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Leading with purpose: How transformational leadership inspires innovation through workplace spirituality

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ABSTRACT

This study examines the impact of transformational leadership on innovative work behavior, focusing on the mediating role of workplace spirituality within Indonesia's logistics sector. As the industry experiences rapid growth and intensifying competition, especially after the COVID-19 pandemic, the need for innovative solutions and adaptive leadership becomes crucial. Using a quantitative approach, data were collected from 220 managers at Pos Indonesia, a state-owned enterprise with strategic national importance. The study confirms that transformational leadership significantly influences employees' innovative behavior, and this relationship is further strengthened through workplace spirituality. Leaders who inspire, provide meaningful direction, and embody ethical values foster a spiritually rich work environment. Such an environment enhances employees' intrinsic motivation, sense of purpose, and emotional engagement—key drivers of innovation. The findings underscore the importance of integrating transformational leadership and workplace spirituality to create a culture that supports creativity and sustainable innovation. By establishing a strong sense of community and inner purpose among employees, organizations can enhance their competitive advantage. This study contributes to existing literature by empirically validating the mediating role of workplace spirituality in the relationship between leadership and innovation. Practical implications suggest that leaders in the logistics industry should be equipped with both transformational capabilities and a sensitivity to workplace spirituality. Future research is encouraged to extend these findings across sectors and cultural settings to build a more comprehensive framework.

Contribution/Originality: This study sheds light on how leadership grounded in ethical purpose and meaning can reshape employee attitudes and enhance innovation. The findings contribute to transformational leadership theory by identifying workplace spirituality as a psychological pathway that reinforces the connection between leaders and their teams, ultimately improving innovative performance. These insights offer both theoretical value and practical strategies for organizations aiming to achieve sustainable innovation amid rapid industry changes.

1. INTRODUCTION

The capacity to generate, select, and execute ideas is vital for the development and progress of an organization in the current competitive environment. Hence, innovation is necessary for the survival and development of a company in a planned and sustainable manner to produce quality products and services (Anderson, Potočnik, & Zhou, 2014). In this context, the competitiveness of the organization and sustainability are increased in a tight competition.

Less innovative organizations experience decreased competitiveness following the inability to respond to market changes or create products or services in line with customer needs. Increasing global competition, with shifts in demand and market conditions, requires an organization to overcome new issues and barriers (Somech & Khalaili, 2014). Since human resources are the main production elements driving innovation in an organization, the analysis should be conducted without considering the perspective.

The logistics industry has experienced positive impacts since COVID-19, while other sectors have been negatively affected. Additionally, the industry is expanding rapidly in terms of the number of participants and technological advancements. This growth is driven by increased consumer preference for staying at home and making online purchases. Post-COVID-19, competition dynamics have become more intense at the global, regional, and domestic levels. According to the *Indonesia Economic Forum* citing the *Ken Research* report, the revenue of the Indonesian logistics market is projected to increase until 2024. In 2020, logistics revenue was US$220.9 billion, and it is estimated to reach US$300.3 billion in 2024 (Rahadi, 2023). Furthermore, Pos Indonesia (Indonesian Post) has a great opportunity to become the leader in courier and logistics services as a State-Owned Enterprise. This organization is 277 years old and possesses very large assets reaching all corners. Given these facts, Pos Indonesia should be able to lead the delivery service industry. The organization also faces stiff competition from private delivery services, which are considered slow in adapting to developments in the current digital era (Ali, 2020).

