

Intrinsic Motivation as a Strategy to Improve Innovative Work Behavior in Transformational Leadership

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ABSTRACT

The purpose of this study was to examine the effect of transformational leadership on intrinsic motivation and innovative work behaviour, and to examine the circular effect of transformational leadership on innovative work behaviour, mediated by intrinsic motivation, in Private Universities. A total of 110 questionnaires were returned, of which 96 were considered eligible for analysis. The data were analysed using Partial Least Squares Structural Equation Modelling (PLS-SEM) to examine the relationships among transformational leadership, intrinsic motivation, and innovative work behaviour. The results of this study prove that 1) transformational leadership has a significant effect on innovative work behaviour, 2) transformational leadership has a significant effect on intrinsic motivation, 3) intrinsic motivation has a significant effect on innovative work behaviour, and 4) transformational leadership has a circular effect on innovative work behaviour through intrinsic motivation in Private Universities.

Keywords: Strategic Management, Transformational Leadership, Intrinsic Motivation, Innovative Work Behavior, Private Universities

INTRODUCTION

The capacity for innovation has become a major source of organisational success (Faraz et al., 2018). This is because innovation is a means for organisations to survive in a turbulent environment, and it has become a widely honoured miracle (Yuan et al., 2010). The challenges faced by associations today compel leaders to engage in innovative behaviour to ameliorate the current state of the association (Afsar & Umrani, 2019). One of them, similar to exercising mortal coffers in the association, is one of the stylish ways to be innovative in order to ensure long-term organisational effectiveness (Jong & Hartog, 2010). The ability of organisational coffers to consistently generate innovation is a crucial factor for a business to survive in the face of intense competition (Sari & Palupiningdyah, 2020). Innovative work behaviour includes the development of new ideas, methods, and technologies, as well as the testing and implementation of new approaches to business procedures in specific work areas (Afsar & Umrani, 2019). As a process, invention involves novelty, creativity, exploration, and the organisational tendency to support new ideas to achieve competitive advantage in a dynamic environment (Khan et al., 2015).

Along with the rapid rate of environmental change, for example, the problems and the increasing intensity of global competitive pressure, invention is demanded in individual and organisational settings as the main source of competitive advantage for the association. Still, because of the numerous factors that emphasise the perpetration of invention in the association from top to bottom, the process of enforcing invention at the individual level is frequently ignored (Choi & Price, 2005). This is because numerous inventions have failed not because of specialised scarcities of the association, but because of the lack of acceptance and use by members of the association (Clayton, 1997). Still, exploration has shown that the response of leaders to certain inventions actually determines the ultimate success of the association (Choi & Price, 2005).

In practice, leaders cannot directly foster innovation at work. This is because several factors can influence leaders' innovative work behaviour. Thus, it's important for organisations to identify factors that can increase leaders' innovative work behaviour (Afsar & Umrani, 2019). One of them is the leadership factor, which is predicted to have the greatest influence and can increase leaders' innovative behaviour at work (Bushra, 2011). To foster innovative work behaviour, all parties, both leaders and followers, are required to share in the planning and implementation of innovative behaviour (Nugroho & Ranihusna, 2020). A leader has the capability to lead and encourage leaders' innovative capacities to achieve organisational objectives (Shunlong & Weiming, 2012). In addition, leaders serve as catalysts in bringing about and maintaining innovative behaviour in individuals, teams, and the organisation as a whole (Faraz et al., 2018). Transformational leadership, which is one of the many leadership styles, has attracted the attention of a large number of researchers for decades in terms of its influence on innovative work behaviour (Khan et al., 2015; Contreras et al., 2017; Khan et al., 2020).

