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OPTIMIZING INNOVATIVE PERFORMANCE THROUGH ETHICAL LEADERSHIP, TECHNOLOGICAL INNOVATION, AND ATTITUDES TOWARD PERFORMING WELL

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Abstract: *Innovation in the healthcare sector requires hospitals to integrate ethical leadership and modern technology to improve service quality. This study aims to analyze the influence of ethical leadership and technological innovation on the innovative performance of hospital employees in Banjarnegara, and examine the role of attitudes toward good performance as a mediating variable. Innovative performance in this study is understood as the ability of employees to generate, communicate, and implement new ideas that are useful for improving work effectiveness and the quality of hospital services. Using quantitative methods with 342 respondents and PLS-SEM analysis, the study found that ethical leadership significantly influences innovative performance and attitudes toward performing well. Technological innovation does not directly influence innovative performance, but has a significant influence on attitudes toward performing well. In addition, attitudes toward performing well are proven to be the most powerful factor in driving innovative performance. This variable also mediates the relationship between ethical leadership and innovative performance, as well as the relationship between technological innovation and innovative performance. These findings indicate that innovation in healthcare does not solely depend on technology or policies, but on positive employee attitudes formed through ethical leadership and effective technological support. This study provides a practical contribution to hospital management in building an innovative work culture and improving the quality of healthcare services.*

Keywords: *Ethical Leadership, Technological Innovation, Innovative Performance, Attitude towards Performing Well*

1. Introduction

In an increasingly competitive and uncertain era of globalization, organizations worldwide face immense pressure to continuously innovate to survive and grow sustainably (Boscari, 2023). Innovation encompasses not only the creation of new products but also the transformation of behavior, work systems, and leadership (Afriandika et al., 2025; Aslam et al., 2024). According to the World Economic Forum (2023), organizations that are able to effectively integrate ethical values and technological innovation have higher competitiveness than those that focus only on economic efficiency. However, digital transformation also presents new challenges in ethical decision-making, data management, and organizational governance (Ilse, 2024). Therefore, leadership that emphasizes moral values and social responsibility is key to creating a work environment that supports sustainable innovation (Aslam et al., 2024a; Bagis & Yulianeu, 2024).

This condition does not only occur in the business sector, but also in the public sector such as hospitals.

Hospitals as public service institutions face pressure to improve efficiency, service quality, and innovation amidst limited resources (Dotulong et al., 2024). The COVID-19 pandemic accelerated digital transformation through the implementation of telemedicine, electronic medical records, and information technology in patient management (Mutonyi et al., 2024; Stoumpos & Kitsios, 2023). According to a report by the Indonesian Ministry of Health, only around 30% of hospitals in Indonesia have fully implemented SIRS (Kemenkes, 2024). However, hospitals in Banjarnegara Regency still face obstacles in the form of limited infrastructure, shortage of health workers, and resistance to technology-based change (Suwardiyanto, 2019). Ethical leadership plays an important role in directing employee behavior to be with integrity and oriented towards optimal performance (Bagis et al., 2025; Fahlevi et al., 2022), while technological innovation has great potential to increase work efficiency and service quality (Aslam et al., 2024; Mutonyi et al., 2024).

Although various policies have been implemented to strengthen hospital management and innovation, a number of empirical issues remain. Some employees, particularly in healthcare institutions in Banjarnegara Regency, still show resistance to the use of new technology systems due to a lack of ethical direction and support from leadership. This condition has resulted in a decline in employee professionalism and hampered the emergence of innovative service delivery. The implementation of new technology is often not matched by human resource readiness, both in terms of competency and attitudes toward change (Fahlevi et al., 2022; Stoumpos & Kitsios, 2023). Employees often show resistance to innovation due to a lack of clear leadership direction and weak ethical communication (Sousa et al., 2022). Leadership styles that do not emphasize fairness and social responsibility also reduce employee motivation and innovative performance (Pradana et al., 2025). As a result, the implementation of technological innovation tends to be administrative in nature without having a significant impact on service quality (Aslam et al., 2024). This condition emphasizes the need for leadership that is oriented towards moral values and integrity as the basis for forming organizational behavior (Anggara et al., 2025).

