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# Authentic Leadership and Innovative Culture on Innovative Work Behavior through Organizational Support and Readiness

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**Abstract**

**Background:** Construction state-owned enterprises (SOEs) operate under organizational-change dynamics and performance demands that require innovative capability from their workforce.
**Objective:** This study sought to determine how authentic leadership and an innovative organizational culture relate to employees' innovative work behavior, treating perceived organizational support and readiness for change as mediating variables.
**Methods:** A quantitative survey design was adopted, drawing on 415 permanent employees of Indonesian construction SOEs. The data were processed with covariance-based structural equation modeling (CB-SEM) in the LISREL 8.8 program, which served to examine both the direct and indirect links among the constructs and to appraise the adequacy of the measurement and structural models.
**Results:** All twelve hypotheses were supported, with the direct effect of authentic leadership on innovative work behavior significant under a one-tailed test at the 5% level (critical t = 1.645). Within the tested model, readiness for change recorded the largest path coefficient on innovative work behavior, whereas innovative organizational culture exerted a larger total effect than authentic leadership. Both mediators significantly carried the influence of leadership and culture onto employees' innovative behavior.
**Conclusion:** The findings offer empirical contributions and practical implications concerning how leadership mechanisms and organizational culture foster innovative behaviors, and suggest that, within the limits of this cross-sectional model, fostering innovative work behavior in construction SOEs is associated with the joint presence of authentic leadership, an innovative culture, organizational support, and individual readiness for change.

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## INTRODUCTION

The growth of global industry during the era of digital transformation has sharpened business competition and forced organizations to respond swiftly to structural supply-chain disruptions, climbing interest rates, and sustainability demands (Banholzer et al., 2023). Against this background, the capacity to innovate has become one of the principal drivers of organizational growth and sustainability (de Jong et al., 2025). This pressure is especially pronounced in the engineering and construction (E&C) sector, where cost pressures, economic

uncertainty, and talent shortages have pushed firms toward digital tools and green technology to protect margins and support long-term sustainability (Chen, 2025; Industrials, 2025). Sengupta et al. (2023) argue that organizations able to encourage innovative employee behavior are better positioned to navigate such changes, underscoring innovative work behavior (IWB) as an increasingly critical issue across industrial sectors, including construction.

Notwithstanding this urgency, at the industry level the engineering and construction sector is repeatedly ranked among the least digitized and least innovation-intensive of the major industries (Banholzer et al., 2024). At the national level—a distinct, macro-level indicator—Indonesia ranked 55th of 139 economies in the 2025 Global Innovation Index, trailing ASEAN peers such as Singapore, Malaysia, Thailand, and Vietnam, with innovation commercialization noted as a relative weakness (WIPO, 2025). These industry-level, national-level, and organizational-level indicators are treated here as distinct but complementary signals rather than a single, undifferentiated measure of innovation. Against this backdrop, several state-owned construction enterprises (BUMN Konstruksi) have shown notable commitment to technological innovation: PT Hutama Karya won Top Entry and Grand Winner honors at the Autodesk ASEAN Innovation Awards 2024 for BIM application on the IKN Hospital project ((Persero), 2024) ; PT Wijaya Karya, through PT Wika Tirta Jaya Jatiluhur, won the Bentley Systems Year in Infrastructure Going Digital Award 2025 (Systems, 2025); and PT PP won Innovator of the Year at the 2022 Autodesk ASEAN Innovation Awards for BIM implementation on the Mandalika Circuit project (Wijaya, 2022). Yet these accolades reflect technology adoption at the organizational level; they do not by themselves indicate that innovation has been internalized as everyday employee behavior a distinction that becomes critical once the sector's underlying financial condition is considered.

During the last decade, Indonesian state-owned construction firms have evolved from being purely construction-service providers into entities that also supply capital and operate long-term infrastructure concessions, a shift that has carried considerable financial consequences: rising debt from government-assigned projects without corresponding capital provision, compounded by toll-road financing structures spanning two-to-five-year construction periods followed by 25-to-40-year concessions (Nurdianto et al., 2023). The resulting deterioration in financial performance: declining revenues, net losses, and in some cases multi-institution debt restructuring indicates that performance improvement can no longer rely on revenue growth alone, but requires a fundamental increase in productivity and execution efficiency through more innovative business processes (Nurdianto et al., 2023). This reframes the sector's innovation deficit: the gap is not primarily one of technology access, but of translating organizational-level innovation commitments into individual employee behavior, a challenge compounded by innovation barriers that are multidimensional: organizational, human resource, economic, and market-related and that vary by organizational scale (Nguyen, 2024) .

This expectation is formally embedded in the four companies' AKHLAK core values, which position innovation as a core employee expectation (Persero, 2024; Karya, 2024; Tbk., 2025) . Realizing this expectation requires innovative work behavior (IWB) actions aimed at creating, implementing, and proposing new ideas to improve individual, departmental, or organizational performance (Ghani et al., 2023). Yet construction organizations commonly display clan-, market, and hierarchy-oriented cultural traits that raise psychological barriers to innovation, so narrowing this gap calls for more than new technology and instead requires change at the level of leadership and organizational culture both of which have been shown to significantly influence IWB, including within Indonesian SOEs specifically (Ekmekcioglu & Öner, 2024; Gupta, 2011; Indrayanti & Ulfia, 2022; Wang & Xu, 2019).