Leaders' involvement in innovative work behaviour will vary depending on the director who influences the leader (Afsar & Umrani, 2019). Transformational leadership is the most superior (important) leadership style because it is logical, active, effective, results-oriented, and directs leaders to instil new values and actions within the association (Chang et al., 2018). This aligns with research (Hansen & Pihl-Thingvad, 2018; Khan & Aslam, 2012; Skudiene et al., 2018) which shows that the transformational leadership style is more effective than other styles in shaping leaders' innovative work behaviour. Transformational leadership is future-oriented, paying attention to planning, being open-minded and energetic (Naqvi et al., 2017). Transformational leaders foster leader commitment by instilling values, providing an optimistic outlook, fostering effective communication between members of the association, and promoting an environment conducive to innovation. One of the most important characteristics of transformational leadership is the development of trust between leaders and the association, which shares a common vision and creates a sense of collaborative association (Contreras et al., 2017). An individual who has put trust in their superior is more likely to feel truly empowered by the leader and is more likely to work innovatively (Afsar & Masood, 2018). Although numerous studies prove the influence of transformational leadership on innovative behaviour, Turunc et al. (2010) found something different, namely that transformational leadership does not have a positive effect on innovative work behaviour.

The differences in previous exploration results indicate that, in addition to the foreign motivational factors of transformational leadership that can provide relief for individuals, natural motivational factors are more closely related to innovative work behaviour than foreign motivational factors (Faraz et al., 2018). Intrinsic motivation is the passion or desire from within an individual to do a task or break a problem because it's considered intriguing, involving, challenging and tête-à-tête satisfying (Saeed et al., 2019). Intrinsic motivation is also interpreted as the extent to which an individual feels pleasure and enjoyment when working on and completing a task or job without being told by foreign factors such as prices and corrections (Saeed et al., 2019).

Intrinsic motivation is a state of provocation that's produced by an individual's response to the natural factors of a task that aren't produced by foreign factors (Amabile, 1983). Intrinsic motivation comes from the work itself, while foreign provocation is grounded in the intention to achieve positive consequences (Faraz et al., 2018). Meaningful work can increase the intrinsic motivation of leaders to engage in innovative efforts (Bibi & Afsar, 2018). A leader is generally less confident in trying to express opinions, new ideas, and new results to help break organizational problems, so intrinsic motivation is demanded as the topmost strength that exists within the individual. Grounded on this explanation, it can be concluded that transformational leaders concentrate on long-term issues and future organisational requirements, are humanistic, and inspiring. When the innovation process emphasises the influence of people to motivate others, transformational leadership becomes a very applicable leadership style (Contreras et al., 2017). A leader who's naturally motivated will also produce more innovative work behaviour. This is because intrinsic motivation can foster a leader's desire to engage in innovative work.

Advanced education is organised on the principle of an open system to foster the development of academic culture and pupils' creativity in literacy. Thus, universities need to cultivate an innovative, responsive,

creative, professional, competitive, and collaborative academic community through the implementation of the Tri Dharma of Higher Education, which includes education, research, and community service. In addition, universities need to develop Science and Technology by ensuring the availability and equitable distribution of high-quality advanced education that serves the interests of society for progress, independence, and welfare. It's necessary to organise advanced education in a planned, directed, and sustainable manner in accordance with Law of the Republic of Indonesia No. 12 of 2012 concerning Advanced Education.

Universities have the potential to be a source of human resources and agents of change in society. This creates a need to empower human resources owned by each university, especially the leadership, who are the managers and the people in charge of the institution's performance. The quality and performance of education are closely related to the professionalism of the leadership in managing their institution. The main mission of universities, through the experience of the Tri Dharma of Higher Education, places lecturers as the main resource and the driver of all activities in the University. New students are seen as raw materials (input) in the education process and are expected to have good and homogeneous qualifications, namely levels of ability that are not much different. Instrumental inputs include lecturers, administrative staff, curriculum, teaching methods, and facilities and infrastructure.

Technological advances have had a major impact on the business world. The increasingly competitive global market and rapidly advancing technological developments mean that every organisation must increase its competitiveness to survive in an era of increasingly fierce competition. Universities can adopt the concept of innovation as an important indicator of organisational performance (Chang et al., 2018). The ability of leaders to generate new ideas to support sustainable success is increasingly recognised by organisations (Ratnasari & Wulansari, 2019), including universities. Innovation conditions are seen as the key to sustainable business survival, and organisations will encourage every department and member across diverse roles within the organisation to work harder to improve the organisation's innovative performance (Chang et al., 2018). Grounded in this background, the aim is to analyse the influence of transformational leadership on intrinsic motivation and innovative work behaviour, as well as to examine the indirect influence of transformational leadership on innovative work behaviour, with the agreement of intrinsic motivation in leaders at Private Universities.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Initially, innovation starts with identifying and explaining problems before finding the most effective solutions, requiring lecturers to develop various skills and attitudes related to creative innovation (Khan et al., 2020). Leaders cultivate a dynamic organizational vision and mission, and adapting to changes in cultural standards is crucial for fostering greater innovative behavior within the organization (Khan et al., 2018). Leadership is also seen as a key predictor of both internal and external innovative work behavior (Naqshbandi et al., 2019). Furthermore, intrinsic motivation enhances the impact of transformational leadership on a lecturer's innovative work behavior (Faraz et al., 2018; Saeed et al., 2019).