Based on the 2024 *Top Brand Award* survey conducted by an independent research institution from the Frontier Group, the three highest *Top Brands* in the courier service industry are occupied by J&T Express, JNE Express, and Tiki with a *Top Brand Index* (TBI) of 50.90%, 11.50%, and 10.20%, respectively. Meanwhile, Pos Indonesia is only ranked fourth with a TBI of 9.40% (Top Brand Award.com). Pos Indonesia is a state-owned organization with large assets but has not been able to take advantage of the opportunity. This condition shows that Pos Indonesia cannot compete with similar organizations. From the strategic problems, the declining performance is due to the suboptimal services provided. Less than optimal service occurs because employee performance is declining. Work mentality and professionalism of employees have not reached the best level. Several employees perceive work as similar to the role of civil servants. However, recognizing Pos Indonesia as an organization is essential since the provision of excellent service is crucial. Shifting the mindset of employees from bureaucracy to entrepreneurship can be achieved by redefining the key performance indicators (KPIs) for human resources (Nugroho, 2021). In contrast, Pos Indonesia has built a digital mindset since 2021 and enabled employees to innovate by holding the Postal Innovation Award. However, the innovative work behavior of Pos Indonesia employees is still low (Jamaludin & Nurhayati, 2022).

In a world that is both competitive and technologically sophisticated, innovation holds a crucial role. The failure to generate the innovation necessary for market competition leads to a decline in market share or competitive advantage. The function of managers as leaders has garnered recognition in motivating employees to innovate in a knowledge-intensive work context. The literature on organizational management and leadership suggests that transformational leadership can impact employee behaviors and attitudes (Nguon, 2022). Among various styles, the influence of transformational leadership has attracted considerable scholarly interest (Zhou & Velamuri, 2018). Transformational leadership (TL) is recognized as the most impactful leadership style with a substantial influence on organizational results, including innovation capability and employee happiness (Le & Lei, 2019). This essential factor of worker creativity builds a beneficial and participatory environment that encourages transformation (Khalili, 2016; Watts, Steele, & Den Hartog, 2020). Transformational leadership stimulates innovation by reshaping employees' values, beliefs, and motivation to drive innovation (Le, 2020). According to Bass (1999), the most vital characteristic is developing an emotional connection with the followers. This connection can result in greater levels of innovation and creativity. Workers are promoted to critically evaluate current systems, pursue bold initiatives, and engage in creative work through the establishment of high expectations. This approach entails behaviors that inspire employees to engage in innovative thinking as well as embrace challenges. Based on (Amankwaa, Susomrith, & Seet, 2022), transformational leadership fosters high levels of optimism and self-confidence in employees. Empirical research

exhibits that this type of leadership is a critical determinant in enhancing employee creativity as well as work behavior. Leaders are expected to show a proactive attitude and focus on stimulating new, creative, and innovative ideas from employees. This is closely connected to the behavior of innovation, leading to the introduction and adoption of innovative concepts useful in the workplace. Furthermore, innovative work behavior may be obtained through the implementation of a transformational leadership style to innovate and generate new ideas (Ariyani & Hidayati, 2018). Employees with innovative behavior can generate new ideas and incorporate the concept into new products or procedures (Birasnav, Albufalasa, & Bader, 2013). As part of the ongoing process, achieving success requires transformational leadership to guide employees through change. Previous research exhibited an association between TL patterns and innovative work behavior. Karimi, Ahmadi Malek, Yaghoubi Farani, and Liobikienė (2023) found that TL had a direct and positive influence on IWB among agricultural experts in Iran. Meanwhile, Lin (2023) showed that transformational leadership positively impacted IWB, and organizational identification mediated the relationship. Saif, Amelia, Goh, Rubin, Shaheen, and Murtaza (2024) confirmed a direct association between TL in universities as well as employee IWB and task performance. TL is positively linked to the IWB of followers. However, some research produced inconsistent and meta-analysis results. (Afsar & Umrani, 2019; Uhl-Bien & Arena, 2018; Vessey, Barrett, Mumford, Johnson, & Litwiller, 2014). Building on the preceding discussion, this research seeks to examine more deeply the impact of transformational leadership on Pos Indonesia to increase the innovative work behavior of employees. Considering this, the mediating effects of work environment factors (Jurkiewicz & Giacalone, 2019), namely the implementation of workplace spirituality, are analyzed in this study.