Of the various leadership styles, authentic leadership, defined by self-awareness, an internalized moral perspective, balanced processing, and relational transparency (Sengupta et al., 2023; Walumbwa et al., 2008), is documented to exert a direct positive effect on IWB (Sengupta et al., 2023), and has been shown across three European countries to raise employees' personal initiative and work engagement, subsequently strengthening innovative behavior (Laguna et al., 2019; Srimongkolkul et al., 2025). It also strengthens employees' readiness for organizational change, notably by amplifying the positive effects of psychological ownership among family-owned SMEs in Vietnam (Lin et al., 2025); because supervisors are commonly perceived as agents

of the organization (Eisenberger et al., 1986; Loh & Idris, 2024), authentic leader behavior additionally shapes employees' perceptions of organizational support (Černe et al., 2013; Siswanti & Muafi, 2025). Complementing leadership, innovative organizational culture (IOC) has a significant positive relationship with IWB (Ekmekcioglu & Öner, 2024), as innovative behavior requires a supportive environment characterized by opportunity, encouragement, and inspiration (Hock-Doepgen et al., 2025; Nazir et al., 2019).

These leadership and cultural conditions operate in part through two mediating mechanisms. First, perceived organizational support (POS), understood as employees' conviction that the organization appreciates their contributions and attends to their well-being Eisenberger et al. (1986) and shaped by organizational fairness, supervisor support, and favorable rewards and working conditions (Hngoi et al., 2023; Rhoades & Eisenberger, 2002), allows employees to produce ideas, recognize opportunities, and convert them into innovative action (Islam et al., 2024; Margaretha et al., 2025; Peng et al., 2023). Second, readiness for change (RFC) defined as employees' beliefs about their capacity, the change's appropriateness, management's commitment, and personal benefit Holt et al. (2007), Jones et al. (2005) and Engida et al. (2022) increases employees' willingness to participate, share information, and take initiative, thereby raising their propensity toward IWB Eby et al. (2000) and Stevens (2013), a pathway previously documented in dynamic organizational contexts such as start-ups (Sengupta et al., 2023).

Taken together, while authentic leadership and IOC have each been linked to IWB, and POS and RFC have each been shown to mediate related organizational outcomes, research has rarely tested authentic leadership and IOC simultaneously as joint predictors with both POS and RFC as parallel mediators, particularly within the public sector and construction industry, where evidence on authentic leadership's mechanisms remains limited (Indrayanti et al., 2025). This gap is especially consequential for Indonesian state-owned construction companies, given the sector's combination of high organizational restructuring pressure and comparatively low innovation levels. The present study responds to that gap by combining authentic leadership and innovative organizational culture as antecedents of IWB and by positioning perceived organizational support and readiness for change as concurrent mediating mechanisms, examined together through CB-SEM (LISREL 8.8) across four Indonesian state-owned construction enterprises.

This study was undertaken to investigate the direct and indirect relationships linking authentic leadership, innovative organizational culture, perceived organizational support, readiness for change, and innovative work behavior among employees of Indonesian state-owned construction enterprises. The urgency of this research arises from the gap between organizational commitments to innovation and their translation into everyday employee behavior, particularly amid financial challenges and organizational restructuring pressures. The novelty of this study lies in simultaneously examining authentic leadership and innovative organizational culture as antecedents of innovative work behavior, with perceived organizational support and readiness for change serving as parallel mediating variables within the specific context of Indonesian state-owned construction enterprises. Theoretically, this study contributes to the literature on authentic leadership and organizational behavior by providing empirical insights into the psychological mechanisms linking leadership and organizational culture to innovative work behavior. Practically, the findings offer insights for management in strengthening authentic leadership, fostering an innovative organizational culture, enhancing perceived organizational support, and developing employees' readiness for change. These implications highlight the importance of integrating leadership, organizational culture, organizational support, and change readiness into organizational strategies aimed at encouraging innovative work behavior.