The Influence of Transformational Leadership on Innovative Work Behavior

A leader should focus on fostering innovative work behavior among leaders (Ratnasari & Sudarma, 2019). Transformational leaders utilize specific gestures and interests of leaders as stimuli, motivating them to be more excited about achieving the organization's vision and goals (Afsar & Umrani, 2019). When leaders' needs are addressed, they tend to enhance their performance in more innovative ways. Conversely, a leader who fails to meet individual needs may cause leaders to exhibit less creativity and innovative work behavior (Afsar et al., 2014). Therefore, a work unit leader with traits of an inspiring transformational leader—capable of offering motivating stimuli, providing intellectual stimulation, and offering individual attention—will encourage leaders to engage in innovative behaviors. Such a leader, with an attractive personality and the ability to influence leaders directly, is more likely to earn their trust, making it easier for leaders to innovate. This notion aligns with prior research indicating that transformational leadership positively impacts leaders' innovative work behavior (Hansen & Pihl-Thingvad, 2018; Khan et al., 2020).

H1: Transformational leadership has a positive effect on innovative work behavior.

The Influence of Transformational Leadership on Intrinsic Motivation

Leaders need to observe and clearly understand what motivates lecturers to act innovatively (Faraz et al., 2018). They should provide inspiring motivation to encourage and challenge lecturers to achieve personal goals and align with the organizational vision (Khan et al., 2018). The more effective transformational leadership is in inspiring lecturers, the greater the increase in their intrinsic motivation (Laksmana & Riana, 2020), especially in higher education. This implies that a work unit leader with high charisma who empowers lecturers through inspiring motivation, stimulates them intellectually, and shows personal Attention can ignite passion, desire, and a strong internal drive to work. Consequently, the greater the leader's ability to motivate and stimulate, the higher the lecturer's intrinsic motivation. This aligns with previous research indicating that effective transformational leadership enhances a lecturer's intrinsic motivation (Saeed et al., 2019).

H2: Transformational leadership has a positive effect on intrinsic motivation.

The Influence of Intrinsic Motivation on Innovative Work Behavior

When an individual's behavior is driven by intrinsic motivation, it tends to be more stable and consistent, leading to more innovative performance (Saeed et al., 2019). Leaders who are naturally motivated tend to take their work seriously and are open to new approaches that enhance their creativity and innovation (Kong et al., 2017). People are more willing to adhere to non-mandatory organizational rules and participate in citizenship behaviors with colleagues when they are intrinsically motivated, especially if these behaviors are personally meaningful to the leader and perceived as inclusive (Masood & Afsar, 2017). Intrinsic motivation encourages leaders to seek out new, creative, and innovative ways to perform their tasks effectively and align with their work. Therefore, in addition to the effects of transformational and transactional leadership, high intrinsic motivation can also promote a leader's innovative behavior at work. This aligns with earlier research indicating that high intrinsic motivation enhances leaders' innovative work behavior (Bibi & Afsar, 2018; Faraz et al., 2018).

H3: Intrinsic motivation has a positive effect on innovative work behavior.

The Influence of Transformational Leadership on Innovative Work Behavior with Intrinsic Motivation as a Mediator

Transformational leadership primarily enhances leaders' intellectual stimulation by aligning specific values with organizational goals, providing a foundation for creative thinking and boosting innovative work behavior. Additionally, the consideration and inspirational challenges offered by transformational leaders help clarify the organization's future and foster innovation (Afsar et al., 2014). When leaders' needs and aspirations align with organizational values, they tend to seek new opportunities with a stronger focus on solving organizational problems (Afsar et al., 2014). While transformational leadership effectively encourages innovative work behavior, this effect is amplified when leaders possess a high level of intrinsic motivation.

