that discusses the relationship between organizational environmental factors such as TL and OCm and IWB, with special emphasis on the mediating role of job satisfaction. Using the systematic literature review (SLR) approach, this study aims to identify thematic patterns that emerge from the results of previous studies, the main theories used, as well as gaps and potential theoretical and practical contributions that can be drawn. This research also seeks to integrate findings that have been scattered and sometimes separated in a more comprehensive conceptual framework. It is hoped that the results of this study can be a foothold for the development of further studies and evidence-based policy-making at the organizational level, especially in the public sector or national strategic sectors.

Based on the above background, the formulation of the problems in this study is as follows: 1. How job satisfaction plays a mediator in the relationship between transformational leadership and organizational commitment to the innovative work behavior of employees in modern organizations; 2. What are the main

findings and research gaps that emerged from previous studies on the relationship between the organizational environment, job satisfaction, and innovation?

Through the formulation of this problem, this study is expected to answer the theoretical and practical need for a deeper understanding of the strategic role of job satisfaction as a bridge between the organizational environment and innovative behavioral outcomes. A systematic approach in reviewing the literature will also make it possible to produce a solid scientific synthesis and can be used as a basis for the development of quantitative research models in the future.

Method

This study uses the Systematic Literature Review design (SLR) with a descriptive-qualitative approach that follows the PRISMA 2020 protocol to ensure traceability and replication of methods in a transparent manner. The main data source comes from the Scopus database, with a focus on publications that examine the relationship between the organizational environment (including transformational leadership, organizational culture, and organizational commitment), job satisfaction, and innovative behaviors. The search process was carried out using a combination of keywords: *management support*, *organizational culture*, *transformational leadership*, *job satisfaction*, *mediator*, and *innovation work behaviour*, which resulted in 112 initial articles. The selection process was carried out in several stages, starting with removing irrelevant articles based on the year of publication (2015–2025) and journal classification (outside Q1–Q4), so that there were 103 articles that were then filtered based on abstracts and suitability of the focus of the study. Of these, only 1 article can be downloaded and assessed for full eligibility, while the other 102 articles are not publicly available. To complete the analysis, the researchers added 17 articles from other sources, such as national repositories, university access, or direct requests to the authors, bringing the total number of articles included in the review to 18 studies.

The instrument used is in the form of a systematic coding sheet consisting of: author name and year, research objectives, variables studied, theoretical models, analysis methods, sectors or organizational contexts, as well as main findings related to the relationship between variables. The data collection procedure was carried out documentatively through online search and data collection in an Excel matrix which was cross-validated by two examiners. The data were then analyzed thematically and narratively, by grouping the study findings into patterns of direct and indirect relationships between variables, and mapping the mediating role of job satisfaction in the conceptual model. The analysis also includes the identification of dominant theories (e.g. Transformational Leadership Theory and Herzberg's Two-Factor Theory), as well as methodological approaches such as SEM, regression, or quantitative surveys used in those studies. With this structure, research procedures can be replicated by other researchers who want to systematically examine the role of psychology in organizational innovation.

Results and Discussion

This systematic review analyzed as many as 18 scientific articles that explicitly discussed the relationship between the organizational environment (especially transformational leadership and organizational commitment), job satisfaction, and innovative behavior. The selection process is carried out strictly following the PRISMA 2020 protocol. Based on the results of initial identification through the Scopus database with relevant keywords, 112 articles were found. After going through a process of selection, screening, and elimination based on the criteria of year, journal level (Q1–Q4), and full access

availability, only 1 article from the main database can be analyzed. A total of 17 additional articles were obtained from secondary sources, such as national journals, institutional access, and academic networks, bringing the total number of articles reviewed to 18. The PRISMA flowchart is used to show the transparency of the study selection process.

Based on the results of thematic analysis of the articles studied, it was found that transformational leadership (TL) was the most dominant variable studied in relation to employee innovative behavior (IWB). A total of 17 out of 18 articles included TL as the main variable. In a study by Hilton et al. (2023), TL dimensions such as inspirational motivation, intellectual stimulation, and individualized consideration significantly affect job satisfaction and in turn have an impact on improving organizational performance. Bin Saeed et al. (2019) shows that TL affects IWB through psychological empowerment and intrinsic motivation mechanisms. Messmann et al. (2022) expands on these findings by including basic psychological needs as mediators between TL and IWB, such as autonomy and competence. These findings confirm that a leadership style that gives meaning and support to employees' work is the foundation for the emergence of creativity and innovation.

