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# The Influence of Transformational Leadership and Employee Well-Being on Innovative Performance through Employee Engagement as A Mediating Variable in Hospital X

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**Abstract:** Healthcare organizations are expected to continuously develop innovations that improve service quality and respond to changing patient needs. This challenge remains evident at Hospital X in Bandung, where employees' innovative performance has not yet reached the expected level. Transformational leadership, employee well-being, and employee engagement are considered factors that may encourage innovative work performance. The study examines the effects of transformational leadership and employee well-being on innovative performance, with employee engagement serving as a mediating variable. A quantitative explanatory approach was employed involving 120 permanent employees selected through proportionate stratified random sampling. Data was analyzed with SEM-PLS. The proposed model is expected to demonstrate that transformational leadership and employee well-being positively influence employee engagement and innovative performance. Employee engagement is also expected to mediate the relationship between independent variables and innovative performance. The findings are expected to provide practical recommendations for hospital management in strengthening leadership practices, improving employee well-being, and fostering a work environment that supports service innovation.

**Keyword:** Employee Well-Being, Employee Engagement, Hospital, Innovative Performance, Transformational Leadership

## INTRODUCTION

Hospitals are required to continue to improve the quality of services during changing community needs, the development of health technology, and increasingly stringent regulatory demands. The success of hospitals is no longer only measured by the completeness of facilities and the ability of medical personnel, but also by the ability of the organization to create updates that can improve the quality of service to patients. This process requires employees who are willing to convey new ideas, improve work procedures, and find alternative solutions that are better than the methods that have been used before. Organizations that are unable to foster a culture of innovation tend to have

difficulty adjusting to environmental changes so that the quality of service runs stagnantly. Robbins & Judge (2023) explain that an adaptive organization is built through individual behavior that can generate updates in its work. Northouse (2022) also emphasized that organizational change occurs faster when leaders are able to inspire employees to get out of routine work patterns and dare to develop new approaches.

De Jong & Den Hartog (2010) explain that innovative performance does not stop at the emergence of creativity, but includes the implementation process so that the ideas produced really benefit the organization. Scott & Bruce (2017) have previously explained that innovative behavior is influenced by individual characteristics and work environments that support the emergence of creativity. Janssen (2010) added that employees will be more motivated to innovate when they receive organizational support and feel that their efforts are appreciated. More recent research also shows that healthcare organizations need employees who have innovative behaviors to be able to improve the quality of service while maintaining patient safety (Li et al., 2026)

The phenomenon that is of concern in this study is the low innovative performance of employees at Hospital X in the city of Bandung. New ideas that emerge from employees have not developed optimally so that updates in the service process are still running on a limited basis. Most employees are still oriented towards completing work according to the established procedures without proposing many alternative improvements. This condition causes opportunities to improve work processes often not being utilized optimally. Hospitals need a work culture that provides space for every employee to convey ideas without worrying about rejection or criticism. The work environment that has not been able to encourage the emergence of initiatives finally makes service innovation develop slower than the needs of the organization.

These problems are not only found in one hospital. Several studies show that healthcare organizations in various countries still face challenges in building a culture of innovation at the individual level. Li et al. (2026) found that health workers who received support from leaders had a higher tendency to produce innovation than employees who worked in a less supportive work environment. Chen et al. (2022) reported that work pressure and burnout made hospital employees more focused on completing routine tasks rather than developing new ideas. Walbeek & El Hajal (2022) also explain that the psychological well-being of employees is related to the willingness to participate in organizational development activities. The results of the study show that innovation in hospitals is not only influenced by individual abilities, but also by the quality of the work environment built by the organization.

Leaders not only direct subordinates to complete work on target but also create a work atmosphere that provides opportunities for employees to learn and try new approaches. Research by Chen et al. (2022) found that transformational leadership can reduce health worker burnout through increased intrinsic motivation and clarity of roles. Li et al. (2026) report that the influence of transformational leadership on innovation performance takes place through increasing employee innovation self-efficacy. Buil et al. (2019) also found that leadership that encourages employee participation produces a higher level of innovative work behavior than transactional leadership patterns.

