Transformational Leadership On Employee Innovative Work Behavior: The Role Of Knowledge Sharing Behavior

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A R T I C L E   I N F O

A B S T R A C T

This article discusses direct influence testing of transformational leadership on employees innovative work behavior and the role of knowledge sharing behavior as a mediating variable. The study encompasses 115 participants from the Semarang City Health Service, and the data analysis was carried out using SEM-PLS with SmartPLS version 3 software. The results indicated a significant effect of TL on IWB and KSB. Another noteworthy finding revealed that KSB had a significant impact on IWB. Moreover, the study identified that TL and IWB can be partially mediated by KSB. The study holds both theoretical and practical implications.

A B S T R A K

Artikel ini membahas pengujian pengaruh langsung dari kepemimpinan transformasional terhadap perilaku kerja inovatif pegawai dan peran perilaku berbagi pengetahuan sebagai variabel mediasi. Penelitian ini melibatkan 115 pegawai dari Dinas Kesehatan Kota Semarang dan analisis data dilakukan menggunakan SEM-PLS dengan software SmartPLS versi 3. Hasil penelitian menunjukkan adanya pengaruh signifikan antara TL terhadap IWB dan KSB. Temuan penting lainnya mengungkapkan bahwa KSB mempunyai dampak signifikan terhadap IWB. Terakhir, penelitian ini mengidentifikasi bahwa TL dan IWB dapat dimediasi oleh KSB secara parsial.

INTRODUCTION

In the modern era where the existing era is characterised by global competition, where companies are engaged in relentless efforts to secure their survival amidst the dynamic and competitive forces that shape the world. The convergence of global competition with swift technological advancements can impact the stability of a dynamic company. Consequently, this situation compels companies to engage in the competitive release of their latest innovations to confront an escalating level of rivalry. However, the application of innovation must be systematic and sustainable to ensure high-quality product and service outcomes. A positive influence on the competitiveness and long-term sustainability of the company is expected in such engagement (Mayastinasari & Suseno, 2023).

Innovation is a challenge that requires all employees to express their abilities. Therefore, innovative behavior represents the outcome of workforce involvement in the human dimension essential for the sustainability of a company (Li et al., 2019). In the work innovation process, there are two phases, namely idea formation and implementation of the idea (Niesen et al., 2017). Companies rely on innovative behaviour in order to adapt to

environmental changes, which helps in building also could maintain the competitive advantage (Sudibjo & Prameswari, 2021). Innovative work behaviours include idea generation, technological advancement, technical refinement and experimentation, along with the application of novel methods relevant to the work context (Afsar & Umrani, 2020).

The interaction between subordinates and leaders is one of the valuable interactions that leads to innovative ideas and creative work solutions (Pradhan & Jena, 2019). Instilling innovativework behavior in employees requires a leader who are capable to develop their employees' workpotential through inspiration, intellectual stimulation and empowerment. Such leader is called tranformational leadership (Li et al., 2019). Subordinates grant trust, loyalty, and high respect to transformational leaders. Their subordinates will even be willing to valunteer to do more work than they are supposed to do (Mayastinasari & Suseno, 2023). Suhana et al., (2019) did a researchon 210 postgraduate students at private universities in Indonesia, this research shows that the impact from transformational leadership significantly affects employee innovative work behavior. The existence of tranfsformational leadership can encourage explorative thinking on employees which will then drive employee innovative work behavior.

Diverging from research outcomes that propose a substantial influence, Sudibjo & Prameswari, (2021) findings emphasise that IWB is not directly affect by TL. The finding of an inconclusive bond between transformational leadership and innnovative behavior encourages further research to be carried out to provide a clearer picture of the theoretical relationship pattern of this variable. For this reason, Shaikh (2022) stated that there is a necessity for knowledge sharing to play a mediating role, facilitating the corelation among TL with IWB. When a leader demonstrates trust in an employee's abilities, assigns responsibilities, and acknowledges their efforts in knowledge creation, such as generating new ideas, the employee becomes more inclined to express opinions and share knowledge (Al-husseini & Elbeltagi, 2018).

Transformational leadership stands out as the most efficacious leadership style in fostering a culture of sharing knowledges within an organization (Son et al., 2020). This observation is alignwith the outcomes of the research by Shaikh (2022) which affirms that TL exerts a significant results in the promotion and facilitation of knowledge sharing within an organizational context. Transformational leadership has the capacity to cultivate a work environment that promotes employee involvement in decision-making processes through activities centered around knowledge sharing.

