

Influence of transformational leadership, organizational citizenship behavior, and worker involvement on innovative work performance with sharing of knowledge as an intervening variable at the Office of PLP Class II Tanjung Uban, Ministry of Transportation

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Abstract

Purpose: This study aimed to analyze the influence of transformational leadership, organizational citizenship behavior, and work involvement on innovative work behavior, with knowledge sharing as an intervening variable.

Research Methodology: This research used a quantitative approach with a survey method. A total of 101 employees were selected using total sampling method. Data were collected through questionnaires and analyzed using structural equation modeling-partial least squares (SEM-PLS) version 3.0.

Results: The findings indicate that transformational leadership, OCB, and work involvement significantly affect innovative work behavior. OCB and work involvement significantly influenced knowledge sharing, whereas transformational leadership did not. Knowledge sharing itself does not significantly affect innovative work behavior and does not mediate the relationship between the independent variables and innovative work behavior.

Conclusions: Innovative work behavior is primarily shaped by leadership, citizenship behavior, and employee involvement, whereas knowledge sharing plays only a limited role. Strengthening OCB and engagement directly enhances innovation, even without mediation by knowledge sharing.

Limitations: This study was restricted to one institution and relied only on questionnaires.

Contribution: This study highlights the importance of leadership, OCB, and involvement in fostering innovation, offering guidance for managerial practice.

Keywords: *Innovative Work Behavior, Knowledge Sharing, Organizational Citizenship Behavior, Transformational, Work Involvement*

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1. Introduction

Human resources (HR) are valuable assets (Sofie & Fitria, 2018). In the digital era, organizations, agencies, and companies are required to have superior human resources and keep up with the times to

avoid being left behind in technological developments. For this reason, it is necessary to improve the quality of human resources to be able to compete in the era of Industrial Revolution 4.0, which is a strength for management and helps achieve organizational goals (Muhammad, 2021). The more you understand the capabilities of technology, the more creative you will be in your work. Therefore, it is necessary to improve the quality of human resources to make them more capable, adaptive, and responsive to increasingly rapid changes (Ajiardani & Anjaningrum, 2022).

According to (Qalati, Zafar, Fan, Limón, & Khaskheli, 2022), one way to create an innovative organization is to stop relying solely on R&D divisions for innovation and utilize the innovation capabilities of all employees. Al-Shami, Rashid, and Cheong (2023) also emphasize the importance of the role of employees in innovation by stating that employees are individuals who create and implement innovative solutions in an organization. Therefore, it is important to examine the factors that lead to innovative work behavior.

Innovative work behavior is related to workers' observations of anticipating work problems and coworkers' responses to alternative solutions (Wu & Li, 2023). Innovative work behavior is defined as an individual's work behavior that involves generating new ideas to produce, introduce, and implement ideas that are beneficial to the development of the organization (Rafique et al., 2022). Innovative behavior in the workplace refers to the desire to create, produce, and implement new ideas that benefit individuals, groups, and organizations (Na-Nan, Kanthong, & Joungrakul, 2021).

Complex innovative work innovation requires employees to exert various cognitive and affective efforts to generate and implement new ideas in their work (Saepudin & Djati, 2019). To achieve this, organizational citizenship behavior (OCB) is needed, which exceeds the standard tasks assigned to it and helps the organization achieve its goals (Khaerunisah, Widiana, & Sari, 2021). This can produce a higher level of innovative work behavior in organizations. Organizational citizenship behavior (OCB) is defined as the deep contribution of individual employees beyond the demands of individual roles in the workplace, and it affects an organization's performance assessment (Ramadhani, 2018).

According to (Hadi, Putra, & Mardikaningsih, 2020), work engagement is another factor that influences innovative work behavior is work engagement. Work engagement is a measure of the extent to which employees can psychologically consider their work and the performance achieved as a reward. Work engagement is defined as a positive, satisfying, and work-related state of mind, characterized by strength, dedication, and absorption (Fitriadi, Susanto, & Wahyuni, 2022). Employees with high work engagement make positive contributions to the organization's fundamental lines (Wokas et al., 2022). According to Purwanto et al. (2020), employees with high work engagement experience positive emotions that encourage them to have and be able to obtain the resources they need to work or to achieve certain performance. In particular, employee work engagement leads to increased individual and group performance (Mardikaningsih & Darmawan, 2022).

Previous studies have considered innovation to involve challenges in enabling knowledge sharing between organizations (Wu & Lee, 2020). Organizations that contribute knowledge become less vulnerable as their main focus shifts from knowledge transfer to active new knowledge creation (Yin et al., 2023). Likewise, knowledge sharing is an important factor that drives innovative work behavior in organizations (Suharyani & Nurhayati, 2023). Knowledge sharing is an activity in which knowledge, information, and expertise are exchanged between individuals and organizations (Oktaviana, Hakim, & Amelia, 2023).

This study aims to address existing research gaps in transformational leadership and innovative work behavior. In addition, this study analyzes the role of knowledge sharing as a mediating variable between transformational leadership, work engagement, and innovative work behavior because this relationship has inconsistent results. Likewise, the role of knowledge sharing as a mediating variable in the relationship between organizational citizenship behavior and innovative work behavior has not yet been explored. Therefore, this study aimed to determine the effects of transformational leadership,

organizational citizenship behavior, work engagement, and knowledge sharing as mediating variables on innovative work behavior.

This study focuses on the Class II civil servants of the Tanjung Uban PLP Base Office, Ministry of Transportation. To the best of our knowledge, no one has conducted a study at the Class II Tanjung Uban PLP Base Office, Ministry of Transportation, which can produce practical and theoretical contributions and implications for previous research.