Although transformational leaders generally promote innovative behavior, the strength of this relationship is partly mediated by factors like intrinsic motivation (Saeed et al., 2019). Specifically, leaders with transformational traits are more likely to increase innovative behaviors, especially if they are intrinsically motivated. This aligns with prior research indicating that intrinsic motivation enhances the impact of transformational leadership on leaders' innovative work behavior (Saeed et al., 2019).

H4: Intrinsic motivation mediates the effect of transformational leadership on innovative work behavior.

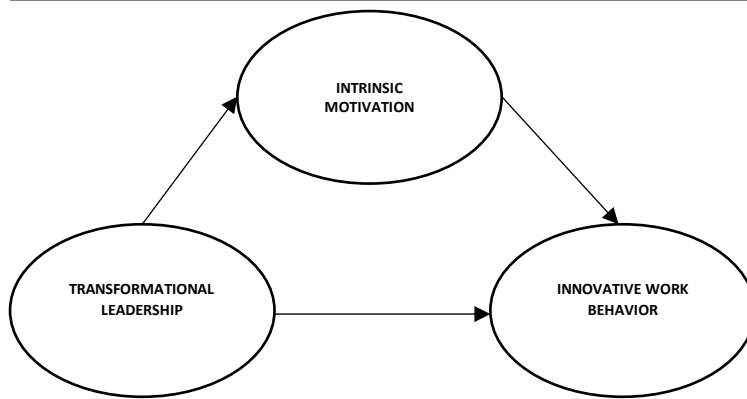


Figure 1. Conceptual Framework

RESEARCH METHODS

This study employs a quantitative method with a survey to explore the link between transformational leadership, intrinsic motivation, and innovative work behavior among faculty at private universities. Data was gathered by distributing questionnaires to faculty members who met specific criteria. A total of 110 questionnaires were collected, then screened for completeness and relevance to the research criteria. The review revealed that 14 questionnaires were unsuitable for analysis. Consequently, 96 questionnaires were considered valid and used as the final sample. The data from these respondents were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS.

Data analysis was performed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS software. The process involved two steps: first, assessing the measurement model's quality by examining outer loadings, convergent validity, composite reliability, and discriminant validity. Convergent validity was evaluated via outer loadings and Average Variance Extracted (AVE), while construct reliability was checked with composite reliability. Discriminant validity ensured that each construct was distinct from others. The second step involved evaluating the structural model to analyze relationships among constructs, considering path coefficients and R^2 values for the endogenous variables. Hypotheses were tested through bootstrapping in SmartPLS, with decisions based on t-statistics and p-values at a 5% significance level. Mediation was tested by analyzing the indirect effect of transformational leadership on innovative work behavior through intrinsic motivation, assessing whether intrinsic motivation mediates this relationship.

Operational Definition and Measurement of Variables

1. Innovative work behavior

Innovative work behavior refers to an individual's capacity to generate and implement creative ideas, resulting in new products, services, technologies, systems, or procedures that offer fresh benefits to groups or organizations.

2. Transformational leadership

Transformational leadership is considered the most powerful and significant leadership style because it employs logical reasoning, is proactive, effective, results-focused, and guides lecturers to introduce new values and behaviors within the organization.

3. Intrinsic motivation

Intrinsic motivation is a state of motivation that arises from an individual's response to the intrinsic factors of a task, rather than from extrinsic factors. Intrinsic motivation comes from the work itself, whereas extrinsic motivation is based on the intention to achieve positive consequences (Faraz et al., 2018).

RESEARCH RESULT

Table 1 reveals that the highest average response to the transformational leadership indicator is 4.14 for the statement “My leader tries to make the organization work together towards the organization’s vision.” This statement was agreed upon by 45% of respondents and strongly agreed by 26%. This suggests that lecturers expect their leaders to guide the university in a way that aligns with its vision and improves its direction.