In addition to TL, organizational culture (OC) has also emerged as a key element in the work environment that supports innovation. Research by Khan et al. (2020) and Khalili (2016)) It shows that a collaborative, change-open, and learning-oriented work culture plays an important role in encouraging innovative behaviors. Such an organizational culture forms a positive perception of the work environment and increases employees' tendency to engage in the development of new ideas. On the other hand, organizational commitment (OCm) also appears as an important determinant that drives job satisfaction and innovative behavior. Research by Putu Yoga Bumi Pradana et al. (2024) and Kaya (2024) It shows that employees' commitment to organizational values and goals strengthens emotional attachment and loyalty, which in turn increases job satisfaction and motivation to innovate. Jun & Lee (2023) specifically highlighting the role of commitment to change as a mediator in the relationship between TL and IWB, signaling psychological attachment as an important factor in the innovation process.

The main focus of this study, namely job satisfaction (JS), was found to be a mediating variable that is getting more and more attention in recent studies. A total of 11 of the 18 articles explicitly included JS as a mediator between TL and IWB. Research by Azriel Yuda Penalemen Tarigan et al. (2024) mentioned that JS partially mediated TL's influence on IWB. Similar findings were also revealed by Al-edenat (2018) and Hilton et al. (2023), which shows that job satisfaction plays a significant role in translating transformational leadership styles into innovative work behavior outcomes. In several other studies such as by Karimi et al. (2023) and Afsar & Umrani (2019), meskipun JS tidak diteliti secara langsung, kondisi psikologis seperti psychological capital and motivation is closely related to job satisfaction as an affective condition of employees.

The literature synthesis table shows that a variety of analytical approaches were used in these studies, with the SEM-PLS and regression methods being the most common approaches. Some studies such as by Putu Yoga Bumi Pradana et al. (2024) and Khan et al. (2020) using moderation and mediation approaches, while other research such as Saif et al. (2024) dan Sharif et al. (2024) adopt more complex cross-mediation approaches, such as knowledge sharing and voice behavior. However, of all the articles analyzed, only a few simultaneously tested JS and OCm as multiple mediators in a single structural model. This suggests that although the two play an important role separately, the integration of the two within a single conceptual framework is still a research opportunity that has not been widely explored.

In terms of geographical and sectoral contexts, the majority of studies were conducted in the South Asia and Middle East regions, especially in Pakistan, India, and Iran. Some studies were conducted in the public, education, and health sectors, with few explicitly examining strategic sectors such as defense or the state-owned sector. This condition shows that there are limitations in generalizing findings to the Indonesian context, but it is also a potential gap for further exploration in the national strategic sector.

The findings also show that a number of studies adopted an indirect mediation model between TL and IWB through other psychosocial factors such as psychological empowerment (Bin Saeed et al., 2019), intrinsic motivation (Afsar & Umrani, 2019), dan knowledge sharing (Saif et al., 2024). Although the variable of job satisfaction is not always explicitly raised, all of these elements can be understood as a form of positive psychological condition that reflects work well-being. Therefore, the conceptual function of job satisfaction remains important in explaining how the influence of the organizational environment is converted into innovative behaviors.

Overall, this study confirms that transformational leadership, organizational culture, and organizational commitment are the three elements of the organizational environment that play a strategic role in driving innovation. Job satisfaction has been shown to be a significant psychological link between these elements. These results also show that most studies still separate between organizational culture and organizational commitment in mediation testing, even though theoretically and practically the two complement each other. Therefore, this study opens up space for the development of new models that integrate the three simultaneously in forming innovative work behaviors, especially in the context of modern and strategic organizations such as in Indonesia.

Table 1. Synthesis of 15 SLR Study Articles

No	Research Title	Author & Year	Method	Result
1	Dimensions of Transformational Leadership and Organizational Performance: The Mediating Effect of Job Satisfaction	Hilton et al, 2023	Survey (n=300), PROCES analysis	All TL dimensions have a positive effect on performance, mediated by JS
2	Does Transformational Leadership Foster Innovative Work Behavior?	Bin Saeed et al., 2019	Quantitative, 2 time-lagged studies (n=347 & 393)	Mediasi signifikan creative process engagement
3	Empowering Leadership and Innovative Work Behavior: A Moderated Mediation Examination	Jada et al., 2019	Cross-sectional, 235 dyads	Role clarity strengthens knowledge sharing mediation
4	Harnessing Transformational Leadership to Mitigate Organizational Politics: Enhancing IWB through JS	Pradana et al., 2024	SEM (n=657), Kupang City Government	TL positive to JS and IWB, JS significant mediation
5	How Transformational Leadership Facilitates	Choi et al., 2016	Survei (n=356), cross-sectional	Knowledge sharing mediation and POS

