

FACTORS INFLUENCING GOVERNMENT EMPLOYEES INNOVATIVE BEHAVIOR : A QUALITATIVE STUDY IN PEKANBARU CITY

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Abstract

This study aims to explore innovative behavior among government employees in Pekanbaru City using the Theory of Planned Behavior (TPB) as an analytical framework. A qualitative approach was employed to gain an in-depth understanding of how attitudes toward innovation, subjective norms, and perceived behavioral control are interpreted and experienced by employees within a bureaucratic context. Data were collected through in-depth interviews and document analysis involving civil servants and structural officials in the Pekanbaru City Government. The findings indicate that innovative behavior emerges from a dynamic interaction between personal attitudes, social influences, and perceptions of structural opportunities and constraints. Positive attitudes toward innovation are generally grounded in beliefs about work efficiency, yet they are often accompanied by concerns regarding the risk of failure and bureaucratic consequences. Subjective norms, reflected in support from supervisors and colleagues, along with perceived behavioral control related to the availability of resources and autonomy, are understood as key elements in fostering innovative intentions. Furthermore, organizational context, particularly transformational leadership, psychological safety, and bureaucratic flexibility, plays an important role in translating innovative intentions into actual practices. These findings underscore that fostering innovation in the public sector requires a holistic approach integrating individual, social, and organizational dimensions.

Keywords: , Innovative Behavior, Theory of Planned Behavior, Attitude toward the behavior, subjective norms, perceived behavioral control.

Abstrak

Penelitian ini bertujuan untuk mengeksplorasi perilaku inovatif pegawai pemerintah di Kota Pekanbaru dengan menggunakan *Theory of Planned Behavior* (TPB) sebagai kerangka analisis. Penelitian ini menggunakan pendekatan kualitatif untuk memahami secara mendalam bagaimana sikap terhadap inovasi, norma subjektif, dan persepsi kontrol perilaku dimaknai oleh pegawai dalam konteks birokrasi pemerintahan. Data dikumpulkan melalui wawancara mendalam dan studi dokumentasi terhadap pegawai serta pejabat struktural di lingkungan Pemerintah Kota Pekanbaru. Hasil penelitian menunjukkan bahwa perilaku inovatif pegawai terbentuk melalui interaksi dinamis antara sikap personal, pengaruh sosial, dan persepsi terhadap peluang serta hambatan struktural. Sikap positif terhadap inovasi umumnya didasarkan pada keyakinan akan peningkatan efisiensi kerja, namun seringkali diiringi oleh kekhawatiran terhadap risiko kegagalan dan konsekuensi birokratis. Norma subjektif yang tercermin dari dukungan atasan dan rekan kerja, serta persepsi kontrol perilaku yang berkaitan dengan ketersediaan sumber daya dan ruang otonomi, dipahami sebagai aspek kunci dalam mendorong terbentuknya intensi inovatif. Selain itu, konteks organisasional khususnya gaya kepemimpinan transformasional, budaya kerja yang memberikan rasa aman psikologis, dan fleksibilitas struktur birokrasi berperan penting dalam menerjemahkan intensi inovatif menjadi praktik nyata. Temuan ini menegaskan bahwa pengembangan inovasi di sektor publik memerlukan pendekatan holistik yang mengintegrasikan dimensi individual, sosial, dan organisasional.

Kata kunci: Perilaku inovatif, *Theory of Planned Behavior*, Sikap Perilaku, Norma subjektif, Persepsi kontrol perilaku

INTRODUCTION

Demands for bureaucratic reform in the global era put innovation as an element crucial for increasing the quality of public service and government efficiency. Employees' government, as the vanguard in organizational service, holds a central role as an agent that initiates and implements new ideas. Although this reality shows that the environmental bureaucracy tends to be rigid, hierarchical, and procedure-oriented, it often becomes an inhibitor of the emergence of innovative behavior at the individual level. Phenomenon: This creates a significant challenge in realizing adaptive and responsive governance to the dynamic needs of society that continues to develop. (Vanny et al., 2024)

