

Transformational Leadership and Innovative Work Behavior: The Mediating Role of Work-Family Enrichment

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ABSTRACT

While transformational leadership (TL) is widely recognized as a key driver of innovative work behavior (IWB), empirical evidence on the mediating role of work-family enrichment (WFE) remains inconsistent, particularly in the Indonesian FMCG industry. This study addresses this gap by examining whether WFE mediates the relationship between TL and IWB. A quantitative approach with accidental sampling was employed, involving 101 married employees of X Company and its subsidiaries. TL, IWB, and WFE were measured using the Global Transformational Leadership Scale (Carless et al., 2000), the Innovative Work Behavior Scale (Janssen, 2000), and the Work-Family Enrichment Scale (Carlson et al., 2006). Data were analyzed using path analysis with mediation testing. The results indicate that TL significantly predicts WFE ($B = .45; p < .001$). However, WFE does not mediate the relationship between TL and IWB ($B = .03; p = .471$). TL maintains a significant direct effect on IWB ($B = .21; p = .034$). These findings suggest that employees' innovative behavior is driven primarily by direct leadership influences rather than by work-family processes. This study highlights the strategic importance of transformational leadership in fostering employee innovation in the FMCG industry.

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Introduction

The Fast-Moving Consumer Good (FMCG) industry represents a highly competitive and rapidly growing organizational context in which firms face increasing pressure to innovate. In Indonesia, this sector operates within a dynamic market environment marked by strong consumer demand, intensified competitive rivalry, and increasingly sophisticated customer expectations. Supported by rising income levels and ongoing urbanization, Indonesia has emerged as one of the largest and fastest-growing FMCG markets in Southeast Asia. Despite recent inflationary pressures, the industry has demonstrated notable resilience, as reflected in continued positive market growth, underscoring the need for organizations to sustain innovation to remain competitive ([Statista Research Department, 2025](#)).

These industry-level dynamics are embedded within a broader national innovation ecosystem, as reflected in the Global Innovation Index (GII), which captures countries innovation capacity through institutional quality, human capital and research, infrastructure, business sophistication, knowledge and technology output, and creative outputs ([World Intellectual Property Organization, 2025](#)). Although the GII is a macro-level indicator, but its

components shape the competitive environment in which industries like FMCG operate, particularly given their short product life cycles and rapidly changing consumer preferences. However, while national and industry-level conditions provide an important contextual backdrop, innovation ultimately materializes within organizations through employees' day-to-day behaviors. As competition intensifies, organizations depend on employees' capacity to generate, promote, and implement new ideas to sustain performance and adapt to environmental demands (Fay et al., 2015). Consequently, understanding how organizational factors foster employees' Innovative Work Behavior (IWB) becomes critical, as IWB serves as a key micro-level mechanism through which broader innovation conditions are translated into tangible organizational outcomes.

IWB refers to a deliberate and multi-stage process through which employees initiate, introduce, and implement new ideas, procedures, or products within their work roles, teams, or organizations (De Jong & Den Hartog, 2010; Janssen, 2000). These behaviors are critical for organizational adaptability and competitiveness, particularly in dynamic industries like FMCG industries, as they enable continuous improvement of products, services, and processes. IWB typically manifested through three core behaviors: idea generation; idea promotion; and idea realization, each of which requires employees to invest cognitive, emotional, and behavioral resources beyond routine task performance (Janssen, 2000).

Importantly, IWB is not formally prescribed within most job descriptions but is instead regarded as a discretionary, extra-role behavior that extends beyond contractual role expectations (Amankwaa et al., 2022; Janssen, 2000). Because employees are not explicitly required to engage in innovative activities, understanding the contextual and relational factors that motivate them to exceed formal role requirements becomes essential. One critical factor in this regard is leadership, as leaders play a central role in shaping the work environment and influencing employees' attitudes and behaviors (Amankwaa et al., 2019). Contemporary leadership approaches, such as transformational; charismatic; and visionary leadership, emphasize employee empowerment through the delegation of responsibilities, the provision of developmental support, and motivational practices that enable followers to realize their full potential (Jabbour Al Maalouf et al., 2025). Thus, realizing followers' full potential depends not only on empowerment and development but also on the establishment of a shared vision.

