



THE EFFECT OF TRANSFORMATIONAL LEADERSHIP AND TRANSACTIONAL LEADERSHIP ON INNOVATIVE WORK BEHAVIOR WITH KNOWLEDGE SHARING AS MEDIATION

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Article Information   Abstract

History of article:  
Accepted April 2024  
Approved May 2024  
Published June 2024

Keywords:  
Transformational  
Leadership,  
Transactional  
Leadership,  
Knowledge Sharing,  
Innovative Work  
Behavior

This study aims to examine the effect of transformational leadership and transactional leadership on innovative work behavior with knowledge sharing as a mediator. The method used in this research is quantitative method, respondents 81 people in Mitra Swalayan Purwodadi employees. The sampling technique uses saturated samples with data collection techniques using questionnaires to respondents. The data in the study were analyzed using the Structural Equation Model (SEM) technique with SmartPLS. The test results in this study show that the direct effect of transformational leadership and transactional leadership on innovative work behavior is not significant. While the direct effect of transformational leadership and transactional leadership on knowledge sharing is significant, besides the effect of knowledge sharing on innovative work behavior is significant. Furthermore, this study found a significant influence between transformational leadership and transactional leadership on innovative work behavior mediated knowledge sharing.

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e-ISSN 2502-1451

INTRODUCTION

Innovation is crucial for a company's progress in conducting its business activities. Companies must find new ways to solve problems and challenges arising from increasing competition in the global market, customer demands, or market changes (Savelsbergh et al., 2012). Innovation is a necessary factor within companies due to the need to adapt to rapid environmental changes (Bos-Nehles et al., 2017). It is related to creativity, risk-taking, and the ability to manage change, all of which are required for innovation. People with high emotional intelligence are also more flexible adaptable, and resilient in keeping up with technological advancements. People with high emotional intelligence are also more flexible, They are better at handling new challenges and opportunities (Binsaeed et al., 2023).

In practice, employees' innovative behavior cannot be directly applied to various jobs. This is because several factors can influence employees' innovative work behavior. Therefore, it is important for companies to identify factors that can enhance employees' innovative work behavior (Afsar et al., 2019).

Appropriate leadership has the potential to encourage innovative work behavior by motivating employees and fostering an environment conducive to developing employees' creative and innovative skills, ultimately leading to improved innovation capabilities and superior competitive advantage for the company (Schuckert et al., 2018).

Transformational leadership is used by leaders to encourage employees to align with hierarchical goals and interests to meet expectations (Buil et al., 2019). Transformational leaders also take the opportunity to offer new

work strategies, alter existing processes and systems for long-term benefits, and help employees leverage these opportunities (Hecht & Allen, 2009). They engage with employees individually, promote strategies, provide a vision, set a good example, and emphasize progress. Additionally, they ask people to evaluate the current state, also known as the 'status quo,' and challenge their qualities and beliefs. In this way, there will be progress or new solutions to existing problems (Aryee *et al.*, 2012). Furthermore, they encourage creative work behavior to achieve long-term goals (Udin & Shaikh, 2022).

According to Young *et al.* (2021), transactional leadership is the most common leadership style in companies. In this context, previous literature has shown that researchers are more interested in transactional leadership as a determinant of employees' innovative behavior. Some studies have mentioned that transactional leadership encourages employees to focus on important ideas to achieve the company's goals and objectives (Baskoro, 2022).

The results of these studies are contradictory and inconsistent. For instance, Aydin & Erkilic (2020) and Zhang *et al.* (2021) revealed a significant direct influence of transformational leadership on innovative work behavior. Conversely, Sudibjo & Prameswari, (2021) found that transformational leadership does not have a direct impact on innovative work behavior. This aligns with other findings that suggest innovative work behavior is not influenced by transformational leadership. Research by Khan *et al.* (2020) demonstrated that transactional leadership has a positive effect on employees' innovative work behavior, whereas Udin *et al.* (2021) found that transactional leadership does not affect employees' innovative work behavior. Additionally, Alheet *et al.* (2021) discovered that transactional leadership has a negative impact on employees' innovative work behavior.

This research was conducted at Mitra Swalayan Purwodadi, a retail company under the Mitra Toserba and Swalayan Group. To delve into the issues of innovative work behavior among the employees of Mitra Swalayan Purwodadi, the researcher conducted initial observations to gather information on the phenomenon of innovative work behavior using interview and survey methods. The interviews were conducted with the Human Resources (HR) Manager, who provided information that the management recognizes innovation as the key to attracting customers and competing with other companies in the same industry. Therefore, management allows employees to practice innovative work behavior. This is done with the hope that employees' innovative ideas can help

the company better meet customer needs, thereby increasing customer satisfaction. The company also adheres to standard operating procedures (SOP), such as maintaining work journals and updating stock inventory.