2. LITERATURE REVIEW

2.1. Transformational Leadership and Innovative Work Behavior

Transformational leadership (TL) allows leaders to transform the interests, values, attitudes, and beliefs of followers (Arthur & Hardy, 2014). Leaders inspire followers by sharing a clear vision and setting ambitious goals (Bass, 1985, 1990, 1999; Burns, 1978) built upon Burns (1978) by detailing how leaders influence followers to initiate meaningful and positive change, while also introducing four essential aspects of TL. First, idealized influence is described as the process of earning admiration, respect, and trust in leaders. Second, intellectual stimulation is the capacity to inspire followers to critically evaluate decisions and address difficult tasks. Third, individualized consideration is about paying personal attention to differences and connecting follower needs to the mission of the organization through ongoing feedback and coaching. Fourth, inspirational motivation includes inspiring followers to have confidence in their capacity to realize a compelling vision. Leadership is a major determinant of effective innovation outcomes at the individual level. Leaders offer the motivation and guidance necessary to implement new ideas. These individuals also ensure that employee methods align with the organization's strategic vision (Hoang, Luu, Nguyen, Du, & Le, 2022). Transformational leadership is vital for developing an innovative environment where employees are vested with the autonomy required to engage in creative thinking and deliver creative resolutions. Some research states that transformational leadership enables employees to enhance their innovative capacity (Ferdinan & Lindawati, 2021; Helmy, Azizah, Shalma, Purnomo, & Fitriani, 2023; Karimi et al., 2023; Lin, 2023; Nurahmad, Hermanto, & Nurmayanti, 2022; Saif et al., 2024; Udin & Shaikh, 2022) reported that this variable contributed to fostering employee innovation in workplace, offering more space to hone the skills needed in workplace. This freedom increases the level of creativity in finding new solutions to old problems. Therefore, employees can make decisions since leaders are more sensitive to dynamic changes (Musonnafa, Sumiati, & Djazuli, 2022). Nguon (2022) portrayed that transformational leadership could inspire employees to autonomously generate innovative concepts. In this context, leaders seek to transform outmoded thinking and methods to obtain more beneficial results. Employees are required to be increasingly proactive in investigating novel approaches to innovation with the aim of generating effective solutions. Derived from this explanation, the hypothesis below is formulated.

H₁: Transformational leadership significantly affects innovative work behavior.

2.2. Mediating Effect of Workplace Spirituality

In the last ten years, workplace spirituality (WPS) research has acquired attention as well as emerged as a widely discussed topic in management studies Singh and Singh (2022). WPS is a dual-faceted concept that is non-religious but focuses on nurturing the soul through human experiences in connecting with others as well as a sense of belonging to an organization (Rego & Cunha, 2008). This variable is independent of any specific religious traditions but is grounded in individual values and personal philosophies (Ashmos & Duchon, 2000; Milliman, Czaplewski, & Ferguson, 2003).

A broadly recognized definition of Ashmos and Duchon (2000) proposed that WPS nourished the inner life of employees through meaningful community and work. Workplace spirituality is the effort to foster meaningful connections with employees and individuals within the workplace setting. Transformational leadership promotes higher levels of moral maturity and performance standards for followers. Previous research reported that transformational leadership instills enthusiasm, promotes commitment, and establishes emotional connections with their followers (Arthur & Hardy, 2014; Bass, 1985). Even though workplace spirituality is a powerful variable in the present-day workplace, transformational leadership serves as a key catalyst in shaping that environment. According to Lai, Tang, Lu, Lee, and Lin (2020), leaders promote intellectual stimulation to enable followers to critically examine established assumptions and prevailing operational methods as well as solicit perspectives or recommendations on the improvement of productivity.

Therefore, employees should be given the autonomy to fully utilize their knowledge and skills, approach problems with creativity, develop expertise, and make informed decisions on the most appropriate solutions (Lai et al., 2020). Leaders communicate a compelling collective vision to demonstrate collective goals using inspirational motivation and idealized influence.

