

Modeling the Drivers of Innovative Work Behavior: The Influence of Talent Management and Psychological Empowerment through Structural Equation Modeling

Ahmad Sansan Sanusi¹, Corry Yohana², Widya Parimita³

¹Postgraduate Master Student, Faculty of Economics and Business, State University of Jakarta, Indonesia

^{2,3}Lecturer, Faculty of Economics and Business, State University of Jakarta, Indonesia

ABSTRACT: In the context of rapidly evolving public health challenges, the capacity for innovative work behavior (IWB) among health sector employees is increasingly vital to ensure adaptive and responsive healthcare delivery. This study examines the influence of talent management and psychological empowerment on IWB among employees of the Garut City Health Service in Indonesia. Drawing upon resource-based theory and self-determination theory, the study conceptualizes talent management as a strategic approach encompassing talent acquisition, development, retention, and succession planning. Psychological empowerment, defined through meaning, competence, self-determination, and impact, is explored as a cognitive-motivational state that may mediate the relationship between talent management and innovative behavior. Data were collected from 221 civil servants using a structured questionnaire and analyzed using Structural Equation Modeling (SEM). The findings reveal that talent management significantly positively affects both psychological empowerment and IWB. Moreover, psychological empowerment partially mediates, indicating that employees' perceptions of autonomy and competence are essential to translate talent initiatives into innovative outcomes. This study contributes to the theoretical understanding of innovation in the public health sector by integrating HRM and organizational behavior perspectives. Practically, it highlights the importance of cultivating psychologically empowered environments to stimulate innovation within bureaucratic health institutions. The results provide evidence-based guidance for public sector leaders aiming to foster innovation through strategic investment in human capital. Implications for theory, policy, and future research are discussed, particularly in the context of decentralization and healthcare reform in developing countries.

KEYWORDS: Human Resource Management, Innovative Work Behavior, Psychological Empowerment, Public Health Sector, Structural Equation Modeling (SEM), Talent Management.

INTRODUCTION

In the dynamic landscape of healthcare, the capacity for innovative work behavior is not merely an advantage but a necessity for sustained success and quality service delivery (Chompukum & Vanichbuncha, 2025; Labrague & Toquero, 2023). Innovative work behavior encompasses generating, promoting, and implementing novel and valuable ideas, processes, products, or procedures within an organizational context (Krupah, 2021; Mu et al., 2019; Vitapamoorthy et al., 2021). This behavior is crucial for healthcare organizations striving to adapt to evolving patient needs, technological advancements, and regulatory changes (Ahmad et al., 2021; Baig et al., 2022; Oppi et al., 2019). The ability to foster an innovative culture within healthcare settings is paramount, enabling organizations to balance cost management, superior healthcare quality, and fulfill diverse stakeholder expectations (Dextras-Gauthier et al., 2023; L. Liu et al., 2024; Weintraub & McKee, 2019). Consequently, there is a growing emphasis on identifying and leveraging the factors that drive innovative work behavior among healthcare professionals, ensuring that organizations can effectively navigate the complexities of the modern healthcare environment (Kosiol et al., 2024; Sorour et al., 2024). Talent management, defined as the strategic process of attracting, developing, retaining, and deploying individuals with the required skills and aptitudes to meet current and future organizational needs, plays a pivotal role in cultivating an innovative workforce (Almomani et al., 2023; Edeh et al., 2022; Umair et al., 2024). When organizations prioritize talent management, they signal the importance of innovative work by dedicating resources to support and nurture it (Gassanova & Kozhakhmet, 2024; Raeisi Ziarani, 2023). Simultaneously, psychological empowerment, characterized by an individual's sense of control, competence, meaning, and impact in their work, is a critical enabler of innovative behavior (Dedahanov et al., 2019; Ghosh et al., 2018; Grošelj et al., 2021;

Performance et al., 2025; Sinha et al., 2016). When healthcare professionals feel empowered, they are more likely to take initiative, think creatively, and champion new ideas, contributing to a more innovative and adaptive organizational culture (Dedahanov et al., 2019; Ghosh et al., 2018; Grošelj et al., 2021; F. Liu et al., 2019; Marampa et al., 2025; Performance et al., 2025; Sinha et al., 2016). The interplay between talent management practices and psychological empowerment is particularly salient in health services, where the demanding nature of work and the imperative for continuous improvement necessitate a highly skilled workforce that is intrinsically motivated to innovate (Bonias et al., 2010; Koberg et al., 1999; Travers et al., 2020).

Talent management practices are the bedrock for cultivating an environment conducive to innovative work behavior (Khan, 2019; Tanaka & Ishiyama, 2023). By strategically managing talent, healthcare organizations can ensure they have the right people, in the right roles, with the right skills and motivations to drive innovation (Gassanova & Kozhakhmet, 2024; Raesi Ziarani, 2023). Effective talent acquisition strategies enable organizations to attract individuals with a propensity for creativity, problem-solving, and a proactive approach to change (Aina & Atan, 2020). This involves identifying candidates with the requisite technical skills and assessing their potential for innovative thinking and alignment with the organization's values. Moreover, talent development programs play a crucial role in nurturing and enhancing the innovative capabilities of healthcare professionals (Luna-Arocas, 2023). These programs can include training in creative problem-solving techniques, innovation methodologies, and design thinking, as well as opportunities for cross-functional collaboration and exposure to diverse perspectives (Odugbesan et al., 2023). Providing opportunities for professional development, recognizing achievements, and fostering a culture of experimentation are vital components of talent management that directly foster innovation (Umair et al., 2024). Furthermore, organizations prioritizing employee well-being and creating a supportive work environment are more likely to retain talented individuals motivated to contribute innovative ideas (Al Jawali et al., 2022; Latukha, 2015). The emphasis on talent management underscores the recognition that employees are not merely resources but valuable assets whose capabilities and contributions are central to organizational success (Odugbesan et al., 2023). Talent management is a multifaceted approach to business planning and human resources management (Mogrovejo et al., 2025).