Resource-Based View Theory (RBV) explains that an organization's competitive advantage depends on internal capabilities and unique resources that are difficult to imitate, such as leadership, culture, and innovative capabilities (Barney, 1991; Wernerfelt, 1984). Based on the RBV, ethical leadership is viewed as an intangible resource that strengthens moral values and fairness in the workplace. Ethical leaders are able to inspire employees to display positive and productive behavior, including in creating innovation (Aslam et al., 2024). With this framework, ethical leadership builds a fair and open work environment, while technological innovation strengthens the organization's ability to provide systems that encourage creative and innovative behavior (Abuzaid et al., 2024). Attitude toward performing well acts as a mediator that bridges the influence of ethical leadership and technological innovation on employee innovative performance (Iqbal et al., 2020).

A number of previous studies have shown inconsistent results regarding the relationship between these variables. Iqbal et al. (2020) dan Ullah et al. (2021) found that ethical leadership

positively influences attitude toward performing well and innovative performance. However, Aslam et al. (2024) reported that attitude toward performing well does not always play a significant role in this relationship. Lin et al. (2020) showed that technological innovation has a direct impact on innovative performance, but without explaining the role of psychological variables in it. Research by Zhang & Aumeboonsuke (2022) showed that technological innovation does not always have a positive influence on organizational performance. Most studies also focus on the business and manufacturing sectors, while public contexts such as hospitals are still rare (Abuzaid et al., 2024; Iqbal et al., 2020). In addition, the mediating role of attitude towards performing well in the relationship between ethical leadership, technological innovation, and innovative performance is still limitedly discussed, especially in developing countries such as Indonesia which are characterized by bureaucracy and lack of resources (Fahlevi et al., 2022; Mutonyi et al., 2024). Therefore, this study is important to expand Aslam et al. (2024) model in the context of regional hospitals to make the results more applicable.

This study aims to analyze the influence of ethical leadership and technological innovation on the innovative performance of hospital employees in the Banjarnegara area, as well as to test the role of attitudes towards performance implementation as a mediating variable in this relationship. Theoretically, this study is expected to strengthen the conceptual model of Aslam et al. (2024) and expand the application of Resource-Based View theories in the context of public health service organizations in Indonesia. Practically, this research is expected to provide strategic recommendations for hospital management to develop ethics-based leadership and optimize the use of technology to encourage an innovative work culture and improve the quality of health services in the region.

2. Literature review

Resource-Based View Theory (RBV)

The Resource-Based View (RBV) is a strategic theory that explains that organizations can gain and sustain competitive advantage through the utilization of valuable, rare, difficult to imitate, and non-substitutable internal resources (Barney, 1991; Wernerfelt, 1984). Originally proposed by (Wernerfelt, 1984) and later developed by (Barney, 1991), the RBV proposes that firms are heterogeneous because they possess heterogeneous resources, meaning firms can adopt different strategies because they possess different resource mixes. The main premise of resource-based theory is that competitive advantage is a function of a firm's resources and capabilities, shifting the focus from external industry structure to a firm's internal resources as the primary source of sustainable competitive advantage (Wernerfelt, 1984).

Ethical Leadership and Innovative Performance

Ethical issues are a fundamental factor in building a sustainable and high-performance work culture (Bagis et al., 2025). The RBV views ethical leadership as an intangible resource that plays a role in shaping employee behavior and enhancing organizational value (Aslam et al., 2024). Ethical leaders apply moral principles and fairness, creating a work environment that supports openness and trust (Robbins & Judge, 2013). With ethical leadership, knowledge sharing, collaboration, and employee motivation increase, which ultimately encourages the

emergence of innovative behavior (Szaharanityas et al., 2025; Saeed et al., 2022). Research (Aslam et al., 2024; Ullah et al., 2021) shows that ethical leadership can improve innovative performance by strengthening motivation, psychological capital, and social relationships within the organization. Therefore, ethical leadership is seen as a trigger for the emergence of innovative ideas and behavior.

H1. Ethical leadership influences innovative performance.