Transformational leaders (TL) have been widely associated with the ability to inspire and motivate followers, stimulate creative thinking, and generate meaningful organizational change (Manu, 2022). It is defined by a leader's ability to broaden and elevate their followers' interests, cultivate a shared understanding of the group's mission and vision, and inspire a commitment to collective goals over personal agendas (Bass & Avolio, 1990). According to Bass and Avolio et al. (1990), TL consists of four key dimensions: inspirational motivation, intellectual stimulation, idealized influence, and individualized consideration. Building upon this foundational concept, Carless et al. (2000) later expanded the framework by identifying seven aspects of transformational leadership: charisma, supportiveness, staff development, leading by example, vision, innovative thinking, and empowerment.

A growing body of empirical research has demonstrated a positive association between TL and IWB across sectors and cultural contexts. Transformational leaders stimulate creativity and innovation by encouraging experimentation, supporting risk-taking, and recognizing employees' contributions to change initiatives (Afsar et al., 2019; Cuevas-Vargas et al., 2023; Jabbour Al Maalouf et al., 2025; Lei et al., 2020). However, recent studies increasingly suggest that the relationship between TL and IWB is rarely direct and often unfolds through underlying psychological and contextual mechanisms. Prior research has identified mediating variables such as psychological empowerment, work engagement, intrinsic motivation, and meaningful work, indicating that leadership effects on IWB are

transmitted through employees' perceptions and resource ([Afsar et al., 2014](#); [Choi et al., 2016](#)).

Although research on leadership and IWB has grown, most studies still focus only on what happens at work and pay little attention to how leadership support can affect employees' lives outside of work and, in turn, influence their innovative behavior. Addressing this limitation, the present study introduces work–family enrichment (WFE) as a theoretically grounded mediator that links TL to IWB. WFE refers to the extent to which resources generated in the work role enhance functioning, affect, and performance in the family domain, and vice versa ([Greenhaus & Powell, 2006](#)). WFE operates through two primary directions, i.e. work to family (W to F) and family to work (F to W), each involving the transfer of various resources across domains. As noted by Wayne et al. ([2007](#)), an individual's involvement in one domain can generate benefits that enhance functioning in another domain. Unlike conflict-based perspectives, WFE emphasizes resource gains, positive affect, and developmental synergies between work and family roles.

The mediating role of WFE is theoretically anchored in Social Exchange Theory (SET), which posits that social relationships are governed by norms of reciprocity, whereby individuals feel obligated to respond positively to favorable treatment received from exchange partners ([Blau, 1964](#)). Within organizational contexts, transformational leaders represent a primary source of socio-emotional and instrumental resources, such as support, autonomy, recognition, and developmental opportunities ([Gillet et al., 2016](#); [Piccolo & Colquitt, 2006](#)). When employees perceive that their leaders demonstrate support, respect, and concern for their development, they are more likely to reciprocate through discretionary behaviors that benefit the organization, including proactive and innovative actions ([Aselage & Eisenberger, 2003](#); [Cole et al., 2002](#); [Seers et al., 1995](#)). In this framework, IWB can be understood as a form of positive reciprocity, whereby employees respond to TL by investing additional effort, creativity, and initiative into their work roles. This argument is further supported by a growing body of empirical evidence demonstrating a positive relationship between TL and IWB, particularly within the manufacturing sector ([Ahmad et al., 2024](#); [Al Maalouf & Achi, 2023](#); [Gad David et al., 2023](#); [Rojak et al., 2024](#)).

From this perspective, TL contributes to employees' WFE by enhancing positive affect, psychological energy, and role-related competencies that extend beyond the workplace ([Agrawal & Mahajan, 2021](#); [Kyei-Frimpong et al., 2024](#); [Priyadarshi & Premchandran, 2018](#)). The increasing employees' positive affect in the workplace, in turn encourages helping behaviors and ultimately promotes greater attentiveness and engagement in the family role ([Greenhaus & Powell, 2006](#)). Leadership behaviors such as individualized consideration and supportive supervision enable employees to manage work and family demands more effectively, thereby facilitating the transfer of resources across domains ([Gillet et al., 2016](#); [Piccolo & Colquitt, 2006](#)). Empirical evidence suggests that employees who perceive supportive leadership experience higher levels of positive affect and well-being, which in turn foster enrichment between work and family roles ([Caesens et al., 2016](#); [Ding & Lin, 2021](#); [Suifan et al., 2018](#)).

WFE, in turn, plays a critical role in fostering innovative work behavior. According to the enrichment framework, resources gained in one domain such as emotional support, self-efficacy, or positive mood, can enhance cognitive flexibility, creativity, and motivation in another domain ([Greenhaus & Powell, 2006](#)). Research has shown that employees experiencing higher levels of WFE demonstrate greater creative thinking, proactive problem-solving, and openness to new ideas ([Mishra et al., 2019](#); [Tang et al., 2017](#)). Positive family experiences can also replenish psychological resources, enabling employees to engage more

fully in complex and innovation-related work tasks ([Ferguson et al., 2015](#); [Fredrickson, 2013](#)).