Psychological empowerment acts as a catalyst, unlocking the potential for innovative work behavior within individuals (Curran et al., 2021). It encompasses the cognitive state where employees perceive themselves as having autonomy, competence, impact, and meaning in their work, which fuels their intrinsic motivation to generate and implement novel ideas. A sense of autonomy empowers healthcare professionals to take ownership of their work, make independent decisions, and experiment with new approaches without fear of reprisal (Aristana et al., 2024; Dedahanov et al., 2019; Marampa et al., 2025). This autonomy fosters a culture of self-direction and accountability, where individuals feel responsible for driving improvements in their respective domains (Al Daboub et al., 2024; Ali et al., 2020). Perceived competence reinforces the belief that one possesses the skills, knowledge, and abilities necessary to perform their job effectively and contribute meaningfully to the organization's goals. A sense of meaning connects an individual's work with their values and beliefs, making the work feel purposeful and intrinsically rewarding (Khan et al., 2022). The role of managers is critical in cultivating an environment that fosters creativity through opportunities for professional development and recognition of achievements (Nguyen et al., 2023). When healthcare professionals find meaning in their work, they are more likely to be passionate about their contributions and committed to finding innovative solutions to their challenges.

Managers also play a key role in empowering employees by providing them with the resources, support, and encouragement they need to succeed (Pajujoja et al., 2025; Ward, 1997). A clear communication and transparent structure also promote innovative solutions (Mustafa et al., 2023). Effective risk management is also important, which includes identifying potential risks, assessing their impact, and developing mitigation strategies. By experimenting on a small scale, managers can refine ideas and reduce potential adverse effects (Pajujoja et al., 2025). Organizations must prioritize psychological empowerment to unlock the full potential of their workforce and foster a culture of continuous improvement and innovation. Work innovation is elevated when civil servants are internally motivated (Vitapamoorthy et al., 2021). Psychological empowerment reflects the internal drive to succeed through dedication and enthusiasm for work (Chompukum & Vanichbuncha, 2025).

By understanding and leveraging the synergistic relationship between talent management and psychological empowerment, healthcare organizations can cultivate a highly skilled and intrinsically motivated workforce to drive innovation (Liu et al., 2019). This involves creating a work environment where employees feel valued, supported, and empowered to take risks, experiment with new ideas, and contribute to the organization's mission (Abuzaid et al., 2024).

While previous studies have established the significance of *innovative work behavior* as a critical mechanism for achieving adaptability and excellence in healthcare (Elamin et al., 2024; Kim et al., 2025), the integration of its key antecedent, *talent management* (TM) and *psychological empowerment* (PE) remains conceptually and empirically underdeveloped, particularly in public health settings. Existing literature has tended to examine TM and PE in isolation, overlooking their potential synergistic influence on IWB, despite growing theoretical interest in how strategic HR practices interact with employee cognition and motivation (Al-Ayed, 2024; Nicolescu & Ripa, 2024). Moreover, while TM has been recognized as a vehicle for building an innovation-oriented workforce, limited attention has been paid to how TM practices translate into innovative behaviors through psychological mechanisms such as empowerment (Aina & Atan, 2020). Similarly, PE is acknowledged for fostering autonomy, competence, and meaning. Yet, the mediating role of PE in linking organizational support systems to behavioral innovation is still insufficiently explored within the healthcare sector (Çetinkaya & Yeşilada, 2022).

Furthermore, most existing studies are concentrated in private sector or Western institutional contexts, creating a geographical and sectoral gap in knowledge, particularly regarding public healthcare systems in developing countries like Indonesia, where bureaucratic rigidity and resource constraints pose unique challenges to fostering innovation. Empirical research employing robust analytical approaches, such as Structural Equation Modeling (SEM), is also sparse in this domain, limiting the understanding of complex causal relationships among TM, PE, and IWB. Therefore, this study seeks to address these gaps by examining talent management's direct and indirect effects on innovative work behavior through psychological empowerment, using a public health organizational context as a testing ground. The following are some of the main research questions that guide this study:

1. To what extent does talent management (TM) influence innovative work behavior (IWB) among healthcare professionals?
2. How does psychological empowerment (PE) affect innovative work behavior (IWB) in public health service organizations?
3. Does talent management (TM) have a significant effect on psychological empowerment (PE) among employees in the healthcare sector?
4. To what extent does psychological empowerment (PE) mediate the relationship between talent management (TM) and innovative work behavior (IWB)?
5. How do the combined effects of talent management and psychological empowerment contribute to developing an innovation-oriented organizational culture in resource-constrained public health settings?

METHODS

Research Design

This study adopts a quantitative research design to investigate the structural relationships between Talent Management, Psychological Empowerment, and Innovative Work Behavior (IWB) among employees of the Garut City Health Service in Indonesia. Guided by Resource-Based Theory (RBT) and Self-Determination Theory (SDT), the research design aims to test both direct and indirect (mediated) relationships through a theory-driven structural model. This deductive approach enables empirically validating hypothesized causal pathways using Structural Equation Modeling (SEM).

Population and Sample

The population comprises all civil servants employed at the Garut City Health Service, a regional public health institution operating under Indonesia's decentralized healthcare governance system. Using a total sampling technique, 221 employees were selected as respondents, ensuring adequate statistical power for SEM analysis and reflecting the organizational context within which talent management and psychological empowerment strategies are implemented.

Instrument Development and Measurement

Data for this study were collected using a structured, self-administered questionnaire composed of established and previously validated measurement scales. The questionnaire was designed to capture the key constructs of talent management, psychological empowerment, and innovative work behavior in the context of public health service employees.