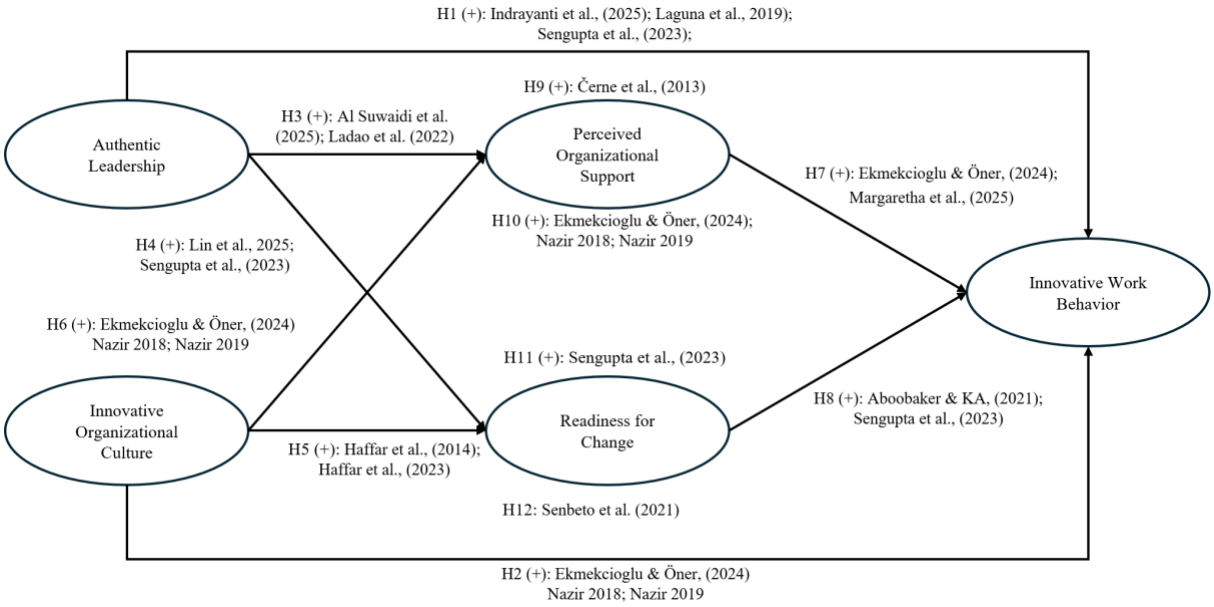



**Figure 1.** Research Hypothesis

## METHOD

This study employed a quantitative, explanatory research design to examine the causal relationships among the research variables by testing the hypotheses formulated beforehand. The quantitative approach was chosen because the study focused on measuring the relationships among authentic leadership, innovative organizational culture, perceived organizational support, readiness for change, and innovative work behavior in an objective and structured manner. Explanatory research was used to explain the direct and indirect effects among the variables studied, thereby providing an empirical understanding of the factors affecting innovative work behavior in state-owned enterprise (SOE) construction companies in Indonesia. Quantitative research investigates a defined population or sample to test previously established hypotheses through statistical analysis. This approach was considered relevant because it enabled the collection of measurable and systematic data to support evidence-based organizational decision-making.

This research was conducted in Indonesian state-owned construction companies engaged in construction services and infrastructure development. The study setting was selected because state-owned construction firms were facing various organizational transformation challenges, changes in the business environment, and increasing pressure to innovate. These conditions made SOE construction companies a relevant research setting for examining employees' innovative work behavior. The research period was determined according to the timeline for data collection, questionnaire distribution, and data processing. According to Hair et al. (2022) , organizational research conducted in strategically important industrial sectors can make a stronger empirical contribution by illustrating the actual conditions companies face in responding to business changes.

Specifically, data were collected from permanent employees of four Indonesian state-owned construction enterprises: PT Adhi Karya, PT Hutama Karya, PT PP, and PT Wijaya Karya. The individual employee served as the unit of analysis. Questionnaires were distributed through the companies' internal communication channels over an approximately three-month period in 2026.

The study population comprised employees of state-owned construction firms who were involved in the organizations' operational and managerial activities. This population was selected because employees directly experienced the implementation of authentic leadership, innovative organizational culture, organizational support, and organizational changes within their respective companies. Furthermore, because innovative work behavior, the dependent variable, is closely associated with individual behavior in the workplace, employees were considered the primary source of data for this study. Following Sekaran & Bougie (2020) and Bougie (2024) , a population refers to the entire set of individuals, events, or objects sharing particular characteristics that

constitute the focus of an inquiry.

Sampling was conducted using a purposive sampling method, in which participants were selected according to specific characteristics aligned with the research objectives. The inclusion criteria required respondents to have worked for at least one year and to have been involved in organizational activities related to decision-making, teamwork, or the implementation of organizational change. These criteria were established to ensure that respondents had sufficient experience and understanding of organizational conditions to provide relevant answers to the research instruments.

The required sample size was determined based on the needs of Structural Equation Modeling (SEM) using LISREL 8.8. Hair et al. (2022) note that SEM-based studies require a sufficiently large sample to meet statistical assumptions and produce a sound model. The target population comprised permanent employees across the four enterprises, while the accessible population consisted of approximately 6,000 employees who met the inclusion criteria. Applying the Krejcie and Morgan (1970), approach to this accessible population yielded a minimum required sample size of 361 respondents. The questionnaire distribution ultimately yielded 415 valid responses, which were retained after Mahalanobis distance-based outlier screening. This sample size was considered adequate for describing population characteristics and supporting an analysis of the relationships among the study variables (Hasan & Kumar, 2024; Krejcie & Morgan, 1970).

Data for this study were obtained from two sources: primary and secondary data. Primary data were collected directly from respondents through the distribution of research questionnaires, whereas secondary data were obtained from scholarly journals, books, corporate reports, and other supporting documents relevant to the study variables.

The primary data were used to examine respondents' perceptions of authentic leadership, innovative organizational culture, perceived organizational support, readiness for change, and innovative work behavior. Secondary data, including scientific literature, company reports, and other relevant documents, were used to support the theoretical framework and provide contextual information about the Indonesian state-owned construction sector.

The research instrument was a closed-ended questionnaire employing a seven-point Likert scale. The scale was used to measure respondents' levels of agreement with statements relating to the research variables. It was selected because it facilitated structured responses and simplified statistical data processing. A seven-point scale was chosen because it tends to produce lower error rates than a five-point scale by allowing more precise responses (Koo & Yang, 2025; Munshi, 2014) . This finding was further supported by Kusmaryono et al. (2022) review of 60 articles published between 2012 and 2021, which reported that odd-numbered scales with more than five response categories, particularly seven-point scales, could support reliability and validity.

The questionnaire items were organized around indicators for each variable derived from previous studies. Authentic leadership was measured using indicators of self-awareness, relational transparency, balanced processing, and internalized moral perspective, based on the Authentic Leadership Inventory developed by Neider and Schriesheim (2011) and Malau and Widyastuti (2024) . Innovative organizational culture was measured using the scale developed by Ekmekcioglu and Öner (2024) , adapted from the Organizational Culture Index proposed by Wallach (1983) Gigerenzer et al. (2022) . Perceived organizational support was measured using the scale developed by Eisenberger et al. (2020) and Loh and Idris (2024) , which assesses employees' perceptions of the organization's concern for their well-being and the support it provides. Readiness for change was measured using the scale developed by Holt et al. (2007) and Jo and Hong (2023), which assesses individuals' readiness to accept and support organizational change. Innovative work behavior was measured using the scale developed by Janssen (2000) and Koroglu and Ozmen (2022), which assesses individuals' ability to generate, promote, and implement new ideas within an organization. Robbins and Judge (2022) emphasize that clear and measurable indicators are essential for research instruments to represent research variables accurately.