Integrating these arguments, WFE represents a theoretically plausible, though not inevitable, mechanism through which TL may indirectly influence IWB. By providing socio-emotional and developmental resources, transformational leaders initiate a positive social exchange that enhances employees' WFE. Employees who experience such enrichment perceive organizational support that extends beyond task performance to their broader life roles, thereby strengthening norms of reciprocity. As a result, employees are more likely to reciprocate through discretionary, such as innovative work behavior. Accordingly, this study proposes that TL is positively related to IWB and examines WFE as a mediating mechanism underlying this relationship within the FMCG sector organizational context. Furthermore, the study explores the distinct mediating roles of work-to-family and family-to-work enrichment to provide a more nuanced understanding of the TL - IWB linkage.

Method

Participants

The sampling technique that used in this study was non-random sampling using an accidental sampling method. Accidental sampling refers to a technique in which participants are selected based on chance encounters, meaning that any individual who happens to be accessible to the researcher may be included as long as they meet the required criteria ([Sugiyono, 2013](#)). In this study, the criterion was that respondents must be married employees currently working at Company X.

The population consisted of all married employees of Company X, totaling 132 individuals across the holding company and its subsidiaries. A total of 101 employees participated in the study, which met the minimum sample size requirement as determined using the Raosoft sample size calculator. Among the respondents, 73 were male (72.3%) and 28 were female (27.7%). Their ages ranged from 22 to 64 years, with the highest proportion falling within the 30 to 44 age group (37.6%). Most respondents held staff-level positions (52.5%) and earned wages above the regional minimum standard (57.4%).

Table 1

Frequency of Respondent Based on Demographic Information

	Frequency	Percentage (%)
Gender		
Males	73	72.3
Females	28	27.7
Age		
> 44 – 64 years	3	3
> 30 – 44 years	38	37.6
> 24 – 30 years	55	54.5
> 21 – 24 years	5	5
Income		
Above Minimum Wage	58	57.4
Equal Minimum Wage	42	41.6
Below Minimum Wage	1	1
Position		
Assistant Manager – Manager	5	5
Supervisor	21	20.8
Staff	53	52.5
Operator	22	21.8

Instruments

Data was collected through Google Forms questionnaires distributed online, with participants voluntarily providing responses. The instruments used in this study included three scales including: Global Transformational Leadership Scale, Innovative Work Behavior Scale, Work-Family Enrichment Scale. The results were classified using ideal norm criteria, which organize the scores of each variable into predefined categories.

Transformational leadership was measured using the Global Transformational Leadership Scale (GTL) developed by Carless et al. (2000), adapted into the Indonesian version by Putri et al. (2021). The scale consists of 21 items across seven aspects, namely vision (e.g., *My leader communicates a clear and positive vision of the future*), staff development (e.g., *My leader treats staff as individuals, supports and encourages their development*), supportive leadership (e.g., *My leader gives encouragement and recognition to staff*), empowerment (e.g., *My leader fosters trust, involvement, and cooperation among team*), innovative thinking (e.g., *My leader encourages thinking about problems in new ways and questions*), lead by example (e.g., *My leader is clear about his/her values and practices what he/she preaches*), and charisma (e.g., *My leader instills pride and respect in others and inspires me by being highly competent*). This scale rated on a 5-point Likert scale from zero to four. Higher scores reflect a stronger perception of transformational leadership behaviors, whereas lower scores reflect weaker perceptions of such behaviors. This scale demonstrated high internal consistency, with a Cronbach's alpha of 0.93 and CITC values ranging from .32 to 0.82.

Innovative work behavior was measured using the Innovative Work Behavior Scale developed by Janssen (2000), adapted into the Indonesian version by Etikariena and Muluk (2014). This scale consists of 9 items across three aspects, namely idea generation (e.g., *Searching out new working methods, techniques, or instruments*), idea promotion (e.g., *Acquiring approval for innovative ideas*), and idea realization (e.g., *Transforming innovative ideas into useful applications*). The scale is rated on a 6-point Likert scale from one to six. Higher score indicate that employees regularly perform innovative work behaviors, whereas the lower score indicate they do so less often. This scale demonstrated good internal consistency, with a Cronbach's alpha of 0.80.