Talent management was measured through a multi-item scale encompassing four strategic dimensions: talent acquisition, talent development, talent retention, and succession planning. These items were adapted from the frameworks developed by Collings and Mellahi (2009) and Lepak and Snell (1999), which emphasize the alignment of human capital practices with organizational innovation goals. The items were contextualized to reflect the operational realities of healthcare institutions in a decentralized administrative setting.



Psychological empowerment was assessed using Spreitzer's (1995) widely adopted four-dimensional scale, including meaning, competence, self-determination, and impact indicators. This scale captures employees' cognitive-motivational state, offering insight into how empowerment mediates the link between organizational practices and innovative behaviors.

Innovative work behavior was measured using the scale developed by Janssen (2000) and Scott and Bruce (1994). This scale operationalizes the construct through three sequential dimensions: idea generation, idea promotion, and idea realization. This scale is particularly relevant to the public health context, where frontline employees often drive adaptive and incremental innovations.

All items across the three constructs were rated on a five-point Likert scale ranging from "strongly disagree" (1) to "strongly agree" (5). The instrument underwent pilot testing with a representative sample of civil servants to ensure clarity, reliability, and contextual appropriateness. In addition, expert judgment was employed to assess content validity and ensure the instrument's alignment with the cultural and administrative context of the Indonesian public health system.

Data Analysis

The data were analyzed using Structural Equation Modeling (SEM) with PLS version 4.1.1.4, following a rigorous two-step approach to ensure the proposed model's measurement and structural validity. This approach allowed for simultaneous testing of multiple relationships among latent constructs while accounting for measurement error, enhancing the analytical framework's robustness.

In the first step, Confirmatory Factor Analysis (CFA) was conducted to examine the construct validity of the measurement model. Convergent validity was assessed using standardized factor loadings, Average Variance Extracted (AVE), and Composite Reliability (CR), while discriminant validity was evaluated by comparing the square root of AVE with inter-construct correlations. In addition, model fit indices such as the Comparative Fit Index (CFI), Tucker-Lewis Index (TLI), Root Mean Square Error of Approximation (RMSEA), and the Chi-square/degree of freedom ratio (χ^2/df) were used to determine the overall goodness-of-fit of the measurement model. These indices comprehensively assessed the model's appropriateness in representing the observed data.

The second step tested the structural model to evaluate the hypothesized relationships among talent management, psychological empowerment, and innovative work behavior. The mediating role of psychological empowerment was assessed using the bootstrapping method with 5000 resamples, which enabled the estimation of the significance and confidence intervals of indirect effects. This robust technique enhanced the statistical power of mediation analysis and provided empirical support for the proposed theoretical pathways.

Ethical Considerations

The study adhered to ethical research principles. Participation was voluntary, informed consent was obtained, and anonymity and confidentiality were maintained throughout the research.

RESULT

Reliability and Validity

Construct reliability and validity were assessed to evaluate the measurement model's quality. This includes examining indicator loadings, Cronbach's Alpha, Composite Reliability (CR), and Average Variance Extracted (AVE). Table 1 presents the results of these analyses for each construct, namely Innovative Work Behavior (IWB), Psychological Empowerment (PE), and Talent Management (TM).

Table 1. Construct Reliability and Validity

s	Loading	Cronbach's α	CR	AVE
Innovative Work Behavior (IWB)		0.861	0.873	0.582
IWB1	0.803			
IWB2	0.776			
IWB3	0.711			
IWB5	0.769			
IWB6	0.772			
IWB7	0.741			



s	Loading	Cronbach's α	CR	AVE
Psychological Empowerment (PE)		0.911	0.916	0.697
PE1	0.703			
PE3	0.872			
PE4	0.907			
PE5	0.860			
PE6	0.853			
PE7	0.798			
Talent Management (TM)		0.857	0.864	0.583
TM1	0.744			
TM3	0.755			
TM4	0.716			
TM5	0.745			
TM6	0.794			
TM7	0.821			

Based on the results in Table 1, all constructs demonstrate acceptable levels of reliability and validity. Cronbach's Alpha values for all three constructs exceed the minimum threshold of 0.70, indicating good internal consistency. Similarly, Composite Reliability (CR) values are above 0.70, and AVE values are above 0.50, confirming adequate convergent validity. Furthermore, most item loadings are above 0.70, suggesting strong individual indicator reliability, with minor exceptions (e.g., PE1 at 0.703) that still fall within acceptable limits. Overall, the measurement model is considered reliable and valid for further structural model analysis.

Model Fit Assessment

Several model fit indices were assessed to evaluate the structural model's overall fit, including the Standardized Root Mean Square Residual (SRMR), d_{ULS} , d_G , Chi-square, and Normed Fit Index (NFI). These indices provide insight into how well the proposed model reproduces the observed data. Table 2 presents the values for the saturated model (which assumes full relationships among all constructs) and the estimated model (which reflects the hypothesized model).

Tabel 2. Nilai SRMR

	Saturated model	Estimated model
SRMR	0.116	0.116
d_{ULS}	2.311	2.311
d_G	0.871	0.871
Chi-square	1050.487	1050.487
NFI	0.659	0.659

Based on Table 2, the SRMR value of 0.116 indicates that the model has a marginally acceptable fit, although it exceeds the ideal threshold of 0.08. The NFI value of 0.659 suggests that the model fit is below the recommended cut-off of 0.90, indicating that the model does not achieve a good comparative fit when evaluated against a null model. However, in PLS-SEM, strict adherence to model fit indices is often less emphasized than in covariance-based SEM, particularly when the structural paths are statistically significant and the model explains a substantial portion of variance (R^2). Therefore, despite the limitations in model fit, the model can still be considered adequate for exploratory and predictive purposes.