The aims of this study were as follows.

1. To Test and Analyze Whether Transformational Leadership Affects Innovative Work Behavior.
2. To test and analyze whether Organizational Citizenship Behavior affects Innovative Work Behavior.
3. To test and analyze whether work involvement affects innovative work behavior.
4. To test and analyze whether knowledge sharing affects innovative work behavior.
5. To Test and Analyze Whether Transformational Leadership Affects Knowledge Sharing.
6. To test and analyze whether Organizational Citizenship Behavior affects knowledge sharing.
7. To Test and Analyze Whether Work Involvement Affects Knowledge Sharing.
8. To Test and Analyze Transformational Leadership on Innovative Work Behavior Through Knowledge Sharing.
9. To Test and Analyze Organizational Citizenship Behavior on Innovative Work Behavior Through Knowledge Sharing.
10. To test and analyze work involvement in Innovative Work Behavior through knowledge sharing.

2. Literature review

2.1 Conceptual Description

2.1.1 Conservation of Resources Theory

This study uses the conservation of resources (COR) theory to examine the relationship between transformational leadership, organizational citizenship behavior, and work engagement on innovative work behavior, with knowledge sharing as a mediator. COR provides an influential framework for explaining innovative employee work behavior. COR is understood as a social exchange process initiated by individual employees in an organization to give back a process in which individuals act and create a sense of obligation to return favors or act well to balance agreements or trades (Wu & Lee, 2020). COR is considered one of the most critical theories in the management industry because of its ability to describe the reciprocal interactions between employees and organizations (Lin, 2023).

Organizational citizenship behavior is an attitude of helping each other among employees, developing skills or abilities possessed by employees, doing good deeds within the organization, and providing contributions in the form of suggestions and innovative work behavior. It is recognized as the process of exchanging information, data, skills, expertise, and knowledge among employees to carry out their duties, achieve organizational goals, and help produce innovative work behavior (Al-Shami et al., 2023). They found that transformational leadership, organizational citizenship behavior, and work engagement were substantial predictors of knowledge sharing and innovative work behavior (Asmoro & Handoyo, 2021).

2.1.2 Innovative Work Behavior

According to Robbins and Judge (2015), innovation is a process of renewal and new discoveries in the form of ideas and methods. Innovative work behavior is defined as the creation, introduction, and application of new ideas or concepts in work, groups, or organizations to improve the performance of individuals, groups, or organizations (Susan, 2019). According to Hutagalung et al. (2020), innovative work behavior is an individual's action that leads to the interests of the organization, in which employees introduce and apply new ideas to benefit the organization. According to Jong and Hartog (Hadi et al., 2020), innovative work behavior includes exploring opportunities and new ideas and includes the behavior of implementing these new ideas to increase the productivity of individuals and companies.

2.1.3 Transformational Leadership

The concept of transformational leadership was first developed by Burns (1978) to investigate “world leaders,” and has since been expanded by Bass (1985) and Stogdill (1990). (Robbins & Judge, 2015) defined transformational leadership as inspiring others to improve their lives and have a bigger vision. According to Wu and Lee (2020), transformational leadership is defined as leaders’ ability to motivate employees to achieve organizational goals by focusing on personal values. According to (Joo & Jo, 2017), transformational leaders have four main characteristics: intellectual stimulation, idealized influence, individual growth, and inspiration.

According to Lin (2023), transformational leadership is the ability of a leader to focus on individual needs for growth and performance while understanding them as a mentor or coach. Transformational leadership understands that transformative leaders foster trust, confidence, courage, and positive attitudes in both employees and leaders, allowing them to work together to achieve organizational goals and visions. According to (Hasanah et al., 2023), transformative leaders can change the awareness of their followers, increase their enthusiasm, and motivate them to do their best to achieve organizational goals, not because they are forced to, but because they are willing to.

2.1.4 Organizational Citizenship Behavior

Organizational citizenship behavior was first conceptualized as an extra-role performance dimension by Organ (1997) to describe non-productive behaviors such as: compliance and cooperation. Later, organizational citizenship behavior was expanded to reflect employees’ behaviors that go beyond their job requirements without any organizational rewards in return. According to Wu and Lee (2020), organizational citizenship behavior is defined as an employee's work behavior within the organization, which is carried out voluntarily outside the established job description with the aim of improving organizational performance.

Some experts classify organizational citizenship behavior based on the type of behavior. (Joo & Jo, 2017) defined organizational citizenship behavior as individual behavior that is free to choose, not directly or explicitly regulated by a formally given system, and in a certain way that promotes organizational functions. Organizational citizenship behavior is a set of characteristics or traits that influence individuals to be cooperative, happy to learn, have goals, and work hard (Praditya, 2023). Basic attitudes indicate that employees engage in organizational citizenship behavior to reciprocate the organization’s actions (Riyanto, Sutrisno, & Violinda, 2023).

2.1.5 Work Involvement

According to Davis and Newstrom (Fitriadi et al., 2022), work involvement is the visibility that employees enjoy in the workplace and the extent to which they actively participate in the workplace and see important achievements. According to Robbins and Judge (2015), work involvement means that employees who are highly involved will support the type of work they do and pay close attention to their work. According to Hadi et al. (2020), job engagement is determined by the extent to which a person is psychologically attached to their organization and the importance of their work in their lives.

According to Wokas et al. (2022), employee work involvement usually consists of the work itself and involvement with the company. Work involvement is more directed at fulfilling psychological conditions due to the work done in the workplace. Involvement in the company is more directed at the concept of motivation, which shows the existence of physical, cognitive, and affective energy, which together play a role in optimal employee performance (Pranitasari & Kusumawardani, 2021). Work involvement is a positive emotional feeling due to the fulfillment of personal well-being, and there is a sense of pleasure in the work done, accompanied by high involvement in activities (Wu & Lee, 2020).

