

Knowledge Sharing as Mediating Influence Transformational Leadership and Self-Efficacy on Innovative Work Behavior

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ABSTRACT

The aim of the research aims to analyze several things, namely the influence of transformational leadership on innovative work behavior, the influence of self-efficacy on innovative work behavior, the influence of transformational leadership on knowledge sharing, the influence of self-efficacy on knowledge sharing, the influence of knowledge sharing on innovative work behavior, the influence of transformational leadership on innovative work behavior through knowledge sharing, the influence of self-efficacy on innovative work behavior through knowledge sharing. This research uses associative research with 40 respondents who are employees of the Office of the Governor of North Sumatra. The data collection technique uses a list of statements, such as a questionnaire, and the data analysis technique uses Path Analysis to test the five hypotheses proposed in this research using the Partial Least Square (SmartPLS) application. The research results show that the influence of transformational leadership on innovative work behavior is positive and significant, the influence of self-efficacy on innovative work behavior is positive and significant, the influence of transformational leadership on knowledge sharing is positive and significant, self-efficacy on knowledge sharing is positive and significant, the influence of knowledge sharing on innovative positive and significant work behavior, the influence of transformational leadership on innovative work behavior through positive and significant knowledge sharing, the influence of self-efficacy on innovative work behavior through positive and significant knowledge sharing.

Keywords: Transformational Leadership, Self Efficacy, Knowledge Sharing And Innovative Work Behavior

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INTRODUCTION

Amidst the rapid pace of change in the current era of globalization, institutions and organizations must apply limited human resources to adapt all facets of the business. By doing so, they are expected to optimize the resources to accomplish the predetermined organizational objectives. Therefore, the survival and growth of an organization are not only influenced by its success in managing finances according to the power of capital or money alone but are also determined by its success in managing human resources (Farida & Setiawan, 2022). Human resource management entails that an organization must, among other things, unite the viewpoints or perceptions of employees and company executives in order to accomplish organizational objectives by fostering a positive work ethic characterized by high levels of commitment and loyalty to one's duties, as well as by offering work motivation, guidance, and effective coordination (Siraj, Hågen, Cahyadi, Tangl, & Desalegn, 2022).

The various influences of change due to reform require private and government organizations to carry out innovations to face change demands and formulate policies that align with environmental changes. An organization must be able to develop appropriate policies to deal with any changes that will occur. An organization or institutional institution needs to carry out innovations developed to survive competition in this globalization era. The General Bureau of the Regional Secretariat of North Sumatra Province is one of the government institutions that also needs to carry out innovations. One of the best ways to become an innovative organization is to utilize employee innovation abilities (Afsar & Umrani, 2019).

Innovative work behavior of North Sumatra Province Regional Secretariat General Bureau employees is an essential factor because it is beneficial in the process of solving organizational problems, work productivity, work fatigue, job satisfaction, organizational commitment, efficiency, and organizational effectiveness (Asurakkody & Shin, 2018). Hana, (2013) argue that innovation is a strategy to achieve competitive advantage because the primary goal of innovation is to meet demand so that innovative products can be used as a competitive advantage for companies.

Many things can influence the emergence of innovative behavior in employees, including transformational leadership, self-efficacy, and knowledge sharing (Aydın & Erkiş, 2020) and (Wijayana, Rahayu, & Wahyuningsih, 2022). Leadership that supports innovation can motivate employees to innovate, create new ideas, and provide support for implementing these ideas. Several studies have also found that leadership that is democratic, results-oriented, and provides autonomy to subordinates can increase employees' innovative work behavior (Huang, Sindakis, Aggarwal, & Thomas, 2022).

Transformational leadership is a leadership style that involves inspirational, intellectual, and leadership influence that helps team members achieve their organizational goals. This leadership style often creates a collaborative, innovative, open work culture. A good transformational leader encourages team members to think creatively, question the status quo, and provide positive and constructive feedback on the ideas generated. Good transformational leadership also encourages the development of team members' skills and motivates them to continue learning and developing (Khan, Rehmat, Butt, Farooqi, & Asim, 2020).