Work-family enrichment was measured using the Work-Family Enrichment Scale developed by Carlson et al. (2006), adapted into the Indonesian version by Andhini and Artiawati (2016). The scale consists of 18 items across six dimensions, namely Work-to-Family Development (e.g., *My involvement in my work helps me to understand different viewpoints and this helps me be a better family member*), Work-to-Family Affect (e.g., *My involvement in my work puts me in a good mood and this helps me be a better family member*), Work-to-Family Capital (e.g., *My involvement in my work instills confidence in me and this helps me be a better family member*), Family-to-Work Development (e.g., *My involvement in my family helps me acquire skills and this helps me be a better worker*), Family-to-Work Affect (e.g., *My involvement in my family helps me feel good and this helps me be a better worker*), and Family-to-Work Efficiency (e.g., *My involvement in my family helps me concentrate on the important things and this helps me be a better worker*). The scale is rated on a 6-point Likert scale from one to six. Higher scores indicate greater work-family enrichment, whereas lower scores indicate lower levels of enrichment. This scale demonstrated high internal consistency, with a Cronbach's alpha of .090.

As presented in [Table 2](#) this study also incorporated open-ended questions derived from supporting factors of innovative work behavior (e.g., *Types of support that facilitate innovation*), resources associated with work to family enrichment (e.g., *Company support that helps employees' family life*), resources associated with family to work enrichment

(e.g., “Family environment conditions that support work performance”) and dimensions of transformational leadership (e.g., “Leader behaviors that affect work role performance”). In these open-ended questions, respondents were allowed to select more than one response option for each item, therefore the total frequency for each question exceeds the total number of respondents. These open-ended items were included to gain deeper insights into underlying drivers of innovative work behavior that may not be fully captured through the quantitative measures.

Table 2
Frequency Distribution of Open-Ended Responses

	Frequency	Percentage (%)
Types of support that facilitate innovation		
Collaboration and teamwork with colleagues	63	24.5
A supportive and open work environment	60	23.3
Supervisors’ involvement in personal development	54	21
Supervisor helps provide inspiration and motivation	44	17.1
Support and assistance provided by family (e.g., <i>a partner giving advice or ideas</i>)	36	14
Family environment conditions that support work performance		
My family situation, which allows me to balance time between family and work	66	26.8
A harmonious home environment with mutual trust	61	24.8
Good and clear communication among family members	60	24.4
My family supports the achievement of my work goals	50	20.3
Family members who assisted me in completing my work tasks, either through ideas or practical supports	9	3.7
Company support that helps employees’ family life		
The salary I receive from the company	65	33.2
Permission to attend to household responsibilities (e.g., <i>taking a sick child to the doctor, attending a child’s school events</i>)	55	28.1
Recognition and appreciation given to me, which boosts my self-confidence	37	18.9
Financial support and bonuses provided by the company	36	18.4
Provide advice regarding family-related problem	3	1.5
Leader behaviors that affect work role performance		
Providing specific advice and feedback for the development of my skills	53	21.5
Creating a work atmosphere characterized by mutual respect and trust	52	21.1
Clearly communicating the company’s vision and goals, which motivates me	48	19.5
Consistently valuing and appreciating my achievements at work	47	19.1
Consistently serving as a role model at work, both in terms of ethics and professionalism	46	18.7

Data Analysis

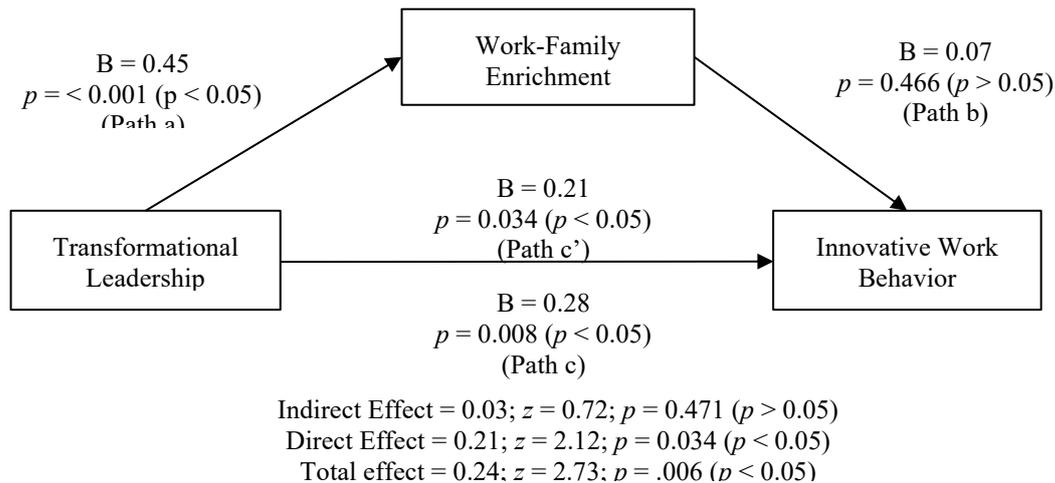
Data analysis included instrument reliability testing, normality (Shapiro-Wilk test), and linearity tests. Hypothesis testing was conducted using mediation analysis via Jamovi statistical software Version 2.0.0 to examine direct and indirect effects of variables, with significance determined at $p < 0.05$.