These individuals are socially and cognitively connected to the organization's core principles and objectives to achieve inner life purpose. Support for a sense of community is drawn from the idea that leaders inspire individuals to pursue shared objectives (Khan, Rehmat, Butt, Farooqi, & Asim, 2020). Specifically, the value is closely related to the collectivist culture of the Indonesian community. Arokiasamy and Tat (2020) proved that leaders had a vital function in shaping workplace spirituality in developing country work environments. Kim, Tran, and Dinh (2023) demonstrated that TL positively affects the workplace spirituality and performance of frontline employees in the airline service industry. Afsar and Rehman (2015) identified a substantial positive association between WPS and IWB. Workplace spirituality allows employees to express creativity comprehensively. Furthermore, spirituality allows individuals to show creativity in an organization. According to Hunsaker and Ding (2022), workplace spirituality positively predicts innovative work behavior.

Many researchers have explored the association between workplace spirituality, transformational leadership, and innovative work behavior (Islammiyanti & Sulistyo, 2022). However, research relating to the mediation effect of TL on IWB is still limited. Mack, Udechukwu, and Mujtaba (2018) showed that WPS positively influenced IWB. This variable refers to the acknowledgment of an inner life nurtured by purpose-driven work, a sense of community, and a spiritual connection beyond the individual self.

Therefore, workplace spirituality can provide a positive influence from transformational leadership on innovative work behavior by giving a sense of meaning and purpose.

H_2: *Transformational leadership significantly affects workplace spirituality.*

H_3: *Workplace spirituality significantly affects innovative work behavior.*

H_4: *Workplace spirituality mediates the effect of transformational leadership and innovative work behavior.*
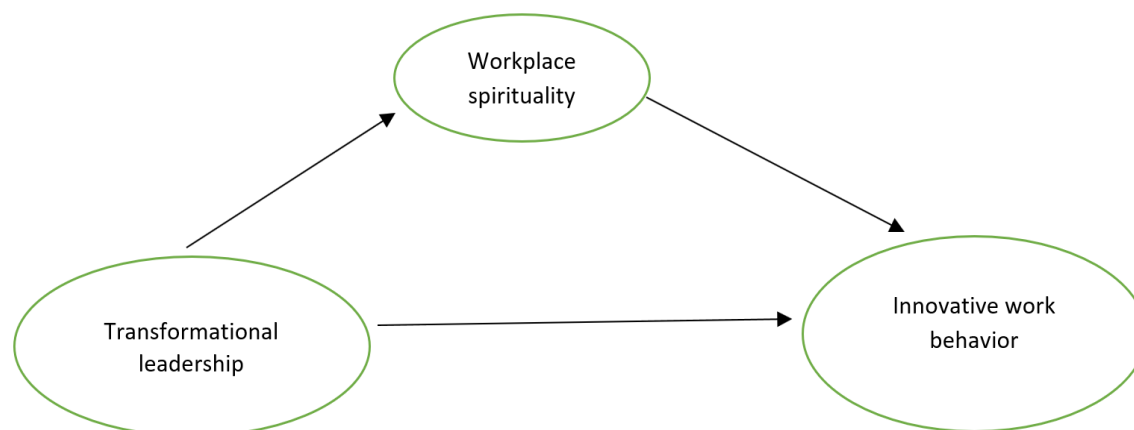
Figure 1. Conceptual framework for research.

Figure 1 illustrates the proposed conceptual framework, which examines how transformational leadership influences employees' innovative work behavior, both directly and indirectly through workplace spirituality. In this model, transformational leadership is positioned as the primary driver that not only encourages innovative actions among employees but also nurtures a spiritually meaningful work environment. Workplace spirituality, in turn, serves as a mediating variable that strengthens the connection between leadership and innovation by fostering a sense of purpose, values alignment, and emotional engagement. This framework reflects the integrative mechanism by which transformational leadership can cultivate an innovation-supportive culture within organizations.