No	Research Title	Author & Year	Method	Result
	Innovative Behavior of Korean Workers			moderation are significant
6	The Role of Basic Psychological Needs Satisfaction in the Relationship between TL and IWB	Messmann et al., 2021	Time-lagged, 130 teachers	Competence in mediating TL → IWB
7	Influence of Transformational Leadership on Innovative Work Behavior and Task Performance	Saif et al., 2024	SEM, Smart PLS, higher education sector	TL → TSP via KNS; insignificant for IWB
8	Integration of Innovative Work Behavior Through Transformational Leadership in the Saudi Healthcare Sector: A Systematic Review	Alshahrani, 2023	Systematic Literature Review (50 articles)	Positive correlation of TL and IWB in the health sector
9	The Interplay of Leadership Styles, Innovative Work Behavior, Organizational Culture, and OCB	Khan et al., 2020	Survey (n=160) at university	TL is significant to IWB; Organizational culture plays an important role
10	Linking Transformational Leadership, Creativity, Innovation, and Innovation-Supportive Climate	Khalili, 2016	Quantitative, survey (n = ± 186 employees from the service sector)	TL significantly increases creativity and innovation through climate for innovation mediation
11	Reinforcing Innovation Through Transformational Leadership: Mediating Role of Job Satisfaction	Al-edenat, 2018	Mixed methods (486 surveys + 15 interviews)	JS mediates TL relationship → innovation
12	The Association Between Transformational Leadership and Teachers' Creativity: Professional Resilience and Job Satisfaction as Mediators	Kaya, 2024	SEM (AMOS), 417 guru	JS tidak signifikan ke kreativitas; resiliensi signifikan
13	The Effects of Transformational Leadership on Employee Creativity: Moderating Role of Intrinsic Motivation	Shafi et al., 2020	SEM, 164 supervisor-employee dyads	The TL dimension has a different effect; IM as a significant moderator

No	Research Title	Author & Year	Method	Result
14	The Role of Job Satisfaction in Mediating the Influence of TL on Innovative Behavior in Employees of PT XYZ	Tarigan et al., 2024	Path analysis, SPSS, 60 karyawan	JS mediated part of TL → IWB relationship
15	The Role of TL in Developing IWB: The Mediating Role of Employees' Psychological Capital	Karimi et al., 2023	SEM, 178 public servants	Self-efficacy and hope as a mediator

The results of this systematic study strengthen the position of job satisfaction as a strategic link between the organizational environment and the innovative behavior of employees. Transformational leadership (TL) has proven to be the most dominant organizational variable in influencing the emergence of innovation in the workplace, either directly or through psychological channels such as job satisfaction (JS) or psychological capital. Study by Hilton et al. (2023) affirms that all dimensions of TL—including inspirational motivation, intellectual stimulation, and individualized consideration—significantly improve innovative performance through job satisfaction. This is reinforced by Azriel Yuda Penalemen Tarigan et al. (2024), who found that TL had a positive effect on JS, and JS partially mediated this influence on innovation work behaviour (IWB). These findings are consistent with the study Al-edenat (2018) which explicitly positions JS as a link between transformational leadership and innovative behavior.

On the other hand, organizational culture (OC) also appears as a structural force that facilitates innovative work contexts. In research Khan et al. (2020), Organizational cultural values and collaborative work norms support the formation of innovative behaviors. Study Khalili (2016) even showing that a work culture that supports innovation can mediate TL's influence on individual creativity and innovation. An adaptive, participatory, and open work culture to change creates a psychological space that encourages the active participation of employees in generating new ideas.

Meanwhile, organizational commitment (OCm) plays an important role as a psychological factor that strengthens the relationship between leadership and job satisfaction. A study by Putu Yoga Bumi Pradana et al. (2024) affirms that employees' commitment to organizational goals has a direct impact on job satisfaction, which in turn increases participation in innovative behaviors. In research by Jun & Lee (2023), commitment to change became an important mediator between TL and IWB, demonstrating how loyalty to the organization is a strong foundation for innovative participation. Kaya (2024) also shows that teachers' professional commitment strengthens the influence of resilience and job satisfaction on creativity at work.

However, not all studies show a consistent relationship between TL and IWB through JS. For example, in a study by Saif et al. (2024), The relationship between TL and IWB is not significant, but other dimensions such as knowledge sharing and team collaboration are key determinants. In the study Kaya (2024), JS does not have a direct effect on creativity, but plays a role in strengthening the relationship between psychological resilience and innovation. This suggests that in certain contexts, JS may not be the main link, but only acts as a moderation variable or part of a more complex psychological structure. Likewise in the study Rao Jada et al. (2019), where clarity of role determines the effectiveness of empowering leadership in encouraging knowledge sharing and IWB. Therefore, although JS has an important influence, its effectiveness is highly dependent on interactions with other psychosocial factors.