Various studies about the innovation sector often focus on analyzing products or the resulting innovation program, but do not give enough attention to the in-depth psychological and social factors that shape intention, as well as innovative behavior at the individual level of employees. In fact, successful initiatives are highly dependent on the personal decisions of the apparatus for involved activity. Understanding perception, belief, and pressure social factors that they experience becomes essential for identifying drivers and inhibitors. In fact, Pekanbaru City, as one of the centers of active government, promotes innovation, providing a relevant context for exploring complex dynamics. (Thongsri & Chang, 2019)

Therefore, this research aims to identify and analyze in-depth the factors that influence innovative employee behavior in Pekanbaru

City. Using the Theory of Planned Behavior (TPB) as the main theoretical framework, this study will explore how attitude to innovation, perception of social pressure (subjective norms), and beliefs about ability self (perception of control behavior) contribute to collective intention for innovation. Through a qualitative research approach, this will dig into the experience and subjective meaning of the employees, so it can give a rich understanding of the contextual dynamics. (Sampul, 2018)

RESEARCH QUESTIONS

- How do attitudes toward innovation, subjective norms, and perceived behavioral control interact to shape innovative intentions and innovative behavior among government employees in Pekanbaru City?
- How does the organizational context, including leadership style, organizational culture, bureaucratic structure, and resource support, influence the process through which innovative intentions are translated into innovative behavior among government employees in Pekanbaru City?

THEORETICAL BASIS

The framework theoretically used in the study is the Theory of Planned Behavior (TPB) developed by Icek Ajzen. This theory explains that intention, or the intention of an individual to do something, is the predictor closest to the behavior. Intention is formed by three main determinants, namely attitude toward the behavior, subjective norms, and perceived control over behavior (perceived behavioral control). TPB provides a systematic model for understanding the factors underlying the psychological

decisions of an employee to behave innovatively. (Kufaine, 2024)

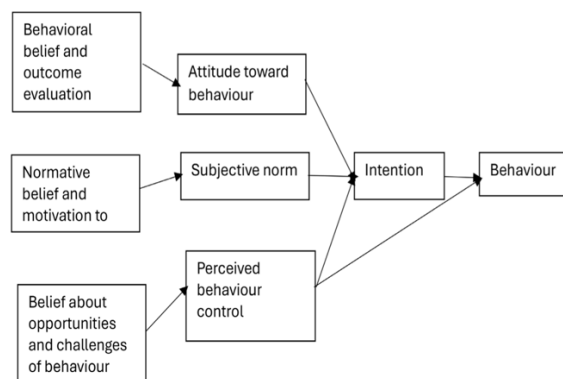


Figure 1. Theory of planned behaviour (Ajzen, 1991).

Component first, attitude to behavior, referring to the evaluation of positive or negative that an employee takes to take innovative action. Attitude: This is formed from an individual's belief about the consequences of innovative behavior. If an employee believes that initiating new ideas will bring a positive impact, like improving efficiency at work, recognition from superiors, or personal satisfaction, then He will develop a supportive attitude. On the other hand, if innovation is perceived to bring risk failure or conflict, a negative attitude will be formed and inhibit the intention to innovate. (Song & Yu, 2018)

Component two is a subjective norm, which refers to an individual's perception of social pressure for innovative behavior. In the context of organizational government, this is related to hope from parties who are considered important, such as superiors, colleagues, work, and the leadership agency. If the culture, organization, and climate Work in a way that clearly supports, encourages, and appreciates effort and innovation, then employees will feel a

strong sense of encouragement and motivation to follow as well as to create renewal in their duties. (Vanny et al., 2024)

Next, the third component is perception control behavior, namely the individual's belief about the convenience or difficulty in realizing innovative behavior. This is greatly influenced by the availability of source supporting power, such as time, budget, access information, training, and autonomy in work. In addition, internal factors such as trust in oneself or efficacy in overcoming challenges and implementing new ideas are also included in this component. The taller the perception control, the stronger the intention to innovate, although facing various constraints. (Bhatnagar, 2012)

In a way, collectively, the third determinant will form innovative intention behavior in employees of the government in Pekanbaru City. Strong intentions, which are based on a positive attitude, social norm support, and a perception of high control, will become the main driver of innovative behavior in a real way. This TPB framework will become a runway for digging and analyzing in a deep way, to contextualize and strengthen or weaken every component, so as to give a comprehensive understanding of the innovative dynamics in the public sector. (Kufaine, 2024)