Authentic leadership was measured using 16 items across four dimensions, while readiness for change was measured using 25 items across four dimensions. Both variables were modeled as second-order constructs because their theoretically distinct subdimensions jointly

represented a single higher-order latent variable. Innovative organizational culture, perceived organizational support (using an eight-item short form), and innovative work behavior (using Janssen's nine-item scale) were modeled as unidimensional constructs.

All instruments were adapted from their original English-language sources and translated into Indonesian using a back-translation procedure. The wording was subsequently reviewed by the research team. Construct validity was assessed using confirmatory factor loadings, with a minimum threshold of 0.50. Reliability was evaluated using construct reliability, with a minimum threshold of 0.70, and average variance extracted (AVE), with a minimum threshold of 0.50.

Data were analyzed using Structural Equation Modeling (SEM) with LISREL 8.8 software. SEM was selected because the study involved complex relationships among latent variables and examined both direct and indirect effects through mediating variables. SEM was considered appropriate because it enabled the simultaneous evaluation of measurement and structural models, providing a comprehensive assessment of the relationships among the study variables. Ghozali (2021) and Ghozali and Latan (2024) observes, SEM is a multivariate technique that combines factor analysis and regression analysis to examine relationships among variables comprehensively.

This study adopted a covariance-based SEM (CB-SEM) approach, estimated using maximum likelihood in LISREL 8.8. This approach was appropriate for confirmatory testing of a theoretically specified model (Collier, 2020, 2026); Kline, 2023). Multivariate normality and outliers were examined using Mahalanobis distance. Model fit was evaluated using absolute, incremental, and parsimony fit indices, while mediation was assessed through the significance of indirect effects. All hypotheses were directional and were therefore tested using one-tailed t-tests at the 5% significance level, with a critical t-value of 1.645. References to Hair et al. (2022) and Ghozali (2021) were used to support general methodological guidance on sample size and multivariate analysis rather than PLS-SEM estimation.

The data analysis process began with assessments of the validity and reliability of the research instrument. The validity assessment was intended to determine whether each indicator measured its intended variable appropriately, while the reliability assessment evaluated the consistency of respondents' answers to the instrument. After the instrument's validity and reliability had been established, confirmatory factor analysis (CFA) was conducted to assess whether the indicators adequately represented their respective research constructs. CFA was performed to ensure that the measurement model appropriately represented the latent variables. Hair et al. (2022) emphasize that validity and reliability are essential prerequisites for structural model testing.

Subsequently, goodness-of-fit testing was conducted to assess the extent to which the research model fit the empirical data obtained from respondents. The goodness-of-fit indices included the chi-square statistic, root mean square error of approximation (RMSEA), comparative fit index (CFI), goodness-of-fit index (GFI), adjusted goodness-of-fit index (AGFI), and Tucker–Lewis index (TLI). The research model was considered adequate when it met the established SEM goodness-of-fit criteria. Once the model fit had been established, hypothesis testing was conducted to examine the relationships among the research variables. Hypotheses were tested using t-values and standardized factor loadings generated through LISREL 8.8. According to Kline, (2023), goodness-of-fit testing is essential in SEM research because it indicates the extent to which a theoretical model represents the empirical data.

## RESULTS AND DISCUSSION

### Results

#### *Research Study Profile*

This research was conducted on construction companies of State-Owned Enterprises (SOEs) in Indonesia engaged in construction services, infrastructure development, and national strategic project development. The research objects were chosen in view of conditions in the construction industry, which currently faces pressure from business competition, technological changes, and increasingly complex organizational transformation demands. State-owned construction companies are required to be able to increase organizational innovation through strengthening adaptive and creative human resources. In this context, innovative work behavior

is one of the important factors that support the success of organizations in dealing with changes in the business environment. According to Robbins and Judge (2022), organizations that successfully stimulate innovative employee behavior achieve greater adaptability to both external and internal change.

This research involves employees of state-owned construction companies who have direct involvement in the operational and managerial activities of the organization. The characteristics of the respondents in this study consisted of various backgrounds of various positions, education levels, ages, and various working periods. The heterogeneity of respondent characteristics affords a fuller view of organizational conditions and of how employees perceive authentic leadership, innovative organizational culture, perceived organizational support, readiness for change, and innovative work behavior. According to Hair et al. (2022), the diversity of respondents in organizational research can improve data representation and strengthen the results of empirical analysis.

**Respondent Characteristics**

Once data collection was complete and outliers had been removed through Mahalanobis distance screening, a final sample of 415 employees was kept for analysis, surpassing the minimum requirement. Most respondents were male, reflecting the construction industry's continued predominance of male workers. In addition, most of the respondents were in the productive age range between < 25 – ≥ 40 years old, which indicates that the organization is dominated by an active workforce with a high level of work mobility.

**Table 1**
*Characteristics of Respondents by Gender*

| Gender | Quantity | Percentage |
|---|---|---|
| Male | 271 | 65.30% |
| Women | 144 | 34.70% |
| Total | 415 | 100% |

These figures indicate that the preponderance of male respondents is consistent with the nature of the construction sector, which engages a greater share of male workers in project operations. According to Ghozali (2021) and Ghozali and Latan (2024), the distribution of respondent characteristics is very important in quantitative research because it provides an overview of the representation of research data.