3. METHODOLOGY

This study employed a quantitative research design utilizing a cross-sectional survey method to examine the relationships among transformational leadership, workplace spirituality, and innovative work behavior. Data were collected from 220 managerial-level employees at Pos Indonesia, selected through census sampling to ensure respondents had relevant leadership exposure and responsibilities related to innovation.

The survey instruments were adapted from established scales. Transformational leadership, consisting of 10 items, was measured using items from Rafique et al. (2022) and Nordin, Kamil, and Govindaraju (2024), with an example of the items is "My leader can raise employee enthusiasm when working". Workplace spirituality adapted from Sharma and Kumra (2020) and Hunsaker and Ding (2022), with an example statement is "The organization cares about things that can improve the spiritual life of its employees". Innovative work behavior from validated tools by Rafique et al. (2022), Nordin et al. (2024), and Saif et al. (2024). An example of an item is "I look for new methods related to work in the workplace." Each construct was measured using a 5-point Likert scale.

Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS software. This method was chosen due to its ability to assess complex relationships, including mediation effects, and its suitability for exploratory research with relatively small sample sizes. To ensure the rigor of the analysis, construct validity and reliability were evaluated through outer loadings, Cronbach's alpha, composite reliability, and average variance extracted (AVE). Discriminant validity was tested using the Fornell-Larcker criterion. Model fit was assessed using SRMR and NFI indices. This robust methodological approach strengthens the validity of the findings and allows for deeper insights into the psychological mechanisms linking leadership and innovation.

4. RESULTS AND DISCUSSIONS

Respondent data are presented in Table 1, namely age, gender, employment period, civil status, and educational background. The total number of respondents is 220, dominated by males (154 or 70%), while the rest are females (98 or 30%). Most respondents fall within the 36–40 age group (24.5% (n=54)), with the last education level being a

bachelor's degree (S1) (63.6% (n=140)). Furthermore, the length of service ranges from 11 to 15 years (51 or 23.2%), with a married status of 85.5% (n=188).

Table 1. Respondent description data.

Description	F	%
Gender		
Male	154	70
Female	66	30
Age		
25-30y	11	5
31-35y	46	20.9
36-40y	54	24.5
41-45y	27	12.3
46-50y	38	17.3
> 51y	44	20
Educational background		
Senior school	8	3.6
Diploma qualification	54	24.5
Undergraduate	140	63.6
Graduate	18	8.2
Employment period		
1-5y	19	8.6
6-10y	46	20.9
11-15y	51	23.2
16-20y	27	12.3
21-25y	33	15
26-30y	21	9.5
> 30y	23	10.5
Civil status		
Married	188	85.5
Single	31	14.1
Divorced	1	0.5

Table 2. Loading factors.

Items	Loading factors	CA	CR	AVE
TL-1	0.829			
TL-2	0.862			
TL-3	0.845			
TL-4	0.847			
TL-5	0.883			
TL-6	0.905	0.955	0.961	0.714
TL-7	0.870			
TL-8	0.741			
TL-9	0.804			
TL-10	0.853			
WPS-1	0.785			
WPS-2	0.833			
WPS-3	0.794	0.885	0.912	0.635
WPS-4	0.777			
WPS-5	0.840			
WPS-6	0.747			
IWB-1	0.758			
IWB-2	0.813			
IWB-3	0.775	0.869	0.905	0.656
IWB-4	0.809			
IWB-5	0.805			
IWB-6	0.808			