2.1.6 Knowledge Sharing

Knowledge sharing refers to the extent to which individuals proactively share or exchange knowledge with others in an organization, including coworkers, superiors, and subordinates (Oktaviana et al., 2023). Knowledge sharing is the activity of accessing information and exchanging knowledge performed by individuals within an organization (Sudibjo & Prameswari, 2021). According to Nonaka

and Taekuchi (2023), knowledge sharing leads to the creation of new knowledge. This is because new ideas may be created and added to the organization's knowledge database through various thoughts and experiences of individuals.

knowledge sharing is defined as a process of social interaction between individuals, a process that cannot be performed by just one individual". Knowledge management is a multi-process that includes the utilization of knowledge from external sources and its storage and application to improve an organization's products, processes, and services (Rafique et al., 2022). Knowledge sharing is a critical issue between individuals and departments in an organization (Firdaus, Damayanti, & Nurpratama, 2023). It is described as a communication process between two or more employees to exchange and create new knowledge (Ariyanti & Tania, 2023)

2.2 Conceptual Framework

2.2.1 Transformational Leadership Towards Innovative Work Behavior

In recent decades, there has been an increasing focus on transformational leadership (Suardani & Supartha, 2018), which is recognized as an important element of organizational innovation (Hasanah et al., 2023). Most studies support the idea of a positive relationship between transformational leadership and innovative work behavior. Transformational leadership encourages followers to go beyond their own interests for the dignity of their organization, motivating them to use creative methods to deal with diverse working conditions (Santoso & Nugraheni, 2022). Similarly, Kartikaningdyah and Utami (2017) investigated how transformational leaders inspire subordinates to achieve entrepreneurial intentions through innovative work behavior.

(Praditya, 2023) argued that idea generation and implementation require time and confrontation from management and stakeholders, thus further instilling fear of strangeness. Such situations can be overcome under transformational leadership, as it provides personalized attention and represents the needs and requirements of employees, leading them to engage in creative activities (Widyatmika & Riana, 2020). Therefore, it is proposed that transformational leadership inspires individuals by aligning employees' futures with the future of the organization and motivating them to engage in creative behavior by enhancing a strong sense of shared vision.

2.2.2 Organizational Citizenship Behavior Towards Innovative Work Behavior

Dynamic organizations are forced to establish strategies related to changes in managing market fluctuations caused by external factors, particularly technological and behavioral changes. This shift puts pressure on organizational management to hone the internal capacities of its employees, such as creativity, to develop innovative products and services (Qalati et al., 2022). Thus, organizational citizenship behavior plays an important role in business transformation through positive and constructive (employee) actions and behaviors, as well as organizational strategies, protocols, and policies (Joo & Jo, 2017).

Employees are willing to take on additional tasks or learn new skills to accommodate the changes faced in the current work environment when treating others fairly and being treated fairly while maintaining self-control and respect (Lestari, 2020). It is important for companies to facilitate and support employees' organizational citizenship behavior to enhance innovative work behavior (Sarief, 2018). High levels of organizational citizenship behavior have the potential to enhance team spirit among members of different organizational units for a more unified, encouraging, trustworthy, and committed work environment (Kartikaningdyah & Utami, 2017).

2.2.3 Job Involvement Towards Innovative Work Behavior

Imran, Elahi, Abid, Ashfaq, and Ilyas (2020) explained that job engagement is related to how much individuals identify with their work, consider that their work has a positive impact on themselves, and care about their work. The most popular and accepted definition of job engagement, developed by Schaufeli, Salanova, González-Romá, and Bakker (2002) states that employee job engagement refers to "a positive, satisfying, and work-related state of mind characterized by enthusiasm, dedication, and absorption." When individuals are highly engaged in their work, they typically exhibit high levels of

energy and mental resilience and voluntarily invest great effort (strength) in relevant tasks (Ampofo, 2020).

As Ge et al. (2021) showed, similar definitions of work engagement, such as personal, behavioral, and trait engagement, exist in the literature, and each presents a unique perspective and framework. Since knowledge sharing is self-motivated and proactive, employees are more likely to share work-related ideas and expertise with coworkers only if they are dedicated to and enthusiastic about their work (Wu and Lee 2020). Research has also shown that employee work engagement is significantly and positively related to innovative work behavior (Wang et al., 2022).

2.2.4 Sharing Knowledge on Innovative Work Behavior

The importance of knowledge has been identified as providing organizations with a competitive advantage as they seek to grapple with knowledge-based economies (Yin et al., 2023). To gain a competitive advantage, organizations use available resources and strategies to manage, store, and publish organizational knowledge. (Sudibjo & Prameswari, 2021) argue that the norms of knowledge sharing apply to organizations. In addition, in the process of knowledge sharing, participants involved in knowledge sharing first translate knowledge into a form that can be understood, which increases the ability of contributors to generate new ideas, which is the basis for innovative work behavior (Al-Faouri, 2023).