Transformational leadership entails establishing relationships with others to inspire and instill morality in both leaders and followers. Clarify the intricacies of pure transformational leadership's "moral enhancement" element (Northouse, 2013). Transformational leadership effectively encourages innovative behavior in team members (Weng et al., 2013).

Self-efficacy is also no less important in creating more innovative employees (Kocoglu, 2017). Self-efficacy, or an individual's belief in their ability to perform certain tasks, can be important in forming employees' innovative work behavior. Individuals with high self-efficacy will feel more capable and confident in generating innovative ideas and trying new things. Self-efficacy is an important concept in management and organizations. The origin of self-efficacy is social cognitive research and theory (Bandura, 2010). Unlike measuring an individual's perception of an entire group or organization, self-efficacy evaluates a person's perception of a work situation. Self-efficacy reflects a person's belief in their ability to perform specific tasks in the innovation process (Luthans, 2011).

Previous research has shown that self-efficacy and optimism influence employee work performance, well-being, work attitudes, and behavior related to innovative behavior (Avey, Luthans, & Jensen, 2009); (Peterson, Walumbwa, Byron, & Myrowitz, 2009). A person needs positive self-efficacy to overcome uncertainty and failure in the innovation process.

Transformational leadership and self-confidence, as explained previously, greatly influence employee innovative work behavior. Having leadership that encourages the development of team members' skills and high levels of individual confidence in their ability to carry out tasks will also influence employee knowledge sharing. This is because sharing knowledge is also an antecedent of innovation and change. Knowledge sharing is a basic mechanism that allows an innovator to obtain new information and stimulation in exploring external ideas and exploiting internal knowledge (Radaelli, Lettieri, Mura, & Spiller, 2014).

Sharing knowledge will be able to produce new ideas or thoughts that can be useful in product, service, and process development efforts (Carmeli, Gelbard, & Reiter-Palmon, 2013); (Wang & Wang, 2012). Organizations that wish to advance must possess innovative capabilities to enhance individual and organizational innovation performance via knowledge sharing. Collaboration among personnel will result from the exchange of knowledge, thereby fostering an environment conducive to innovation. Knowledge sharing can enhance an organization's capacity for innovation while optimizing its human resources and capabilities to generate creative ideas (Rahab, Sulistyandari, & Sudjono, 2011).

Conceptual Framework

The Influence of Transformational Leadership on Innovative Work Behavior

Transformational leadership is a leadership style that involves inspirational, intellectual, and leadership influence that helps team members achieve their organizational goals. This leadership style often creates a collaborative, innovative, open work culture. A good transformational leader encourages team members to think creatively, question the status quo, and provide positive and constructive feedback on the ideas generated. Good transformational leadership also encourages the development of team members' skills and motivates them to continue learning and developing.

Transformational leadership entails individuals establishing relationships with others in order to inspire and instill morality in both leaders and followers. Clarify the intricacies of the "moral enhancement" element of pure transformational leadership (Northouse, 2013). Transformational leadership effectively encourages innovative behavior in team members (Weng et al., 2013). Research results (Nurhidayat & Septyarini, 2021); (Aditianto & Amir, 2022); (Bednall, Shipton, Rafferty, & Sanders, 2018); (Eisenbeiß & Boerner, 2013); (Afsar & Umrani, 2019) concluded that transformational leadership and innovative work behavior have a positive relationship.