**Table 2**
*Characteristics of Respondents by Age*

| Age | Quantity | Percentage |
|---|---|---|
| < 25 years | 20 | 4.82% |
| 25-29 years | 84 | 20.24% |
| 30-34 years | 143 | 34.46% |
| 35-39 years | 94 | 22.65% |
| ≥ 40 years | 74 | 17.83% |
| Total | 415 | 100% |

Based on Table 2, the largest age group was 30–34 years, comprising 143 respondents (34.46%), followed by respondents aged 35–39 years with 94 respondents (22.65%). Respondents aged 25–29 years accounted for 20.24%, those aged ≥40 years for 17.83%, and those aged <25 years for 4.82%. These figures characterize the age composition of the 415 respondents retained in the analysis.

**Table 3**
*Characteristics of Respondents Based on Length of Service*

| Tenure | Quantity | Percentage |
|---|---|---|
| 1 - 3 Years | 85 | 20.48% |
| >3 - 5 Years | 74 | 17.83% |
| >5 - 10 Years | 139 | 33.49% |
| >10 Years | 117 | 28.19% |
| Total | 415 | 100% |

The results show that the largest group of respondents had worked for more than 5 to 10 years, comprising 139 respondents (33.49%), followed by those with more than 10 years of service at 28.19%. Respondents with 1–3 years and more than 3–5 years of service accounted for 20.48% and 17.83%, respectively. This spread shows that the sample encompassed employees with differing lengths of organizational tenure, yielding perspectives from participants with varied work experience.

The variables of authentic leadership in this study were measured through several indicators, namely self-awareness, relational transparency, balanced processing, and internalized moral perspective. The processed data revealed that most respondents evaluated the practice of authentic leadership within the organization favorably. Leaders were regarded as capable of fostering open communication, setting moral examples, and establishing transparent working relationships with their subordinates.

**Validity and Reliability Test Results**

The validity test conducted through Confirmatory Factor Analysis (CFA) showed that every indicator of the research variables returned a loading above 0.50 and was therefore deemed valid. The reliability test likewise indicated that all variables attained Construct Reliability (CR) above 0.70 and Variance Extracted (VE) above 0.50, so each variable was judged reliable.

**Table 4**
*Validity and Reliability Test Results*

| Variable | Dimensions | CR | AVE | Description |
|---|---|---|---|---|
| Authentic Leadership | Self-awareness | 0.89 | 0.73 | Reliable |
| | Relational Transparency | 0.86 | 0.67 | Reliable |
| | Internalized Moral Perspective | 0.88 | 0.64 | Reliable |
| | Balanced Processing | 0.86 | 0.67 | Reliable |
| | Authentic Leadership (second order) | 0.95 | 0.81 | Reliable |
| Innovative Organizational Culture | Unidimensional | 0.91 | 0.58 | Reliable |
| Perceived Organizational Support | Unidimensional | 0.95 | 0.68 | Reliable |
| Readiness for Change | Appropriateness | 0.94 | 0.68 | Reliable |
| | Management Support | 0.92 | 0.69 | Reliable |
| | Change Efficacy | 0.90 | 0.61 | Reliable |
| | Personal Valence | 0.89 | 0.74 | Reliable |
| | Readiness for Change (second order) | 0.92 | 0.76 | Reliable |
| Innovative Work Behavior | Unidimensional | 0.97 | 0.76 | Reliable |

These outcomes demonstrate that the instrument possesses satisfactory validity and reliability and is thus appropriate for research use. According to Hair et al. (2022), research instruments are declared good if they meet the requirements for validity and reliability in SEM

analysis.

**Goodness of Fit Model Results**

The goodness of fit test was carried out to determine the suitability of the research model with the empirical data obtained from the respondents.

**Table 5**

*Goodness of Fit Results*

| Category | Index | Interpretation Criteria | Results | Information |
|---|---|---|---|---|
| Absolute Fit Indices | Goodness-of-Fit Index (GFI) | GFI > 0.90 → Good Fit | 0.856 | Poor Fit |
| | Root Mean Square Error of Approximation (RMSEA) | RMSEA ≤ 0.08 → Good Fit | 0.054 | Good Fit |
| | Root Mean Square Residual (RMR)/ SRMR | SRMR < 0.08 → Good Fit | 0.040 | Good Fit |
| | Normed Chi-Square (CMIN/DF) | ≤ 3.00 → Acceptable Fit | 1106.128/551 ≈ 2.008 | Good Fit |
| Incremental Fit Indices | Normed Fit Index (NFI) | Mendekati 1 → Better Fit | 0.984 | Good Fit |
| | Tucker Lewis Index (TLI)/NNFI | TLI > 0.95 → Good Fit | 0.991 | Good Fit |
| | Comparative Fit Index (CFI) | CFI > 0.95 → Good Fit | 0.992 | Good Fit |
| | Relative Fit Index (RFI) | RFI ≥ 0.90 → Good Fit | 0.983 | Good Fit |
| Parsimony Fit Indices | Adjusted Goodness of Fit Index (AGFI) | AGFI > 0.90 → Good Fit | 0.835 | Poor Fit |
| | Parsimony Normed Fit Index (PNFI) | PNFI mendekati 1 → Better Fit | 0.911 | Good Fit |

Based on these results, the research model was declared fit because it met most of the goodness of fit criteria. Thus, the research model is feasible to use for further hypothesis testing.

**Hypothesis Testing Results**

The results of the hypothesis test showed that authentic leadership had a positive and significant effect on perceived organizational support and readiness for change. This shows that authentic leaders are able to increase the perception of organizational support and employee readiness to face organizational changes. Transparent and ethical leaders are able to create a more comfortable work environment so that employees feel valued and supported by the organization.

In addition, innovative organizational culture also has a positive effect on perceived organizational support, readiness for change, and innovative work behavior. These results show that an organizational culture that supports innovation can improve the readiness of change and innovative behavior of employees. Organizations that provide space for creativity and openness to change will create a work environment that encourages innovation.