New knowledge and new innovative ideas emerge as a result of knowledge sharing among employees. Afsar & Umrani (2020) stated that under transformational leadership, when individuals engage in knowledge sharing, others gain increased resources and access to sufficient information, enabling the generation and implementation of new ideas. Findings from Khan & Khan (2019) support that knowledge sharing significantly influences employees in innovation, the exchange of knowledge among individuals facilitates the appearance of new knowledge and even novel solutions in order to address company challenges. In contrast, the result of the research of Khulaifi & Purba (2020) indicated that therse is no significant impact from knowledgeto innovative work behavior.

Apart from acting as a variable influencing employee innovative behavior, variable KS also mediates the connections among TL and IWB in research (Khan & Khan, 2019). Rafique et al., (2022) undertook a study encompassing 357 educators in Pakistan's Higher Education Institutions, uncovering that the relationship between TL and IWB can be through KSB. In contrast, Khulaifi & Purba (2020) findings indicate that knowledge-sharing behavior does not act as a mediator in the connection among transformationalleadership and innovative work behavior.

Knowing the influence of TL on IWB is the aim of this research. The variable that acts as mediator role is knowledge sharing in the relation of TL and IWB is also analyzed.

H_1: Transformational leadership and innovative work behavior has a positive significant influence;
H_2: Transformational leadership and knowledge sharing behavior has a positive significant influence;
H_3: Knowledge sharing behavior and innovative work behavior has a positive significant influence;
H_4: Transformational leadership on innovative work behavior mediated by knowledge sharing has a significant influence.

Informations:
——————: direct effect
----------: indirect effect
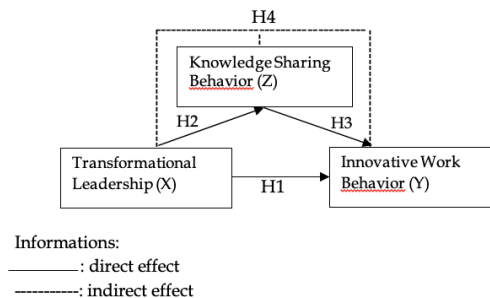
Figure 1 Research Framework

RESEARCH METHODS
This type of research is quantitative, primary data is used by distributing questionnaires. The measurement of TL, KSB and IWB variables was carried out using a Likert scale. The scale used has a score range of 1-5. Transformational leadership is the ability of a leader to create members who belive in themselves, others and the goals they have created. The measurement of transformational leadership involves four indicators as defined by Bass et al., (2003), encompassing idealized influence, inspirational motivation, intellectual stimulation, and individual considerations. An example of an item on tranformational leadership is "My leaders are admired, truted and respected". knowledge sharing behavior is when fellow individuals exchange knowledge (implicit and explicit) at the same time that new knowledge is created. Knowledge donating and collecting are two indicators used to measure knowledge sharing, Van Den Hooff & Ridder (2004) with an example of items as follows "I share the information I have with my colleagues".

In contrast, employee innovative behavior is the introduction of new ideas created by an individual involving processes, products or procedures in an organization or work group, the evaluation of innovative work behavior utilizes four indicators, as specified by Jong & Hartog (2010)which include idea generation, idea exploration, idea championing, and idea implementation, offering a comprehensive framework to gauge different facets of innovative behavior within the organizational context. This multidimensional approach allowsfor a nuanced assessment that goes beyond a singular dimension, providing a more thorough understanding of innovative work behavior. Example items include "I noticed problems that were no my part". Data analysis using SmartPLS version 3 software tools.

The research was conducted at the Semarang City Health Service with consisted of 200 employees.Purposive sampling was employed as the sampling technique, based on the following criteria:

Table 1. *Respondent Criteria*

No	Criteria
1.	Permanent employee of the Semarang City Health Department
2.	The minimum age of employees is 20 years
3.	Employee education must be at least high school or equivalent
4.	Minimum length of service is one year

From the results of the sample determination, 115 respondents were obtained.