The Influence of Self-Efficacy on Innovative Work Behavior

Self-efficacy, or an individual's belief in their ability to perform certain tasks, can be important in forming employees' innovative work behavior. Individuals with high self-efficacy will feel more capable and confident in generating innovative ideas and trying new things. Self-efficacy is an important concept in management and organizations. The origin of self-efficacy is social cognitive research and theory (Bandura, 2010). Unlike measuring an individual's perception of an entire group or organization, self-efficacy evaluates a person's perception of a work situation. Self-efficacy reflects a person's belief in their ability to perform specific tasks in the innovation process (Luthans, 2011). Studies (Avey et al., 2009) and (Peterson et al., 2009) concluded that self-efficacy and optimism influence employee performance, well-being, work attitudes, and behavior related to innovative behavior. A person needs positive self-efficacy to overcome uncertainty and failure in the innovation process.

The Influence of Transformational Leadership on Knowledge Sharing

The role of leadership in joint activities among team members is very large in fostering knowledge sharing between management team members (Tseng, 2017). Leaders assume a critical role in fostering knowledge exchange within their organizations. Leadership support is essential for an organization to establish and sustain a positive culture of knowledge sharing. (Le & Lei, 2018). Le & Lei, (2018) proposes that knowledge culture is a framework that empowers transformative leaders to encourage the exchange of knowledge among employees within an organization. Transformational leaders play a crucial role in creating an organizational environment that effectively utilizes knowledge by treating knowledge management as necessary for enhancing organizational learning. Leadership entails that leaders foster knowledge-sharing by exemplifying how to share knowledge, establishing incentives for knowledge-sharing, and cultivating a network of knowledgeable individuals within the organization. Research results (Kianto, Vanhala, & Heilmann, 2016) and (Prasetyaningtyas, Raharjo, & Afrianty, 2020) concluded that transformational leadership positively influences knowledge sharing.

The Influence of Self-Efficacy on Knowledge Sharing

Self-efficacy is a person's belief in his or her ability to complete a task or overcome a certain situation. In knowledge sharing, self-efficacy can influence a person's willingness to share knowledge with others. Self-efficacy can increase willingness to share knowledge: Individuals with high self-efficacy tend to feel confident and self-assured in their ability to contribute to an organization or team. This can motivate them to share their knowledge and experiences with others. Self-efficacy can improve the quality of knowledge sharing: Individuals with high self-efficacy tend to believe they have the knowledge and skills needed to make valuable contributions. This can affect the quality of the knowledge they share with others so that knowledge sharing becomes more useful and effective (Hsu, Ju, Yen, & Chang, 2007). Research result (Djazari, Nugraha, & Rahmawati, 2013) shows that self-efficacy and knowledge sharing have a positive relationship.

The Influence of Knowledge Sharing on Innovative Work Behavior

Knowledge sharing is a basic mechanism that allows an innovator to obtain new information and stimulation in exploring external ideas and exploiting internal knowledge (Radaelli et al., 2014). Sharing knowledge will be able to produce new ideas or thoughts that can be useful in product, service, and process development efforts (Carmeli et al., 2013); (Z. Wang & Wang, 2012). Organizations that wish to advance must possess innovative capabilities to enhance individual and organizational innovation performance via knowledge sharing. Collaboration among personnel will result from the exchange of knowledge, thereby fostering an environment conducive to innovation. Knowledge sharing can enhance an organization's capacity for innovation while optimizing its human resources and capabilities to generate creative ideas (Rahab et al., 2011).

The Influence of Transformational Leadership on Innovative Work Behavior Through Knowledge Sharing

Transformational leadership is a type of leadership that focuses on motivation, inspiration, and developing individual potential to achieve organizational goals. In innovative work behavior (IWB), transformational leadership can influence an individual's willingness to innovate and think creatively in their tasks. Transformational leadership can motivate individuals to share knowledge: Transformational leadership can motivate individuals to share knowledge with colleagues. Leaders who motivate and support their team members can increase trust and a sense of security between them so that team members are more inclined to share knowledge and information. By exchanging knowledge between team members, new and creative ideas will emerge in completing the tasks. By sharing knowledge, individuals can gain new knowledge that can improve their ability to generate innovative ideas (Wang & Liao, 2018). Through knowledge sharing, transformational leadership can influence innovative work behavior because, with knowledge sharing, individuals can obtain the knowledge needed for innovation and increase their ability to create innovative ideas that can advance the organization. This aligns with the research results (Udin & Shaikh, 2022) and (Kurniawati & Agustina, 2021), which concluded that transformational leadership can influence innovative work behavior through knowledge sharing.