Perceived organizational support and readiness for change have also been proven to have a positive influence on innovative work behavior. When employees feel supported by the organization and are ready to face change, they tend to be more active in generating and implementing new ideas in the organization. The results of this study are in line with the research of Eisenberger et al. (2020) and Loh and Idris (2024) which stated that organizational support is able to increase employee motivation and innovative contribution.

**Table 6**
*Results of the Direct Effect Significance Test*

| Connection | Coefficient | t-value | Conclusion |
|---|---|---|---|
| Authentic Leadership -> Innovative Work Behavior | 0.09 | 1.79 | Significant Positive |
| Innovative Organizational Culture -> Innovative Work Behavior | 0.13 | 2.31 | Significant Positive |
| Authentic Leadership -> Perceived Organizational Support | 0.44 | 9.88 | Significant Positive |
| Authentic Leadership -> Readiness for Change | 0.37 | 7.91 | Significant Positive |
| Innovative Organizational Culture -> Perceived Organizational Support | 0.48 | 10.57 | Significant Positive |
| Innovative Organizational Culture -> Readiness for Change | 0.48 | 10.10 | Significant Positive |
| Perceived Organizational Support -> Innovative Work Behavior | 0.17 | 2.87 | Significant Positive |
| Readiness for Change -> Innovative Work Behavior | 0.53 | 9.92 | Significant Positive |

Innovative organizational culture has been shown to have a positive and significant effect on innovative work behavior with a coefficient of 0.13 and a t-value of 2.31 (> 1.645), indicating that an organizational culture that encourages innovation directly contributes to increased employee innovative behavior. Similarly, innovative organizational culture has been shown to have a positive and significant effect on perceived organizational support with a coefficient of 0.48 and a t-value of 10.57 (> 1.645), indicating that an innovative organizational culture contributes to shaping employees' perceptions that the organization supports and cares about their well-being. Innovative organizational culture has also been shown to have a positive and significant effect on readiness for change with a coefficient of 0.48 and a t-value of 10.10 (> 1.645), indicating that a strong innovative culture within an organization helps shape employees' readiness to face and accept change. Perceived organizational support is proven to have a positive and significant effect on innovative work behavior with a coefficient of 0.17 and a t-value of 2.87 (> 1.645), indicating that employees who feel strong support from their organization tend to show higher innovative behavior. Readiness for change is proven to have a positive and significant effect on innovative work behavior with the highest coefficient among all paths in the model, namely 0.53 with a t-value of 9.92 (> 1.645). These results show that employees' readiness for change is the strongest direct predictor of innovative work behavior, implying that those who are cognitively and emotionally prepared for change are more active in generating, advocating, and implementing new ideas in their work.

**Test of Mediation Effect**

**Table 7**
*Results of the Mediation Effect Significance Test*

| Mediation Path | Indirect Effect | Direct Effect | Total Effect | t-value | Conclusion |
|---|---|---|---|---|---|
| Authentic Leadership -> Perceived Organizational Support -> Innovative Work Behavior | 0.07 | 0.09 | 0.16 | 2.76 | Significant positive – (partial mediation) |
| Authentic Leadership -> Readiness for Change -> Innovative Work Behavior | 0.19 | 0.09 | 0.28 | 6.22 | Significant positive – (partial mediation) |
| Innovative Organizational Culture -> Perceived Organizational Support -> Innovative Work Behavior | 0.08 | 0.13 | 0.21 | 2.78 | Significant positive – (partial mediation) |

| Mediation Path | Indirect Effect | Direct Effect | Total Effect | t-value | Conclusion |
|---|---|---|---|---|---|
| Innovative Organizational Culture -> Readiness for Change -> Innovative Work Behavior | 0.25 | 0.13 | 0.38 | 7.07 | Significant positive – (partial mediation) |

Given that the direct effect of authentic leadership on innovative work behavior was also significant (β = 0.09, t = 1.79 > 1.645), perceived organizational support and readiness for change each acted as partial mediators in the authentic leadership → innovative work behavior relationship. This suggests that authentic leadership affects innovative work behavior both directly and by shaping perceptions of organizational support and employees' readiness for change.

The test results showed that perceived organizational support significantly mediates the relationship between innovative organizational culture → innovative work behavior, with an indirect effect of 0.08 and a t-value of 2.78 (> 1.645). Readiness for change also significantly mediates the relationship between innovative organizational culture → innovative work behavior, with the highest indirect effect among all mediation paths in the model, at 0.25 and a t-value of 7.07 (> 1.645). Given that the direct effect between innovative organizational culture and innovative work behavior was also significant (β = 0.13, t = 2.31 > 1.645), perceived organizational support and readiness for change each acted as partial mediators in the relationship between innovative organizational culture and innovative work behavior. This indicates that innovative organizational culture influences innovative work behavior both directly and through strengthening perceptions of organizational support and increasing employee readiness for change.

Across the four mediation pathways examined, readiness for change consistently exhibited a larger mediating coefficient than perceived organizational support in both routes. Within this model, employee readiness for change is therefore the stronger intermediary mechanism in linking organizational antecedents to innovative behavior, compared to perceived organizational support. These findings confirm that, in the context of state-owned construction companies, the association between organizational antecedents and employee innovative work behavior appears to operate substantially through readiness for change as an intermediary psychological state linked to authentic leadership and an innovative organizational culture, within the limits of this cross-sectional model.