MATERIALS AND METHODS

Research Design

Study this approach qualitatively with a design case study. Approach: This was chosen because it is relevant for understanding, in depth and holistically, the phenomenon of innovative employee

behavior in the government context, specifically in Pekanbaru City. Study design cases allow researchers to explore in depth how "how " and "why " factors are identified, particularly those related to the Theory of Planned Behavior framework, which can influence intention as well as innovative action. Through this design, the researcher can delve into the experiences, perceptions, and meanings that employees attach to innovation in the work environment and the bureaucracy they face daily. (Miller et al., 2023)

Focus study. This is a nature-exploratory and interpretive study, with the main objective of identifying and describing in detail the factors that encourage and hinder innovative behavior. Collected data in the form of descriptive data in written form of words or oral form from informants , as well as observation of relevant behavior. This design aims to generalize from a smaller population to a larger one, rather than to build a rich, in-depth, contextual (thick description) understanding of the dynamics of innovation within the Pekanbaru City Government. Emphasis is placed on employees' subjective experiences to foster an innovative approach. (Miller et al., 2023)

Study: This is designed with a horizontal cross-sectional time frame, where data collection is carried out in a single period. To get a comprehensive description of the phenomenon at the time the study is ongoing. Unit of analysis in studies: individuals, namely employees and government officials working in agencies, elected in the environment of the Pekanbaru City Government. Although focus analysis is at the individual level for understanding

attitudes, subjective norms, and perceptions, control research in this way also considers the organizational context as a background that shapes the experience. Thus, the interaction between individual and organizational factors can be analyzed comprehensively. (Perreault, 2011)

Determination Informants and Research Locations

The research location was deliberately set within the Pekanbaru City Government's environment. Election. This is based on the consideration that Pekanbaru City is one of the centers of government and provides public services in Riau Province, and that it actively promotes innovation programs in the area. To obtain in-depth data, researchers focus their study on two organizations, Regional Devices, that differ in their approach to implementing innovation. One local government agency was selected for its proven track record of successful innovation programs, while other local government agency were chosen to represent an environment with a more conventional approach. This allows for a rich context for understanding how factors in TPB manifest. (Rizos et al., 2016)

The informant study chosen uses purposive sampling based on criteria set to ensure the relevance and depth of the information. The Criteria main includes : status as Apparatus Civil Servants (ASN) active in selected local government agency ; have a minimum work period of three years; to ensure adequate understanding of culture and dynamics of the organization; and have involvement or at least knowledge directly about initiative innovation, good as initiator, implementer,

and observers. In addition, researchers also ensured the existence of variation in information from various levels of position , starting from staff implementers until officials at structural echelons IV and III.

The determination process for the informant started with getting permission from the elected local government agency leaders. Furthermore, researchers identify a key informant, which then recommend other informants who meet the requirements through the snowball sampling technique. The number of informants was not determined in a way that was clear at the beginning of the research, but rather followed the principle of data saturation or theoretical saturation. Data collection was stopped when an interview with the informant produced a new theme, category , or outlook, significant new related factor, attitudes , subjective norms , and perceptions of control behavior .

Method Of Collecting Data

The main method of data collection in the study. This is an in-depth interview with a semi-structured approach. This technique allows researchers to dig into a flexible and in-depth perception, experience, and meaning of informant-related behavior innovatively. Researchers use guidelines structured interviews based on three components: the main Theory of Planned Behavior, namely attitudes, subjective norms , and perceived control over behavior . Every session interview is done in a way to advance in a conducive atmosphere to build trust and openness. Entire conversation recorded using the top audio recorder agreement informant, then transcribed

verbatim for the guard's authenticity of data before being analyzed. (Lopes et al., 2017)

To complete the results data interviews, researchers also use non-participant observation. Observation: This aim is to understand the context environment. Work in a direct and clear way to catch possible phenomena that are not revealed through the interview . Focus observation covering social interaction between employees, style of leadership by superiors in meetings, availability of facilities and support for innovation , as well as the overall climate and atmosphere. Researchers take notes, findings important in notes field notes that describe the dynamics of the organization, which can support or hinder innovative behavior. Observation data serves as comparators and amplifiers to the information provided by informants during the session interview. (Thurlings et al., 2015)