An outer model test, commonly known as a loading factor, is conducted to show the weight of each indicator. The evaluation is carried out through validity and reliability tests. A measurement item is valid when the outer loading and AVE (Average Variance Extracted) values are above 0.7 and 0.50, respectively (Hair, Hult, & Ringle, 2022). In this research, all items used have been able to measure each of the latent variables due to outer loading and AVE values > 0.70 and > 0.50, respectively (Hair et al., 2022). After the convergent validity test analysis stage, the discriminant validity is executed through the square root value of AVE. The discriminant validity test uses the Fornell-Larcker criterion as the most frequently adopted method. The Fornell-Larcker analysis ensures that the constructs measured are distinct without overlapping (Hair et al., 2022). Therefore, the correlation value should be below the construct, as shown in Table 3. It demonstrates the results of the Fornell-Larcker analysis, which was used to confirm the discriminant validity of the three key constructs: transformational leadership, workplace spirituality, and innovative work behavior. The square roots of the AVE for each construct are shown on the diagonal and are higher than the correlations with any other construct in the model, as required by the Fornell-Larcker criterion. This indicates that each construct captures unique aspects of the data and does not overlap conceptually or statistically with the others. These findings support the validity of the measurement model and confirm that the constructs are empirically distinct. The subsequent stage is to conduct a reliability test to ensure the precision, accuracy, and consistency of the instrument. The reliability test uses Cronbach's alpha (CA) and composite reliability (CR) values. A construct can be considered reliable when the CA and CR values are above 0.70. Based on Table 2, all indicators and variables have CA and CR values above 0.70.

Table 3. Analysis of Fornell-Larcker.

Variables	IWB	TL	WPS
IWB	0.795		
TL	0.614	0.845	
WPS	0.577	0.552	0.797

The structural model is assessed by analyzing several statistical measures, such as the R-squared value, model fit, path coefficient, and t-statistic value. The model has an R-squared of 0.459 and 0.305 for innovative work behavior and workplace spirituality, respectively (Table 4). Additionally, the model goodness-of-fit test uses several statistical indicators, namely SRMR (Standardized Root Mean Square Residual) and NFI (Normed Fit Index). To obtain a suitable model, the indicators should fulfill a value of SRMR < 0.08 and NFI approaching 1 (Hair et al., 2022). The model's goodness-of-fit test shows SRMR and NFI of 0.055 and 0.869, respectively. Therefore, the established model has fulfilled the goodness-of-fit criteria in describing the relationship between variables.

Table 4. Value of R^2.

Variables	R^2	R^2 adjusted
IWB	0.459	0.454
WPS	0.305	0.302

The subsequent step is to assess the path coefficients of all latent variables through a comparison of the β values. The relationship between paths can be significant when the t-statistic is above 1.96 and the p-value is below 0.05. The test results in Table 5 explain that transformational leadership substantially impacts innovative work behavior (p-value=0.000 and t-statistic=5.356). Meanwhile, the indirect relationship between TF and IWB with WPS as a mediating variable is significant (p-value=0.000). The direct association between TF and WPS is substantial, while WPS and IWB have a p-value of 0.000 since all hypotheses are declared accepted.

Table 5. Path coefficient.

Pathways	OS	SM	SD	T statistics	P values	Decision
TL → IWB	0.425	0.428	0.079	5.356	0.000	Accepted
TL → WPS	0.552	0.557	0.059	9.385	0.000	Accepted
WPS → IWB	0.342	0.343	0.076	4.499	0.000	Accepted
TL → WPS → IWB	0.192	0.190	0.043	4.429	0.000	Accepted