Wu & Lee, (2020) knowledge sharing stimulates the cognitive process of explanation, which provides employees with new insights and suggests a way forward when facing challenges at work. Individuals with knowledge, information, tools, and ideas that can be applied at work are more likely to act innovatively than those without. Many studies support the idea that knowledge sharing has KS positively impacts employees' IWB (Rafique et al., 2022). However, some researchers consider knowledge sharing a complicated process that is risky and potentially unstable (Kang, 2016), while others (Aldabbas et al., 2020) argue that it has no direct relationship with organizational performance. This contradiction requires further exploration of the relationship between knowledge sharing and innovative work behavior. Thus, in this study, the following framework was formulated:

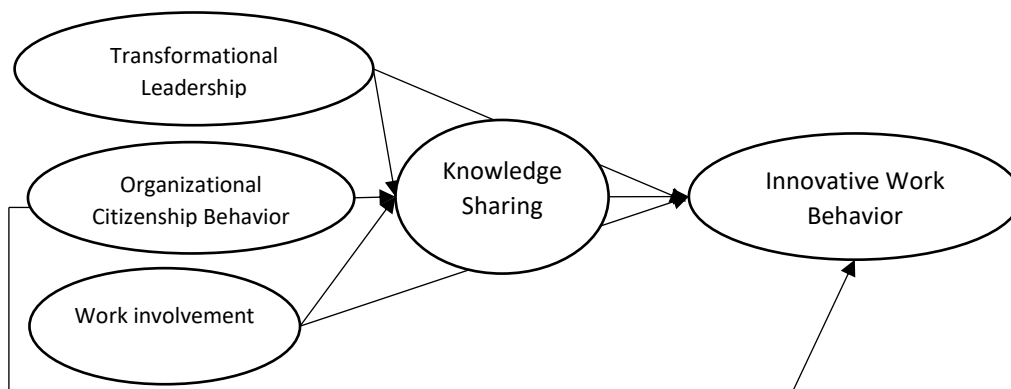


Figure 1. Conceptual Framework

2.3 Research Hypothesis

Hypothesis is a temporary answer to the formulation of research problems, where the formulation of research problems has been stated in the form of questions (Sugiyono, 2016). Based on the theoretical framework, review of previous research, framework of thinking, and research concepts, the research hypotheses are as follows:

1. Transformational Leadership has a positive and significant effect on Innovative Work Behavior.
2. Organizational Citizenship Behavior has a positive and significant effect on Innovative Work Behavior.
3. Work Involvement has a positive and significant effect on Innovative Work Behavior.
4. Knowledge Sharing has a positive and significant effect on Innovative Work Behavior.
5. Transformational Leadership had a positive and significant effect on Knowledge Sharing.

6. Organizational Citizenship Behavior had a positive and significant effect on Knowledge Sharing.
7. Work Involvement had a positive and significant effect on Knowledge Sharing.
8. Knowledge Sharing mediates the effect of transformational leadership on Innovative Work Behavior.
9. Knowledge Sharing mediates the effect of Organizational Citizenship Behavior on Innovative Work Behavior.
10. Knowledge Sharing mediates the effect of work involvement on Innovative Work Behavior.

3. Research methodology

3.1 Type of Research

This study used a quantitative research design. According to (Sugiyono, 2016), quantitative research is based on the philosophy of positivism and is used to study a certain population or sample. Sampling is generally performed randomly, data collection is performed using questionnaires, and data analysis is statistical in nature, with the aim of testing the established hypothesis. A questionnaire was used to collect the data. Data collection in this study used a questionnaire method that considered several factors, including being able to reach respondents easily without high costs and limited research time (Cooper and Schindler, 2014).

3.2 Population and Sample

A Population is a group, people, events, or interesting things that researchers want to make opinions based on (sample statistics). Researchers will clearly determine the target population, namely the population that will later become the scope of the conclusions from the results of the research that will be conducted. The population in this study was employees of the Class II PLP Base Office Tanjung Uban Ministry of Transportation, totaling 101.

The sample selection method used in this study was a total sample. The sample used in this study comprised employees of the Class II Tanjung Uban PLP Base Office, Ministry of Transportation, totaling 101 respondents.

Respondent characteristics were obtained through the results of distributing questionnaires that had been distributed, namely, 101 respondents. The respondents were employees of the Class II Tanjung Uban PLP Base Office of the Ministry of Transportation, Indonesia. The following are the characteristics of the respondents who provided responses regarding the variables related to the study: 101 respondents were used for the analysis and discussion.

Table 1. Respondent Characteristics

Profile	Category	Frequency	Presentation (%)
Age	17-25 years	12	12,7%
	26-35 years	18	23,9%
	> 36 years	71	63,4%
Gender	Male	87	84,5%
	Female	14	15,5%
Last education	SMA	35	38,0%
	D3 / D4 / S1	63	59,2%
	S2 / S3	3	2,8%
Length of work	under 1 year	4	5,6%
	1-5 years	18	18,3%
	5-10 years	26	26,8%
	over 10 years	53	49,3%

3.3 Definition of Variables and Measurement Scales

3.3.1 Innovative Work Behavior

Innovative work behavior is an individual's action directed towards the interests of the organization, in which employees introduce and apply new ideas to benefit the organization (Hutagalung et al., 2020).

Table 2. Grid of Innovative Work Behavior Variable Instruments

Variable	Indicator	Statement Items	Source
Innovative Work Behavior	Idea exploration	1, 2, 3	De Jong & Kemp (Hadi et al., 2020)
	Idea generation	4, 5	
	Idea promotion	6, 7	
	Idea implementation	8, 9, 10	

3.3.2 Knowledge Sharing

According to (Rafique et al., 2022), knowledge sharing is a mediating variable (Z), which includes new knowledge about work, new information about work, attention to workers, and new experiences at work. Knowledge sharing is the extent to which individuals proactively share or exchange knowledge with others in an organization, including coworkers, superiors, and subordinates (Oktaviana et al., 2023).