Results

The path analysis results presented in [Figure 1](#) indicate that TL significantly influences work-family enrichment WFE, as shown by a p -value of < 0.001 ($p < 0.05$). However, WFE does not significantly affect IWB, with a p -value of 0.466 ($p > 0.05$). TL also has a significant direct effect on IWB when controlling for the mediator ($p = 0.034$; $p < 0.05$).

Figure 1

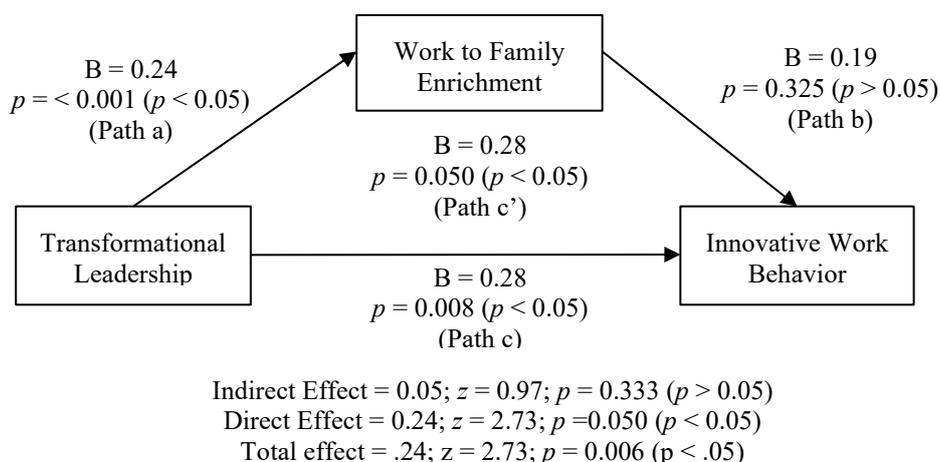
Results of Mediation Analysis with Work-Family Enrichment as the Mediator



Given the non-significant effect of WFE on IWB (path b), WFE does not mediate the relationship between TL and IWB. Moreover, the direct effect of TL on IWB is stronger than the indirect effect through WFE. This is evidenced by a higher and significant direct coefficient ($B = 0.28$; $p = 0.008$) compared to the indirect effect ($B = 0.03$; $p = .471$). The direct effect of TL on IWB ($B = 0.21$; $p = 0.034$) further confirms this conclusion.

Figure 2

Results of Mediation Analysis with Work to Family Enrichment as the Mediator

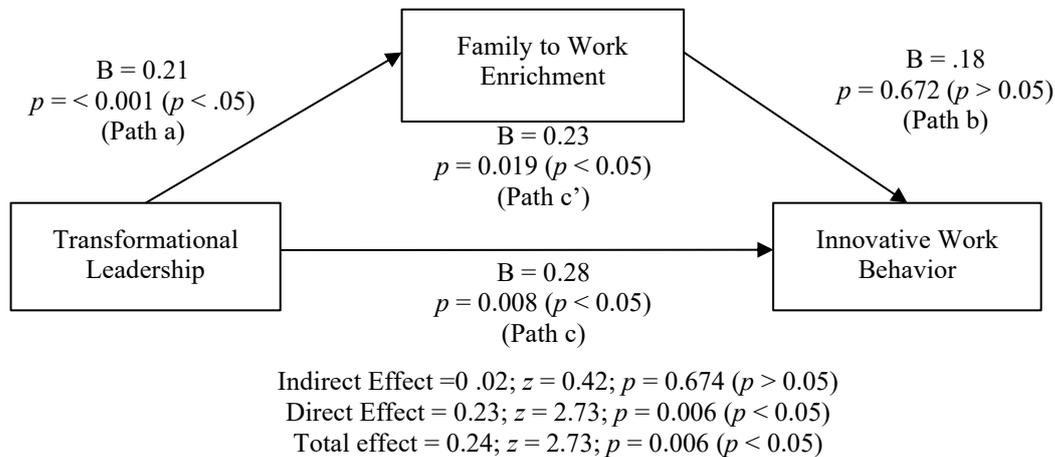


Furthermore, analysis of the two dimensions of WFE indicates that neither serves as a mediator in the relationship between TL and IWB. Specifically, as shown in [Figure 2](#), work-to-family enrichment does not mediate the relationship between TL and IWB ($B = 0.05$; $z = 0.97$; $p = 0.333$, $p > 0.05$). Likewise, [Figure 3](#) demonstrates that family-to-work enrichment