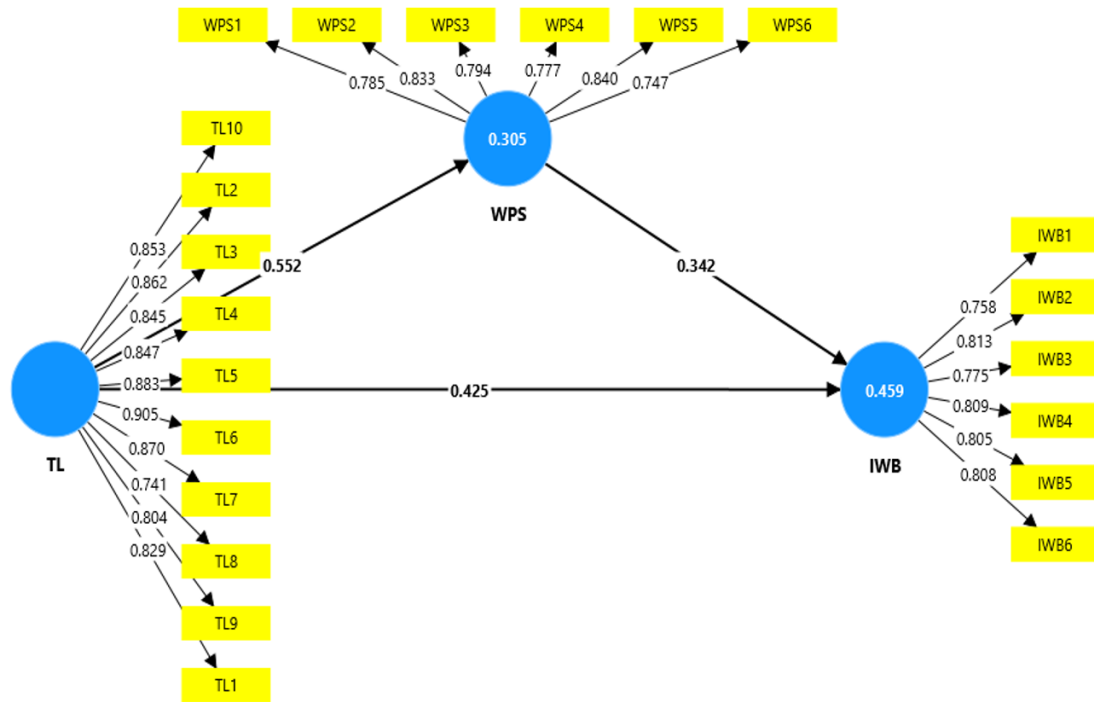**Note:** OS=Original sample; SM=Sample mean; SD=Standard deviation.

Figure 2. Structural model test results.

Figure 2 presents the results of the structural model analysis, illustrating the significant pathways between transformational leadership, workplace spirituality, and innovative work behavior. The diagram shows that transformational leadership positively influences both workplace spirituality and employees' innovative behavior. Additionally, workplace spirituality itself has a significant positive effect on innovative work behavior. All path coefficients are statistically significant, confirming the strength of these relationships. The model also validates the mediating role of workplace spirituality, indicating that the influence of transformational leadership on innovation is partially transmitted through a spiritually enriched work environment. This finding highlights the dual pathway, both direct and indirect, through which leadership fosters innovation within organizations.

4.1. Discussions

The first hypothesis test discloses that the increasing implementation of transformational leadership perceived by managers can enhance innovative work behavior, with a p-value of 0.000 and a t-statistic of 5.356. The application of TL style increases employee innovative behavior. This aligns with previous research related to TL and IWB (Aydın & Erkılıç, 2020; Bahagia, Daulay, Arianty, & Astuti, 2024; Karimi et al., 2023; Saif et al., 2024; Stanescu, Zbuchea, & Pinzaru, 2021; Zhang, Abdullah, Hossan, & Hou, 2021). According to Gemeda and Lee (2020)TL affected IWB because leadership style enabled employees to generate innovative ideas and move away from outdated practices. Transformational leadership facilitates organizational innovation through IWB. Innovative work behavior could also be promoted by involving employees in diverse learning activities (Karimi et al., 2023). The concept of TL has an idealized influence, functioning as a role model as well as earning the admiration and trust of followers. Furthermore,

these leaders motivate inspirationally by instilling optimism, reinforcing follower dedication, and forming an interesting and inspiring perspective.

