

## The Effect Of Transformational Leadership, Workplace Incivility, and Job Anxiety On Innovative Work Behavior of Employees Of PT Madu Baru Madukismo

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### Abstract

This study aims to analyze the influence of Transformational Leadership, Workplace Incivility, and Job Anxiety on Employee Innovative Work Behavior at PT Madu Baru Madukismo. A causal descriptive quantitative approach was applied in this study through a survey method. Data collection was carried out by distributing a structured questionnaire to all employees, totaling one hundred people, using saturated sampling or census techniques. Furthermore, the primary data collected was analyzed using multiple linear regression analysis techniques. The results of the study show that Transformational Leadership has a positive and significant effect on Innovative Work Behavior. These findings confirm that inspirational and supportive leaders are effective in spurring employee courage in promoting and realizing creative ideas. On the other hand, Workplace Incivility was shown to have no significant effect on Innovative Work Behavior, which indicates that there is an internal adaptation mechanism for employees so that work incivility does not directly kill creativity. Meanwhile, the Job Anxiety variable uniquely showed a positive and significant influence on Innovative Work Behavior. This indicates that work anxiety to a certain extent acts as a functional trigger that encourages employees to proactively seek breakthrough solutions to mitigate task pressure. Implicitly, organizations are advised to combine strengthening transformational leadership with managing employee anxiety wisely to maintain the sustainability of innovation.

Keywords:  
Transformational  
Leadership;  
Workplace  
Incivility; Job  
Anxiety;  
Innovative Work  
Behavior

### Abstak

Penelitian ini bertujuan untuk menganalisis pengaruh Kepemimpinan Transformasional, Ketidaksopanan di Tempat Kerja, dan Kecemasan Kerja terhadap Perilaku Kerja Inovatif Karyawan di PT Madu Baru Madukismo. Pendekatan kuantitatif deskriptif kausal diterapkan dalam penelitian ini melalui metode survei. Pendataan dilakukan dengan mendistribusikan kuesioner terstruktur kepada seluruh karyawan yang berjumlah seratus orang dengan menggunakan teknik sampling jenuh atau sensus. Selanjutnya, data primer yang dikumpulkan dianalisis menggunakan teknik analisis regresi linier ganda. Hasil penelitian menunjukkan bahwa Kepemimpinan Transformasional memiliki efek positif dan signifikan terhadap Perilaku Kerja Inovatif. Temuan ini menegaskan bahwa pemimpin yang inspiratif dan suportif efektif dalam memacu keberanian karyawan dalam mempromosikan dan mewujudkan ide-ide kreatif. Di sisi lain, Workplace Incivility terbukti tidak berpengaruh signifikan terhadap Perilaku Kerja Inovatif, yang menandakan adanya mekanisme adaptasi internal bagi karyawan agar ketidaksopanan kerja tidak secara langsung membunuh kreativitas. Sementara itu, variabel Job Anxiety secara unik menunjukkan pengaruh positif dan signifikan terhadap Perilaku Kerja Inovatif. Ini menunjukkan bahwa kecemasan kerja sampai batas tertentu bertindak sebagai pemicu fungsional yang mendorong karyawan untuk secara proaktif mencari solusi terobosan untuk mengurangi tekanan tugas. Secara implisit, organisasi disarankan untuk menggabungkan penguatan kepemimpinan transformasional dengan mengelola kecemasan karyawan dengan bijak untuk menjaga keberlanjutan inovasi.

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## INTRODUCTION

Innovative Work Behavior (IWB) is now the main determinant for organizational sustainability amid fierce industry competition (Chen et al., 2023). IWB does not only include the ability of individuals to come up with fresh ideas, but also a circular process that involves exploration, promotion, and implementation of value-added creative ideas (Dhoopar et al., 2023). In order to trigger this innovative behavior, psychosocial work environment factors play a crucial role. Transformational *leadership practices* are considered to be able to foster intellectual stimulation and intrinsic motivation of employees (Hota & Panigrahi, 2023). On the other hand, psychological constraints in the form of *workplace incivility* (low-intensity incivility) and *job anxiety* have the potential to be cognitive limitations that erode employees' motivation to take creative risks (Greenslade, 2021; Samma et al., 2020).