The Influence of Self-Efficacy on Innovative Work Behavior Through Knowledge Sharing

Self-efficacy can increase an individual's willingness to share knowledge: Individuals with high self-efficacy tend to feel more confident in carrying out their tasks, including sharing knowledge with others. Individuals with high self-efficacy feel they can make valuable contributions and gain recognition from their peers by sharing their knowledge. (Chen, Gully, & Eden, 2001). Thus, knowledge sharing will increase an individual's ability to innovate. By exchanging knowledge between team members, individuals can gain new knowledge to improve their ability to create innovative ideas. Through knowledge sharing, individuals can gain new insights that can open their views and broaden their understanding of a problem. Based on the explanation above, by adapting previous research, the relationship between transformational leadership and self-efficacy in innovative work behavior through knowledge sharing can be described as follows:

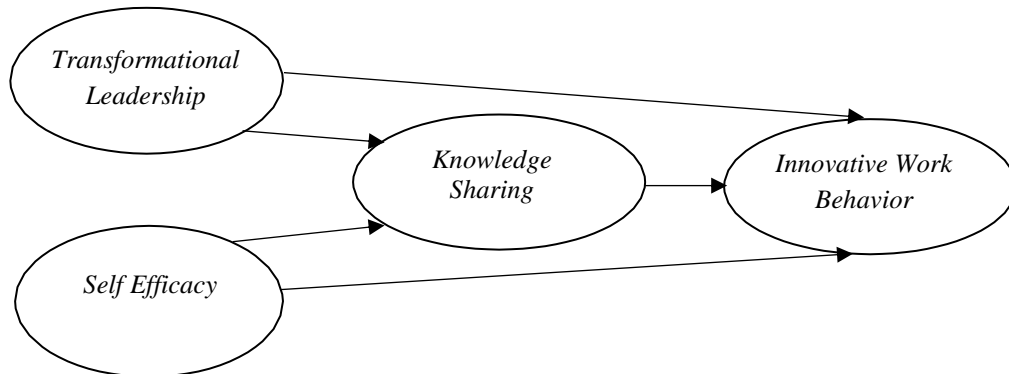


Figure 1. Conceptual Framework

METHODS

This research uses an explanatory approach to explain the causal relationship between research variables and test hypotheses. This research is included in the category of causal research using a quantitative approach. According to (Juliandi, Irfan, & Manurung, 2015), Causal research is research that wants to see whether a variable that acts as an independent variable affects another variable that is the dependent variable. According to (Juliandi et al., 2015), Quantitative research is research where the problem is determined later. However, the problem is discovered after the researcher goes into the field. If the researcher encounters a new problem, then the problem is re-examined until all the problems have been answered. The population of this study were employees at the Office of the Governor of North Sumatra at the General Bureau of the Regional Secretariat of North Sumatra Province, totaling 40 people. If the population is less than 100, the total number of samples is taken as a whole or, in other words, using a saturated sample/census. However, if the population is greater than 100 people, 10-15% or 20-25% of the population can be taken. (Suharsimi, 2012). Based on this research, the author took 100% of the population of 40 people, which means this research used a saturated/census sample. The data analysis technique for this research uses statistical analysis, namely the partial least squares—structural equation model (PLS-SEM), which aims to carry out path analysis with latent variables.