Technological Innovation and Innovative Performance

In the RBV perspective, technological innovation is a strategic resource that enables organizations to optimally utilize internal capabilities to achieve superior performance (Barney, 1991). Digital transformation has changed the way organizations work and create value, especially through the application of artificial intelligence and service digitization systems (Aslam et al., 2024; Bagis et al., 2024). Lin et al. (2020) found that the continuous implementation of technology has the potential to improve organizational performance, especially when supported by ethical leadership and adaptive work structures. The use of technological innovation includes the implementation of new devices and systems that increase work efficiency, accuracy, and creativity (Singh et al., 2020). Thus, within the RBV framework, technological innovation not only strengthens organizational competitiveness, but also strengthens individuals' innovative work behavior and orientation.

H2. Technological innovation influences innovative performance.

Ethical Leadership and Attitude toward Performing Well

Ethical leadership builds moral values, honesty, and integrity that form the basis of work behavior, thus encouraging employees to have a stronger commitment to good performance standards (Aslam et al., 2024). In the Resource-Based View (RBV) perspective, ethical leadership is considered a strategic asset that is able to shape employee behavioral orientation because the leader's moral values become an intangible resource that influences how individuals interpret their roles in the organization (Barney, 1991). Leaders who implement fairness, transparency in decision-making, and demonstrate concern for employee welfare have been shown to create a supportive work environment, thereby increasing positive attitudes toward achieving good performance (Sarwar et al., 2020). In addition, previous research shows that ethical behavior of leaders contributes to increased motivation and positive perceptions of tasks, so that employees are more oriented towards results and work quality (Saeed et al., 2022). Thus, the ethical values demonstrated by leaders consistently shape employee perceptions, behaviors, and attitudes toward achieving optimal performance aligned with organizational goals (Iqbal et al., 2020).

H3. Ethical leadership influences attitudes towards performing well.

Technological Innovation and Attitude toward Performing Well

Technological innovation not only improves operational capabilities, but also changes employee perceptions of their work. Technology that simplifies tasks and increases efficiency can build positive attitudes toward performance achievement (Robbins & Judge, 2024). When technology

supports work, employees are more confident, more consistent, and more focused on the quality of results. Research by Singh et al. (2020) shows that technology increases employees' sense of competence, thereby strengthening productive and professional attitudes. Similar results were found by Afriandika et al. (2025) who confirmed that public organizations that adopt modern technology create more positive work perceptions among their employees.
H4. Technological innovation influences attitudes toward performing well.

Attitude toward Performing Well and Innovative Performance
Attitude toward performing well reflects employees' internal commitment to work optimally, maintain quality, and be results-oriented (Robbins & Judge, 2013). In the RBV, this attitude is a form of human capital that has strategic value, because it influences how employees utilize their abilities and resources to innovate (Barney, 1991). Employees who have a positive work orientation are more disciplined, creative, and responsible (Aslam et al., 2024). Research by Iqbal et al. (2020) showed that attitudes towards performance can strengthen innovative behavior, especially in organizations that require high creativity. A positive attitude builds intrinsic motivation that encourages a person to seek new solutions and improve work processes (Sarwar et al., 2020).
H5. Attitude toward performing well influences innovative performance

Ethical Leadership towards Innovative Performance and Attitude towards Performing Well
One study reported that ethical culture partially mediates the relationship between ethical leadership and work engagement, employee well-being, and company performance (Sarwar et al., 2020). Another study attempted to explain the relationship and impact of ethical leadership on employee ethical behavior, considering the mediating role of organizational justice between the dependent and independent variables (Sarwar et al., 2020). Another research study evaluated the mediating role of psychological capital between ethical leadership and service innovation behavior. The ethical culture established by leaders creates trust and moral values that motivate employees to work with a professional and innovative orientation (Robbins & Judge, 2013). This positive attitude becomes a bridge that translates the leader's ethical values into innovative behavior. Iqbal et al. (2020) found that when leaders encourage ethical behavior, employees are more motivated to produce innovation through high dedication and work commitment.
H6. Attitude toward performing well mediates the relationship between ethical leadership and innovative performance.

Technological Innovation towards Innovative Performance and Attitude towards Performing Well
Technology that makes work easier helps shape positive perceptions of work quality. When work systems are more efficient, employees are more confident, comfortable, and eager to innovate (Ullah et al., 2021). This positive attitude acts as a psychological mechanism linking technology use to innovative behavior. Lei et al. (2021) asserted that organizational innovation will be more optimal when technological innovation is accompanied by a productive work

attitude and learning support. Positive attitudes toward performing well then encourage employees to use technology more creatively, such as developing new work methods or modifying system usage to generate innovative solutions (Iqbal et al., 2020)

H7. Attitude toward performing well mediates the relationship between technological innovation and innovative performance.