Table 1. Description of respondents’ answers based on the Transformational Leadership variable

No	Statement	SD	DS	D	A	SA	Average
1	My leader embodies a clear vision for the future of the organization.	0	8	36	45	7	4.01
		0%	5%	38 %	50%	7%	
2	My leader clearly articulates a vision for the future of the organization.	0	6	30	53	11	4.11
		0%	4%	29 %	55%	11%	
3	My leader makes a sustained effort to generate enthusiasm for the organization’s vision.	0	7	26	48	15	4.01
		0%	7%	27 %	50%	16%	
4	My leader has a clear vaticination about where the association will be in the coming five times.	0	10	36	38	12	3.92
		0%	10%	38 %	40%	13%	
5	My leader tries to get the leaders to accept a common thing for the association.	0	12	27	39	18	3.95
		0%	13%	28 %	41%	19%	
6	My leader strives to get the association working together toward the association’s vision.	0	6	22	43	25	4.02
		0%	6%	23 %	45%	26%	
7	My leader tries to explain to the leaders how they can contribute to achieving the association’s pretensions.	0	9	36	31	20	3.74
		0%	9%	38 %	32%	21%	

Source: Primary data processed

Information: SA = Strongly agree, A = Agree, D = Doubt, DS = Disagree, SD = Strongly disagree

Table 2 indicates that the highest average score on the intrinsic motivation index is for the statement “I enjoy creating or trying new ways to do assignments,” with a mean of 4.14. This statement was endorsed by 54 respondents and strongly agreed with by 16 respondents. This suggests that leaders often leverage their creativity when completing the Tri Dharma of Higher Education assignments, which can enhance leader performance and positively influence university outcomes.

Table 2. Description of respondents’ answers based on the Intrinsic Motivation variable

No.	Statement	SD	DS	D	A	SA	Average
1	I enjoy chancing results to complex problems..	0	12	30	46	8	4.01

		0%	13%	31%	48%	8%	
2	I enjoy engaging in logical thinking.	0	11	29	43	13	4.03
		0%	11%	30%	45%	14%	
3	I enjoy creating or chancing new ways to do tasks.	0	5	24	52	15	4.10
		0%	5%	25%	54%	16%	
4	I am happy if I can contribute to perfecting the performance of my work unit.	0	13	27	39	17	3.95
		0%	14%	28%	41%	18%	
5	I enjoy creating new ideas or result.	0	3	26	51	16	4.04
		0%	3%	27%	53%	17%	

Source: Primary data processed

Information: SA = Strongly agree, A = Agree, D = Doubt, DS = Disagree, SD = Strongly disagree

Table 3 indicates that the highest average score on the intrinsic motivation index is for the statement “I frequently try to move people to support my innovative ideas,” with a value of 4.06. This statement was agreed upon by 44 respondents and was explosively agreed with by 15 respondents. This suggests that leaders feel most fulfilled when they have the opportunity to implement their ideas.

Table 3. Description of respondents’ answers based on the Innovative Work Behavior variable

No.	Statement	SD	DS	D	A	SA	Average
1	I frequently look for new working styles to ameliorate the quality of performance.	0	5	36	48	7	4.01
		0%	5%	38%	50%	7%	
2	I frequently induce new results to break problems.	0	7	34	47	8	3.97
		0%	7%	35%	49%	8%	
3	I frequently try to move people to support my innovative ideas.	0	12	28	41	15	4.06
		0%	13%	29%	43%	16%	
4	I frequently totally introduce my innovative ideas into work practices.	0	9	30	47	10	3.96
		0%	9%	31%	49%	10%	
5	I constantly contribute to the perpetration of the association’s new ideas.	0	2	31	49	14	4.02
		0%	2%	32%	51%	15%	
6	I frequently put a lot of trouble into developing new effects.	0	6	32	42	16	3.91
		0%	6%	33%	44%	17%	

Source: Primary data processed

Information: SA = Strongly agree, A = Agree, D = Doubt, DS = Disagree, SD = Strongly disagree

Measurement Model (Outer Model)

In this study, the dimension model is employed to assess both the validity of the variables and the reliability of the instrument. Construct validity indicates how accurately the results scores represent a construct, evaluated through convergent and discriminant validity. The model includes three variables: Transformational Leadership (TL or X), intrinsic motivation (IM or Z), and Innovation Work Behavior (IWB or Y). The relationships among these variables are illustrated in Figure 2.