RESULTS AND DISCUSSION

Convergent Validity

An individual reflexive measure is said to be high if it correlates > 0.70 with the construct being measured, however, according to (Ghozali, 2014). For research in the initial stages of developing a measurement scale, a loading value of 0.5-0.6 is considered sufficient

Table 1. Outer Loading

	Innovative Work Behavior	Knowledge Sharing	Self Efficacy	Transformational Leadership
IWB1		0.750		
IWB2		0.748		
IWB3		0.784		
IWB4		0.901		
IWB5		0.794		
IWB6		0.729		
IWB7		0.824		

	Innovative Work Behavior	Knowledge Sharing	Self Efficacy	Transformational Leadership
IWB8	0.772			
KS1		0.759		
KS2		0.798		
KS3		0.777		
KS4		0.741		
KS5		0.799		
KS6		0.775		
KS7		0.715		
KS8		0.799		
SE1			0.764	
SE10			0.780	
SE2			0.748	
SE3			0.838	
SE4			0.811	
SE5			0.819	
SE6			0.735	
SE7			0.810	
SE8			0.715	
SE9			0.769	
TL1				0.785
TL2				0.791
TL3				0.781
TL4				0.926
TL5				0.701
TL6				0.867
TL7				0.836
TL8				0.847

Source: Data Processing Results (2023)

The convergent validity test concludes that all loading values are above 0.5, so it can be concluded that all loading values are adequate.

Discriminant Validity

It is a measurement model with reflexive indicators assessed based on cross-loading measurements with constructs. Ghazali, (2014) stated that this measurement can be used to measure the reliability of component scores of latent variables, and the results are more conservative than composite reliability. It is recommended that the AVE value should be greater than the value of 0.50.

Table 2. Average Variance Extracted (AVE)

	Average Variance Extracted
Innovative Work Behavior	0.531
Knowledge Sharing	0.501
Self Efficacy	0.535
Transformational Leadership	0.543

The table above shows that all constructs' AVE (Average Variance Extracted) value is > 0.50. Therefore, there is no discriminant validity problem in the model tested.

Cronbach Alpha

Cronbach alpha must be > 0.70 for confirmatory research, and > 0.53 is still acceptable for exploratory research (Hair et al., 2021).

Table 3. Cronbach Alpha

	Cronbach's Alpha
Innovative Work Behavior	0.859
Knowledge Sharing	0.854
Self Efficacy	0.852
Transformational Leadership	0.867

Based on the Cronbach alpha value of the indicator block utilized to measure the construct, it is possible to deduce from the table above that all constructs meet the minimum reliability threshold.

Composite Reliability

Composite reliability must be > 0.70 for confirmatory research; 0.53-0.70 is still acceptable for exploratory research (Hair et al., 2021).

Table 4. Composite Reliability

	Composite Reliability
Innovative Work Behavior	0.896
Knowledge Sharing	0.886
Self Efficacy	0.897
Transformational Leadership	0.900

The table above shows that the composite reliability value for all constructs is above 0.53. Thus, all constructs have good reliability.

Structural Model Analysis (Inner Model)

R-Square

The structural model coefficient of determination represents the proportion of endogenous constructs' Variance that can be attributed to the exogenous constructs connected to them (Hair et al., 2017). The researcher measured the R^2 value based on the squared correlation between an actual and predicted value of an endogenous (Hair Jr. et al., 2016). The R^2 value ranges from 0 to 1; a higher score represents greater predictive accuracy (Hair Jr. et al., 2016). Hence, an endogenous latent variable's R^2 values of 0.75, 0.50, and 0.25 are associated with strong, moderate, and weak, respectively (Hair Jr et al., 2016).

Table 5. R-Square

	R Square	R Square Adjusted
Innovative Work Behavior	0.962	0.959
Knowledge Sharing	0.790	0.778

The conclusion from testing the R-square value Table. 5 is that R-Square Adjusted model path I = 0.959. This means that the ability of variable R-Square Adjusted path II model = 0.778. This means that the ability of variable

F-Square

The effect size, also known as the F-Square, is a metric utilized to evaluate the proportional influence of an exogenous variable on an endogenous variable. The assessment of whether specific exogenous variables significantly affect the endogenous construct can be

conducted by examining the fluctuations in values that occur when these variables are excluded from the model (Juliandi, 2018).