The relationship between transformational leadership and innovative performance has not always resulted in consistent findings. A number of studies have found a strong direct influence, while other studies have shown that these relationships are influenced by the psychological condition and work environment of employees. Buil et al. (2019) show that organizational fairness strengthens the relationship between leadership, work engagement, and innovative work behavior. Li et al. (2026) found that innovation self-efficacy is the mechanism that explains this relationship. The difference in results shows

that the relationship between leadership and innovative performance is not completely direct so that variables are still needed to explain the process of forming innovative behavior in hospital employees.

Employee welfare is also a concern because health workers face different job characteristics compared to other sectors. Responsibility for patient safety, high precision demands, heavy workloads, and rotating work schedules often affect the physical and psychological condition of employees. Well-being is not only related to the amount of compensation received, but also includes a sense of security at work, work-life balance, social relationships in the work environment, and opportunities to develop professional skills. Armstrong & Taylor (2023) explained that organizations that pay attention to employee welfare tend to have a more enthusiastic workforce and have a higher commitment to the organization. Dessler (2024) added that a good welfare policy is able to build more positive working relationships so that employees are more willing to provide additional efforts beyond the demands of formal work. Bakker & Demerouti (2018) explained through Job Demands–Resources Theory that organizational resources, including support for employee welfare, are able to reduce work pressure while increasing positive energy in completing work. Walbeek & El Hajal (2022) also found that psychological well-being is related to the emergence of proactive behavior and employees' willingness to engage in organizational development activities.

The relationship between employee well-being and innovative performance is still a topic of discussion in various studies. Some researchers argue that employees who feel comfortable and receive organizational support will be more courageous to develop new ideas because they have a more stable psychological condition (Bakker & Demerouti, 2017; Walbeek & El Hajal, 2022). Another study explains that well-being does not always produce innovation if the organization is not able to build a work climate that encourages employee participation in the decision-making process (Saks, 2022). These differences show that the relationship between welfare and innovative performance does not always take place directly. This condition opens opportunities to test other variables that are able to explain the mechanism of the relationship between the two variables. Research in the hospital sector also still discusses employee welfare in relation to job satisfaction, burnout, and turnover, while the relationship with innovative performance has not received the same attention (Chen et al., 2022; Walbeek & El Hajal, 2022).

Employee engagement is seen as one of the psychological conditions that can explain why an employee is willing to give an effort that exceeds the demands of his job. Mazzetti et al. (2023) describes employee engagement through three dimensions, namely vigor, dedication, and absorption. Employees who have high engagement usually show enthusiasm for work, enjoy the tasks given, and are willing to invest energy to produce better work results. Saks (2022) explains that engagement arises when employees feel a fair reciprocal relationship between the organization and themselves. Bakker & Albrecht (2018) added that engagement develops when the organization provides adequate resources so that employees feel valued and supported in completing work. Research by Suryomedianto & Kisman (2026) found that employee engagement is able to explain the relationship between transformational leadership, employee well-being, and employee performance. These results show that employees' engagement to their work deserves to be considered as a mechanism that connects organizational factors with work behavior.

Several studies have also shown that employee engagement has a close relationship with innovative behavior. Employees who have a high engagement to their work tend to not only try to complete tasks according to standards, but also look for opportunities to improve the work process that has been running. Buil et al. (2019) found that work engagement enhances innovative work behaviour through the encouragement to actively

participate in organizational problem solving. Li et al. (2026) obtained similar results in healthcare workers who showed higher courage in developing innovations when they had confidence in their own abilities and received support from the work environment. Bakker & Albrecht (2018) explain that employees who are tied to their jobs generally have higher energy levels, so they are better prepared to face job challenges. This condition makes employee engagement worthy of being placed as a mediating variable in this study because it can explain the relationship between organizational factors and innovative employee behavior.