The empirical conditions at PT Madu Baru Madukismo show that there are challenging dynamics that affirm the urgency of this research. Based on operational data and preliminary observations, the transition to factory mechanization and the demands of achieving strict milling yield targets have increased the psychological workload of employees. This phenomenon triggers the emergence of low-intensity *indications of workplace incivility* in daily interactions between lines, such as neglect of professional communication or the act of underestimating ideas from colleagues of different generations (senior-junior). As a result, there is an increase in *job anxiety* tension, where employees tend to be passive and focus on trying to avoid operational errors (safety-seeking behavior) rather than exploring new and more efficient work methods. Although management has made efforts to implement a supportive leadership approach, the interpersonal relationship gap at the grassroots level still often limits employees' freedom of innovative expression.

Although previous literature has extensively proven the positive impact of transformational leadership on IWB (Masood & Afsar, 2017; Qian et al., 2024), there is a significant *research gap* in the current study of organizational behavior. The majority of previous studies have examined these variables separately or focused on the context of high-tech industries and flexible service sectors (Dittman et al., 2023). There is still a scarcity of studies that integrate *workplace incivility* and *job anxiety* as *antagonistic factors* simultaneously in a single structural model in the agro-traditional manufacturing industry. This type of industry generally has a rigid bureaucratic structure, a seniority work culture, and a high dependence on natural factors (sugarcane supply), which drastically creates a different form of work pressure than the modern sector.

This is where the *novelty* of this research lies. This study does not simply replicate leadership theory, but positions *transformational leadership* as a conceptual psychological intervention mechanism to mitigate the adverse impact of *workplace incivility* and *job anxiety* on IWB in the labor-intensive sugar manufacturing ecosystem. This novelty is contextualized through testing how *individualized consideration* and intellectual stimulation from a leader can restore the *psychological safety of* employees who are disturbed by the impropriety of the work environment under the pressure of factory production targets.

Based on this background, this study aims to analyze in depth the influence of *transformational leadership*, *workplace incivility*, and *job anxiety* on *Innovative Work Behavior* in employees of PT Madu Baru Madukismo. Theoretically, this research contributes to expanding the scope of *social exchange theory* and *job demands-resources theory* in the traditional industrial environment. Practically, the results of this research are expected to be a strategic guide for company management in designing leadership development programs based on emotional intelligence in order to reduce work stress and build a culture of sustainable innovation.

### **Transformational Leadership**

Transformational leadership is a strategic leadership orientation in which a leader acts as a catalyst for change that is able to inspire and reconstruct the beliefs of his followers to go beyond the limits of their standard abilities (Venkat R. Krishnan, 1998). Through a visionary vision, this approach stimulates the intrinsic awareness of employees to put aside personal interests in order to actualize the collective goals and long-term good of the organization (Robbins & Judge, 2008). In its development in the digital era, this leadership style has proven to be a crucial instrument in strengthening employees' affective commitment and adaptive flexibility when facing massive business disruption (Nguyen & Hooi, 2025).

Structurally, the effectiveness of this leadership model rests on the synergy of four main pillars, namely idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Venkat R. Krishnan, 1998). The presence of these dimensions plays a very central role in activating the organization's internal innovation ecosystem through the provision of adaptive strategic direction (Li et al., 2025; Robertson & Turner, 2026). A consistent supportive transformational leader will reduce employee psychological barriers, facilitate the freedom to explore radical ideas, and convert individual potential into competitive organizational innovation capabilities (Al-Hussami, 2026).

### **Workplace Incivility**

Workplace incivility is conceptualized as a form of low-intensity deviant behavior that occurs in the work environment with ambiguous motives or intentions to harm the target (Andersson & Pearson, 1999). This action manifests a clear violation of social norms and organizational codes of ethics that demand mutual respect and respect between employees. Its main characteristics are characterized by abusive interactions, lack of empathy and neglect of the psychological comfort of coworkers (Andersson & Pearson, 1999). In the modern era, these boundaries of incivility extend to cyber-incivility, such as the neglect of professional electronic messages or inappropriate virtual communications, which have been shown to significantly lower workers' job satisfaction and mental well-being (Zhang & Corporate, 2025).

To map this phenomenon empirically, the management literature adopts the Workplace Incivility Scale (WIS) which operationalizes seven indicator items to measure the frequency of employees' adverse experiences of uncivilized actions (Cortina & Magley, 2001). These measurement parameters include socially exclusionary behavior, neglect of professional contributions, use of unprofessional terminology in public and private, to acts of degrading individual dignity (Cortina & Magley, 2001). Recent empirical investigations confirm that the accumulation of this low-scale disrespectful act has a destructive impact equivalent to direct aggression, as it can erode the social capital of the organization, damage team cohesion, and trigger a high intensity of turnover (Al-Ansi & Han, 2026; Thompson, 2025).