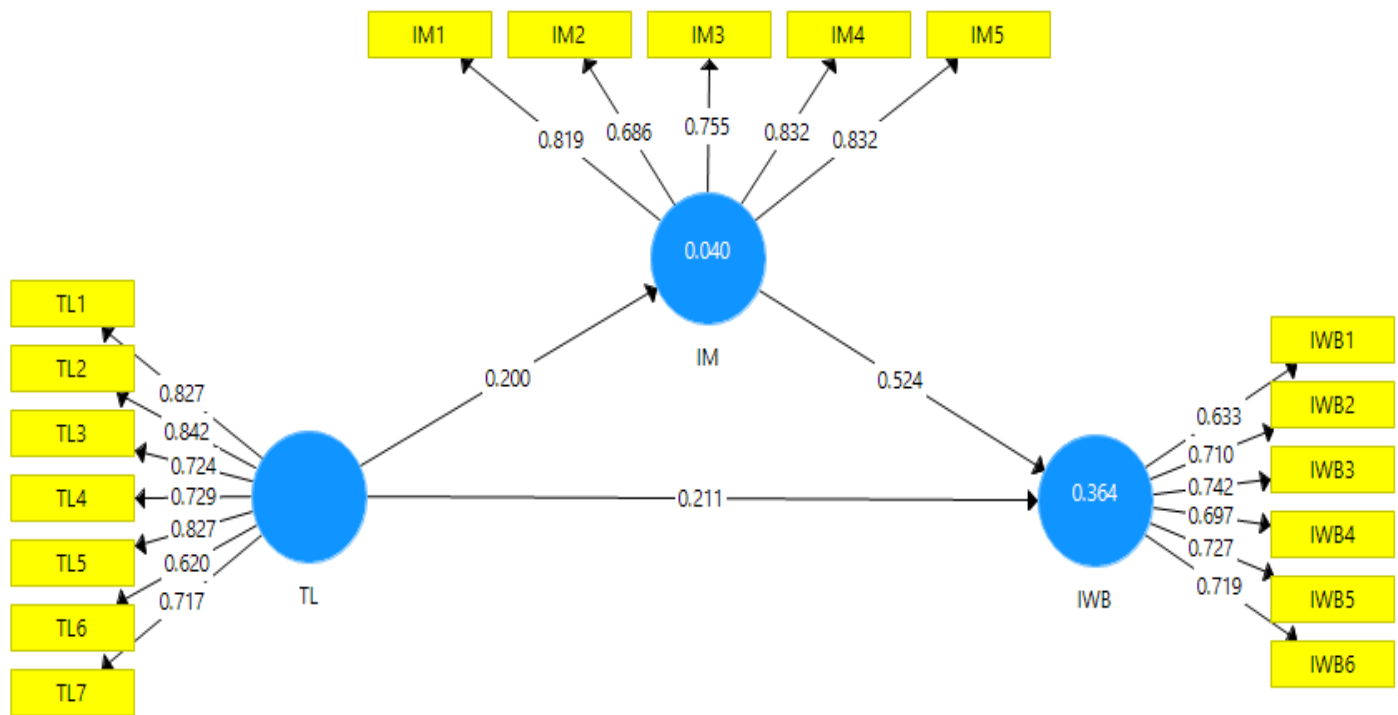


Figure 2. Initial Processing Path Diagram

Source: Data Processing Results

Convergent Validity and Discriminant Validity Test

Each index in the model must satisfy coincident validity, which requires a loading factor value greater than 0.5. When all index values exceed this threshold, further analysis can be performed. According to Table 4, all variables have loading factor values above 0.5, indicating that the coincident validity test is passed. Therefore, each idle variable can represent its respective index. Based on this evaluation, the final path analysis model is achieved, as illustrated in Figure 2.

Table 4. Convergent Validity Test Results

Variable	Average Variance Extracted (AVE)
IM	0.619
IWB	0.504
TL	0.576

The measurement model's effectiveness is assessed by examining indicator reliability, convergent validity, and internal consistency reliability. Indicator reliability is determined through outer loading values of each indicator. Convergent validity is evaluated using the Average Variance Extracted (AVE), while internal consistency is evaluated through composite reliability.