Chen et al. (2022) focused on the relationship between transformational leadership and health worker burnout. Li et al. (2026) tested the influence of transformational leadership on innovation performance through innovation self-efficacy. Walbeek & El Hajal (2022) discuss the psychological well-being of employees in the service industry. Sabuhari et al. (2025) examined leadership relationships, work engagement, and innovative work behavior by considering organizational fairness as a moderation variable. Suryomedianto & Kisman (2026) place employee engagement as a mediating variable between transformational leadership, employee welfare, and employee performance. These results show that each study uses a different conceptual model so that there is no agreement on the mechanism that explains the formation of innovative performance, especially in health service organizations in Indonesia.

This study aims to analyze the influence of transformational leadership and employee welfare on employee innovative performance by placing employee engagement as a mediating variable at Hospital X in the city of Bandung. The research model was chosen to explain the direct and indirect relationship between variables so that the process of forming innovative performance can be understood more completely. The results of the study are expected to provide additional empirical evidence regarding the innovative behavior of employees in the health service sector in Indonesia, which until now is still relatively limited compared to other sectors. The research findings are also expected to be input for hospital managers in designing human resource development policies that can create a work environment that is more open to updates. This study offers the view that innovative performance improvement is not enough to rely solely on individual abilities, but also requires leadership that encourages participation, attention to employee well-being, and employee engagement to their work.

## METHOD

This study uses a quantitative approach with an explanatory research design. The use of a quantitative approach allows each relationship between variables to be objectively analyzed through statistical testing so that the conclusions obtained have an empirical basis. The analysis unit in this study is an employee of Hospital X in the city of Bandung. Respondents were selected using the proportionate stratified random sampling technique so that each work group had a balanced opportunity to become a research sample. The technique was chosen because the characteristics of hospital employees are quite diverse, both based on professions, work units, and job responsibilities. The number of samples was determined using the Slovin formula with an error rate of 5%. The number of respondents who met the criteria was then used as a research sample after going through a screening process based on a minimum working period of one year. These requirements are used so that respondents have sufficient experience in understanding the organizational conditions and work system of the hospital. Based on the calculation results, the number of samples determined was 120 respondents.

The research instrument was prepared using a five-level Likert scale consisting of a choice of very disagree, disagree, neutral, agree, and strongly agree answers. The

transformational leadership variables are measured based on the dimensions of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration developed by Bass & Avolio (1994) and redefined by Robbins & Judge (2023) and Northouse (2022). Employee well-being variables are measured through indicators of physical well-being, psychological well-being, social well-being, and work-life balance referring to Armstrong & Taylor (2023), Dessler (2024), and Bakker & Demerouti (2017). The employee engagement variable uses the dimensions of vigor, dedication, and absorption developed by Mazzetti et al. (2023). Innovative performance variables are measured based on the stages of idea formation, idea promotion, and idea implementation developed by Janssen (2010) and De Jong & Den Hartog (2010). Data analysis was carried out using Structural Equation Modeling–Partial Least Squares (SEM-PLS)

## RESULTS AND DISCUSSION

### Result

**Table 1. Respondent Characteristics**

| Features | Category | Frequency (People) | Percentage (%) |
|---|---|---|---|
| **Gender** | Male | 68 | 56.7 |
| | Women | 52 | 43.3 |
| | **Total** | **120** | **100** |
| **Age** | ≤ 25 years old | 18 | 15.0 |
| | 26–35 years old | 44 | 36.7 |
| | 36–45 years old | 39 | 32.,5 |
| | > 45 years old | 19 | 15.8 |
| | **Total** | **120** | **100** |
| **Final Education** | High School/Vocational School | 24 | 20.0 |
| | Diploma (D3) | 18 | 15.0 |
| | Bachelor (S1) | 63 | 52.5 |
| | Postgraduate (S2) | 15 | 12.5 |
| | **Total** | **120** | **100** |
| **Tenure** | < 3 years | 22 | 18.3 |
| | 3–5 years | 36 | 30.0 |
| | 6–10 years | 40 | 33.3 |
| | > 10 years | 22 | 18.3 |
| | **Total** | **120** | **100** |