### **Job Anxiety**

Work anxiety manifests a negative emotional response and psychological distress stemming from an individual's perception of uncertainty, vague career threats, job insecurity, and persistent worry about certain dimensions of the job (Lazarus, 1991). As a form of specific anxiety that is fully tied to the stimulus-bound environment, this pathological condition is activated automatically when employees are in the work area or even when they are just thinking about their workload (Muschalla & Linden, 2013). In the contemporary organizational landscape, the prevalence of this anxiety has experienced a sharp escalation due to technostress stress, unrealistic workload demands, and structural fear of losing their jobs due to artificial intelligence automation (Adler & Green, 2026a).

The evaluation of this psychological construct generally relies on the Job Anxiety Scale (JAS) instrument which reviews the five dimensions of indicators of cognitive anxiety and

work-related avoidance behaviors (Muschalla & Linden, 2013). These five dimensions include anxiety and avoidance of work stimuli, social anxiety such as fear of workplace bullying, feelings of personal inadequacy (self-insufficiency), psychosomatic disorders related to physical health, and chronic concerns about the sustainability of the future of work (Muschalla & Linden, 2013). Recent organizational behavior studies show that management's inability to mitigate this level of anxiety has direct implications for the collapse of work productivity due to the phenomenon of presenteeism as well as a drastic decline in employees' creative reasoning capacity (Martinez et al., 2025; Williams, 2026).

### **Innovative Work Behavior**

Innovative work behavior is a series of voluntary employee actions that are oriented towards the introduction, promotion, and practical application of new ideas that are original and useful in order to boost individual performance and organizational effectiveness (García-Morales & Garrido-Moreno, 2024). This behavior represents human capital that is crucial for organizations to maintain a competitive advantage in a dynamic market. In its development, innovative behavior is no longer seen as just an output of personal talents, but rather as a product of strategic interaction between a safe psychological climate, inclusive leadership support, and the availability of organizational resources that are (Kahn, 2024; Li & Santos, 2025). Procedurally, this innovative behavior operates through a linear-dynamic cycle that includes three evolutionary stages, namely idea generation, idea promotion, and idea realization (Kahn & Barton, 2024). The initial stage focuses on problem recognition and creative solution formulation, followed by dissemination efforts and seeking coalition support from the organization's social environment at the promotion stage, until ending with the transformation of concepts into real operational models or products at the realization stage (Zheng & Zhang, 2026a). Employees' success in getting through all of these phases of innovation depends heavily on their level of creative self-efficacy, which in modern research is often moderated by the quality of the leader-member exchange and the flexibility of the work design (Zheng & Zhang, 2026b).

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

Transformational leadership acts as a key driver in activating innovative work behaviors (*innovative work behavior*) employees through the transmission of a clear vision and inspiring motivation (Bass, 1985). Leaders who apply this style consistently stimulate the intellect of subordinates, provide space for the exploration of risk-free ideas, and strengthen psychological capital such as self-efficacy and individual optimism (Lestari, 2023; Septriani, 2021). In the modern organizational landscape, the presence of transformational leaders has proven to be able to convert employees' creative potential into tangible innovative actions by mitigating mental fatigue due to workplace disruptions (García-Morales & Garrido-Moreno, 2024; Nguyen & Hooi, 2025).

Empirically, the emotional support and personal appreciation of a transformational leader encourages employees to go beyond their routine job descriptions to come up with unconventional solutions (Robbins & Judge, 2009). When employees feel a supportive leadership climate, their willingness to experiment and promote new ideas within the team will increase significantly (Setyawan, 2020). Recent literature findings confirm that these positive interactions strengthen affective work engagement, which is a crucial prerequisite for the success of all stages of innovation, from the creation to the realization of ideas (Al-Hussami, 2026; Smith & Zhou, 2025).

**H1:** Transformational leadership has a positive and significant effect on employees' innovative work behavior.

### **The Effect of Workplace Incivility on Innovative Work Behavior**

Workplace incivility or incivility in the workplace is a form of low-intensity social contamination that massively erodes the psychological energy and commitment of employees to behave innovatively (Andersson & Pearson, 1999). Interpersonal interactions that are colored by rude behavior, professional neglect, and lack of respect will undermine the psychological safety that employees need to come up with creative ideas (C. et al., 2021; Cortina & Magley, 2001). As a result, instead of focusing on developing new solutions, employees' cognitive resources are drained to manage stress and self-defense mechanisms from hostile environments (Shehzadi & Azim Khan, 2024).