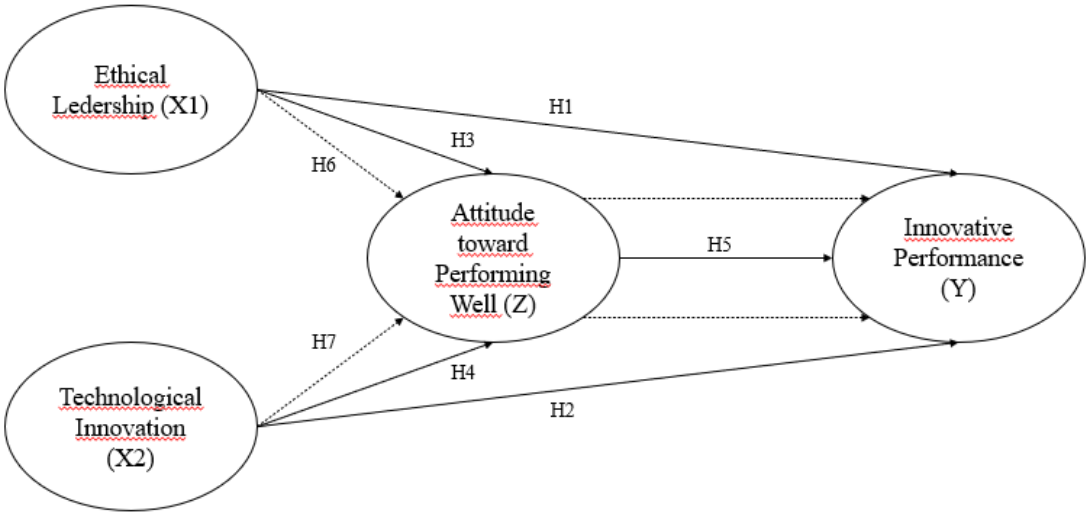

Figure 1. Conceptual Framework

3. Research Method

This study employed a quantitative methodology and replicated a previous study (Aslam et al., 2024). This research analyzes ethical leadership, technological innovation, attitude toward performing well, and innovative performance. In addition, it also tests the mediating role of attitude towards performing well on innovative performance. Thus, this study analyzed seven hypotheses. This study was applied to the health sector to retest the model in a different sector, namely on employees at three hospitals in Banjarnegara, so that empirical evidence can be obtained regarding the consistency of the relationship between variables in the health service environment.

The research population was 966 employees at three health institutions in Banjarnegara Regency. The determination of the minimum sample size was calculated using the Slovin formula with an error rate (e) of 0.05, so that a minimum sample of 282 respondents was obtained. To increase the power of the analysis and anticipate potential invalid data, the sample size was then increased to 342 respondents. The sampling technique used in this study was stratified random sampling. This technique was chosen because the research population came from three hospitals with different numbers of employees, so the population needed to be divided into several strata based on the hospital so that each strata was fairly represented in the research sample. Respondents were then randomly selected from a list of employees who met the research criteria, namely permanent employees with a minimum work period of one year. The questionnaire was distributed online using Google Forms and distributed to hospital employees in Banjarnegara.

Data analysis was conducted using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach using SmartPLS software. Each respondent's answer has its own value which is arranged using stages based on five points on a Likert scale with Likert values, one strongly disagree, two disagree, three neutral, four agree, and five strongly agree. Measurement of each variable uses different references, the ethical leadership variable uses indicators (Brown et al., 2005) consisting of 5 indicators. Technological innovation uses indicators developed by (Su, 2023) consisting of 5 indicators. Attitude toward performing well uses indicators (Darker & French, 2009) consisting of 5 indicators. Innovative performance takes 5 indicators referring to (Khan et al., 2021).

4. Results and Discussion

4.1 Results

This study uses Partial Least Square or PLS, with the aim of reducing variable variance when estimating model parameters (Hair et al., 2021). All questionnaire data was prepared for analysis and collected with a 100% return rate.