The Heterotrait-Monotrait Ratio (HTMT) criterion was applied to evaluate discriminant validity among the latent constructs. HTMT is considered a more reliable method than traditional criteria (such as Fornell-Larcker), particularly in Partial Least Squares Structural Equation Modeling (PLS-SEM). According to Henseler et al. (2015), HTMT values should be below 0.90 to indicate satisfactory discriminant validity, with more conservative thresholds suggesting < 0.85 for stricter model assessment.



Table 3. HTMT

	Innovative Behavior	Work	Psychological Empowerment	Talent Management
Innovative Work Behavior				
Psychological Empowerment	0.744			
Talent Management	0.672		0.561	

The HTMT values between all constructs in the model range from 0.561 to 0.744, all of which are below the conservative threshold of 0.85. These results indicate that each construct is empirically distinct from the others, thus satisfying the criterion for discriminant validity. This suggests that respondents could differentiate between constructs such as talent management, psychological empowerment, and innovative work behavior in the context of this study.

The Fornell-Larcker criterion was employed to assess discriminant validity among the latent constructs in the structural model. This method evaluates discriminant validity by comparing each construct's square root of the Average Variance Extracted (AVE) with the correlations between constructs. A construct is considered to have adequate discriminant validity if its AVE square root is greater than its highest correlation with any other construct. The results are presented in Table 4.

Table 4. Fornell-Larcker Criterion

	Innovative Behavior	Work	Psychological Empowerment	Talent Management
Innovative Work Behavior	0.763			
Psychological Empowerment	0.708		0.835	
Talent Management	0.571		0.511	0.763

Based on the Fornell-Larcker Criterion shown above, the square roots of the AVE values (diagonal values in bold) are all greater than the corresponding inter-construct correlations (off-diagonal values). For example, the square root of AVE for Innovative Work Behavior is 0.763, higher than its correlations with Psychological Empowerment (0.708) and Talent Management (0.571). Similarly, Psychological Empowerment has a square root of AVE of 0.835, which exceeds its correlations with the other constructs. These results indicate that each construct shares more variance with its indicators than others, thus confirming satisfactory discriminant validity within the model.

Structural Model Evaluation: Path Coefficient Analysis

A path coefficient analysis was conducted using the PLS-SEM approach to evaluate the direct relationships between constructs in the structural model. The analysis includes the original sample estimate, sample mean, standard deviation, T-statistics, and P-values to test the significance of each hypothesized path. The results are presented in Table 5 below.

Table 5. Path Coefficient

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
PE -> IWB	0.564	0.565	0.061	9.186	0.000
TM -> IWB	0.282	0.283	0.065	4.332	0.000
TM -> PE	0.511	0.517	0.055	9.365	0.000

Based on the results in Table 4, all direct path relationships in the model are statistically significant at the 0.01 level ($p < 0.001$), indicating strong empirical support for the proposed hypotheses. Psychological Empowerment (PE) has a substantial and significant positive effect on Innovative Work Behavior (IWB) with a path coefficient of $\beta = 0.564$ and a t-statistic of 9.186. This



suggests that individuals who experience higher levels of psychological empowerment are more likely to engage in innovative behaviors in the workplace.

Furthermore, Talent Management (TM) also significantly affects IWB ($\beta = 0.282, t = 4.332$). Although the strength of this relationship is moderate, it highlights the importance of managing talent effectively to foster innovation. However, this effect may be more pronounced when combined with other enabling factors such as empowerment and engagement.

In addition, Talent Management demonstrates a strong and significant influence on Psychological Empowerment ($\beta = 0.511, t = 9.365$), implying that well-structured talent management practices contribute substantially to enhancing employees' sense of autonomy, competence, and meaning in their roles.

These findings confirm that Psychological Empowerment mediates the relationship between Talent Management and Innovative Work Behavior. This provides meaningful insights for organizational leaders and HR practitioners, emphasizing the importance of effectively integrating empowerment strategies within talent management initiatives to promote employee innovation.

Indirect Effect Analysis

To examine the mediating role of Psychological Empowerment (PE) in the relationship between Talent Management (TM) and Innovative Work Behavior (IWB), an indirect effect analysis was conducted using the bootstrapping technique in the PLS-SEM approach. This analysis provides insight into whether the effect of TM on IWB is transmitted through PE as a mediating variable. The results are presented in the following table:

Table 6. Indirect Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
TM -> IWB	0.288	0.292	0.044	6.579	0.000

Based on Table 6, the indirect effect of Talent Management on Innovative Work Behavior through Psychological Empowerment is positive and statistically significant ($\beta = 0.288, T = 6.579, p < 0.001$). This indicates that Psychological Empowerment mediates the relationship between Talent Management and Innovative Work Behavior. In other words, effective talent management enhances employees' psychological empowerment, fostering greater innovative workplace behavior.

Total Effects Analysis

Total effects analysis is used to understand the overall influence between constructs in the PLS-SEM model, including direct and indirect influences. The total effect value indicates the strength of the relationship between the latent constructs in aggregate and is tested using t-statistics and p-values to ensure statistical significance. The following table presents the results of the total effect between the constructs of Talent Management (TM), Psychological Empowerment (PE), and Innovative Work Behavior (IWB):

Table 7. Total Effects

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
PE -> IWB	0.564	0.565	0.061	9.186	0.000
TM -> IWB	0.571	0.575	0.048	11.998	0.000
TM -> PE	0.511	0.517	0.055	9.365	0.000

The total effects results show that all relationships between constructs in this model are statistically significant ($p < 0.001$). Psychological Empowerment (PE) has a strong total effect on Innovative Work Behavior (IWB) with a coefficient of 0.564. This indicates that increasing the sense of psychological empowerment contributes significantly to an individual's innovative work behavior. Meanwhile, Talent Management (TM) has a slightly larger total effect on IWB, namely 0.571, which includes direct and indirect effects through PE. In addition, TM also has a strong effect on PE with a coefficient value of 0.511, indicating that an

effective talent management strategy will increase an individual's psychological empowerment. Thus, it can be concluded that Talent Management directly impacts Innovative Work Behavior and indirectly through increasing Psychological Empowerment, making these two variables important factors in encouraging innovative work behavior.