The third data collection method is the study documentation carried out to enrich and do data triangulation. Researchers collect and analyze various official documents relevant to the two local government agency that became the location of research . Documents the including among others Plan Strategic (Renstra), Agency Performance Report Government (LKjIP), Standards Operational Procedures (SOP), as well as document related to the program or competition innovation ever followed . Analysis document This aim For get understanding about formal policies, support institutional and allocation source power that is official directed For push innovation, so that can compared to with experienced reality employee. (Perreault, 2011)

Data Analysis Techniques

Data analysis in research. This adopted analysis model, interactively developed by Miles, Huberman and Saladana, consists of three main components: data reduction, data presentation, and data extraction and conclusion. The analysis process started quickly after the first data was collected. Stage First is data reduction, where researchers do a verbatim transcription of all the recorded interviews. Next, the raw data is selected, focused, and simplified through the coding process, open coding. Every relevant data segments with attitudes, subjective norms, and perceptions control behavior labeled or code. For identify concepts the key that appears. (Miller et al., 2023)

After the coding process begins, the analysis will be continued with the stage of data presentation. At this stage, the codes that have been made are grouped into more categories based on conceptual similarities. Researchers then compile the data that has been categorized into a matrix or a chart to map connections between categories and identify emerging patterns. Structured data presentation. This helps researchers understand the description of overall findings in a systematic way. This process is iterative in nature, where researchers keep moving between raw data and formed categories to ensure consistency and depth of thematic analysis. (Sampul, 2018)

The final stage is withdrawal, conclusions, and verification. Based on the data that has been presented and analyzed, researchers conduct an in-depth interpretation to

formulate the main themes and answer the research question. Themes: This explains in a comprehensive way the factors that influence innovative employee behavior in the government of Pekanbaru City, using the Theory of Planned Behavior framework. Conclusions drawn in a way, Be careful with, Keep going, verify findings, return to raw data. This process involves search meaning, explanation patterns, and formulation of propositions, theoretically supported by evidence from empirical data collected from various data sources. (Perreault, 2011)

Data Validity Test

To ensure credibility and validity of data, research. This applies the triangulation technique in a comprehensive way. Triangulation source done by comparing and verifying information obtained from the informant with background information on different positions, such as staff implementer, official echelon IV, and echelon III. This aim is to get diverse perspectives and reduce subjective bias from one source. In addition, triangulation is also used technique with method compare the results data interview deep with findings from non-participant observation in the environment. Work as well as analysis document official like Strategic Plan and LKjIP. Combination. This strengthens the validity of the findings of the study.

Data validity is also strengthened through the checking process (member checking). After transcription and analysis begin, researchers return to contact a number of key informants to serve as an interpretation while and ask for confirmation as well as

input. This step is important to ensure that the meaning formulated by the researcher accurately reflects the experience and perspective of the informant. In addition to that, researchers also conducted discussions with peer debriefing together with academics who understand qualitative methodology. This process functions as an external audit for test channel logic research, identifying potential bias, and sharpening analysis findings. (Begum et al., 2022)

Researchers ensure data validity through prolonged engagement in on-site research. After using up sufficient time in both local government agency, researchers can build a connection of trust (*rapport*) with the informants, which allows for more data acquisition, honest and in-depth. Involvement also provides a chance for researchers to understand the context of social and cultural organization in a more intact way. Next, the results study will served in form description detailed (thick description), which explains context, process, and meaning from the phenomenon being studied in a rich way, so that reader can evaluate Alone transferability and credibility findings. (Miller et al., 2023)

RESULTS AND DISCUSSION

Attitude Employee to Behavior Innovative: Evaluation Positive and Negative

Research results show that the majority of employees in Pekanbaru City basically have a positive attitude and innovative behavior. Appropriate with the framework *Theory of Planned Behavior*, evaluation is positive. This is formed from a strong belief that

innovation will bring beneficial consequences. Through the interview, it was revealed that the main benefit perceived is improvement of efficiency, simplification of the complicated bureaucratic procedures, and increasing the quality of public services. Attitude. This becomes the foundation for a driving start, an emerging intention, to try new ideas in daily operational tasks. (Ryu, 2022)