Table 3. Knowledge Sharing Variable Instrument Grid

Variable	Indicator	Statement Items	Source
Knowledge Sharing	New knowledge about work.	1, 2, 3	(Rafique et al., 2022)
	New information about work.	4, 5, 6	
	Attention to workers.	7, 8	
	New experience about work	9, 10	

3.3.3 Transformational Leadership

According to Santoso and Nugraheni (2022), transformational leadership is an independent variable (X1) that includes charisma, inspirational motivation, intellectual stimulation, and attention to individuals. Transformational leadership is defined as leaders' ability to motivate employees to achieve organizational goals by focusing on personal values (Wu & Lee, 2020).

Table 4. Transformational Leadership Variable Instrument Grid

Variable	Indicator	Statement Items	Source
Transformational Leadership	Charisma	1, 2	Lamirin et al., (2023)
	Inspirational Motivation	3, 4, 5	
	Intellectual Stimulation	6, 7, 8	
	Individual Attention	9, 10	

3.3.4 Organizational Citizenship Behavior

According to (Santoso & Nugraheni, 2022), organizational citizenship behavior is an independent variable (X2), including voluntary helping behavior, participation behavior in the organization, behavior beyond standards, polite behavior, and sportsmanship behavior. Organizational citizenship behavior is defined as individual behavior that is free to choose, not directly or explicitly regulated by a formally given system, and, in particular, promotes effective organizational functioning (Joo & Jo, 2017).

Table 5. Organizational Citizenship Behavior Variable Instrument Grid

Variable	Indicator	Statement Items	Source
Organizational Citizenship Behavior	Voluntary Helping Behavior	1, 2, 3	Lamirin et al., (2023)
	Participation Behavior in Organization	4, 5	
	Behavior Beyond Standards	6, 7, 8	
	Polite Behavior	9, 10	
	Sportsmanship Behavior	11, 12	

3.3.5 Work Involvement

According to Naimah and Sari (2022), involvement is an independent variable (X3) that includes work as a life goal, active participation in work, performance as a center of self-esteem, and the suitability of performance and self-concept of the individual. Work engagement is defined as a positive emotional feeling due to the fulfillment of personal well-being and a sense of pleasure in the work being done, accompanied by high involvement in activities (Wu & Lee, 2020).

Table 6. Grid of Work Involvement Variable Instruments

Variable	Indicator	Statement Items	Source
Work Involvement	Work as a Life Goal	1, 2, 3	(Naimah & Sari, 2022)
	Active Participation in Work	4, 5	
	Performance as a Center for Self-Esteem	6, 7, 8	
	Performance and Self-Concept Congruence	9, 10	

4. Result and discussion

4.1 Model Evaluation

4.1.1 Measurement Model (Outer Model)

The measurement model was evaluated using several indicators, including Convergent Validity, Discriminant Validity, and Reliability. The test results are as follows:

1. Convergent Validity

An indicator is considered valid if its loading factor is positive and greater than 0.7. The loading factor value indicates the weight of each indicator or item as a measure of each variable. Indicators with large loading factors indicate that the indicator is the strongest (dominant) variable. The loading factor values are presented in Table 7.

Table 7. Convergent Validity Test

Variables	Indicator	Loading factor	Description
Knowledge Sharing	BP1	0.877	Valid
	BP2	0.922	Valid
	BP3	0.911	Valid
	BP4	0.900	Valid
	BP5	0.850	Valid
	BP6	0.912	Valid
	BP7	0.923	Valid
	BP8	0.846	Valid
	BP9	0.872	Valid
	BP10	0.897	Valid
Work Involvement	KK1	0.873	Valid
	KK2	0.890	Valid
	KK3	0.900	Valid
	KK4	0.896	Valid
	KK5	0.870	Valid
	KK6	0.883	Valid
	KK7	0.884	Valid
	KK8	0.862	Valid
	KK9	0.752	Valid
	KK10	0.826	Valid
Transformational Leadership	KT1	0.875	Valid
	KT2	0.847	Valid

Innovative Work Behavior	KT3	0.867	Valid
	KT4	0.809	Valid
	KT5	0.916	Valid
	KT6	0.860	Valid
	KT8	0.906	Valid
	KT9	0.921	Valid
	PKI1	0.834	Valid
	PKI2	0.906	Valid
	PKI3	0.907	Valid
	PKI4	0.907	Valid
Organizational Citizenship Behavior	PKI5	0.880	Valid
	PKI6	0.900	Valid
	PKI7	0.914	Valid
	PKI8	0.869	Valid
	PKI9	0.864	Valid
	PKI10	0.849	Valid
	PKO1	0.889	Valid
	PKO2	0.868	Valid
	PKO4	0.880	Valid
	PKO5	0.893	Valid
	PKO7	0.897	Valid
	PKO8	0.884	Valid
	PKO9	0.898	Valid
	PKO10	0.850	Valid
	PKO11	0.850	Valid
	PKO12	0.836	Valid

Based on Table 7, the loading factor value produced by each indicator is greater than 0.7. However, four items were deleted (dropped) because they had an outer loading value of <0.7, namely, KT7, KT10, PKO3, and PKO6. Thus, the other indicators were declared valid as latent variable measures.

2. Discriminant Validity

After conducting convergent validity testing, the next stage of construct validity testing was discriminant validity testing. Discriminant Validity was used to test the validity of the model. Discriminant validity in this study is seen through the value (Fornell-Lacker Criterion), which shows that the latent construct is higher than the highest correlation of the other latent constructs; thus, it is concluded that it meets the discriminant validity test.