DISCUSSION

This study aimed to examine the direct and indirect relationships among Talent Management (TM), Psychological Empowerment (PE), and Innovative Work Behavior (IWB) using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach. The results provide strong empirical evidence supporting all hypothesized relationships, revealing important insights into the mechanisms that drive innovation at the individual level in the workplace.

The path coefficient analysis demonstrates that psychological empowerment substantially directly affects innovative work behavior ($\beta = 0.564$, $p < 0.001$), underscoring the critical role of psychological states in shaping employees' innovative capacity. This finding aligns with prior studies by Çetinkaya and Yeşilada (2022) and Sağnak et al. (2015), who emphasized that employees are more likely to generate, promote, and implement novel ideas when they feel autonomous, competent, and impactful in their roles. Empowered individuals possess greater intrinsic motivation, which has been consistently linked to proactive and creative behavior (Alwali, 2024).

In addition, the analysis reveals that Talent Management significantly influences Innovative Work Behavior ($\beta = 0.282$, $p < 0.001$). While this effect is moderate compared to PE, it remains statistically significant and practically relevant. This result is consistent with Gassanova and Kozhakhmet's (2024) findings, who argue that talent management systems, when aligned with strategic human resource practices, foster a work environment that supports knowledge sharing, risk-taking, and innovation. Specifically, identifying, developing, and retaining high-potential employees creates a dynamic workforce equipped with the skills and confidence needed to innovate.

Importantly, Talent Management also substantially directly affects psychological empowerment ($\beta = 0.511$, $p < 0.001$), suggesting that well-designed talent management practices influence innovation directly and indirectly by fostering employees' psychological states. This is in line with Khan and Ali (2023) and Practices et al. (2015), who found that inclusive talent development strategies enhance employees' feelings of meaning, competence, and autonomy, core dimensions of psychological empowerment as defined by Spreitzer (1995).

The indirect effect analysis further confirms the mediating role of psychological empowerment in the relationship between talent management and innovative work behavior ($\beta = 0.288$, $p < 0.001$). This mediation suggests that TM enhances IWB not solely through allocating resources or competencies, but by shaping the internal psychological conditions necessary for innovation. This finding resonates with Hughes et al. (2018), who emphasized the importance of psychological mechanisms as mediators in the talent innovation nexus.

The total effects analysis reinforces these results by demonstrating that the overall effect of talent management on innovative work behavior ($\beta = 0.571$) is slightly greater than that of psychological empowerment ($\beta = 0.564$), indicating that TM is both a direct and indirect enabler of innovation. These findings echo the integrated model proposed by Jiang and Messersmith (2018), which positions talent management as a foundational construct facilitating structural and psychological pathways to innovation.

These findings contribute to the theoretical enrichment of human resource and organizational behavior literature by empirically validating a serial pathway: talent management \rightarrow psychological empowerment \rightarrow innovative work behavior. This conceptual model aligns with self-determination theory, Ryan and Deci (2000), which posits that contextual supports (such as talent management systems) foster internal psychological states (such as empowerment), which in turn drive motivated behaviors (such as innovation).

From a practical perspective, the results suggest that organizations seeking to foster innovation must look beyond traditional performance management and invest in empowerment-driven talent strategies. This includes involving employees in decision-making, aligning their strengths with organizational needs, and designing growth-oriented learning environments.

CONCLUSION

The study reveals the interplay between Talent Management (TM), Psychological Empowerment (PE), and Innovative Work Behavior (IWB), highlighting the role of strategic human resource practices in shaping individual innovation. TM is a structural



enabler of innovation and a psychological catalyst through empowerment. Psychological Empowerment is a critical driver of IWB, reflecting employees' internal psychological states. TM acts as a dual-channel predictor, exerting direct and indirect effects on IWB. This confirms that strategic talent practices, such as identifying and nurturing high-potential employees, providing developmental opportunities, and ensuring role alignment, are instrumental in creating the conditions for innovation to thrive. The study emphasizes investing in empowerment-oriented talent management strategies to foster sustainable innovation.

CONFLICT OF INTEREST

The authors affirm that there are no conflicts of interest related to the publication of this manuscript.