also fails to act as a mediator ($B = 0.02$; $z = 0.42$; $p = 0.674$, $p > 0.05$). These findings confirm that WFE does not mediate the relationship between TL and IWB.

Figure 3

Results of Mediation Analysis with Family to Work Enrichment as the Mediator



Based on the results of the cross-tabulation analysis presented in [Table 3](#), it was found that gender, income, and job position had significance values below 0.05 ($p < 0.05$). These findings indicate that gender, income, and job position are associated with employees' IWB. In terms of gender, male employees tend to have a relatively even distribution of IWB across high, moderate, and low levels. In contrast, most female employees exhibit low to very low levels of IWB. In terms of income, the data show that the higher the employee's income, the more likely they are to exhibit higher levels of IWB. Lastly, in terms of job position, employees in higher-level roles such as assistant managers, managers, and supervisors tend to have higher levels of IWB compared to those in staff or operational roles.

Table 3

Cross-tabulation Analysis

Category	Very High		High		Moderate		Low		Very Low		Total	Sig
	f	%	f	%	f	%	f	%	f	%		
Gender												
Men	4	5.6	19	26.4	20	27.8	21	29.2	8	11.1	71	0.008
Women	1	3.6	9	32.1	5	17.9	2	7.1	11	39.3	28	
Income												
Above UMK	5	8.6	20	34.5	16	27.6	13	22.4	4	6.9	58	0.012
Equivalent to UMK	0	0	8	19.5	9	22	10	24.4	14	34.1	41	
Below UMK	0	0	0	0	0	0	0	0	1	100	1	
Job Level												
Assistant Manager - Manager	0	0	4	80	1	20	0	0	0	0	5	<0.001
Supervisor	3	14.3	9	42.9	7	33.3	1	4.8	1	4.8	21	
Staff	2	3.8	12	23.1	15	28.8	15	28.8	8	15.4	52	
Operator	0	0	3	13.6	2	9.1	7	31.8	10	45.5	22	

Discussion

This study aimed to examine the relationship between transformational leadership and innovative work behavior, as well as to investigate whether work-family enrichment mediates this relationship within the FMCG sector organizational context. Specifically, the study tested the direct effect of transformational leadership on innovative work behavior, the effect of transformational leadership on work-family enrichment and the two directions of work-family enrichment, i.e. work-to-family enrichment and family-to-work enrichment, and the mediating role of work-family enrichment in the transformational leadership and innovative work behavior relationship. The findings provide partial support for the proposed model. Transformational leadership was found to have a significant positive relationship with innovative work behavior and work-family enrichment.

The analysis demonstrates that transformational leadership has positive direct effect on innovative work behavior, indicating that employees who perceive higher levels of transformational leadership are more likely to engage in idea generation, promotion, and implementation. In addition, transformational leadership was found to be positively related to work-family enrichment. This finding indicates that transformational leadership functions as an important source of psychosocial resources that extend beyond the work domain, enabling employees to experience greater positive spillover from work into their family roles and vice versa. However, work-family enrichment did not predict innovative work behavior. As a result, the indirect effect of transformational leadership on innovative work behavior through work-family enrichment was not significant, and work-family enrichment did not mediate the relationship between transformational leadership and innovative work behavior.

The statistical findings show that transformational leadership is a strong predictor of employees' innovative behavior, even when the mediating mechanism of work-family enrichment is taken into account. This result suggests that transformational leadership exerts a direct and robust influence on innovative work behavior rather than relying primarily on indirect pathways through non-work domains. This finding is in line with prior empirical studies demonstrating that transformational leadership enhances employees' innovative behavior by stimulating intrinsic motivation, intellectual engagement, and willingness to take risks ([Gong et al., 2009](#); [Karimi et al., 2023](#); [Pradhan & Jena, 2019](#)). Through behaviors such as articulating a compelling vision, encouraging followers to question existing assumptions, and providing individualized support, transformational leaders create a psychologically supportive work environment that encourages employees to challenge existing assumptions, experiment with new ideas, and actively participate in innovation-related activities. From a staff development perspective, transformational leaders attend closely to followers' needs and expectations, thereby increasing the likelihood that employees will reciprocate by engaging in innovative efforts that support organizational goals ([Afsar et al., 2014](#); [Carless et al., 2000](#)). By stimulating intrinsic motivation and intellectual exploration, transformational leadership encourages employees to question outdated routines, experiment with new approaches, and actively contribute novel ideas ([Pradhan & Jena, 2019](#)).