This work environment full of subtle and uncivilized friction inhibits open communication and decreases the intensity of knowledge-sharing behaviors (*Knowledge Sharing*) between team members. The psychological distress of such disrespectful actions triggers emotional distress that forces employees to withdraw from collaborative engagement and choose to be passive (Samma et al., 2020). Contemporary research shows that the accumulation of incivility in the workplace, including those that occur via digital media, produces a domino effect that undermines creativity and limits employees' willingness to volunteer to contribute to organizational innovation initiatives (Kim & O'Neill, 2024; Zhang & Corporate, 2025).

**H2:** Workplace incivility has a negative and significant effect on employees' innovative work behavior.

### **The Effect of Job Anxiety on Innovative Work Behavior**

Job anxiety manifests a state of emotional distress that limits employees' cognitive capacity and paralyzes their courage to take innovative risks (Lazarus, 1991). When individuals are faced with fear of failure, chronic performance concerns, and job insecurity, their thinking orientation shifts from proactive-creative to defensive-protective (Anjum & Zhao, 2022). This mental instability narrows the space for flexible reasoning, so employees are more likely to opt for conventional task completion and avoid new, untested approaches to mitigate potential mistakes that could threaten their career status (García-Morales & Garrido-Moreno, 2024; Smith & Zhou, 2025).

Statistically and empirically, high work anxiety has been shown to be strongly correlated with a dramatic decline in innovative work behaviors due to psychosomatic barriers and fear of social sanctions (Williams, 2026). Persistent anxious conditions make employees feel helpless and reluctant to engage in creative collaborations that require resolution of conflict of ideas due to loss of capital, psychological energy and interpersonal security within the team (Martinez et al., 2025). The current organizational behavior literature confirms that failure to manage work anxiety, especially in the era of high automation, suppresses intrinsic motivation and limits employees' ability to produce and realize breakthrough ideas (Adler & Green, 2026a; Wang & Zhang, 2025).

**H3:** Job anxiety has a negative and significant effect on employees' innovative work behavior.

## **RESEARCH METHODS**

This study applied a quantitative approach with a causal descriptive design through a survey method to test the predictive relationship between independent and dependent variables. The research data is sourced from primary data collected directly at the research site through the deployment of a structured questionnaire with a Likert scale self-administered technique.

The research population includes all employees of PT Madu Baru Madukismo, which based on official data from the HR department and the board of directors, amounted to 100 people. Given the limited population size and full reachability, this study applied a saturated

sampling technique (census) in which all members of the population were made respondents without special sample withdrawal.

## RESULTS AND DISCUSSION

### Respondent Characteristics

Table 1: Respondent Characteristics Test

| Characteristics | Categories              | Frequency | Percentage (%) |
|-----------------|-------------------------|-----------|----------------|
| Gender          | Male                    | 41        | 41,0           |
|                 | Women                   | 59        | 59,0           |
| Employee Status | Permanent Employees     | 83        | 83,0           |
|                 | Non-Permanent Employees | 17        | 17,0           |
| Marital Status  | Married                 | 73        | 73,0           |
|                 | Unmarried               | 27        | 27,0           |
| Age             | 21–29 Years             | 43        | 43,0           |
|                 | 30–39 Years             | 28        | 28,0           |
|                 | 40–49 Years             | 22        | 22,0           |
|                 | ≥ 50 Years              | 7         | 7,0            |
|                 | High School/Equivalent  | 33        | 33,0           |
| Final Education | Diploma                 | 5         | 5,0            |
|                 | S-1                     | 61        | 61,0           |
|                 | Postgraduate (S-2/S-3)  | 1         | 1,0            |
|                 | < 2 Years               | 20        | 20,0           |
| Tenure          | 2–5 Years               | 24        | 24,0           |
|                 | 6–10 Years              | 30        | 30,0           |
|                 | 11–15 Years             | 9         | 9,0            |
|                 | > 15 Years              | 17        | 17,0           |