REFERENCES

1. Abuzaid, A. N., Ghadi, M. Y., Madadha, S.-a. M., & Alateeq, M. M. (2024). The effect of ethical leadership on innovative work behaviors: A mediating–moderating model of psychological empowerment, job crafting, proactive personality, and person–organization fit. *Administrative Sciences*, 14(9), 191. <https://doi.org/https://doi.org/10.3390/admsci14090191>
2. Agina, M. F., Farrag, D. A., Khairy, H. A., Alhemimah, A., & Al-Romeedy, B. S. (2023). Talent management and innovative work behavior in tourism and hospitality businesses: Does absorptive capacity matter? *Journal of Human Resources in Hospitality & Tourism*, 1–25. <https://doi.org/10.1080/15332845.2025.2432621>
3. Ahmad, I., Gao, Y., Su, F., & Khan, M. K. (2021). Linking ethical leadership to followers' innovative work behavior in Pakistan: the vital roles of psychological safety and proactive personality. *European Journal of Innovation Management*, 26(3), 755–772. <https://doi.org/10.1108/EJIM-11-2020-0464>
4. Aina, R. Al, & Atan, T. (2020). The impact of implementing talent management practices on sustainable organizational performance. *Sustainability (Switzerland)*, 12(20), 1–21. <https://doi.org/10.3390/su12208372>
5. Al-Ayed, S. (2024). Green innovation influenced by employee innovative work behavior via moderating role of innovative leaderships. *Cogent Business & Management*, 11(1), 2393741. <https://doi.org/https://doi.org/10.1080/23311975.2024.2393741>
6. Al Daboub, R. S., Al-Madadha, A., & Al-Adwan, A. S. (2024). Fostering firm innovativeness: Understanding the sequential relationships between human resource practices, psychological empowerment, innovative work behavior, and firm innovative capability. *International Journal of Innovation Studies*, 8(1), 76–91. <https://doi.org/https://doi.org/10.1016/j.ijis.2023.12.001>
7. Al Jawali, H., Darwish, T. K., Scullion, H., & Haak-Saheem, W. (2022). Talent management in the public sector: empirical evidence from the Emerging Economy of Dubai. *The International Journal of Human Resource Management*, 33(11), 2256–2284. <https://doi.org/10.1080/09585192.2021.2001764>
8. Ali, M., Zhang, L., Shah, S. J., Khan, S., & Shah, A. M. (2020). Impact of humble leadership on project success: the mediating role of psychological empowerment and innovative work behavior. *Leadership & Organization Development Journal*, 41(3), 349–367. <https://doi.org/10.1108/LODJ-05-2019-0230>
9. Almomani, R. Z. Q., AL-khalidi, S. S. S., Al-Quran, A. Z., Almomani, H. M., Aityassine, F. L. Y., Eldahamsheh, M. M., ... & Al-Hawary, S. I. S. (2023). The effect of talent management on organizational innovation of the telecommunications companies in Jordan. In *The effect of information technology on business and marketing intelligence systems* (pp. 1779-1794). Cham: Springer International Publishing.
10. Alwali, J. (2024). Innovative work behavior and psychological empowerment: the importance of inclusive leadership on faculty members in Iraqi higher education institutions. *Journal of Organizational Change Management*, 37(2), 374–390. <https://doi.org/10.1108/JOCM-03-2023-0084>
11. Aristana, I. N., Puspitawati, N. M. D., Salain, P. P. P., Koval, V., Konarivska, O., & Paniuk, T. (2024). Improving Innovative Work Behavior in Small and Medium Enterprises: Integrating Transformational Leadership, Knowledge Sharing, and Psychological Empowerment. *Societies*, 14(11), 1–19. <https://doi.org/10.3390/soc14110228>
12. Baig, L. D, Azeem, Malik F, & Paracha, Adil. (2022). Cultivating Innovative Work Behavior of Nurses Through Diversity Climate: The Mediating Role of Job Crafting. *SAGE Open Nursing*, 8, 23779608221095430. <https://doi.org/10.1177/23779608221095432>



13. Bonias, D., Bartram, T., Leggat, S. G., & Stanton, Pauline. (2010). Does psychological empowerment mediate the relationship between high performance work systems and patient care quality in hospitals? *Asia Pacific Journal of Human Resources*, 48(3), 319–337. <https://doi.org/10.1177/1038411110381667>
14. Çetinkaya, B., & Yeşilada, T. (2022). Inclusive leadership and employee innovative work behaviours: Testing a psychological empowerment and leader-member exchange moderated-mediation model. *Journal of Psychology in Africa*, 32(1), 15–20. <https://doi.org/10.1080/14330237.2021.2002035>
15. Chompukum, P., & Vanichbuncha, T. (2025). Building a Positive Work Environment: The Role of Psychological Empowerment in Engagement and Intention to Leave. In *Behavioral Sciences* (Vol. 15, Issue 2). <https://doi.org/10.3390/bs15020131>
16. Collings, D. G., & Mellahi, K. (2009). Strategic talent management: A review and research agenda. *Human Resource Management Review*, 19(4), 304–313. <https://doi.org/10.1016/j.hrmr.2009.04.001>
17. Curran, R., Arroiteia, N., Blesa, A., Musteen, M., & Ripollés, M. (2021). Improving Cultural Intelligence, Psychological Empowerment, and Task Performance in the Classroom: Global Game Challenge. *Journal of Teaching in International Business*, 32(1), 36–56. <https://doi.org/10.1080/08975930.2021.1906380>
18. Dedahanov, A. T., Bozorov, F., & Sung, S. (2019). *Paternalistic Leadership and Innovative Behavior : Psychological Empowerment as a Mediator*. 1–14. <https://doi.org/10.3390/su11061770>
19. Dextras-Gauthier, J., Gilbert, M. H., Dima, J., & Adou, L. B. (2023). Organizational culture and leadership behaviors: Is the manager's psychological health the missing piece? *Frontiers in Psychology*, 14(September), 1–12. <https://doi.org/10.3389/fpsyg.2023.1237775>
20. Edeh, F. O., Zayed, N. M., Perevozova, I., Kryshthal, H., & Nitsenko, V. (2022). Talent management in the hospitality sector: predicting discretionary work behaviour. *Administrative Sciences*, 12(4), 122. <https://doi.org/10.3390/admsci12040122>
21. Elamin, A. M., Aldabbas, H., Ahmed, A. Z. E., & Abdullah, A. N. (2024). Employee engagement and innovative work behavior: The mediating role of knowledge-sharing behavior in the United Arab Emirates (UAE) Service Context. *Administrative Sciences*, 14(9), 232. <https://doi.org/https://doi.org/10.3390/admsci14090232>
22. Gassanova, A., & Kozhakhmet, S. (2024). Mapping the landscape of HRM research in higher education: A 40-year review and directions for future research. *International Journal of Educational Management*, 38(1), 158–177. <https://doi.org/10.1108/IJEM-04-2023-0189>
23. Ghosh, V., Bharadwaja, M., Yadav, S., & Kabra, G. (2018). Team-member exchange and innovative work behaviour. *International Journal of Innovation Science*, 11(3), 344–361. <https://doi.org/10.1108/IJIS-12-2018-0132>
24. Grošelj, M., Černe, M., Penger, S., & Grah, B. (2021). Authentic and transformational leadership and innovative work behaviour: the moderating role of psychological empowerment. *European Journal of Innovation Management*, 24(3), 677–706. <https://doi.org/10.1108/EJIM-10-2019-0294>
25. Hughes, M., Rigtering, J. P. C., Covin, J. G., Bouncken, R. B., & Kraus, S. (2018). Innovative Behaviour, Trust and Perceived Workplace Performance. *British Journal of Management*, 29(4), 750–768. <https://doi.org/10.1111/1467-8551.12305>
26. Janssen, O. (2000). Job demands, perceptions of effort-reward fairness and innovative work behaviour. *Journal of Occupational and Organizational Psychology*, 73(3), 287–302. <https://doi.org/10.1348/096317900167038>
27. Jiang, K., & Messersmith, J. (2018). On the shoulders of giants: a meta-review of strategic human resource management. *The International Journal of Human Resource Management*, 29(1), 6–33. <https://doi.org/10.1080/09585192.2017.1384930>
28. Khan, M. M., Mubarik, M. S., Islam, T., Rehman, A., Ahmed, S. S., Khan, E., & Sohail, F. (2022). How servant leadership triggers innovative work behavior: exploring the sequential mediating role of psychological empowerment and job crafting. *European Journal of Innovation Management*, 25(4), 1037–1055. <https://doi.org/10.1108/EJIM-09-2020-0367>
29. Khan, S. A., & Ali, N. (2023). Impact Of Talent Management On Organizational Performance In Banking Sector Of Pakistan: Mediating Role Of Psychological Empowerment And Self-Efficacy. *Journal of Positive School Psychology*, 7(6), 1395–1403. <https://journalppw.com/index.php/jpsp/article/view/17870%0Ahttps://journalppw.com/index.php/jpsp/article/download/17870/11209>