Consistent with Social Exchange Theory ([Blau, 1964](#)), this significant direct relationship reflects a reciprocal process in which employees respond to transformational leadership behaviors with discretionary, work-focused contributions. When leaders demonstrate trust, respect, and developmental concern, employees perceive these behaviors as valuable social resources and reciprocate by investing additional effort, creativity, and initiative into their work roles ([Afsar et al., 2014](#)). The persistence and strength of the direct transformational leadership and innovative work behavior relationship further highlight that innovative work behavior functions as a form of immediate reciprocity operating primarily within the work

domain. This finding underscores the central role of leadership-driven motivational and cognitive mechanisms, such as intellectual stimulation and inspirational motivation, in shaping employees' innovative behavior, suggesting that innovation is most effectively fostered through leadership practices that directly influence employees' work experiences and perceptions.

Transformational leadership was also found to be positively related to work-family enrichment. This finding supports the enrichment theory proposed by Greenhaus and Powell (2006), which posits that resources generated in one life domain can enhance functioning in another domain. Transformational leaders provide various job-related resources, such as autonomy, emotional support, flexibility, and developmental opportunities, that enhance employees' psychological well-being and positive affect. These resources may spill over into the family domain, improving employees' ability to fulfill family roles and experience positive work-family interactions.

This result is consistent with prior studies demonstrating that supportive and empowering leadership behaviors foster work-family enrichment by enhancing perceived organizational support and positive affect (Caesens et al., 2016; Gillet et al., 2016; Suifan et al., 2018). By acknowledging employees' individual needs and offering flexibility and trust, transformational leaders enable employees to manage work demands more effectively while maintaining family responsibilities. However, although transformational leadership contributes to work-family enrichment, the presence of enrichment alone does not necessarily imply that such resources will be reinvested into innovation-related behaviors at work.

Contrary to main hypotheses, work-family enrichment did not predict innovative work behavior and therefore did not mediate the relationship between transformational leadership and innovative work behavior. This finding indicates that although transformational leadership enhances employees' experiences across work and family domains, these enriched experiences do not automatically translate into higher levels of innovation at work. From a theoretical standpoint, this result can be explained by boundary theory and resource specificity arguments. Employees may differ in how they manage the boundaries between work and family roles, with some preferring strong segmentation rather than integration. When employees adopt a segmentation strategy, resources gained in one domain are less likely to spill over into the other (Liu et al., 2013).

This argument is further supported by McNall and Scott (2015), who found that boundary segmentation is negatively correlated with work-family enrichment. Furthermore, the majority of respondents in this study were male (see Table 1). According to a study by Mellner et al. (2014), men are more likely to engage in segmentation and tend to have a greater ability to manage domain boundaries compared to women. Evidence from the open-ended responses in this study supports this interpretation, as only a small proportion of respondents perceived family-related experiences as contributing to innovation at work (see Table 3). Moreover, instrumental resources such as salary were reported more frequently than relational or emotional resources, suggesting that work-family interactions in this context are primarily transactional rather than integrative.

In addition, innovative work behavior requires domain-specific cognitive, motivational, and relational resources, such as intellectual stimulation, psychological safety, and autonomy, which are more directly generated through leadership behaviors within the work context. Resources derived from family life may enhance general well-being but may lack the task relevance necessary to stimulate innovation. This distinction helps explain why work-family enrichment, despite being positively influenced by transformational leadership,

does not serve as an effective transmission mechanism for innovation-related outcomes in this study.

The non-significant mediating role of work-family enrichment contrasts with findings reported by Kyei-Frimpong et al. (2024), who found that work-family enrichment mediated the relationship between leadership style and innovative behavior. One possible explanation for this discrepancy lies in contextual differences. Previous studies conducted in knowledge-intensive or service-oriented settings, where job roles are more flexible and boundary integration is more common, suggest that resources such as time, energy, skills, and support gained through work can enhance family life and, in turn, be more readily reinvested into creative and innovative work behaviors (Bansal & Agarwal, 2020; Kyei-Frimpong et al., 2024).