Table 1. Respondent Demographics

Identity	Description	Frequency	Percentage
Hospital	Hospital 1	159	46.5
	Hospital 2	152	44.4
	Hospital 3	31	9.1
Gender	Male	130	38.0
	Female	212	62.0
Age	18–25 age	4	1.2
	> 25–30 age	44	12.9
	> 30–35 age	67	19.6
	> 35–40 age	51	14.9
	> 40–50 age	130	38.0
	≥50 age	46	13.5
Employment Category	Medical	302	88.6
	Non-Medical	40	11.4
Education	High School/Equivalent	15	4.4
	Diploma	185	54.1
	Bachelor's Degree	114	29.8
	Postgraduate Degree	28	8.2
Work Period	1–3 years	14	4.1
	>3–6 years	106	31.0
	>6–9 years	77	22.5
	>9 years	145	42.1

Source: SmartPLS Algorithm Process Results, 2026

Demographic analysis of respondents is mostly Table 1. Shows the results of the demographics of respondents. The values obtained from several hospitals, namely Hospital 1, were 163 respondents (46.6%). The gender value shows that respondents are dominated by female respondents with a total of 218 respondents (62.3%). The respondents' ages were dominated by employees in the 41-50 year age range, amounting to 131 respondents (37.4%). This shows that most of the employees are at a stable working age and have had quite a long experience. Based on the workforce category, the majority of respondents are medical personnel as many as 308 respondents (88%), this dominance of medical personnel is reasonable considering that the study was conducted in three hospitals whose core activities focus on clinical services. The majority of respondents had a diploma degree with 186 respondents (53.1%). In terms of work period, the majority of respondents were in the category of work period of more than 10 years (42%), indicating a high employee commitment and having stable work experience.

The following is data management carried out by applying the PLS 3 method. The use of PLS is to carry out data analysis to produce a comprehensive understanding of the relationship between variables. PLS test results can also yield new insights that may need to be expressed in a simplified analysis (Hair et al., 2021).

Table 2. Outer loading

	Statment Items	Outer Loading
EL.1	Pemimpin saya memastikan bahwa karyawan ditegur atas pelanggaran etika.	0.809
EL.2	Pemimpin saya menjalankan kehidupan mereka sendiri dengan cara yang etis.	0.820
EL.3	Pemimpin saya memiliki kepedulian pada karyawan dan kesehatan mental.	0.770
EL.4	Pemimpin saya membuat keputusan yang adil dan seimbang.	0.780
EL.5	Pemimpin saya mendengarkan apa yang dikatakan karyawan.	0.830
TI.1	Saya selalu mengikuti perkembangan teknologi terbaru yang relevan dengan bidang pekerjaan saya.	0.761
TI.2	Saya mampu mempelajari dan menggunakan teknologi baru dalam waktu singkat.	0.713
TI.3	Saya merasa rumah sakit menghargai ide dan temuan baru yang dihasilkan oleh karyawannya.	0.825
TI.4	Perubahan teknologi di rumah sakit meningkatkan efisiensi kerja saya.	0.806
TI.5	Rumah sakit menyediakan pelatihan yang memadai untuk membantu saya memahami teknologi baru.	0.822
ATPW.1	Saya merasa puas ketika hasil kerja saya berdampak positif pada rekan kerja.	0.734
ATPW.2	Saya yakin bahwa bekerja dengan baik akan membantu mencapai tujuan organisasi.	0.764
ATPW.3	Saya yakin bahwa bekerja dengan baik akan memberikan rasa bangga terhadap pekerjaan saya.	0.701

ATPW.4	Saya merasa usaha untuk bekerja dengan baik selalu memberikan hasil yang memuaskan.	0.749
ATPW.5	Saya yakin bahwa hasil kerja yang berkualitas merupakan tanggung jawab profesional saya.	0.728
IP.1	Saya seringkali menemukan cara-cara inovatif untuk memecahkan masalah yang muncul dalam pekerjaan sehari-hari.	0.819
IP.2	Saya mampu mengomunikasikan ide-ide baru saya kepada rekan kerja atau atasan dengan jelas dan meyakinkan.	0.861
IP.3	Saya terbuka terhadap masukan atau kritik dari rekan kerja terhadap ide yang saya sampaikan.	0.739
IP.4	Saya merasa puas ketika ide yang saya buat berhasil diterapkan dalam kegiatan rumah sakit.	0.816
IP.5	Saya menyelesaikan tugas atau proyek inovatif hingga mencapai hasil yang nyata.	0.819

Source: Ethical Leadership (Brown et al., 2005), Techonological Innovation (Su, 2023), Attitude toward Performing Well (Darker & French, 2009), Innovative Performanace (Khan et al., 2021).