Table 6. F-Square

	Innovative Work Behavior	Knowledge Sharing	Self Efficacy	Transformational Leadership
Innovative Work Behavior				
Knowledge Sharing	0.430			
Self Efficacy	0.044	0.217		
Transformational Leadership	3,884	0.804		

Based on Table 6. above, hypothesis testing is as follows: Variable from exogenous to endogenous variables. The variable X1 (transformational leadership) on Z (knowledge sharing) has a value = 0.804, so the exogenous variable greatly affects the mediator. The variable X2 (self-efficacy) on Z (knowledge sharing) is = 0.217, so the exogenous variable moderates the mediator. The variable Z (knowledge sharing) on Y (innovative work behavior) has a value = 0.430, so the mediator variable has a large effect on endogenous.

Hypothesis test

Hypothesis testing is carried out to determine the path coefficients of the structural model. The goal is to test the significance of all relationships or test hypotheses. Hypothesis testing in this research is divided into direct and indirect effects.

Direct Effects

This test is to determine the path coefficients of the structural model. The goal is to test the significance of all relationships or test hypotheses. If the P-values < 0.05, it is significant; if the P-values are > 0.05, then it is not significant (Juliandi, 2018).

Table 7. Direct Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Knowledge Sharing → Innovative Work Behavior	0.280	0.281	0.090	3,092	0.002
Self Efficacy → Innovative Work Behavior	0.457	0.468	0.124	3,141	0,000
Self Efficacy → Knowledge Sharing Transformational Leadership	0.322	0.340	0.136	2,373	0.018
Leadership → Innovative Work Behavior Transformational Leadership	0.782	0.779	0.077	10,203	0,000
Leadership → Knowledge Sharing	0.621	0.616	0.128	4,864	0,000

Indirect Effects

Testing the hypothesis regarding the indirect influence of an exogenous variable that influences an endogenous variable through an intervening variable (mediator variable) is an advantageous application of indirect effect analysis (Juliandi, 2018).

The indirect influence between the independent variable and the dependent variable in this research can be stated as follows:

Table 8. Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Self Efficacy→Knowledge Sharing→Innovative Work Behavior	0.193	0.196	0.126	3,810	0,000
Transformational Leadership→Knowledge Sharing→Innovative Work Behavior	0.174	0.174	0.070	2,497	0.013

Discussion

The Influence of Transformational Leadership on Innovative Work Behavior

Based on partial test results, the influence of transformational leadership on innovative work behavior. From these results, it can be concluded that there is a significant influence between transformational leadership and innovative work behavior.

Transformational leadership is a leadership style that involves inspirational, intellectual, and leadership influence that helps team members achieve their organizational goals. This leadership style often creates a collaborative, innovative, open work culture. A good transformational leader encourages team members to think creatively, question the status quo, and provide positive and constructive feedback on the ideas generated. Good transformational leadership also encourages the development of team members' skills and motivates them to continue learning and developing.

Transformational leadership is a process where people engage with others and create relationships that create motivation and morality in leaders and followers. To sort out the complexities of pure transformational leadership's "moral enhancement" component (Northouse, 2013). Transformational leadership effectively encourages innovative behavior in team members (Weng et al., 2013). Research results (Nurhidayat & Septyarini, 2021); (Aditianto & Amir, 2022); (Bednall et al., 2018); (Eisenbeiß & Boerner, 2013); (Afsar & Umrani, 2019) concluded that transformational leadership and innovative work behavior have a positive relationship.