30. Khan, Z. A. (2019). Talent management practices, psychological empowerment and innovative work behavior: Moderating role of knowledge sharing. *City University Research Journal*, 9(3).
<http://cusitjournals.com/index.php/CURJ/article/view/263>
31. Kim, J., Prempeh, A. A., Addai, E. K., & Wargo, E. (2025). The effect of knowledge sharing on innovative work behaviour at higher education institutions. *Higher Education Quarterly*, 79(1), e12574.
<https://doi.org/https://doi.org/10.1111/hequ.12574>
32. Koberg, C. S, Boss, R. Wayne, Senjem, Jason C, & Goodman, Eric A. (1999). Antecedents and Outcomes of Empowerment: Empirical Evidence from the Health Care Industry. *Group & Organization Management*, 24(1), 71–91.
<https://doi.org/10.1177/1059601199241005>
33. Kosiol, J., Silvester, T., Cooper, H., Alford, S., & Fraser, L. (2024). Revolutionising health and social care: innovative solutions for a brighter tomorrow – a systematic review of the literature. *BMC Health Services Research*, 24(1), 809.
<https://doi.org/10.1186/s12913-024-11099-5>
34. Krupah, E. K. (2021). The Effect of Psychological Empowerment on Innovative Work Behavior: The Mediating Role of Employee Voice. *European Journal of Business and Management*, 13(18), 92–104. <https://doi.org/10.7176/ejbm/13-18-10>
35. Labrague, L. J., & Toquero, L. M. (2023). Leadership styles and nurses' innovative behaviors: a systematic review. *JONA: The Journal of Nursing Administration*, 53(10), 547-553. <https://doi.org/10.1097/NNA.0000000000001332>
36. Latukha, M. (2015). Talent management in Russian companies: domestic challenges and international experience. *The International Journal of Human Resource Management*, 26(8), 1051–1075.
<https://doi.org/10.1080/09585192.2014.922598>
37. Lepak, D. P., & Snell, S. A. (1999). The human resource architecture: Toward a theory of human capital allocation and development. *Academy of Management Review*, 24(1), 31-48. <https://doi.org/10.5465/amr.1999.1580439>
38. Liu, F., Chow, I. H.-S., Zhang, J.-C., & Huang, M. (2019). Organizational innovation climate and individual innovative behavior: exploring the moderating effects of psychological ownership and psychological empowerment. *Review of Managerial Science*, 13(4), 771–789. <https://doi.org/10.1007/s11846-017-0263-y>
39. Liu, L., Liu, M., Lv, Z., Ma, F. Yan, Mao, Y., & Liu, Y. (2024). The mediating and moderating role of nursing information competence between nurses' creative self-efficacy and innovation behavior in a specialized oncology hospital. *BMC Nursing*, 23(1), 698. <https://doi.org/10.1186/s12912-024-02360-7>
40. Luna-Arocas, R. (2023). The key role played by innovation in the talent management and organizational performance relationship. *Employee Relations: The International Journal*, 45(6), 1347–1370. <https://doi.org/10.1108/ER-09-2022-0430>
41. Marampa, A. M., Pongtuluran, A. K., & Pariyanti, E. (2025). From sharing to success: enhancing innovative work behavior through psychological empowerment and kinship employee engagement. *Industrial and Commercial Training*, 57(1), 99–117. <https://doi.org/10.1108/ICT-07-2024-0064>
42. Mogrovejo, D., Franco-Medina, J., & Pacheco, A. (2025). The art of talent management: keys to maximizing performance in the travel industry. *Cogent Business & Management*, 12(1), 2448772. <https://doi.org/10.1080/23311975.2024.2448772>
43. Mu, Y., Bossink, B., & Vinig, T. (2019). Service innovation quality in healthcare: service innovativeness and organisational renewal as driving forces. *Total Quality Management & Business Excellence*, 30(11–12), 1219–1234. <https://doi.org/10.1080/14783363.2017.1362954>
44. Muneer, S., Singh, A., Choudhary, M. H., & Alshammari, A. S. (2024). The mediating role of psychological empowerment on the relationship between digital transformation, innovative work behavior, and organizational financial performance. *Behavioral Sciences*, 15(1), 5. <https://doi.org/10.3390/bs15010005>
45. Mustafa, M. J., Hughes, M., & Ramos, H. M. (2023). Middle-managers' innovative behavior: the roles of psychological empowerment and personal initiative. *The International Journal of Human Resource Management*, 34(18), 3464–3490. <https://doi.org/10.1080/09585192.2022.2126946>
46. Nguyen, H. T. N., Nguyen, H. T. T., Truong, A. T. L., Nguyen, T. T. P., & Nguyen, A. Van. (2023). Entrepreneurial culture and innovative work behaviour: the mediating effect of psychological empowerment. *Journal of Entrepreneurship in Emerging Economies*, 15(2), 254–277. <https://doi.org/10.1108/JEEE-04-2021-0132>
47. Nicolescu, L., & Ripa, A. I. (2024). Linking innovative work behavior with customer relationship management and