Data analysis uses SEM-PLS. Testing data through measurment model evaluation, structural model evaluation and testing hypotheses. In evaluating, emphasis on the outer model is essential to assess and ensure the validity and reliability of the entire model. Convergent validity is assessed by examining the AVE value, which is deemed valid if it surpasses the commonly accepted threshold of 0.5, providing assurance that the latent variable adequately captures the varianceshared among its indicators (Hair et al., 2014). Discriminant validity assessment, which elucidates the capability of each latent variable, is conducted by examining the cross-loading values (> 0.70) for each variable, as outlined by (Ghozali & Latan, 2015). The third evaluation in the outer model involves reliability testing. The reliability of the latent variable is evaluated through testing, scrutinizing both composite reliability and Cronbach's alpha values, which are deemed reliable if surpassing the threshold of 0.70 (Ghozali & Latan, 2015).

The inner model, focused on assessing structural relationships between latent variables, aims to predict these relationships by calculating the coefficient of determination and conducting predictive relevance tests. The coefficient of determination, evaluated through theR-squares ($R2$) values, serves as a metric to assess the overall goodness of the structural model, providing insights into how well the model explains and predicts the variance in the endogenous latent variables. In determining the level of goodness of the model there are threevalue criteria for R^2 namely 0.75, 0.50, 0.25 with the category of each is strong, medium and weak (Hair et al., 2019). The predictive relevance test used to validate the model's predictive capability by using Q^2. Q^2 value range is $Q^2 < 0$ where if Q^2 value is closer to 1 it is better, but if $Q^2 < 0$ show that the model lacks predictive relevance.

In this study, hypothesis testing consists of testing direct and indirect effects, using bootstrapping in SmartPLS. Acceptance of hypotheses is contingent upon t-Values having a significance value exceeding 1.96 and/or p-Values being less than 0.05, signaling statistical significance in the results.

RESULTS and DISCUSSION

Validity and Reliability Test

Table 2. *Convergent Validity Results*

	Average Variance Extracted (AVE)
IWB	0,580
KSB	0,601
TL	0,589

Source : Primary Data Processed (2023)

Since all three variables have an AVE value exceeding 0.5, it can be describe that all variables exhibit convergent validity.

Table 3. *Discriminant Validity Results*

|		IWB	KSB	TL
TL	X.1	0,629	0,583	0,786
	X.2	0,530	0,542	0,738
	X.4	0,559	0,531	0,764
	X.8	0,613	0,608	0,768
	X.9	0,635	0,612	0,782
IWB	Y.2	0,733	0,616	0,594
	Y.3	0,776	0,569	0,681
	Y.4	0,730	0,501	0,529
	Y.6	0,764	0,516	0,531
	Y.7	0,811	0,578	0,571
	Y.8	0,781	0,581	0,628
	Y.9	0,730	0,506	0,575
KSB	Z.1	0,491	0,722	0,477
	Z.3	0,545	0,772	0,560
	Z.5	0,575	0,760	0,602
	Z.6	0,601	0,814	0,656
	Z.7	0,603	0,806	0,600

Source : Primary Data Processed (2023)

In accordance with the Table 3, the evaluation of discriminant validity reveals that the cross-loading values for each indicator within its latent variable exhibit higher correlation values than the cross-loading values in other latent variables. This suggests that in every latent variable possesses the ability to effectively distinguish itself from other latent variables, confirming discriminant validity. The higher correlation values within the same latent variable further support the distinctiveness of each construct, reinforcing the reliability of the measurement model.

Table 4. *Reliability Test*

	Cronbach's Alpha	rho_A	Composite Reliability
IWB	0,879	0,881	0,906
KSB	0,834	0,839	0,883
TL	0,826	0,828	0,878

Source : Primary Data Processed (2023)

Referring to Table 4, the composite reliability and Cronbach's alpha values exceeded 0.70 for each variable, it shows the reliability of each indicator employed to gauge the latent variable.
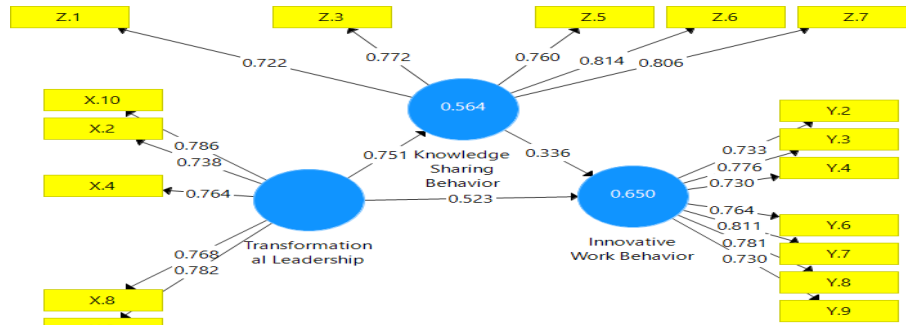
Figure 2. Modelling Results
Source : Primary Data Processed (2023)

The path diagram presented has been through the evaluation stage of items that do not meet the rules of the value of loading factor which must be > 0.70 (Hair et al., 2014).