Based on the respondent characteristics table, it can be explained that out of a total of 100 respondents, the majority were female, which was 59%, while males were 41%. Judging from the employment status, most of the respondents were permanent employees with a percentage of 83%, while non-permanent employees were only 17%. In terms of marital status, respondents were dominated by married employees at 73%, while unmarried employees at 27%. Based on age group, the most respondents were in the age range of 21–29 years, which was 43%, followed by 30–39 years old at 28%, 40–49 years old at 22%, and 50 years or older at 7%. From the last level of education, the majority of respondents have S-1 education at 61%, followed by high school/equivalent at 33%, diploma at 5%, and Postgraduate (S-2/S-3) at 1%. Meanwhile, based on the working period, the most respondents had a working period of 6–10 years, which was 30%, followed by a working period of 2–5 years of 24%, less than 2 years of work by 20%, over 15 years by 17%, and a working period of 11–15 years by 9%, which shows that most respondents are at a productive age with a relatively adequate level of education and work experience

### VALIDITY AND RELIABILITY TEST

Validity test is a statistical procedure to ensure that research instruments, such as questionnaire items, are completely accurate in measuring the constructs of the variables being studied (Thompson, 2026). This test is carried out by analyzing the correlation between the score of each question item and the total variable score. If the value of the correlation coefficient is greater than the standard table, then the question item is declared valid and valid for use in advanced data analysis (Adler & Green, 2026b). While Reliability indicates the extent

to which the instrument is free from random errors. One commonly used method is Cronbach's Alpha, where a value above 0.60 is usually considered to indicate good reliability (Jr et al., 2019).

Table 2: Validity test

| Variable                    | Indicator | Calculation | Cronbach Alpha | Remarks Validity | Remarks Reliability |
|-----------------------------|-----------|-------------|----------------|------------------|---------------------|
| Transformational Leadership | x1.1      | 0.750       | 0.918          | Valid            | Reliable            |
|                             | x1.2      | 0.774       |                | Valid            |                     |
|                             | x1.3      | 0.790       |                | Valid            |                     |
|                             | x1.4      | 0.803       |                | Valid            |                     |
|                             | x1.5      | 0.769       |                | Valid            |                     |
|                             | x1.6      | 0.815       |                | Valid            |                     |
|                             | x1.7      | 0.825       |                | Valid            |                     |
|                             | x1.8      | 0.846       |                | Valid            |                     |
| Workplace Incivility        | x2.1      | 0.763       | 0.897          | Valid            | Reliable            |
|                             | x2.2      | 0.672       |                | Valid            |                     |
|                             | x2.3      | 0.872       |                | Valid            |                     |
|                             | x2.4      | 0.880       |                | Valid            |                     |
|                             | x2.5      | 0.813       |                | Valid            |                     |
|                             | x2.6      | 0.832       |                | Valid            |                     |
|                             | x2.7      | 0.662       |                | Valid            |                     |
| Job Anxiety                 | x3.1      | 0.628       | 0.884          | Valid            | Reliable            |
|                             | x3.2      | 0.632       |                | Valid            |                     |
|                             | x3.3      | 0.812       |                | Valid            |                     |
|                             | x3.4      | 0.848       |                | Valid            |                     |
|                             | x3.5      | 0.807       |                | Valid            |                     |
|                             | x3.6      | 0.848       |                | Valid            |                     |
|                             | x3.7      | 0.776       |                | Valid            |                     |
| Innovative Work Behavior    | y01       | 0.544       | 0.921          | Valid            | Reliable            |
|                             | y02       | 0.781       |                | Valid            |                     |
|                             | y03       | 0.848       |                | Valid            |                     |
|                             | y04       | 0.850       |                | Valid            |                     |
|                             | y05       | 0.844       |                | Valid            |                     |
|                             | y06       | 0.839       |                | Valid            |                     |
|                             | y07       | 0.848       |                | Valid            |                     |
|                             | y08       | 0.727       |                | Valid            |                     |
|                             | y09       | 0.814       |                | Valid            |                     |

Comprehensively, all instruments used to measure the variables Transformational Leadership, Workplace Incivility, Job Anxiety, and Innovative Work Behavior have met strict psychometric requirements through empirical testing results. while the internal consistency of the questionnaire was confirmed to be very reliable with the acquisition of Cronbach's Alpha coefficient (0.884–0.921) which exceeded the standard limit of 0.60. Thus, the accumulation of primary data from these 100 respondents was declared free from random errors and measurement biases, so that it has a solid validity to proceed to the stage of structural modeling and testing of research hypotheses.