Table 8. Discriminant Validity Test (Fornell-Larcker Criterion)

Variables	BP	KT	KK	PKI	PKO
Knowledgee Sharing	0.891				
Transformational Leadership	0.859	0.876			
Work Involvement	0.957	0.889	0.865		
Innovative Work Behavior	0.876	0.903	0.884	0.883	
Organizational Citizenship Behavior	0.910	0.881	0.917	0.978	0.834

Table 8 shows the results of the discriminant validity calculation using the Fornell-Larcker criterion value, which is greater than the squared correlation value between variables. A construct is said to have discriminant validity if the indicator has the highest loading value (AVE root) in its construct group (Hair et al., 2019). This shows that discriminant validity has been met, and it can be concluded that each variable can explain something unique and different from one another (Sueb & Sopiah, 2023).

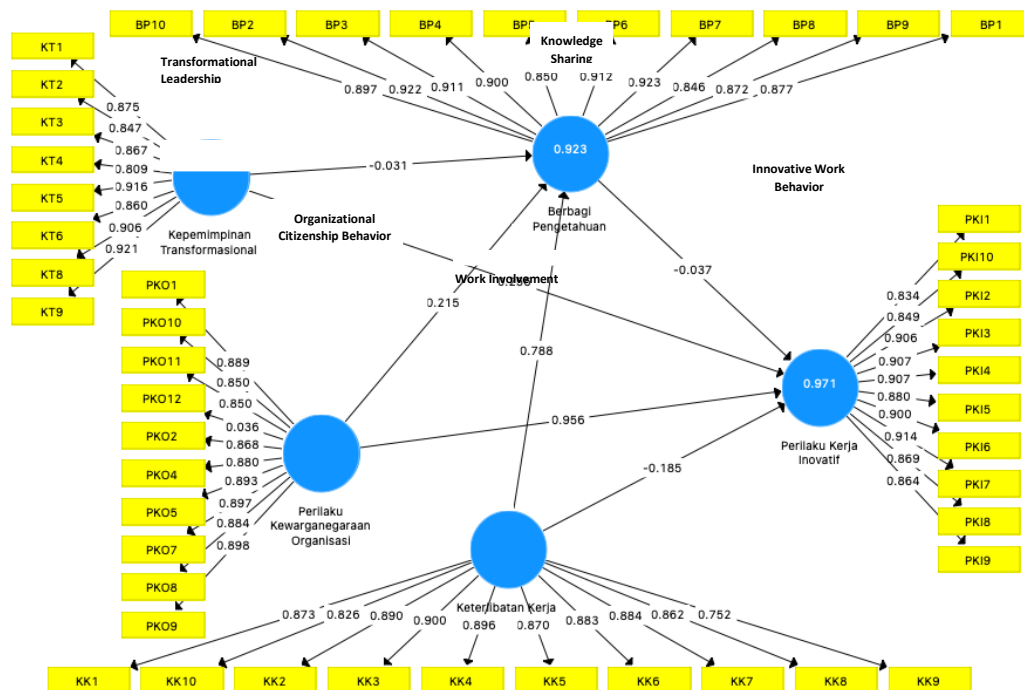
3. Reliability

Reliability in PLS-SEM uses Cronbach's alpha and composite reliability. It is considered reliable if the composite reliability value is above 0.7, and Cronbach's alpha value is recommended to be above 0.6. Cronbach's alpha values, composite reliability, and average variance extracted (AVE).

Table 9. Reliability Test

Variables	Cronbach's Alpha	Composite Reliability	(AVE)
Knowledge Sharing	0.971	0.975	0.795
Transformational Leadership	0.956	0.963	0.767
Work Involvement	0.962	0.967	0.748
Innovative Work Behavior	0.969	0.973	0.780
Organizational Citizenship Behavior	0.938	0.954	0.695

Based on table 9. As shown above, the composite reliability value of all research variables was > 0.7 , and Cronbach's alpha was > 0.6 . These results indicate that each variable met the composite reliability and Cronbach's alpha, and it can be concluded that all variables have a high level of reliability. Therefore, further analysis can be carried out by examining the goodness of fit of the model by evaluating the inner model.



4.2 Structural Model (Inner Model)

4.2.1 Testing the Coefficient of Determination (R Square))

The evaluation of the PLS-SEM structural model began by examining the R-squares of each dependent latent variable. Table 10 presents the results of the R-squared estimates using PLS.

Table 10. Goodness of Fit Test Results

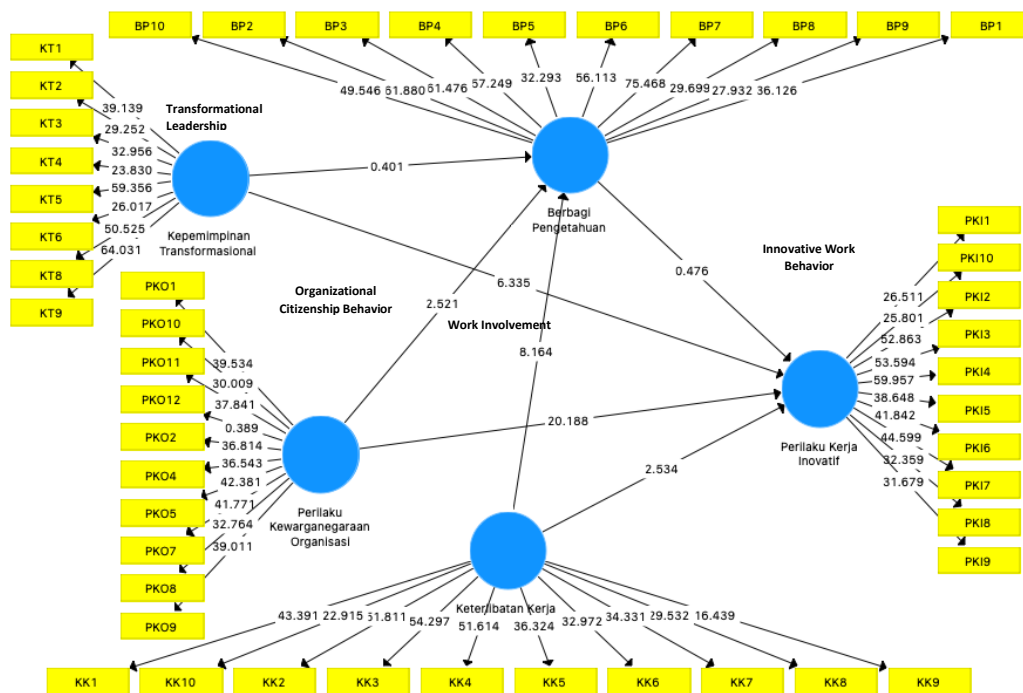
Variables	R Square	R Square Adjusted
Knowledge Sharing	0.923	0.921
Innovative Work Behavior	0.971	0.969