The results of the outer loading analysis show that there are elements with a factor value of more than 0.7 in the variables of ethical leadership, technological innovation, attitude toward performing well, and innovative performance. The outer loading value indicates that the applied indicators can be explained by the construct being measured, the general rule that applies to the outer loading value should be 0.708 or higher (Suliyanto & MM, 2017). Therefore, it can be said that the factor loading values of all indicators have sufficient value to meet the standards of convergent validity.

Table 3. Construct Reliability dan Validity

	Composite Reliability	Average Variance Extracted (AVE)
Attitudes toward Performing Well	0.855	0.541
Ethical Leadership	0.900	0.643
Innovative Performance	0.906	0.659
Technological Innovation	0.890	0.619

Referring to Table 3. From the description above, it is known that the variables of ethical leadership, technological innovation, attitude toward performing well, and innovative performance are more than 0.7. The Average Variance Extracted (AVE) value shows that the overall construct value is more than 0.5, thus indicating that all variables in this study are stated to be reliable.

Table 4. Model Fit

	Saturated Model	Estimated Model
SRMP	0.070	0.070
d_ULS	1.035	1.035
d_G	0.378	0.378
Chi-Square	715.777	715.777
NFI	0.816	0.816

Based on Table 4, the results of the mode fit test show an SRMR value of 0.070. This result is lower than the threshold of 0.08 recommended by (Hair et al., 2021). Thus, it can be concluded that this research model generally has a good level of model suitability and is suitable for use in future analyses.

Attitude towards performing well shows an Adjusted R-square value of 0.500, which means that 50%. This value indicates that ethical leadership and technological innovation are able to explain the variable attitude toward performing well by 50%. Therefore, the Adjusted R-square value can be said to be strong. The innovative performance variable has an Adjusted R-square value of 0.582. This value indicates that 58.2% of the factors influencing innovative performance are related to ethical leadership, technological innovation, attitude toward performing well. Thus, it can be said that the Adjusted R-square value is moderate.

Table 5. Discriminant Validity

	ATPW	EL	IP	TI
Attitude toward Performing Well	0.736			
Ethical Leadership	0.626	0.802		
Innovative Performance	0.727	0.641	0.812	
Technological Innovation	0.692	0.761	0.606	0.787

Discriminant validity testing in this study was analyzed using the Fornell-Larcker criteria. This approach is used to ensure that each construct in the model truly has clear differences and does not overlap with each other (Hair et al., 2019). A construct is said to have good discriminant validity if the square root of the AVE value is higher than the correlation value of the construct with other constructs. Based on the evaluation results in the table, it can be seen that the AVE value of each variable Attitude toward Performing Well (ATPW), Ethical Leadership (EL), Innovative Performance (IP), and Technological Innovation (TI) has a square root of AVE value greater than the correlation value between variables. Thus, these results indicate that all constructs in the study have met the criteria for discriminant validity. This proves that each variable, whether Attitude toward Performing Well, Ethical Leadership, Innovative Performance, or Technological Innovation, has different conceptual characteristics and can stand alone without overlapping measurements between constructs.