## Discussion

### *The Influence of Authentic Leadership on Innovative Work Behavior*

The results of the study show that authentic leadership has a positive and significant effect on innovative work behavior. The results suggest that leaders who exhibit transparency, integrity, self-awareness, and value consistency can cultivate a workplace that emboldens employees to voice ideas, experiment with new working methods, and take part in organizational innovation. In the SOE construction industry that is facing business transformation and digitalization, the existence of authentic leaders is important because it is able to build trust and a sense of psychological security for employees. The present findings concur with Sengupta et al. (2023) , who argued that authentic leadership can enhance innovative behavior through more open and supportive working relationships. These findings reinforce the urgency of research that organizational innovation is not only influenced by work systems, but also by the quality of leadership applied in the organization.

The results of this study align with the findings of Indrayanti et al. (2025) who stated that authentic leadership significantly encourages innovative work behavior directly in the context of state-owned enterprises (SOEs) in Indonesia. Within a dynamic construction setting, authentic leaders establish psychological safety that enables employees to put forward new ideas confidently and without fear. This finding aligns with research conducted by Brunetto et al. (2024) who stated that the character of authentic leaders builds trust and psychological safety, so that employees are more confident in conveying new ideas, fighting for them, and trying to realize them without being overly concerned about being blamed when failure occurs.Notably, the direct

path from authentic leadership to innovative work behavior is the weakest in the model (β = 0.09), whereas its indirect paths through readiness for change and perceived organizational support are substantially larger. This pattern suggests that, in bureaucratic state-owned construction settings, authentic leadership shapes innovative work behavior mainly by building psychological readiness and perceived support rather than acting directly.

***The Influence of Innovative Organizational Culture on Innovative Work Behavior***

The results of the study show that innovative organizational culture has a positive effect on innovative work behavior. A culture that affords room for creativity, experimentation, collaboration, and learning prompts employees to devise new ideas of value to the organization. In state-owned construction companies, an innovative culture is a strategic need as organizations face the demands of efficiency, digitalization, and business model changes. These results accord with Ekmekcioglu and Öner (2024), who reported that an innovative organizational culture is among the chief factors prompting innovative employee behavior. Thus, the solution that organizations can do is to strengthen the values of innovation in the daily work culture. This is in accordance with research by Yousaf et al. (2024) which revealed that an innovative culture that actively accepts and embraces innovation creates a supportive environment that encourages employees to be more proactive in generating, promoting, and implementing new ideas, thereby strengthening innovative work behavior.

***The Influence of Authentic Leadership on Perceived Organizational Support***

The results of the study prove that authentic leadership has a positive effect on perceived organizational support. Authentic leaders can lead employees to feel valued, heard, and cared for by the organization. This condition increases the perception that the organization really cares about the well-being and development of its employees. These findings are consistent with Social Exchange Theory, which holds that employees who receive favorable treatment from the organization through their leaders reciprocate positively with loyalty and heightened contribution. Several empirical findings across different industries and countries indicate that authentic leadership has a significant positive influence on perceived organizational support (Aria et al., 2019; Kleynhans et al., 2022; Ladao et al., 2022).

***The Influence of Authentic Leadership on Readiness for Change***

The results of the study show that authentic leadership has a positive effect on readiness for change. Leaders who communicate the direction of change openly and consistently strengthen employees' confidence in the organizational-transformation process. In the construction sector that is facing technological disruption and changes in the business environment, readiness has become an important factor in the success of organizational transformation. These findings indicate that authentic leadership is positively associated with employees' readiness for change and their acceptance of new policies, as modeled in this cross-sectional design. This corresponds with Sengupta et al. (2023), who verified that authentic leadership has a significant positive bearing on readiness for change.

***The Influence of Innovative Organizational Culture on Readiness for Change***

The results show that Innovative Organizational Culture has a positive and significant relationship with Readiness for Change. A culture that promotes creativity, learning, and receptiveness to new ideas may foster organizational conditions better suited to employees' readiness to respond to change. This finding is consistent with Mathur et al. (2023) and Haffar et al. (2014), who reported that an innovation-oriented organizational culture was positively associated with dimensions of Readiness for Change. In the present model, Innovative Organizational Culture was positively associated with Readiness for Change (β = 0.48, t = 10.10), indicating that stronger perceptions of an innovative organizational culture were accompanied by higher levels of employee Readiness for Change.

***The Influence of Innovative Organizational Culture on Perceived Organizational Support***

The findings of the study show that innovative organizational culture has a positive effect on perceived organizational support. Employees embedded in an innovation-supportive culture are inclined to perceive that the organization backs the growth of their competencies, creativity, and contributions. This creates a more positive relationship between employees and the organization. Therefore, an innovative culture not only enhances innovation but also strengthens the perception of organizational support. This is in accordance with research findings conducted in different industrial and country contexts that innovative organizational culture has a positive and significant influence on perceived organizational support (Ekmekcioglu & Öner, 2024; Nazir et al., 2018).

***The Effect of Perceived Organizational Support on Innovative Work Behavior***

The results of the study prove that perceived organizational support has a positive effect on innovative work behavior. Employees who sense organizational support tend to be more motivated to contribute at their best, including by generating and implementing new ideas. These results align with Eisenberger et al. (2020) and Loh and Idris (2024), who contend that organizational support can raise employee engagement and innovative behavior. In other words, the higher the support felt, the higher the employee's tendency to innovate. This finding is also in line with the findings of Margaretha et al. (2025) who revealed that workers who feel supported by the company are more likely to initiate creative ideas, identify opportunities, overcome current and future challenges, translate their innovative thinking into action, and contribute to innovative work overall. This is also in line with the research results of Ekmekcioglu and Öner (2024) who stated that perceived organizational support has a positive influence on innovative work behavior.