## CLASSIC ASSUMPTION TEST

The classical assumption test is a series of tests in linear regression analysis to ensure that the data meet certain statistical requirements for the model's estimation results to be valid and unbiased. These assumptions include normality (distribution of normal residual data), heteroscedasticity (constant residual variance), and autocorrelation (Wardhana, 2021)

### Normality Test

The results of the normality test using the One-Sample Kolmogorov-Smirnov Test showed that the value of Asymp. Sig. (2-tailed) is 0.122, greater than the significance level of 0.05. This indicates that the residual in the model is normally distributed, so the assumption of normality is met.

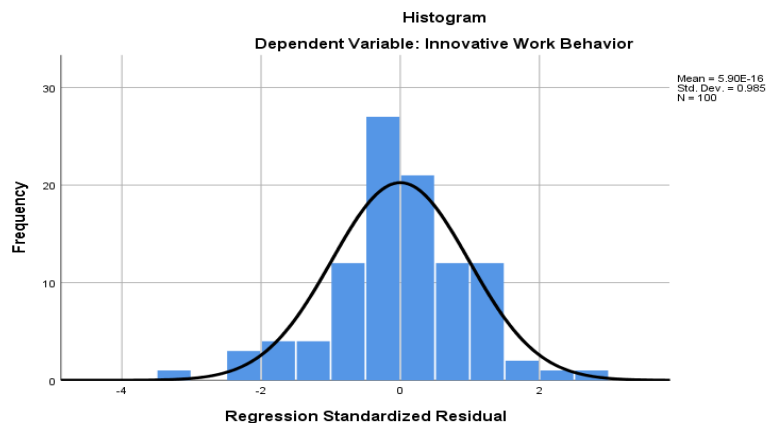


Image 1: Normality Test

The image above shows that if the histogram line is like forming a bell, then the results show that the data is normally distributed.

### Multicollinearity Test

Table 3: Multicollinearity Test

| Coefficient                 | Collinearity Statistics |       |
|-----------------------------|-------------------------|-------|
|                             | Tolerance               | VIF   |
| Models                      |                         |       |
| 1 (Constant)                |                         |       |
| Transformational Leadership | .959                    | 1.043 |
| Workplace Incivility        | .716                    | 1.398 |
| Job Anxiety                 | .691                    | 1.447 |

a. Dependent Variable: Innovative Work Behavior

Based on the results of the multicollinearity test in the Coefficients table, it can be explained that all independent variables in the regression model, namely Transformational Leadership, Workplace Incivility, and Job Anxiety, do not experience multicollinearity problems. This is shown by the Tolerance value of each variable greater than 0.10, which is 0.959 for Transformational Leadership, 0.716 for Workplace Incivility, and 0.691 for Job Anxiety, as well as the Variance Inflation Factor (VIF) value which is all below the limit of 10, which is 1.043 each; 1,398; and 1,447. Thus, it can be concluded that independent variables are not highly correlated with each other.

### Heteroschidasticity Test

The Heteroscedasticity assumption assumes that the variance of error remains constant at all levels of the predictor value (homoscedasticity), unchanging as the predictor value

changes (heteroscedasticity). In this study, heteroscedasticity testing will be carried out based on glaciers and scatterplots, and the following are the results.

Table 4: homoscedasticity Test

| Coefficient                 |                             |            |                           |        |      |
|-----------------------------|-----------------------------|------------|---------------------------|--------|------|
| Models                      | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig. |
|                             | B                           | Std. Error | Beta                      |        |      |
| 1 (Constant)                | 9.048                       | 2.423      |                           | 3.734  | .000 |
| Transformational Leadership | -.073                       | .067       | -.111                     | -1.102 | .273 |
| Workplace Incivility        | -.030                       | .074       | -.047                     | -.402  | .689 |
| Job Anxiety                 | -.123                       | .080       | -.183                     | -1.539 | .127 |

a. Dependent Variable: abs\_res

The results of the heteroscedasticity test in the Coefficients table show that all independent variables have a significance value (Sig.) greater than 0.05. This indicates that the regression model is free of heteroscedasticity problems and homoscedasticity assumptions are met.