Source: Data Processing Results (2026)

Based on Table 1, most respondents were male as many as 68 people (56.7%) and were in the age range of 26–35 years old as many as 44 people (36.7. The composition shows that most of the respondents are at productive age who generally have adequate experience and ability to carry out work. Judging from the level of education, most respondents have 63 people (52.5%) with their last education, followed by 24 people (20.0%), 18 people (15.0%) with Diploma (D3), and 15 people (12.5%) with Postgraduate (S2). Meanwhile, based on the working period, most of the respondents had worked for 6-10 years as many as 40 people (33.3%), followed by 36 people (30.0%) for 3-5 years of service, while respondents with less than 3-year working period and more than 10 years amounted to 22 people (18.3%) respectively. This condition shows that most of the respondents have had enough work experience so that they are expected to be able to provide an objective assessment of transformational leadership, employee welfare, work

engagement, and innovative performance in the organizational environment.

**Table 2. Outer Model Evaluation Results**

| Variabel | Indicator | Outer Loading | Cronbach's Alpha | Composite Reliability | AVE | √AVE (Fornell-Larcker) |
|---|---|---|---|---|---|---|
| Transformational Leadership | TL1 | 0.912 | 0.925 | 0.947 | 0.817 | 0.904 |
| | TL2 | 0.898 | | | | |
| | TL3 | 0.888 | | | | |
| | TL4 | 0.917 | | | | |
| Employee Well-Being | EWB1 | 0.899 | 0.927 | 0.948 | 0.819 | 0.905 |
| | EWB2 | 0.918 | | | | |
| | EWB3 | 0.899 | | | | |
| | EWB4 | 0.904 | | | | |
| Work Engagement | WE1 | 0.901 | 0.870 | 0.920 | 0.793 | 0.891 |
| | WE2 | 0.876 | | | | |
| | WE3 | 0.895 | | | | |
| Innovative Performance | IP1 | 0.917 | 0.902 | 0.939 | 0.837 | 0.915 |
| | IP2 | 0.910 | | | | |
| | IP3 | 0.917 | | | | |

Source: Data Processing Results (2026)

Based on Table 2, all indicators met the validity and reliability criteria, with outer loadings (0.876–0.918), AVE (0.793–0.837), Cronbach's alpha (0.870–0.927), and composite reliability (0.920–0.948) exceeding the recommended thresholds. The Fornell–Larcker criterion also confirmed satisfactory discriminant validity, indicating that all constructs were suitable for structural model analysis.

**Table 3. Value of Coefficient of Determination ($R^2$)**

| Variable | R Square | R Square Adjusted | Category |
|---|---|---|---|
| Work Engagement | 0,450 | 0,441 | Medium |
| Innovative Performance | 0,630 | 0,620 | Strong |

Source: Data Processing Results (2026)

$R^2$ value of 0.450 indicates that transformational leadership and employee well-being can explain the variation in work engagement by 45.0%, while the remaining 55.0% is influenced by other variables outside the research model. Furthermore, an $R^2$ value of 0.630 indicates that transformational leadership, employee well-being, and work engagement together were able to explain the variation in innovative performance by 63.0%, while the remaining 37.0% were explained by other factors not included in the research model.