R-Square and Q-Square

Table 5. *R-Square Results*

R Square		R Square Adjusted
IWB	0,650	0,644
KSB	0,564	0,561

Source: Primary Data Processed (2023)

Analyzing the data in Table 5, it is evident that both latent variables IWB and KSB have a substantial impact, indicated by the R-square value falling within the range of 0.50 to 0.75. Specifically, the R-square test for innovative work behavior yields a value of 0.650, suggesting that TL and KSB can explain IWB variables by 65%, leaving 35% of the variance unaccounted for and attributed to other factors. Conversely, the variance in the knowledge-sharing variable can be elucidated by transformational leadership variables and innovative behavior at 56.1%, with the remaining 43.9% attributed to other variables.

Table 6. *Q-Square Results*

	Q^2 (=1-SSE/SSO)
Innovative Work Behavior	0,363
Knowledge Sharing Behavior	0,309

Source: Primary Data Processed (2023)

According to the information in Table 6, the innovative work behavior variable has a Q-square value of 0.363, and for the knowledge sharing behaviour variable is 0.309. Based on these findings, it can be inferred that both the IWB variable and the KSB variable is proved to be relevant to predict research model because $Q^2 > 0$.

Hypothesis Test

Table 7. *Path Coefficient Results*

	Original Sample (O)	t Statistics (|O/STDEV|)	P Values
KSB ➔ IWB	0,336	3,513	0,000
TL ➔ IWB	0,523	5,075	0,000
TL ➔ KSB	0,751	11,188	0,000

Source: Primary Processed Data (2023)

The outcomes of the hypothesis test, as derived from the table above, can be elucidated as follows:

H1: Transformational leadership influence innovative work behavior, According to Table 7, TL is found to have a highly significant impact on IWB, as evidenced by a significance value of 0.000 (below 0.05) and a t-statistic value of 5.075 (exceeding 1.96). The positive relationship direction indicated by the original sample value of 0.523 leads to the acceptance of the first hypothesis.

H2: Transformational leadership influence knowledge sharing behavior, As depicted in Table 7, transformational leadership displays a significance value of 0.000, below 0.05, and a t-statistic value of 11.188, surpassing 1.96, with 0.751 of the original sample value suggesting a positive relationship direction. This signifies that TL has a positive and significant impact on KSB. Based on this result, the second hypothesis is accepted;

H3: Knowledge sharing behavior affects innovative work behavior, According to Table 7, the t-statistic value for knowledge sharing behavior is 3.513, exceeding 1.96, and the significance value is 0.000, below the 0.05 threshold, confirming a significant positive impact of KSB on IWB, as indicated by the original sample value of 0.336. Thus, the third hypothesis is accepted.

Table 8. *Specific Indirect Effects Results*

	Original Sample(O)	T Statistics (|O/STDEV|)	P Values
TL -> KSB -> IWB	0,252	3,232	0,001

Source: Primary Data Processed (2023)

The results of the hypothesis testing for the indirect effect in Table 8 reveal that TL significantly affects IWB through KSB. It can be explained as follows:

H4: Knowledge sharing mediates the bond between transformational leadership and innovative work behavior, Table 8 reveal a statistically significant relationship, as evidenced by a significance value of 0.001, which is below the conventional threshold of

0.05, and a t-statistic value of 3.232, surpassing the critical value of 1.96. It means that TL significantly affect the IWB through KSB with the positive relationship direction because the original value sample shows 0.252. Thus hypothesis 4 is accepted.