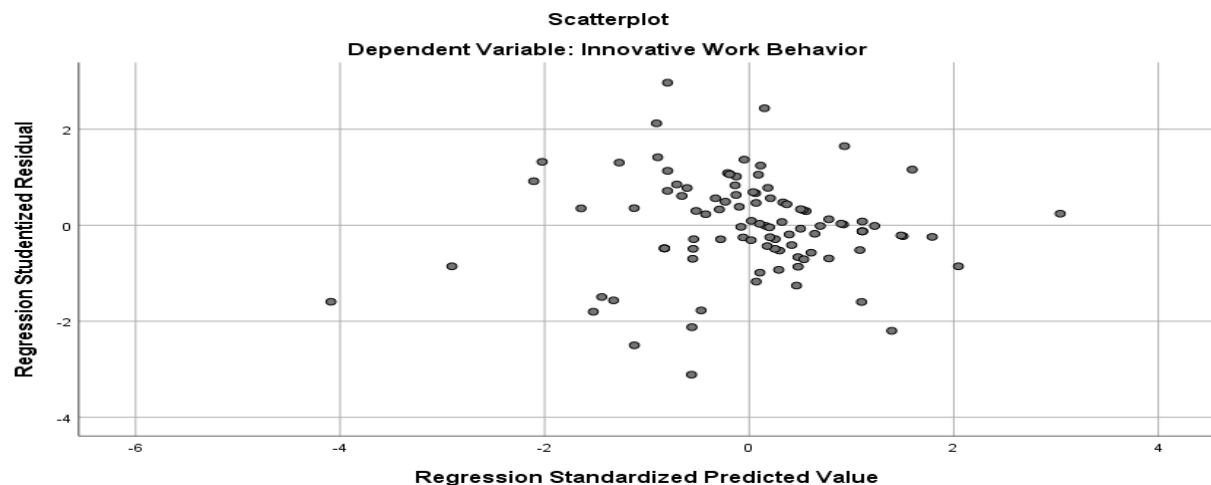


Image 2: Heteroscedasticity test results

The figure above shows that if the distribution of the dots is above and below zero, the results show that the data is free from heteroscedasticity problems.

### Regression equation test

Table 5: Regression equation test

| Coefficient                 |                             |            |                           |       |      |
|-----------------------------|-----------------------------|------------|---------------------------|-------|------|
| Models                      | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|                             | B                           | Std. Error | Beta                      |       |      |
| 1 (Constant)                | 7.586                       | 3.526      |                           | 2.151 | .034 |
| Transformational Leadership | .527                        | .097       | .449                      | 5.428 | .000 |
| Workplace Incivility        | .090                        | .107       | .080                      | .835  | .406 |
| Job Anxiety                 | .345                        | .116       | .290                      | 2.970 | .004 |

a. Dependent Variable: Innovative Work Behavior

$$Y = 7.586 (C) + .527 (x1) + .090 (x2) + .345 (x3)$$

The value of the Coefficient shows that the constant value is positive, then if the variable is equal to 0, it will increase the dependent variable by 7.586.

The value of the Transformational Leadership coefficient is positive, so if the independent variable increases, it will increase the Innovative Work Behavior variable by 0.527.

The value of the Workplace Incivility coefficient is positive, so if the independent variable increases, it will increase the Innovative Work Behavior variable by 0.090.

The value of the Job Anxiety coefficient is positive, so if the independent variable increases, it will increase the Innovative Work Behavior variable by 0.345.

## HYPOTHESIS TEST

### Transformational Leadership Test

Table 6: Coefficient

| Models                      | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|-----------------------------|-----------------------------|------------|---------------------------|-------|------|
|                             | B                           | Std. Error | Beta                      |       |      |
| 1 (Constant)                | 7.586                       | 3.526      |                           | 2.151 | .034 |
| Transformational Leadership | .527                        | .097       | .449                      | 5.428 | .000 |
| Workplace Incivility        | .090                        | .107       | .080                      | .835  | .406 |
| Job Anxiety                 | .345                        | .116       | .290                      | 2.970 | .004 |

a. Dependent Variable: Innovative Work Behavior

The Transformational Leadership variable has a regression coefficient of 0.527 and a significance of 0.000 ( $< 0.05$ ), which means that Transformational Leadership has a positive and significant effect on Innovative Work Behavior.

The Workplace Incivility variable had a regression coefficient of 0.090 and a significance of 0.406 ( $> 0.05$ ). This means that Rudeness in the Workplace **has no effect on** Innovative Work Behavior.

The Job Anxiety variable has a regression coefficient of 0.345 and a significance of 0.004 ( $< 0.05$ ), which means that Job Anxiety has a positive and significant effect on Innovative Work Behavior.