Table 10 shows the adjusted R-squared value of the Knowledge Sharing variable of 0.921, which means that the knowledge-sharing variable can be explained by the variables Transformational Leadership, Work

Involvement, and Organizational Citizenship Behavior at 92.1%. The adjusted R-squared value of the Innovative Work Behavior variable is 0.969, which means that the Innovative Work Behavior variable can be classified into the variables Transformational Leadership, Work Involvement, Organizational Citizenship Behavior, and Knowledge Sharing at 96.9%, and the rest is explained by other variables.

4.3 Hypothesis Testing Results

Structural relationship model testing explains the relationships between the study variables. Structural model testing was conducted using PLS software. The basis used to directly test the hypothesis was the image output or the value contained in the path coefficient output. The basis used to test the hypothesis directly is if the p-value is <0.05 (significance level = 5%), then it is stated that there is a significant influence of exogenous variables on the endogenous variables. The following is a complete explanation of hypothesis testing.



Gambar 1. Hypothesis Testing

Information:

1. The transformational leadership variable has a t-statistic influence on Innovative Work Behavior of 6.323.
2. Organizational Citizenship Behavior variable has a t-statistic influence on Innovative Work Behavior of 19.470
3. Work Involvement variable has a t-statistic influence on Innovative Work Behavior of 2.695
4. The knowledge-sharing variable has a t-statistic influence on Innovative Work Behavior of 0.527.
5. Transformational Leadership variable has a t-statistic effect on Knowledge Sharing of 0.420
6. Organizational Citizenship Behavior variable has a t-statistic effect on Knowledge Sharing of 2.337
7. Work Engagement variable has a t-statistic effect on Knowledge Sharing of 8.128
8. Transformational Leadership variable*Knowledge Sharing has a t-statistic effect on Innovative Work Behavior of 0.169
9. Organizational Citizenship Behavior variable*Knowledge Sharing has a t-statistic effect on Innovative Work Behavior of 0.516
10. The work engagement variable*Knowledge Sharing has a t-statistic effect on Innovative Work Behavior of 0.501.

Table 11. Summary of Hypothesis Decisions

Hypothesis	Original Sample (O)	(STDEV)	T Statistics	P Values	Description
H1	0.256	0.041	6.323	0.000	Accepted
H2	0.956	0.049	19.470	0.000	Accepted
H3	-0.185	0.069	2.695	0.007	Accepted
H4	-0.037	0.071	0.527	0.599	Rejected
H5	-0.031	0.075	0.420	0.675	Rejected
H6	0.215	0.092	2.337	0.020	Accepted
H7	0.788	0.097	8.128	0.00	Accepted
H8	0.001	0.007	0.169	0.866	Rejected
H9	-0.008	0.016	0.501	0.616	Rejected
H10	-0.029	0.057	0.516	0.606	Rejected

In the PLS statistical testing, each hypothesized relationship was simulated. In this case, it is done using the bootstrapping method was used on the sample. The results of the PLS bootstrapping analysis were as follows:

1. Hypothesis 1

The results of the first hypothesis test, namely the influence of transformational leadership on Innovative Work Behavior, show a coefficient value of 0.256, a p-value of 0.000, and a t-statistic of 6.323. The p-value of 0.000 is less than 0.05, and the t-statistic of 6.323 is above the t-table value of 1.960. These results indicate that Transformational Leadership has a significant effect on Innovative Work Behavior. Therefore, Hypothesis 1 was accepted.

2. Hypothesis 2

The results of the second hypothesis test, namely the influence of Organizational Citizenship Behavior on Innovative Work Behavior, show a coefficient value of 0.956, a p-value of 0.000, and a t-statistic of 19.470. The p-value of 0.000 is smaller than 0.05, and the t-statistic value of 19.470 is greater than the t-table value of 1.960. These results indicate that Organizational Citizenship Behavior has a significant effect on Innovative Work Behavior. Therefore, Hypothesis 2 was accepted.

3. Hypothesis 3

The results of the third hypothesis test, namely the influence of work involvement on Innovative Work Behavior, show a coefficient value of -0.185, a p-value of 0.007, and a t-statistic of 2.695. The p-value of 0.007 is less than 0.05, and the t-statistic of 2.695 is greater than the t-table value of 1.960. These results indicate that Work Involvement has a significant effect on Innovative Work Behavior. Therefore, Hypothesis 3 was accepted.