The Influence of Self-Efficacy on Innovative Work Behavior

Based on partial test results, the influence of self-efficacy on innovative work behavior. From these results, it can be concluded that there is a significant influence between self-efficacy and innovative work behavior. Self-efficacy, or an individual's belief in their ability to perform certain tasks, can be important in forming employees' innovative work behavior. Individuals with high self-efficacy will feel more capable and confident in generating innovative ideas and trying new things. Self-efficacy is an important concept in management and organizations. The origin of self-efficacy is social cognitive research and theory (Bandura, 2010). Unlike measuring an individual's perception of an entire group or organization, self-efficacy evaluates a person's perception of a work situation. Self-efficacy reflects a person's belief in their ability to perform specific tasks in the innovation process (Luthans, 2011). Studies (Avey et al., 2009) and (Peterson et al., 2009) concluded that self-efficacy and optimism

influence employee performance, well-being, work attitudes, and behavior related to innovative behavior. A person needs positive self-efficacy to overcome uncertainty and failure in the innovation process.

The Influence of Transformational Leadership on Knowledge Sharing

Based on partial test results, the influence of transformational leadership on knowledge sharing. From these results, it can be concluded that there is a significant influence between transformational leadership and knowledge sharing. The role of leadership in joint activities among team members is very large in fostering knowledge sharing between management team members (Tseng, 2017). Leaders play an important role in promoting knowledge sharing in their companies. Leadership support is necessary to create and maintain a positive knowledge-sharing culture in an organization (Le & Lei, 2018). Le & Lei, (2018) proposes that Knowledge culture is a framework that empowers transformative leaders to foster a culture of knowledge sharing among employees within an organization. Transformational leaders play a crucial role in cultivating an organizational environment that effectively utilizes knowledge by treating knowledge management as necessary for enhancing organizational learning. Leadership entails leaders serving as exemplars for the process of knowledge-sharing, demonstrating how to engage in the sharing of knowledge effectively. They accomplish this by establishing incentives to encourage the sharing of knowledge and by cultivating a network of well-informed members within the organization. Research results (Kianto et al., 2016) and (Prasetyaningtyas et al., 2020) concluded that transformational leadership positively influences knowledge sharing.

The Influence of Self-Efficacy on Knowledge Sharing

Based on partial test results, the influence of self-efficacy on knowledge sharing. From these results, it can be concluded that there is a significant influence between self-efficacy and knowledge sharing. Self-efficacy is a person's belief in his or her ability to complete a task or overcome a certain situation. In knowledge sharing, self-efficacy can influence a person's willingness to share knowledge with others. Self-efficacy can increase willingness to share knowledge: Individuals with high self-efficacy tend to feel confident and confident in their ability to contribute to an organization or team. This can motivate them to share their knowledge and experiences with others. Self-efficacy can improve the quality of knowledge sharing: Individuals with high self-efficacy tend to believe they have the knowledge and skills needed to make a valuable contribution. This can affect the quality of the knowledge they share with others so that knowledge sharing becomes more useful and effective (Hsu et al., 2007). Research result (Djazari et al., 2013) shows that self-efficacy and knowledge sharing have a positive relationship.

The Influence of Knowledge Sharing on Innovative Work Behavior

Based on partial test results, the effect of knowledge sharing on innovative work behavior. From these results, it can be concluded that there is a significant influence between knowledge sharing and innovative work behavior. Knowledge sharing is a basic mechanism that allows an innovator to obtain new information and stimulation in exploring external ideas and exploiting internal knowledge. (Radaelli et al., 2014). Sharing knowledge will be able to produce new ideas or thoughts that can be useful in product, service, and process development efforts (Carmeli et al., 2013); (Wang & Wang, 2012). Organizations that wish to advance must

possess innovative capabilities to enhance individual and organizational innovation performance via knowledge sharing. Collaboration among personnel will result from the exchange of knowledge, thereby fostering an environment conducive to innovation. Knowledge sharing can enhance an organization's capacity for innovation while optimizing its human resources and capabilities to generate creative ideas (Rahab et al., 2011).