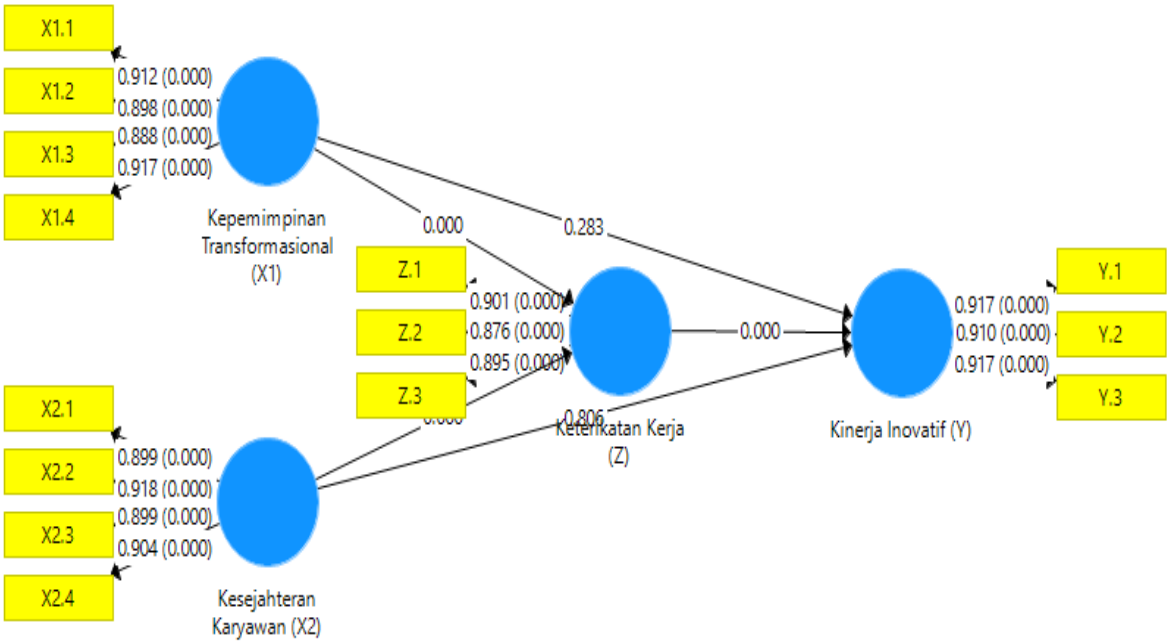


**Figure 1. Research Structural Model**

**Table 4. Hypothesis Testing Results**

| Hipotesis | Intervariable Relationships | Line Coefficient (β) | t-Statistic | p-Value | Verdict |
|---|---|---|---|---|---|
| H1 | Transformational Leadership (X1) → Work Engagement (Z) | 0.493 | 7.653 | 0.000 | Accepted |
| H2 | Employee Welfare (X2) → Work Engagement (Z) | 0.465 | 6.610 | 0.000 | Accepted |
| H3 | Transformational Leadership (X1) → Innovative Performance (Y) | 0.073 | 1.075 | 0.283 | Rejected |
| H4 | Employee Well-Being (X2) → Innovative Performance (Y) | -0.016 | 0.246 | 0.806 | Rejected |
| H5 | Work Engagement (Z) → Innovative Performance (Y) | 0.762 | 11.884 | 0.000 | Accepted |
| H6 | Transformational Leadership (X1) → Work Engagement (Z) → Innovative Performance (Y) | 0.376 | 6.302 | 0.000 | Accepted |
| H7 | Employee Well-Being (X2) → Work Engagement (Z) → Innovative Performance (Y) | 0.354 | 5.273 | 0.000 | Accepted |

Source: Data Processing Results (2026)

Based on Table 4, the test results show that transformational leadership has a positive and significant effect on work engagement, so H1 is accepted. Employee welfare also had a positive and significant effect on work engagement, so H2 was accepted. In contrast, transformational leadership had no significant effect on innovative performance, so H3 was rejected. Similarly, employee well-being had no significant effect on innovative performance, so H4 was rejected. Meanwhile, work engagement had a positive and significant effect on innovative performance, so H5 was accepted.

The results of the indirect influence test showed that work engagement was able to significantly mediate the influence of transformational leadership on innovative performance, so H6 was accepted. In addition, work engagement was also shown to significantly mediate the influence of employee welfare on innovative performance, so H7

was accepted. These findings suggest that work engagement plays a role as full mediation, as both the direct effects of transformational leadership and employee well-being on innovative performance are not significant, while both indirect influences through work engagement are shown to be significant.