Table 6. Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Result
EL → IP	0.303	0.233	0.068	4.428	0.000	Accepted
TI → IP	0.007	0.010	0.074	0.093	0.926	Rejected
EL → ATPW	0.234	0.301	0.061	3.817	0.000	Accepted
TI → ATPW	0.514	0.517	0.062	8.348	0.000	Accepted
ATPW → IP	0.533	0.536	0.056	9.523	0.000	Accepted
ATPW → EL → IP	0.125	0.125	0.037	3.396	0.001	Accepted
ATPW → TI → IP	0.274	0.277	0.043	6.395	0.000	Accepted

Based on the test results in the table, acceptance and rejection of the hypothesis are determined through the p-value. If the p-value < 0.05, then the hypothesis is considered to have an effect. The research findings on the first hypothesis show positive results based on the original sample value of 0.303, with a p-value <0.05. This confirms that ethical leadership has a positive influence on innovative performance, so the first hypothesis is accepted. In the second hypothesis, the research results also show a positive original sample value of 0.234 and a p-value <0.05, so it can be stated that ethical leadership has a positive effect on attitude toward performing well. Thus, the second hypothesis is accepted. In contrast, the third hypothesis shows a p-value of 0.926 (>0.05), so the hypothesis is rejected. This means that technological innovation does not affect innovative performance in this study. Furthermore, the fourth hypothesis is accepted because the p-value <0.05 with an original sample value of 0.514. These results indicate that technological innovation has a positive effect on attitude toward performing well. In the fifth hypothesis, it was found that attitude toward performing well has a positive influence on innovative performance with an original sample value of 0.533 and a p-value <0.05. Thus, the fifth hypothesis is accepted. In addition, the sixth hypothesis that tests mediation shows a p-value <0.05, so it can be concluded that attitude toward performing well mediates the influence of ethical leadership on innovative performance. This means that the sixth hypothesis is accepted. Finally, the seventh hypothesis also shows a p-value <0.05, so it can be said that attitude toward performing well mediates the relationship between technological innovation and innovative performance. Thus, the seventh hypothesis is accepted.

4.2 Discussion

The Influence of Ethical Leadership on Innovative Performance

Ethical leadership has a positive influence on innovative performance. These findings indicate that the stronger the ethical behavior demonstrated by leaders, the higher the tendency of employees to display innovative work behavior. Ethical leaders create a psychologically safe work environment, so employees feel supported to try new approaches and express creative ideas without fear of being criticized.

These results support the resource-based view theory which states that the quality of internal resources, including the integrity and moral behavior of leaders, is a strategic factor that can increase the competitive value of an organization (Aslam et al., 2024; Ullah et al., 2021) which states that ethics in leadership can create a collaborative work culture, increase intrinsic motivation, and encourage innovative behavior. The hospital context in Banjarnegara proves that the presence of leaders who are able to maintain integrity, care about employee welfare, and are open to input is a strong catalyst for creating innovative performance in medical and administrative services.

The Influence of Technological Innovation on Innovative Performance

The results of the study showed no effect between technological innovation and innovative performance. Rejection of H3 indicates that the technology implemented in hospitals has not fully provided strategic added value because its use is still limited to operational functions. In a hospital environment, technology that has not been fully mastered, limited training, and uneven adaptation can cause technology to only function as an administrative work tool without giving rise to new innovations in services.

These findings extend the resource-based view theory (Mutonyi et al., 2024; Sousa et al., 2022) which states that technology utilization will only enhance creativity if supported by competent human resources. These findings also align with research by Zhang & Aumeboonsuke (2022) which shows that technological innovation does not always have a positive impact on organizational performance. Field conditions in Banjarnegara, where the majority of medical personnel have extensive work experience, may not be able to immediately adapt to new technological systems and require a longer mastery process to adapt new technology, resulting in a significant lack of innovation. Thus, the research provides a new contribution that technology alone does not necessarily produce innovation without the support of a learning culture and strengthening of work systems.

The Influence of Ethical Leadership on Attitude of Performing Well

The research results also found that ethical leadership has a positive influence on attitudes toward performing well. Employees who are led fairly, whose opinions are listened to, and who are given examples of professional behavior, show a more positive attitude towards work, are more responsible, and are motivated to produce the best work results.

This finding is consistent with the resource-based view theory which states that the quality of human resources is an organization's strategic asset. Ethical leadership has been proven to increase employee trust and confidence that working well is a professional responsibility and a form of contribution to organizational goals. These results also support research (Halbusi et al., 2019; Iqbal et al., 2020) which confirms that the role of ethical leadership can increase positive work attitudes and performance commitment.