Belief will impact positively. This is strengthened by experience, direct observation, and success in previous initiatives. Some informants state that innovation, such as digitalization service, not only makes things easier for work but also provides personal satisfaction because it can give real solutions for society. Recognition from superiors and colleagues' work also becomes a positive consequence, which is expected to strengthen the evaluation and lead to innovative action. Findings This indicates that visible results really become the main driver of formation of pro-innovation attitudes among employees. (Rachmad, 2022)

Although Thus, research this also identifies existence evaluation negative that hinders formation pro- innovation attitude in some employee. Attitude This is sourced from the belief that innovative behavior brings significant risk. The main concern is that the informant covers the potential failure of ideas, risks, and sanctions if innovation is not in accordance with procedures, as well as potential conflict with colleagues who are resistant to change. Perception risk. This creates ambivalence, where employees confess to benefiting from innovation, but hesitate to initiate it, because

they are Afraid of the consequences. (Riyadh et al., 2019)

Evaluation is often negative and exacerbated by the context and culture of organizations that do not fully support experimentation. Findings from observation and interviews show that the culture that tends to blame failure (*blame culture*) still exists in several work units. Lack of a clear appreciation for innovators also makes employees feel that business extras are taken out, without considering potential risks faced. As a result, confidence that innovation more Lots bring difficulty than profit become more dominant in some employee. (Song & Yu, 2018)

Attitude of the employee government in Pekanbaru to behave innovatively is A dynamic spectrum, not just a dichotomy of positive or negative attitude . This is shaped by a battle between beliefs that will benefit efficiency and satisfaction, and opposing beliefs that will risk failure and resistance to bureaucracy. Findings. This confirms the component first TPB, where individuals rely heavily on personal evaluation of the most likely consequences that happen in the context environment. Work is specific and unique. (Yeboah-Boateng & Essandoh, 2014)

The Influence of Subjective Norms and Social Support on Intention Innovation

Subjective norms, as component second from TPB, proven become determinant crucial in form intention innovative employee. Findings of the study show that employees ' perception of social pressure from the environment significantly influences their intention to innovate. The

hope of parties who are considered important, especially superior direct and associate work, become reference main in decide whether will propose new ideas or no. When the environment and society look at innovation as expected and rewarded behavior, then encouragement becomes normative for acting innovatively. (Kufaine, 2024)

Leadership roles become a factor central in the formation of subjective norms. Interview deeply with informants in a way that consistently reveals that verbal and non-verbal support from a superior is the strongest signal of social support. The leader who is active, encourages, gives room for experimentation, and appreciates every effort, innovation, and success creates strong positive norms. On the other hand, superiors who act apathetic or even resistant to change send message implicit that innovation is not priority, so that in a way effective pressing intention innovate from his subordinates. (Li et al., 2018)

Apart from the influence from the superior, horizontal pressure from colleagues also plays an important role. Results of observations and interviews indicates that in the work unit with climate collaborative, where fellow employee each other share ideas and provide support, pro- innovation subjective norms grow fertile. There is a sense of psychological security for conveying ideas without being Afraid of being ridiculed or ignored by colleagues, which becomes essential. On the other hand, the environment colored work cynicism or competition No Healthy creating negative norms that hinder exchange of creative ideas. (Zheng et al., 2019)

Support social No only limited to interpersonal interactions, but also manifested in climate organization in a way overall. The analysis document shows that the local government agency, which explicitly lists innovation in its plan, strategic, and reporting its performance, tends to have more normative support. Programs such as competition innovation or giving an award for an employee's innovative functioning as an affirmation of norms from the institution. This creates the perception that innovation is a consistent behavior with the values and goals of the organization, not just personal initiative. . (Hadi et al., 2020)

Findings. This confirms that subjective norms are construct layers formed by superiors, colleagues, work, and organizational culture. Pressure perceived by social employees in the environment of Pekanbaru City Government is not monolithic, but rather results from interactions from various sources of influence. Intention for innovation will reach an optimal point when employees perceive consistent support from all levels. Without any support, a clear normative attitude is positive, even though often not enough for translation to become an intention to behave innovatively.