The AVE values are 0.619 for intrinsic motivation, 0.504 for innovative work behavior, and 0.877 for transformational leadership, all above the 0.50 threshold, demonstrating acceptable convergent validity. The composite reliability scores are 0.847, 0.800, and 0.877 for the respective constructs, all above the minimum recommended level, confirming adequate internal consistency. These findings suggest that the constructs demonstrate sufficient convergent validity and internal consistency, validating the measurement model for further structural analysis.

Reliability Test

Reliability testing is conducted using composite reliability, which is considered reliable when above 0.7. The trustworthiness test results are presented in Table 5. According to these results, all compounds have trustworthiness values exceeding 0.7 for each variable in this study. Therefore, it can be concluded that all variables show good trustworthiness.

Table 5. Reliability Test Results

Variable	Composite Reliability
IM	0.847
IWB	0.800
TL	0.877

Hypothesis Testing

Testing starts by examining the direct effect between variables, as observed in the path segments, using their measured values and t- or p-statistics. The measure value indicates the direction of the relationship, whether positive or negative. Meanwhile, the t-statistic or p-value helps determine the strength or magnitude of the influence of the independent variable on the dependent variable.

Table 6. Results of Direct Influence Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Information
IM -> IWB	0.524	0.532	0.069	7,581	0,000	Significant
TL -> IM	0.200	0.219	0.111	2,802	0.036	Significant
TL -> IWB	0.211	0.221	0.090	3,502	0,000	Significant

The H1 test results demonstrate that transformational leadership positively impacts innovative work behavior, with a measure of 0.211, a t-statistic of 3.502, and a significance level of 0.000. The positive measure of 0.211 suggests that both variables move together, implying that increased transformational leadership correlates with enhanced innovative work behavior. Therefore, the hypothesis that transformational leadership has a positive and significant effect on innovative work behavior in Private Universities is supported.

The H2 test results show that transformational leadership positively impacts intrinsic motivation, with a measure value of 0.200, t-statistic of 2.802, and a significance level of 0.036. The positive measure indicates that both variables move in the same direction, suggesting that increased transformational leadership corresponds with increased intrinsic motivation. Therefore, the hypothesis that transformational leadership has a positive and significant effect on intrinsic motivation in private universities is supported.

The H3 test results confirm that intrinsic motivation positively influences innovative work behavior, with a measure of 0.524, a t-statistic of 7.581, and a significance level of 0.000. The positive value suggests that both factors move together, indicating that higher intrinsic motivation is associated with increased innovative behavior. Thus, the third hypothesis that intrinsic motivation has a significant positive impact on innovative work behavior in private universities is supported.

The subsequent step is to explore the reciprocal influence of transformational leadership on this behavior. The H4 results demonstrate that transformational leadership has a circular effect on innovative work behavior through intrinsic motivation, with a measure of 0.105, a t-statistic of 2.767, and significance of 0.039. Therefore, the fourth hypothesis that intrinsic motivation positively and significantly affects innovative work behavior in private universities is also supported.

Table 7. Results of Indirect Effect Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Information
TL -> IM -> IWB	0.105	0.115	0.059	2,767	0.039	Significant

The evaluation of the structural model reveals that the R^2 for intrinsic motivation is 0.040, indicating that transformational leadership accounts for about 4% of the variation in intrinsic motivation within the model. This suggests that other factors not included in the model mainly influence intrinsic motivation. In contrast, the R^2 for innovative work behavior is 0.364, meaning that transformational leadership combined with intrinsic motivation explains roughly 36.4% of the variation in innovative work behavior. The rest is affected by external factors outside the model. These findings demonstrate that the model has limited capacity to explain intrinsic motivation but offers a stronger explanation for innovative work behavior. Consequently, the significance of variable relationships should be considered alongside the model's explanatory power, not as proof that it encompasses all variance in the endogenous construct.

DISCUSSION

The Influence of Transformational Leadership on Innovative Work Behavior

This study demonstrates that transformational leadership significantly influences innovative work behavior in Private Universities. A higher perceived level of transformational leadership suggests that leaders are more inspired and motivated to develop new and more effective ways to complete their tasks. The descriptive analysis of the transformational leadership variable shows an average score of 4.14 on the highest index, indicating that respondents' work unit leaders often clarify and embody a clear vision and mission for the future of the university. This reflects that, generally, leaders at private universities perceive their leaders as consistently providing clear explanations and inspiring a shared vision for the university's future. Consequently, leaders are motivated to collaborate and innovate in realizing the university's vision and mission through their work.