4. Hypothesis 4

The results of the fourth hypothesis test, namely the effect of knowledge sharing on Innovative Work Behavior, show a coefficient value of -0.037, a p-value of 0.599, and a t-statistic of 0.527. The p-value of 0.599 is greater than 0.05, and the t-statistic of 0.527 is less than the t-table value of 1.960. These results indicate that Knowledge Sharing does not significantly affect Innovative Work Behavior. Therefore, Hypothesis 4 was rejected.

5. Hypothesis 5

The results of the fifth hypothesis test, namely, the influence of transformational leadership on Knowledge Sharing, show a coefficient value of -0.031, a p-value of 0.675, and a t-statistic of 0.420. The p-value of 0.675 is greater than 0.05, and the t-statistic of 0.420 is less than 1.960. These results indicate that Transformational Leadership has no significant effect on knowledge-sharing. Therefore, Hypothesis 5 was rejected.

6. Hypothesis 6

The results of the sixth hypothesis test, namely the influence of Organizational Citizenship Behavior on knowledge sharing, show a coefficient value of 0.215, a p-value of 0.020, and a t-statistic of 2.337. The p-value of 0.020 is smaller than 0.05, and the t-statistic of 2.337 is greater than 1.960. These results indicate that Organizational Citizenship Behavior significantly affects on knowledge-sharing. Therefore, Hypothesis 6 was accepted.

7. Hypothesis 7

The results of the seventh hypothesis test, namely the influence of work involvement on Knowledge Sharing, show a coefficient value of 0.788, p-value of 0.000, and t-statistic of 8.128. The p-value of 0.000 is smaller than 0.05, and the t-statistic of 8.128 is greater than 1.960. These results indicate that Work Involvement significantly affects knowledge sharing. Therefore, Hypothesis 7 was accepted.

8. Hypothesis 8

The results of the eighth hypothesis test, namely the influence of transformational leadership on Innovative Work Behavior mediated by Knowledge Sharing, show a coefficient value of 0.001, p-values of 0.866, and t-statistics of 0.169. The p-value of 0.866 is greater than 0.05, and the t-statistic value of 0.169 is less than the t-table value of 1.960. These results indicate that transformational leadership has no significant effect on innovative, as mediated by Knowledge Sharing. Therefore, Hypothesis 8 was rejected.

9. Hypothesis 9

The results of the ninth hypothesis test, namely the influence of Organizational Citizenship Behavior on Innovative Work Behavior mediated by Knowledge Sharing, show a coefficient value of -0.008, a p-value of 0.616, and a t-statistic of 0.501. The p-value of 0.616 is greater than 0.05, and the t-statistic of 0.501 is smaller than 1.960. These results indicate that organizational citizenship behavior has no significant effect on innovative work behavior mediated by Knowledge Sharing. Therefore, Hypothesis 9 was rejected.

10. Hypothesis 10

The results of the tenth hypothesis test, namely the influence of work involvement on Innovative Work Behavior mediated by Knowledge Sharing, show a coefficient value of -0.029, p-values of 0.606, and t-statistics of 0.516. The p-value of 0.606 was greater than 0.05, and the t-statistic value of 0.516 was smaller than the t-table value of 1.960. These results indicate that work involvement in Innovative Work Behavior mediated by Knowledge Sharing does not have a significant effect. Therefore, Hypothesis 10 was rejected.

5. Conclusion

5.1 Conclusion

The research model focuses on the relationship between transformational leadership, organizational citizenship behavior, and work involvement on Innovative Work, with knowledge sharing as an intervening variable. Based on the results of the research conducted, it was concluded that the hypotheses proposed in this study were supported by five hypotheses: H₁, H₂, H₃, H₆, and H₇, and the five hypotheses proposed in this study were not supported, namely H₄, H₅, H₈, H₉, and H₁₀.

Transformational Leadership has a significant effect on Innovative Work Behavior, Organizational Citizenship Behavior has a significant effect on Innovative Work Behavior, work involvement has a significant effect on Innovative Work Behavior, Knowledge Sharing does not have a significant effect on Innovative Work Behavior, transformational leadership does not have a significant effect on knowledge sharing, Organizational Citizenship Behavior has a significant effect on Knowledge Sharing, Work Involvement has a significant effect on knowledge sharing, transformational leadership on Innovative Work Behavior mediated by Knowledge Sharing has no significant effect, Organizational Citizenship Behavior on Innovative Work Behavior mediated by Knowledge Sharing has no significant

effect, and work involvement on Innovative Work Behavior mediated by Knowledge Sharing has no significant effect.

5.2 Suggestions

Based on the conclusions of this study, the following suggestions can be made:

1. To improve Innovative Work Behavior, employees' actions must be directed by superiors toward introducing, producing, and applying new ideas, processes, solutions, and procedures that can be utilized by the organization through the utilization of knowledge. Therefore, it is important to develop innovative employee behaviors toward innovation. Innovative Behavior involves the development of new innovations or different ways of working, conducting experiments, and making modifications to improve employee performance.
2. Further research should add other methods besides questionnaires, such as in-depth interviews with the right informants according to the research object, so that the data obtained more conclusively describes the research object.
3. For further researchers to develop this research by considering other variables which are other variables outside the variables that have been included in this study such as digital competence variables and creative culture.

5.3 Research Limitations

This study has some limitations.

1. The results of this study can only be used as analysis material for research objects that are limited to the Class II Tanjung Uban PLP Base Office of the Ministry of Transportation; therefore, there will be differences in research results and conclusions if the research is conducted on different research objects.
2. The respondents in this study were employees of the Class II Tanjung Uban PLP Base Office of the Ministry of Transportation, taking all functional positions, without distinguishing the duties and functions of each structure that handles different positions.

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