### Simultaneous F Test

Table 7: Simultaneous F Test

| Models |            | Sum of Squares | df | Mean Square | F      | Sig.  |
|--------|------------|----------------|----|-------------|--------|-------|
| 1      | Regression | 1392.877       | 3  | 464.292     | 18.743 | .000b |
|        | Residual   | 2378.033       | 96 | 24.771      |        |       |
|        | Total      | 3770.910       | 99 |             |        |       |

a. Dependent Variable: Innovative Work Behavior

b. Predictors: (Constant), Job Anxiety, Transformational Leadership, Workplace Incivility

The Sig value shows a value of  $0.000 < 0.05$ , so the variables Job Anxiety, Transformational Leadership, Workplace Incivility simultaneously or together have a significant effect on Innovative Work Behavior.

### Coefficient Determination Test

Table 8: Coefficient Determination Test

| Model Summary |       |          |                   |                            |               |
|---------------|-------|----------|-------------------|----------------------------|---------------|
| Models        | R     | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
| 1             | .608a | .369     | .350              | 4.97706                    | 1.573         |

a. Predictors: (Constant), Job Anxiety, Transformational Leadership, Workplace Incivility

b. Dependent Variable: Innovative Work Behavior

The R Square value is 0.369, so the variables Job Anxiety, Transformational Leadership, and Workplace Incivility simultaneously exert an influence of 36.9% on the dependent Innovative Work Behavior.

## DISCUSSION

The analysis of variance through the F test showed that the proposed regression model had a very strong level of goodness of fit, where the value of  $F = 18.743$  with a significance of  $p < 0.001$  proved that transformational leadership, workplace incivility, and job anxiety were simultaneously valid linear predictors of Innovative Work Behavior (IWB) among employees of PT Madu Baru Madukismo. Partially, transformational leadership styles proved to be the most dominant driving force in stimulating innovative behavior ( $\beta = 0.449$ ,  $t = 5.428$ ,  $p < 0.001$ ). This confirms that exposure to vision and emotional support from superiors is able to break down the rigidity of factory bureaucracy and spark the courage of employees to spawn new operational ideas. Under the mechanism of Social Exchange Theory, when leaders exhibit transformative behaviors, they enhance the employee's psychological empowerment, which directly activates the cognitive pathways required to propose risk-laden innovations without fear of structural blowback, as corroborated by (Canterino et al., 2022).

Meanwhile, testing of the job anxiety variable revealed a very unique theoretical anomaly, where work anxiety actually showed a significant positive influence on IWB ( $\beta = 0.290$ ,  $t = 2.970$ ,  $p = 0.004$ ). This phenomenon indicates the occurrence of creative tension in the work environment; the pressure of strict milling yield targets does not paralyze employee cognition, but rather acts as a functional urgency. Mechanistically, moderate anxiety can trigger a "fight-or-flight" cognitive shifting mechanism where employees perceive the operational threat as a challenge stressor rather than a hindrance. To mitigate the risk of career or operational failure under rigid performance environments, employees intentionally utilize creative problem-solving as a proactive coping strategy to regain control over their work outcomes, a paradox highlighted in the strategic tension models of (Malewska et al., 2024). On the other hand, workplace incivility was found to have no significant effect on employee innovation capacity ( $\beta = 0.080$ ,  $t = 0.835$ ,  $p = 0.406$ ). This provides an empirical indication that low-intensity incivility has been normalized or reduced by the high social resilience of the factory worker community. In a tightly-knit, production-driven manufacturing culture, interpersonal friction or minor disrespectful behaviors are structurally buffered by informal peer support mechanisms, meaning these daily interpersonal ripples fail to deplete the core cognitive and psychological resources required for creative productivity, matching the boundary conditions of digitized leadership frameworks discussed by (Hastiti et al., 2025).

## CONCLUSION

This study uncovers a unique psychosocial dynamic within organizational behavior, demonstrating that transformational leadership acts as the primary catalyst for innovation through visionary articulation and intellectual stimulation that inspires employees to generate

adaptive work methods. Concurrently, social friction in the form of workplace incivility experiences a pathway detachment, surprisingly lacking the direct capacity to paralyze employee creativity; this interpersonal friction tends to drain external emotional stability rather than dismantle an individual's technical capacity to innovate. Interestingly, this cognitive chain is completed by the counterintuitive finding regarding job anxiety, which proves to act as a functional challenge stressor; this moderate level of psychological pressure is not destructive but instead triggers a productive cognitive dissonance that prompts employees to heighten alertness, initiate solution-oriented coping mechanisms, and drive innovative work behaviors to secure their self-efficacy amidst dynamic workplace demands.

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