The significance of the results of this study lies in the ability of SLR to synthesize various approaches and findings into a more holistic conceptual mapping. This study confirms that JS is not only a consequence of the organizational environment, but as a strategic mediation variable that links structural characteristics such as TL, organizational culture, and organizational commitment to behavioral outcomes such as innovation. This reinforces the role of JS as a form of affective evaluation of work experience, ultimately encouraging employees' active involvement in the innovation process.

This study also highlights the importance of examining the role of mediation simultaneously between JS and OCm. In many previous studies, the two were often studied separately. Study Hilton et al. (2023), Azriel Yuda Penalemen Tarigan et al. (2024), and Putu Yoga Bumi Pradana et al. (2024) only testing JS as a mediator, while Khan et al. (2020) and Kaya (2024) more emphasis on the role of OCm. The findings in this study actually show that the two variables have a close and complementary relationship. JS represents an individual's evaluation of his or her work environment, while OCm reflects affection and attachment to the organization as a whole. By integrating the two in future research models, a richer understanding of how the organizational environment influences employees' innovative behaviors will be gained.

In addition to the theoretical contributions, the findings of this study also have significant practical implications, particularly for managers and policymakers in public sector organizations and strategic industries such as defense. First, it is important for organizational leaders to not only focus on achieving performance targets, but also create working conditions that increase employee satisfaction and commitment. This can be done through a supportive leadership style, giving meaning to work, and strengthening a collaborative and adaptive work culture. Second, organizations need to realize that innovation cannot be forced through performance pressure alone, but must be built through a healthy psychological relationship between employees and the organization, which is manifested in JS and OCm. Third, human resource development needs to be focused not only on technical training, but also on building organizational values and transformational leadership in order to create a sustainable innovation ecosystem.

However, this study has methodological limitations that need to be noted. First, the number of articles used in the analysis was 20, which, although sufficient for a systematic review scale, still left an opportunity for study selection bias. Second, some of the articles used come from the context of the education and public sectors, which may not be fully generalized to the industrial or commercial sectors. Third, limited access to some articles in international databases causes some data to be sourced from national journals or directly requested articles, which can affect the level of methodological diversity. Fourth, most of the studies analyzed used a quantitative approach with a cross-sectional design, so it was not able to capture the long-term dynamics of the relationships between the variables studied.

For this reason, follow-up research is strongly recommended to develop a dual mediation model involving JS and OCm simultaneously with a longitudinal approach. In addition, testing the model in the context of Indonesia's strategic sectors and organizations will make an important local contribution. Experimental research or mixed-method studies are also urgently needed to capture subjective aspects of job satisfaction and commitment that cannot be fully explained through quantitative questionnaires. Future research may also include other psychological factors such as thriving, work engagement, and psychological safety as part of a mediation or moderation mechanism to explain the process of innovation emerging in the organization.

Conclusion

This study compiled a systematic study to examine the role of job satisfaction as a mediator in the relationship between the organizational environment—especially transformational leadership and organizational commitment—to the innovative behavior of employees in modern organizations. Based on the results of a synthesis of 20 scientific articles, it was found that transformational leadership is the most consistent factor that encourages the emergence of innovative work behaviors, especially through increased job satisfaction. Organizational commitment, although not always explicitly researched as a mediator, conceptually and empirically plays a role in strengthening loyalty and positive perceptions of the organization, which is then reflected in high motivation and innovation in the workplace. Another important finding is that job satisfaction serves as a psychological link that is able to translate the influence of leadership styles and organizational culture into real, measurable innovative behaviors.

The main contribution of this research lies in the integration of literature that has been spread in one frame of mind that unites leadership perspectives, organizational culture, work psychology, and organizational behavior. By elevating job satisfaction as a strategic mediation variable, this study reinforces the understanding that innovation is not only the result of external pressures or organizational demands but also highly dependent on employees' subjective experiences of work and their social relationships in the workplace. This approach broadens the perspective in the study of organizational innovation, from previously focusing on structural factors to emphasizing more on the role of psychological and affective dynamics.

This research also provides a new direction for future research. First, further research can simultaneously test the mediating role of job satisfaction and organizational commitment in a complete structural model, in order to capture the dynamics of dual relationships that have not been widely researched together. Second, longitudinal and mixed-method approaches are highly recommended to understand the dynamic processes of the emergence of job satisfaction and organizational commitment to driving innovation. Third, the context of strategic organizations in Indonesia such as SOEs or the defense sector needs to be used as a location for empirical studies, as there are still few studies that specifically explore this relationship in complex local contexts. Thus, the results of further research will not only enrich the global literature, but also make a real contribution to decision-making at the managerial and public policy levels in order to build innovative and highly competitive organizations.

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