Discussion
Transformational Leadership on Innovative Work Behaviour
The data analysis results highlight a substantial positive impact of transformational leadership (X) on employee innovative work behavior (Y). This influence is manifested in the way transformational leaders actively cultivate a culture of innovation and creativity among organizational members, fostering an environment where individuals are motivated to collaboratively address challenges. The findings underscore the pivotal role of transformational leadership in shaping and promoting a climate conducive to innovative work behavior among employees. The results indicate a positive correlation between the effective application of transformational leadership to inspire subordinates towards innovation and creativity, leading to a heightened level of innovative work behavior among employees. This aligns with previous research, such as Mayastinasari & Suseno (2023) study, which similarly found a significant impact of transformational leadership on fostering employee innovative behavior. The collective evidence underscores the consistent influence of transformational leadership in cultivating a work environment that encourages and enhances innovative work behavior among organizational members.

Transformational Leadershio on Knowledge Sharing Behaviour
The results of the data analysis demonstrated a noteworthy positive correlation between transformational leadership (X) and employee knowledge-sharing behavior (Z). This connection underscores the influence of transformational leadership on the way leaders provide novel learning opportunities to their subordinates, showcasing its impact on shaping knowledge- sharing behavior. The study's findings suggest that the more adeptly transformational leadership is employed to offer new opportunities and foster the development of subordinates, the better the behavior of knowledge between employees in the implementation of its duties. This study's outcomes diverge from the conclusions drawn by Wu & Lee (2020) stating that transformational leadership does not have a significant impact on knowledge-sharing behavior. In contrast, the results of this study are in line with research conducted by Kim (2016) stating that transformational leadership significantly affecting employee knowledge sharing behavior.

Knowledge Sharing Behaviour and Innovative Work Behaviour
The knowledge sharing behavior (Z) effect on innovative work behavior (Y) can be seen from the process of exchange information, knowledge and new ideas of fellow employees. The study indicates a positive correlation between the effectiveness of knowledge sharing among employees for exchanging information and ideas, leading to a higher level of innovative work behavior. This emphasise the pivotal role of robust knowledge-sharing practices in fostering innovation within the organizational context. These results align with previous research, such as the research from Khan & Khan (2019) which also emphasized the significant influence of knowledge-sharing behavior on employee innovative work behavior.

Mediates Relationship

Employees demonstrating a heightened level of innovative work behavior are typically characterized by active participation in knowledge-sharing activities, influenced significantly by the positive impact of transformational leadership. This correlation highlights the vital role of both knowledge-sharing initiatives and effective leadership styles in fostering an environment conducive to innovation within the workplace. This is attributed to the motivational aspects of both transformational leadership and knowledge sharing, which collectively inspire employees to enhance their innovative work behavior. In essence, a heightened involvement of leaders in encouraging employees to be innovative and creative in problem-solving corresponds to elevated levels of employee innovation, the higher the employees to mutual knowing the knowledge that will eventually affect the high employee innovative employee. Understanding the significance of knowledge sharing in articulating a leader's vision to employees is crucial for fostering an increase in employees' innovative work behavior. The pivotal role of knowledge sharing in enhancing innovative work behavior becomes evident, emphasizing its indispensable contribution to the organizational dynamics. The variable of knowledge sharing behavior is identified as a complementary partial mediator, as both the direct influence (TL -> IIWB) and the indirect influence (TL-> KSB -> IWB) exhibit positive and significant relationships in equal measure, emphasizing the intricate interplay between these factors.

CONCLUSIONS

The study provides compelling evidence establishing a robust association among TL, KSB, and the IWB exhibited by employees. The noteworthy aspect of these findings lies in the confirmation that the impact of transformational leadership on employees' innovative work behavior is not direct but rather intricately mediated through the process of knowledge sharing. This study's outcomes contribute significantly to the theoretical understanding of the interplay between all variables. The findings provide nuanced insights that refine our comprehension of how these factors intricately interact, advancing theoretical perspectives on organizational leadership and innovation dynamicsPractically, the study's findings hold importance for organizational management aiming to boost employee innovative behavior. This implies that by strategically improving the caliber of transformational leadership and promoting efficient knowledge-sharing practices, management can actively and purposefully enhance the overall innovative output of their employees. In essence, the research provides actionable insightsfor organizational leaders keen on cultivating a work environment conducive to innovation.

This study acknowledges limitations stemming from its reliance on primary data obtained through questionnaire distribution. The potential constraints include response bias, limited qualitative insights, and the inherent subjectivity associated with self-reporting, highlighting considerations for the interpretation and generalizability of the findings. Therefore, the extent of respondents' sincerity and honesty in providing responses cannot be adequately regulated. Besides, information derived is limited. Future research can further use mix method in getting data from respondents. Thus the elaboration of the discussion will be more comprehensive.

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