Perception Control Behavior Innovative: Availability Resources and Self -Efficacy

Perception control behavior, as component the three TPBs, identified as fundamental determinants that influence intention innovative employee. Findings studies show that employee ' beliefs about the convenience or difficulty of innovation is

greatly influenced by two main dimensions: external factors, in the form of availability of sources and power, and internal factors, in the form of self-efficacy. Perception of low control, which arises from consequence limitations, source Power, or lack of trust in oneself, is a significant barrier, although the employee's own attitude is positive and they feel supported by social support from the environment surrounding them.

Availability source Power becomes the most frequent external element highlighted by the informants. Limitations of the budget for innovation include a lack of access to adequate technology and information, as well as a tedious routine of work, which can effectively lower employee perception control. Many informants feel that creative ideas they difficult to realize because they are not supported by the necessary facilities and funds. Conditions. This creates the belief that innovation is A difficult and full action constraint, so that it weakens the intention to start a new initiative. . (Hadi et al., 2020)

Besides the source material power, autonomy in working is also factor crucial control procedures. Rigid bureaucracy and decision-making process, centralized decisions make employees feel they have no control. To implement new ideas. Informants from more local government agency conventionally disclose that every proposal change must go through long hierarchies, which often kills the momentum of innovation. On the other hand, in local government agency that are more innovative, delegation more authority big proven increase perception control and push experimentation at the implementation level.

From the internal side, efficacy self or trust employee to his abilities Alone play role central. Employees who have experience success previously or have followed training relevant to their current level perception more control . They tend to be more proactive and persistent in the face of challenges. On the other hand, the lack of training technical and managerial make part employee feel No competent For manage risk innovation. Doubts about one's capability. This becomes a strong barrier to innovative action. Perception control behavior innovative among employees in the government of Pekanbaru is the result of a complex interaction between an empowering and confident environment and the individual. Availability of adequate power and autonomy from the organization must be balanced with improving the efficacy of employees through training and development capacity. Findings. This confirms that for pushing innovation, it is not enough to create a supportive climate, but it must also ensure that the employees feel able and have control to realize their ideas. . (Wahyudi et al., 2015)

Formation Intention and Manifestation Behavior of an Innovative Employee

Data analysis shows that the intention to behave innovatively among employees of the Pekanbaru City Government is formed from a combination of synergistic third TPB components. Intention is strongest found in individuals who have a positive attitude towards innovation, feeling supported by norms from superiors and colleagues' work, and having a high control over their own perception. On the other hand, weakness in

one of the components, for example perception low control consequence limitations source power, proven capable weaken intention in a way significant although subjective attitudes and norms support. (Tseng, 2017)

Intention plays a role as a crucial mediator between antecedent psychological factors and real action. Employees with strong intentions tend to be more proactive in looking for solutions, brave enough to speak out with ideas, and show persistence when faced with obstacles. Early findings from interviews confirm that internal commitment to repair becomes the main driver and motivator for employees. The first step is to go from just thinking to trying to implement ideas. Intention: This becomes an energy driver, a very decisive start, a realization of an initiative change in the environment bureaucracy. (Agarwal et al., 2012)

Although intention is predictor important, research This find existence gap between intentions and behavior actual. Some informants with highly innovative intentions in the end fail to realize their idea. This is often caused by constraints that are situational and not anticipated, such as a sudden change in policy, resistance from higher-level leadership, or a more complicated bureaucratic procedure than estimated early. Factors show that control current is sometimes different from the perception control that forms intention.

Manifestation behavior. The innovations identified in the field are very diverse, ranging from incremental innovation to the more radical. Its form covers simplification channel, Work through utilization

technology, simple, such as Google Forms, development system, internal information for data efficiency, up to proposal change, Standard Operating Procedures (SOP), public behavior . This, in a way, really shows how strong intention can be translated into concrete action that has positive impact on effectiveness and efficiency, Work organization, government.