**Discussion**

Transformational leadership has a positive and significant effect on work engagement. The findings show that the better the leader's ability to convey the organization's vision, provide inspiration, pay attention to individual needs, and encourage employees to think creatively, the higher the level of work engagement that employees have. This leadership style creates a work atmosphere that encourages trust, appreciation, and emotional involvement in the organization. This condition makes employees more enthusiastic in completing their work and willing to provide efforts that exceed the demands of formal work.

Employee welfare has a positive and significant effect on work engagement. The findings show that the better the welfare that employees receive, whether through compensation, work facilities, health insurance, and support for work-life balance, the higher the level of work engagement that employees have. Employees who feel an organization's attention to their well-being tend to work with a sense of security, comfort, and have higher loyalty. This condition encourages the emergence of enthusiasm, dedication, and willingness to give the best effort in completing the work. The results of this study show that employee welfare is one of the conditions that can strengthen the emotional relationship between employees and their work.

Transformational leadership does not have a significant effect on innovative performance. The findings show that the application of transformational leadership has not been able to directly improve employees' ability to produce, develop, or implement new ideas in the work environment. Leaders have provided vision, motivation, individual attention, and encouragement to think creatively, but these conditions are not enough to encourage the emergence of innovative behaviors directly. Employees still need encouragement from other factors related to psychological conditions and the work environment before they can translate the leader's direction into innovative behavior. These results show that the relationship between transformational leadership and innovative performance is more complex than just a direct relationship.

Employee welfare does not have a significant effect on innovative performance. The findings show that improved welfare, such as compensation, benefits, work facilities, and health insurance, has not been able to directly encourage employees to come up with new ideas or implement updates in their work. More well-being creates a sense of security, comfort, and satisfaction during work. Innovative behaviors require other motivations that come from psychological conditions, a willingness to try new ways, as well as active involvement in work. These results show that employee well-being is not enough to produce innovative behaviors if it is not followed by high work engagement.

Work engagement has a positive and significant effect on innovative performance. The findings show that the higher the work engagement employees have, the greater their ability to produce, develop, and implement new ideas in the work environment. Employees who have high work engagements tend to show enthusiasm, dedication, and high concentration in completing their work. This condition encourages them to find better solutions, improve work processes, and provide ideas that can improve the quality of organizational services. The results of this study show that work engagement is one of the psychological conditions that support the formation of innovative behaviors.

Work engagement was able to fully mediate the influence of transformational

leadership and employee well-being on innovative performance. This condition can be seen from the direct influence of transformational leadership and employee well-being on insignificant innovative performance, while the indirect influence through work engagement has proven to be positive and significant. These findings show that transformational leadership and employee well-being have not been able to drive innovative behavior directly. These two variables first build employee work engagement before finally affecting the employee's ability to produce, develop, and implement new ideas. These results explain that work engagement is a mechanism that bridges the relationship between organizational factors and innovative performance.

## CONCLUSION

The results of the study show that transformational leadership and employee well-being have a positive and significant effect on work engagement. In contrast, transformational leadership and employee well-being have no significant effect directly on innovative performance. Meanwhile, work engagement has been proven to have a positive and significant effect on innovative performance. The results of the mediation test showed that work engagement was able to fully mediate the influence of transformational leadership and employee well-being on innovative performance. These findings indicate that improving employee innovative performance is not enough to be achieved through the implementation of transformational leadership or improved well-being but requires work engagement as the primary mechanism linking the two factors to innovative performance.

Organizations are advised to develop strategies that focus on increasing work engagement through the implementation of more effective transformational leadership, such as motivation, coaching, open communication, and attention to individual development. In addition, organizations need to continue to improve employee well-being through a fair compensation system, the provision of adequate work facilities, welfare programs, and policies that support work-life balance. It is further suggested that other variables, such as organizational culture, organizational support, knowledge-sharing behavior, or intrinsic motivation, be able to explain innovative performance variations more comprehensively and test research models in different sectors or organizational characteristics to improve the generalization of research results.

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