This study confirms previous research indicating that transformational leadership can empower academic leaders to become more creative and innovative in their roles (Khan et al., 2020). Attractive leaders inspire others by fostering enthusiasm about the vision and future of higher education, encouraging leaders to be more thoughtful and creative when solving work-related problems. Consequently, attractive leaders are more effective in supporting innovative behaviors among leaders. The findings align with earlier studies showing that transformational leadership positively influences innovative work behavior (Hansen & Pihl-Thingvad, 2018; Khan et al., 2020; Skudiene et al., 2018).

The Influence of Transformational Leadership on Intrinsic Motivation

This study demonstrates that transformational leadership significantly influences intrinsic motivation in Private Universities. A positive coefficient indicates that when lecturers perceive high levels of transformational leadership, they are more motivated to enhance their performance by actively participating in recognizing work achievements, which boosts their desire to continually improve their skills. Personal motivation can be cultivated through proactive leadership. An effective leader should possess at least three interconnected personality traits: vision, moral values, and courage (Wang, et al., 2011). Having a clear vision enables the development of organizational concepts and goals. However, vision alone is insufficient;

a leader must also effectively mobilize organizational resources in harmony and synergy to reach objectives. This requires management skills, as well as the ability to ensure transparency and justice between subordinates and superiors, supported by clear accountability and strong integrity.

Transformational leaders influence their lecturers in several ways: (1) they help lecturers understand the significance of their job results, (2) they encourage lecturers to prioritize organizational interests above personal ones, and (3) they guide lecturers to recognize higher, more noble needs. In today's highly competitive business environment, transformational leadership is essential, as it involves anticipating change to foster and sustain both current and future organizational performance.

The Influence of Intrinsic Motivation on Innovative Work Behavior

This study demonstrates that intrinsic motivation significantly influences innovative work behavior in Private Universities. A higher measure value indicates that when leaders experience strong intrinsic motivation, they are more likely to develop innovative methods to accomplish their tasks. These findings are supported by the descriptive analysis of the intrinsic motivation variable, which shows an average score of 4.10 on the highest index, indicating a sense of joy among respondents when they can produce or discover new ways to complete assignments. Overall, university leaders tend to feel happy when they find innovative approaches to their work, and this positive emotion can enhance their creativity and innovative attitude.

This study aligns empirically with the findings of Nasir et al. (2018) and Bibi and Afsar (2018), which indicate that intrinsic motivation positively and significantly influences innovative work behavior. When leaders experience happiness and comfort within the plant, they are more likely to feel liberated to generate new ideas or to explore and implement additional innovative methods or styles in their work processes.

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

This study demonstrates that transformational leadership influences innovative work behavior indirectly through intrinsic motivation. It aims to stimulate leaders' intellectual abilities by emphasizing organizational values. Leaders can also use provocation to boost their enthusiasm and motivation to excel. This leadership approach encourages leaders to develop new ideas aligned with the institution's vision and mission. It provides opportunities for leaders to grow personally and address organizational challenges (Afsar et al., 2014). When leaders feel capable of generating new ideas to accomplish their tasks, it fosters innovative work behavior (Afsar et al., 2014).

Effective leadership involves recognizing the unique qualities and talents of each leader and developing them accordingly. Leaders should be suited to their roles and understand the operational context (Wright, Moynihan & Pandey, 2012). It is also essential for leaders to foster responsibility and integrity (Michaelis, Stegmaier & Sonntag, 2010). Furthermore, good leadership encourages leaders to fulfill their duties and responsibilities to the best of their ability (2014).

CONCLUSION

In a constantly changing environment, organizations must consistently innovate to survive and stay competitive, a requirement that applies especially to private universities. Every individual within the organization has the potential to behave innovatively in their duties. Innovative work behavior is a key driver of organizational success. A study at a private university found that: 1) transformational leadership significantly influences innovative work behavior, 2) it also significantly impacts intrinsic motivation, 3) intrinsic motivation, in turn, significantly affects innovative work behavior, and 4) transformational leadership indirectly influences innovative work behavior through intrinsic motivation.

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