In contrast, the present study was conducted in the FMCG organizational context, which is typically characterized by standardized procedures, operational constraints, and limited discretion, particularly for non-managerial employees. These structural characteristics may reduce the extent to which family-derived resources can be translated into innovation at work. Consistent with this interpretation, the findings align with prior research indicating that the direct effect of transformational leadership on innovative work behavior is often stronger than indirect effects through mediating variables (Karimi et al., 2023; Pradhan & Jena, 2019). The dominance of the direct transformational leadership and innovative work behavior pathway underscores the importance of leadership-driven motivational and cognitive mechanisms in fostering innovation.

Although not central to the primary hypotheses, supplementary analyses revealed that demographic variables such as gender, income, and job position were associated with differences in innovative work behavior. Male employees reported higher levels of innovative work behavior than female employees, consistent with prior research suggesting that men are more likely to engage in innovation-related behaviors and receive greater recognition for such behaviors (Choi et al., 2021; Taylor et al., 2020). These differences may reflect societal gender norms and organizational practices that shape expectations and opportunities for innovation.

Additionally, higher income levels and higher job positions were associated with greater innovative work behavior. These findings support the notion that financial rewards and job autonomy serve as motivational drivers for innovation (Tsai, 2018). Employees in higher positions typically possess greater decision-making authority and discretion, enabling them to generate, promote, and implement new ideas more effectively. This may be due to the increasing complexity of tasks associated with higher-level positions. More complex responsibilities often allow for greater autonomy and decision-making freedom, providing opportunities to utilize a broader range of skills and, in turn, fostering innovation in task completion (West, 2002). Additionally, individuals in higher positions generally possess greater autonomy, enabling them not only to generate and develop new ideas but also to implement them (Kim et al., 2017; Shakil et al., 2023). Therefore, higher-ranking positions offer employees more opportunities and authority to engage in innovative work behavior.

The findings of this study offer several practical implications. First, organizations seeking to enhance innovative work behavior should prioritize transformational leadership development, as leadership behaviours directly influence employees' willingness and capacity to innovate. Managers should be trained to provide intellectual stimulation, individualized support, and a clear vision that encourages experimentation and idea implementation.

Second, while work-family enrichment initiatives remain important for employee well-being, organizations should be cautious in assuming that such initiatives will

automatically lead to innovation. Work-family enrichment appears to function more as a well-being outcome than as a mechanism driving innovative behaviours. Therefore, innovation strategies should focus primarily on work-related leadership practices and job design rather than relying on cross-domain enrichment processes.

This study has several limitations that should be acknowledged. First, the cross-sectional design limits causal inference. Future studies should employ longitudinal or experimental designs to better capture dynamic relationships among leadership, work-family processes, and innovation. Second, the sample included employees from diverse divisions and job positions, which may have constrained the ability to detect innovation-specific dynamics. Future research should focus on roles with higher innovation demands, such as managerial or R&D positions. Third, the gender imbalance in the sample may have influenced the findings related to boundary management and work-family enrichment. Future studies should examine gender as a moderating variable. Finally, future research may consider examining work-family enrichment as a moderating rather than a mediating variable in the relationship between transformational leadership and innovative work behavior.

Conclusion

In summary, this study concludes that work-family enrichment, encompassing both work-to-family and family-to-work dimensions, does not mediate the relationship between transformational leadership and innovative work behavior. Although transformational leadership demonstrates a significant direct relationship with work-family enrichment, that indicates that transformational leadership provides socio-emotional and developmental resources that enhance employees' experience across work and family domains. Instead, the findings reveal a strong and significant direct effect of transformational leadership on innovative work behavior, suggesting that transformational leadership fosters employee innovation primarily through immediate motivational, cognitive, and relational mechanisms. Theoretically, this result reinforces the position of transformational leadership as a key driver of innovation without necessarily relying on work-family processes. Practically, these findings suggest that organizations should prioritize the development of transformational leadership behaviors to directly enhance employee innovation. For future research, other variables may be considered either as alternative mediators or moderators to further explain the transformational leadership and innovative work-behavior relationships.

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Declarations

Author contribution. KSP: contributed to the research conceptualization, data analysis, and was responsible for manuscript drafting and overall revision and refinement of the manuscript. TRT: contributed to the research conceptualization, manuscript writing, data collection, and data analysis. A: contributed to the research conceptualization, data analysis, and provided overall research supervision.

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Conflict of interest. The authors declare that there is no conflict of interest associated with this study. The research was conducted in accordance with the principle of neutrality, without any personal, institutional, or financial interests influencing the research process. The findings reflect the actual conditions observed in the study.

Additional information. No additional information is available for this paper.

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