The Influence of Technological Innovation on Attitude of Performing Well

Although it does not have a direct impact on innovative performance, the research results show that technological innovation has a positive effect on attitudes toward performing well. This means that the use of digital systems, technology training, and electronic facilities in hospitals encourage employees to be more confident, more efficient, and feel their work is more productive.

Employees feel more efficient, have an easier time completing tasks, and are more confident when technology streamlines their workflow. These findings support the resource-based view and research (Lin et al., 2020; Singh et al., 2020) which shows that technology can improve operational efficiency and encourage positive work attitudes. When technology streamlines patient care, speeds up medical documentation, and reduces administrative burdens, employees will perceive that doing good work is valuable and satisfying.

Performing Well Attitude towards Innovative Performance

Attitude toward performing well was found to have a positive effect on innovative performance. Employees who have a strong belief in working optimally will tend to seek new solutions, be open to change, and be willing to implement creative ideas in practice. These

results confirm the resource-based view that psychological capital in the form of work attitudes is the main driver of innovation.

In a hospital environment with high work pressure and patient safety demands, a positive attitude towards performance helps employees remain oriented towards quality and continuous improvement, so that innovation often emerges in the form of improvements to service processes and daily work practices. The findings are in line with (Groen et al., 2017; Iqbal et al., 2020) which emphasize that positive perceptions of performance quality can trigger the emergence of new ideas and courage to experiment in the workplace.

Ethical Leadership towards Innovative Performance through the mediation of Attitude Performing Well

Test results indicate that attitude toward performing well acts as an influential mediator between ethical leadership and innovative performance. This means that the influence of ethical leadership does not directly result in innovative behavior, but rather first shapes employees' perspectives and internal motivation regarding the quality of their performance. Ethical leaders provide moral examples, listen to complaints, provide fair treatment, and build a sense of psychological safety, so that employees feel valued and responsible for working better.

As work attitudes improve, employees begin to show confidence in developing new solutions, trying different approaches, and implementing them in daily tasks. Thus, innovation occurs because employees feel they have an internal drive to perform better rather than simply following the leader's instructions. This finding supports the resource-based view theory and research (Iqbal et al., 2020; Ullah et al., 2021) which explains that ethical leadership only impacts innovation if it influences the psychological factors of followers.

Technological Innovation on Innovative Performance through the mediation of Attitude Performing Well

The results of the analysis of the seventh hypothesis show that attitude toward performing well also mediates the relationship between technological innovation and innovative performance, although technological innovation is not directly significant towards innovative performance. This means that technological facilities and systems only become triggers for innovation when employees have a positive outlook on their tasks. If employees do not find technology useful, find it difficult to adapt, or are not confident in using it, innovation will not emerge automatically. This condition is seen in the use of hospital information systems, electronic medical records, and administrative applications which are generally used to support smooth service and procedural compliance.

In other words, technology becomes effective when employees first experience increased work comfort, time efficiency, and quality of results (Iqbal et al., 2020). When this perception is formed, employees are encouraged to utilize technology as a means of creativity, new approaches, and the development of innovative ideas (Groen et al., 2017). So that work attitude becomes the key link between technological innovation and performance innovation. This

finding extends the resource-based view theory from research results (Aslam et al., 2024) with a more relevant context in regional hospitals.

5. Conclusion

The results of the study indicate that ethical leadership and technological innovation have a positive and significant influence on innovative performance in the healthcare sector. Attitude toward performing well plays an important role in enhancing creativity and encouraging innovation in the workplace. Ethical leadership is able to inspire, provide clear direction, and motivate employees to achieve higher work standards. In addition, a good attitude towards performance is the main factor that connects ethical leadership and technological innovation with innovative performance, where innovation arises when employees have the drive and confidence to work optimally.

6. Recommendations

This study provides references related to factors that influence innovative performance in the health sector, this is supported by the objects used by Hospitals in Banjarnegara Regency. However, this research is not free from limitations, so further research is needed to discuss the issue of innovative performance. Further researchers can add other variables as mediators or moderators, for example knowledge sharing, creativity, or work commitment, to see whether innovation can increase more strongly if employees have the ability to share knowledge or are able to use technology well. Based on the research findings, hospital management is advised to strengthen ethical leadership practices through leadership training and evaluation that emphasizes fairness, integrity, and open communication to create a safe work environment and encourage innovation.

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