- marketing performance. *Journal of Innovation and Knowledge*, 9(4). <https://doi.org/10.1016/j.jik.2024.100560>
48. Odugbesan, J. A., Aghazadeh, S., Al Qaralleh, R. E., & Sogeke, O. S. (2023). Green talent management and employees' innovative work behavior: the roles of artificial intelligence and transformational leadership. *Journal of Knowledge Management*, 27(3), 696–716. <https://doi.org/10.1108/JKM-08-2021-0601>
49. Oppi, C., Bagheri, A., & Vagnoni, E. (2019). Antecedents of innovative work behaviour in healthcare: does efficacy play a role? *International Journal of Public Sector Management*, 33(1), 45–61. <https://doi.org/10.1108/IJPSM-12-2018-0267>
50. Pajuojaja, M., Viitala, R., & Henttonen, K. (2025). Supporting innovating employees: how managerial coaching affects four dimensions of innovative work behavior. *Review of Managerial Science*. <https://doi.org/10.1007/s11846-025-00837-6>
51. Raeisi Ziarani, M., Janpors, N. N., & Taghavi, S. M. (2023). The relationship between talent management practices and employees' innovative behavior in R&D units: The mediating role of job competency development. In the *International Conference on Innovation and Marketing*.
52. Ryan, R. M., & Deci, E. L. (2000). Intrinsic and Extrinsic Motivations: Classic Definitions and New Directions. *Contemporary Educational Psychology*, 25(1), 54–67. <https://doi.org/https://doi.org/10.1006/ceps.1999.1020>
53. Saġnak, M., Kuruöz, M., Polat, B., & Soyulu, A. (2015). Transformational leadership and innovative climate: An examination of the mediating effect of psychological empowerment. *Eurasian Journal of educational research*, 15(60), 149-162. <https://doi.org/10.14689/ejer.2015.60.9>
54. Scott, S. G., & Bruce, R. A. (1994). Determinants of innovative behavior: A path model of individual innovation in the workplace. *Academy of Management Journal*, 37(3), 580-607. <https://doi.org/10.5465/256701>
55. Sinha, S., Priyadarshi, P., & Kumar, P. (2016). Organizational culture, innovative behaviour and work related attitude. *Journal of Workplace Learning*, 28(8), 519–535. <https://doi.org/10.1108/JWL-06-2016-0055>
56. Sorour, M. S., Abdelaliem, S. M. F., & Khattab, S. A. K. (2024). The impact of nurse managers' boundary spacing leadership on the relationship between nurses' work embeddedness and innovative work behaviors. *BMC Nursing*, 23(1), 783. <https://doi.org/10.1186/s12912-024-02402-0>
57. Spreitzer, G. M. (1995). Psychological empowerment in the workplace: Dimensions, measurement, and validation. *Academy of Management Journal*, 38(5), 1442-1465. <https://doi.org/10.5465/256865>
58. Tanaka, H. S., & Ishiyama, N. (2023). Effects of talent status and leader-member exchange on innovative work behaviour in talent management in Japan. *Asia Pacific Business Review*, 29(4), 895–912. <https://doi.org/10.1080/13602381.2023.2186623>
59. Travers, J. L., Schroeder, K., Norful, A. A., & Aliyu, S. (2020). The influence of empowered work environments on the psychological experiences of nursing assistants during COVID-19: a qualitative study. *BMC Nursing*, 19(1), 98. <https://doi.org/10.1186/s12912-020-00489-9>
60. Umair, S., Waqas, U., Mrugalska, B., & Al Shamsi, I. R. (2024). Correction to: Environmental Corporate Social Responsibility, Green Talent Management, and Organization's Sustainable Performance in the Banking Sector of Oman: The Role of Innovative Work Behavior and Green Performance (Sustainability, (2023), 15, 19, (1). *Sustainability (Switzerland)*, 16(3). <https://doi.org/10.3390/su16030947>
61. Vitapamoorthy, R., Mahmood, R., & Md Som, H. (2021). The Role of Self-Efficacy and Innovative Work Behaviour in Civil Servants' Work Performance: A Conceptual Paper. *International Journal of Academic Research in Business and Social Sciences*, 11(3). <https://doi.org/10.6007/ijarbss/v11-i3/8592>
62. Ward, J. A. (1997). Implementing Employee Empowerment. *Information Systems Management*, 14(1), 62–65. <https://doi.org/10.1080/10580539708907033>
63. Weintraub, P., & McKee, M. (2019). Leadership for innovation in healthcare: An exploration. *International Journal of Health Policy and Management*, 8(3), 138–144. <https://doi.org/10.15171/ijhpm.2018.122>

Cite this Article: Sanusi, A.S., Yohana, C., Parimita, W. (2025). Modeling the Drivers of Innovative Work Behavior: The Influence of Talent Management and Psychological Empowerment through Structural Equation Modeling. International Journal of Current Science Research and Review, 8(10), pp. 5215-5226. DOI: <https://doi.org/10.47191/ijcsrr/V8-i10-32>