Workplace spirituality fosters an atmosphere where employees can find a sense of meaning, cultivate meaningful connections with colleagues and others, and build a balance between beliefs and values within the organization (Daniel, 2015). Previous research showed that spiritual satisfaction at work intrinsically motivated employees and led to beneficial outcomes, including increased workplace engagement, reduced burnout, enhanced well-being, as well as increased productivity (Lata & Chaudhary, 2022; Zou, Tian, & Liu, 2020). Employees are expected to fulfill their spiritual aspirations in the workplace since workplace spirituality is important (Singh & Singh, 2022). Transformational leadership allows practitioners to influence employees to embrace new perspectives and worldviews to create a sense of shared meaning (Islam, Furuoka, & Idris, 2020; Lamsam & Charoensukmongkol, 2023). In the second hypothesis, TL has an influence on workplace spirituality with a p-value of 0.000. Therefore, this type of leadership is instrumental in shaping workplace spirituality because visionary leaders provide clear direction, strengthen meaning in work, and create emotional attachment and spiritual values in the workplace. The concept promotes an ethical work environment, builds a sense of togetherness, and strengthens relationships between employees. Transformational leadership also contributes to the emotional and psychological well-being of employees with a caring and supportive approach. The findings align with Arokiasamy and Tat (2020) and Kim et al. (2023), where TL is instrumental in shaping WPS in developing country work environments. Transformational leadership positively contributes to the performance and WPS of customer-facing staff in the airline sector.

The third hypothesis found that workplace spirituality affected innovative work behavior (t-statistic = 4.499; p-value = 0.000). This result was consistent with prior research, which indicated a positive association between WPS and IWB (Afsar & Rehman, 2015; Bantha & Nayak, 2021; Hunsaker & Ding, 2022). Employees with purpose are motivated to engage in creative thinking as well as produce innovative concepts. Workplace spirituality supports employees in comprehensively expressing creativity. This hypothesis also confirms that workplace spirituality mediates the association of TL and IWB (p-value=0.000). Workplace spirituality acts as a mediator in the relationship between transformational leadership and innovative work behavior by strengthening the positive influence. In this context, leaders inspire, provide meaning in work, and instill ethical and shared values to enhance workplace spirituality. Workers feel more connected to work with a clearer sense of purpose as well as experience better emotional well-being following the development of workplace spirituality. An environment supporting the exploration of innovative concepts and creativity can also be created to bolster the association between transformational leadership and innovation. This aligns with Mack et al. (2018), where workplace spirituality strengthened the positive impact of TL on IWB. Furthermore, workplace spirituality reflects an awareness of an inner life enriched by purpose-driven work, a sense of togetherness, and a spiritual connection beyond the individual self.

5. CONCLUSIONS AND LIMITATIONS

In conclusion, transformational leadership contributed to increasing innovative work behavior among managerial-level personnel in the Indonesian logistics sector, with workplace spirituality serving as an intermediary factor. These results demonstrated that leaders who could inspire, provide meaning in work, and instill ethical and collective values strengthened workplace spirituality. Therefore, workplace spirituality significantly contributed to reinforcing the relationship between transformational leadership and employee innovative behavior. The implications emphasized that organizations within the logistics sector could foster a work environment conducive to sustainable innovation. Regarding limitations, first, this research focused solely on state-owned organizations within the logistics industry, which may limit the generalizability of the findings to other industries or countries with different work cultures. Second, the study employed a quantitative approach, with data collection potentially introducing bias based on respondents' perceptions and limitations. Third, external factors such as policies, organizational culture, or

economic conditions influencing the link between transformational leadership, workplace spirituality, and innovative work behavior were not considered. Fourth, the causal relationship between variables was not fully elucidated over the long term. Consequently, future research could adopt qualitative or longitudinal methods to gain a more comprehensive understanding of the role of workplace spirituality in driving innovation. Several suggestions could enhance insights into this relationship. Expanding the scope to include various industrial sectors and regions could increase the relevance and applicability of the results. Additionally, applying qualitative methods, such as in-depth interviews or case studies, could provide a richer understanding of employees' individual experiences in developing workplace spirituality and its influence on innovative behavior.

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