Implement innovative behavior to create A cycle of dynamic feedback. Success, an innovative proven strengthened attitude, positive employee to change, improve perception, support social, because colleagues Work see its benefits, as well as build efficacy self and perception control. Cycle positive. This pushes the emergence of intention more innovatively and strongly in the future. Conversely, failure does not managed with Good can create bait come back debilitating negative third TPB components and inhibit initiative furthermore.

Contextual Factors Influencing Organizations' Behavior Innovative in Pekanbaru

Leadership style appears as a contextual factor that is the most dominant. In innovative local government agency, leadership transformational proven capable grow attitude positive with articulate vision change and provide inspiration. Leader in a way actively creates subjective norms that support through verbal encouragement and giving examples. On the other hand, in local government agency that are more conventional leadership transactional compliance - focused to procedure precisely strengthen perception risk and limit

autonomy, so that in a way No direct pressing intention employee For try things just outside routine. (Knezović & Drkić, 2021)

Culture organization in a way has a significant moderate connection between intentions and behavior. Findings observation shows that supportive climate experimentation and having tolerance to failure create a psychological sense of security. This is a push employee for brave to take measurable risks. On the other hand, the culture of rigid bureaucracy with a blame culture is becoming the main inhibitor. Culture kind of This strengthens the evaluation negatively to innovation, because employees focus more on avoiding sanctions than chasing potential repair service for the public. (Vanny et al., 2024)

Structure, organization, and level of autonomy. Work is identified as a determinant of perception, control, and behavior. local government agency with more structure, flexible and delegated clear authority gives room for movement and wider scope for employees to implement ideas. Autonomy This increases their belief that they are able to overcome obstacles. On the other hand, the structure is a rigid hierarchy with a long and convoluted channel of agreement a which effectively controls lower perception, making it feel very difficult and not Possible to be realized by employees. (Upadhyaya, 2014)

Availability system awards and recognition become a factor in strengthening a positive attitude. In local government agency that have a mechanism of appreciation, both formal and informal, employees feel that the

business is innovative. This is strengthen belief that innovation bring beneficial consequences. The absence of system clear awards in other locations makes employees feel their effort is in vain. Condition This weaken motivation and making they reluctant allocate energy For innovate outside task the main thing that has been set . (Yuan & Woodman, 2010)

Policy allocation source Power is a foundation, very real contextual analysis document. Strategic plan and budget show commitment to leadership in innovation, which is reflected in formal policies, which are very crucial. local government agency that are explicit allocate budget, time, and access technology For development innovation succeed increase perception control employee in a way significant. Without a concrete support source, pro-innovation rhetoric from leadership is only considered as discourse and not Enough to push the emergence of sustainable innovation in the field. (Yuan & Woodman, 2010)

CONCLUSION

Based on the framework *Theory of Planned Behavior*, research concludes that innovative employee government in Pekanbaru City results from the interaction of three main determinants. Attitude positive based on belief will efficiency Work become foundation early, but often weakened by perception of risk failure and sanctions. Support normative from superiors and colleagues' work (subjective norms) and belief that will availability source power and autonomy (perception control behavior)

has proven to be a more decisive and crucial factor. Weakness in one of the third component. This, in a way, significantly hinders formation of intention for innovation.

Psychological factors do not operate in an empty room, but rather are very moderated by organizational context. Leadership style transformational in a way directly strengthens positive subjective norms and fosters a pro-innovation attitude. Meanwhile that, culture organizations that provide a sense of security psychology and tolerance to failure become prerequisite For translate intention become action real, with mitigate perception risk. Structure rigid bureaucracy as well as limitations on allocation of Power in a way that really lowers perception and controls behavior, becoming a barrier to the implementation of the most significant ideas in the field.

This study confirms that innovative employee behavior is not solely a product of the individual, but rather a complex socio-psychological phenomenon. The formation of strong intention for innovation needs synergy between a positive personal attitude, solid social support from the environment, and a high control. Therefore , the effort to grow innovation in the sector in Pekanbaru City needs a holistic approach. It is not enough to focus only on improving employee motivation, but must simultaneously build supportive leadership, a culture of adaptive organization, and allocate adequate power.

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