The Influence of Transformational Leadership on Innovative Work Behavior Through Knowledge Sharing

Based on partial test results, the influence of transformational leadership on innovative work behavior through knowledge sharing. From these results, it can be concluded that there is a significant influence between transformational leadership and innovative work behavior through knowledge sharing. This means the mediating variable (knowledge sharing) mediates transformational leadership and innovative work behavior.

Transformational leadership is a type of leadership that focuses on motivation, inspiration, and developing individual potential to achieve organizational goals. In innovative work behavior (IWB), transformational leadership can influence an individual's willingness to innovate and think creatively in their tasks. Transformational leadership can motivate individuals to share knowledge: Transformational leadership can motivate individuals to share knowledge with colleagues. Leaders who motivate and support their team members can increase trust and a sense of security between them so that team members are more inclined to share knowledge and information. By exchanging knowledge between team members, new and creative ideas will emerge in completing the tasks. By sharing knowledge, individuals can gain new knowledge that can improve their ability to generate innovative ideas (Wang & Liao, 2018). Through knowledge sharing, transformational leadership can influence innovative work behavior because, with knowledge sharing, individuals can obtain the knowledge needed for innovation and increase their ability to create innovative ideas that can advance the organization. This aligns with the research results (Udin & Shaikh, 2022) and (Kurniawati & Agustina, 2021), which concluded that transformational leadership can influence innovative work behavior through knowledge sharing.

The Influence of Self-Efficacy on Innovative Work Behavior Through Knowledge Sharing

Based on the results of simultaneous testing, the influence of self-efficacy on innovative work behavior through knowledge sharing. From these results, it can be concluded that there is an influence between self-efficacy and innovative work behavior through knowledge sharing. This means the mediating variable (knowledge sharing) mediates self-efficacy and innovative work behavior. Self-efficacy can increase an individual's willingness to share knowledge: Individuals with high self-efficacy tend to feel more confident in carrying out their tasks, including sharing knowledge with others. Individuals with high self-efficacy tend to feel they can make valuable contributions and gain recognition from their peers by sharing their knowledge (Chen et al., 2001). Thus, knowledge sharing will increase an individual's ability to innovate. By exchanging knowledge between team members, individuals can gain new knowledge to improve their ability to create innovative ideas. Through knowledge sharing, individuals can gain new insights that can open their views and broaden their understanding of a problem.

CONCLUSION

Based on the data obtained in this research from 40 respondents, it has been analyzed and concluded as follows: Transformational has a significant effect on innovative work behavior in the Office of the Governor of North Sumatra. Self-efficacy significantly influences innovative work behavior at the Office of the Governor of North Sumatra. Transformational leadership significantly affects knowledge sharing at the Office of the Governor of North Sumatra. Self-efficacy significantly affects knowledge sharing at the Office of the Governor of North Sumatra. Knowledge sharing influences innovative work behavior at the Office of the Governor of North Sumatra. Transformational leadership influences innovative work behavior through knowledge sharing at the Office of the Governor of North Sumatra. Self-efficacy influences innovative work behavior through knowledge sharing at the Office of the Governor of North Sumatra.

The suggestions that can be given in this research are as follows: develop a leadership training program that focuses on developing transformational leadership skills. This program can be specifically designed for prospective and current North Sumatra Governor's Office leaders. Training can involve various aspects of transformational leadership, such as inspiring, empowering, building a vision, and motivating. Provide the necessary resources and support to help employees overcome feelings of self-doubt. This may include additional training opportunities, mentorship, or access to relevant literature and resources. Develop a special digital platform within the organization that allows employees to share knowledge easily. These platforms can be knowledge management systems or online discussion forums dedicated to exchanging ideas and information. Encourage the establishment of special spaces in the office designed to stimulate creativity and innovation. This space can be a discussion area, idea laboratory, or place for brainstorming presentations. A change of atmosphere and a supportive environment can stimulate creative thinking.

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