***The Effect of Readiness for Change on Innovative Work Behavior***

The results show that Readiness for Change has a positive and significant relationship with Innovative Work Behavior. Within the tested model, this relationship has the largest direct path coefficient to Innovative Work Behavior ($\beta = 0.53$, $t = 9.92$). This result indicates that employees reporting greater readiness to accept and respond to organizational change likewise report higher levels of Innovative Work Behavior. The result is consistent with Aboobaker and Zakkariya (2020), Sengupta et al. (2023), and Tan et al. (2021), which highlight the relevance of Readiness for Change to employees' innovative responses in changing organizational environments. Importantly, its comparatively large coefficient should be interpreted within the present research model and should not be generalized as evidence that Readiness for Change is universally the most dominant determinant of Innovative Work Behavior.

***The Role of Perceived Organizational Support Mediation in the Relationship of Authentic Leadership and Innovative Work Behavior***

The results of the study show that perceived organizational support mediates the influence of authentic leadership on innovative work behavior. This implies that authentic leadership shapes innovative behavior not solely in a direct manner but also by heightening the organizational support that employees perceive. Authentic leaders are able to create a work environment that makes employees feel valued so that they are encouraged to innovate. These findings extend previous research by showing the psychological mechanisms that explain the relationship. As confirmed by Qi et al. (2019) and Arokiasamy et al. (2025), who stated that perceived organizational support creates a sense of psychological safety and strengthens intrinsic motivation, making employees more willing to initiate change, voice ideas, and strive to realize these ideas in their work.

***The Role of Perceived Organizational Support Mediation in the Relationship between Innovative Organizational Culture and Innovative Work Behavior***

This study found that perceived organizational support mediates the relationship between innovative organizational culture and innovative work behavior. An innovative organizational culture engenders the perception that the organization endorses employee development and contribution. This perception then encourages the emergence of innovative behaviors. These

findings reveal that the effectiveness of innovative cultures in boosting employee innovation depends heavily on how strongly employees feel supported by their organizations. This finding is consistent with Ekmekcioglu and Öner (2024) who showed that perceived organizational support acts as a mechanism that channels the influence of innovative organizational culture to innovative work behavior, Jun and Lee (2023) who found a similar pattern in public sector organizations where both emphasized that perceived organizational support acts as a mechanism that translates innovative culture signals into innovative employee behavior.

***The Role of Readiness for Change Mediation on the Relationship between Authentic Leadership and Innovative Work Behavior***

The results of the study prove that readiness for change mediates the influence of authentic leadership on innovative work behavior. Authentic leaders can heighten employees' readiness to confront change, which in turn fosters innovative behavior. These results imply that leadership's effectiveness in advancing innovation rests not only on a direct bond with employees but also on its capacity to cultivate psychological readiness for change. This finding is consistent with Sengupta et al. (2023) who specifically demonstrated readiness for change as a significant mediator between authentic leadership and innovative work behavior in the context of start-up companies in India and extends this finding to the context of Indonesian state-owned construction companies, which have different characteristics, namely being more bureaucratic, high-risk, and facing restructuring pressures.

***The Role of Readiness for Change Mediation in Innovative Organizational Culture and Innovative Work Behavior***

The results of the study show that readiness for change mediates the influence of innovative organizational culture on innovative work behavior. An innovative organizational culture helps shape a more adaptive outlook toward change, leaving employees better equipped to embrace innovation and devise new solutions. This finding is one of the novelties of the research because it shows that readiness for change is an important mechanism that connects innovative culture with innovative behavior of employees in state-owned construction companies. These findings extend and confirm the arguments of Senbeto et al. (2022) who showed that innovative culture increases openness to change, which in turn encourages innovative work behavior, as well as Aboobaker and Zakkariya (2020) and Farliana et al. (2025) who demonstrated readiness for change as a mechanism for translating cultural context into innovative behavior.

## CONCLUSION

The findings support all twelve hypothesized relationships under the one-tailed significance criterion applied in this study. Authentic Leadership and Innovative Organizational Culture were positively associated with Innovative Work Behavior both directly and indirectly through Perceived Organizational Support and Readiness for Change. Among the direct paths to Innovative Work Behavior in the tested model, Readiness for Change showed the largest coefficient ($\beta = 0.53$), while its mediation pathway was also stronger than that of Perceived Organizational Support for both organizational antecedents. The study therefore contributes to the organizational behavior literature by integrating two organizational antecedents and two parallel psychological mediators within a single model in the context of Indonesian state-owned construction enterprises.

From a practical standpoint, the findings suggest that initiatives to encourage employee innovation should treat leadership practices, an innovation-supportive organizational culture, Perceived Organizational Support, and especially employees' Readiness for Change as interrelated components rather than as separate factors. These implications should, however, be interpreted within the study's cross-sectional design and its focus on state-owned construction enterprises, which limit causal inference and generalization to other organizational settings. Future research could employ longitudinal designs, extend the analysis to other industrial sectors, and examine additional theoretically relevant variables such as employee engagement, organizational commitment, psychological empowerment, or digital leadership to assess whether the

relationships observed in this model remain consistent across different contexts.

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**AUTHOR CONTRIBUTION STATEMENT**

Andria Febry Wahyu Purwaningsih is the manuscript's sole author and undertook the conceptualization and design of the research framework, the methodology, data collection, data analysis, interpretation of the findings, and preparation of the manuscript. The author developed the research model examining the relationships among authentic leadership, innovative organizational culture, perceived organizational support, readiness for change, and innovative work behavior. The author was also responsible for organizing and presenting the research findings, discussing their theoretical and practical implications, and formulating the conclusions. The author takes responsibility for the academic content and integrity of the manuscript.

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