Based on the research background and preliminary data, there is still a research gap and a phenomenon gap. The author is interested in conducting a study to examine the influence of transformational leadership, transactional leadership, and knowledge sharing on innovative work behavior, titled "The Influence of Transformational and Transactional Leadership on Innovative Work Behavior with Knowledge Sharing as a Mediator (Study on employees Mitra Swalayan Purwodadi)".

## HYPOTHESES DEVELOPMENT

### The Influence of Transformational Leadership on Innovative Work Behavior

Transformational leadership is one of the most significant factors influencing the level of innovation in an organization (Le & Lei, 2019). Transformational leaders also have the ability to encourage employees to act innovatively by creating a supportive work environment (Le & Lei, 2019). Such a work climate enhances employees' personal abilities and helps them find new ways to perform their tasks (Jaiswal & Dhar, 2015). There are several research findings that specifically explain the contribution of transformational leadership to the increase in employees' innovative behavior. According to Sunarsi *et al.*, (2020) and Kadiyono *et al.*, (2020), transformational leadership is considered the most important factor in encouraging employees to act innovatively in the workplace. Employees will be motivated to become more inventive if transformational leadership style is applied.

### The Influence of Transactional Leadership on Innovative Work Behavior

Leaders must be able to apply the correct and perfect transactional style (i.e., managers who are task-focused, clarify expectations, solve problems immediately, and reward performance) when managing organizational functions (Tatum *et al.*, 2003). This is an important indicator that shows the level of trust held by organizational leaders. According to Tyssen *et al.* (2014), transactional leaders provide material and psychological rewards to employees through the achievement of their tasks. Transactional leadership encourages innovation (Jia *et al.*, 2018). According to recent research (Hansen & Pihl-Thingvad, 2019; Novitasari *et al.*, 2021; Zheng *et al.*, 2019), transactional leadership has a direct positive effect on innovative work behavior. By giving rewards and punishments to

employees, transactional leaders reinforce existing structures, strategies, and cultures to prevent innovative behavior within the organization (Fernandez & Moldogaziev, 2013).

#### **The Influence of Transformational Leadership on Knowledge Sharing**

Largely considered a source of priority, power, and advantage, people might not be motivated to share their personal knowledge with others for fear of losing this privilege. Therefore, researchers draw attention to components that facilitate knowledge exchange. Transformational leadership is the most important component (Choi et al., 2016). Transformational leaders encourage their employees to share knowledge by integrating them into common goals. As a result, they are more willing to share what they have learned with others (Li et al., 2014). Additionally, the respect and trust built by transformational leaders within the organization, along with a work environment that has reciprocal loyalty, make it easier for employees to share ideas (Afsar et al., 2019). This shared trust forms a commitment to common goals. In this way, employees trust each other more, and their tendency to share work-related knowledge increases (Bednall et al., 2018).

#### **The Influence of Transactional Leadership on Knowledge Sharing**

Transactional leadership motivates employees to deliver the best results in their interest to achieve goals (Bass, 2000). Transactional leaders prevent employees from exceeding agreements by clarifying and emphasizing what is expected of them. The high rewards and punishments given by transactional leaders help employees remain compliant (Young et al., 2021). According to Berraies & Abidine (2019), exploitative innovation in organizations is influenced by the contingent rewards of transactional leadership. Additionally, transactional leadership encourages knowledge sharing within organizations through financial rewards and recognition (Hussain et al., 2017). Transactional leaders are crucial in managing the knowledge shared by the organization. Transactional leadership significantly influences knowledge sharing, according to previous research (Baskoro, 2022; Hussain et al., 2017; Masa'deh et al., 2016).

#### **The Influence of Knowledge sharing on Innovative Work Behavior**

Knowledge sharing, according to Gerpott et al. (2019), is an activity where people within a team, organization, or individually share

knowledge with each other. To grow and become more competitive, organizations must share knowledge. If not shared, the organization will die (Meylasari & Qamari, 2017). Proper knowledge sharing increases the likelihood of innovative behavior and encourages employees to become more innovative. According to research conducted by Akram et al. (2020), Asurakkody & Kim (2020), Haider et al. (2021), Sudibjo & Prameswari (2021), and Wahyudi et al. (2019), knowledge sharing has a significant effect on innovative behavior in the workplace. When employees share knowledge, they can share knowledge, skills, experiences, and activities to engage in innovative behavior.

#### **The Influence of Transformational Leadership on Innovative Work Behavior through Knowledge Sharing**

According to Afsar et al. (2019), knowledge sharing facilitates the role of transformational leadership in guiding followers towards innovation. The research by Sharif et al. (2021) found that knowledge-sharing behavior is rated the best in creating opportunities for workers, thus contributing to workplace innovation. Knowledge sharing is a behavior that strongly supports transformational leadership in bringing innovative ideas among workers. Therefore, knowledge sharing has a strong strategic power to control the flow of innovation from transformational leaders to their followers' innovation. As a result, knowledge sharing fully mediates the relationship between transformational leadership and innovative work behavior.

#### **The Influence of Transactional Leadership on Innovative Work Behavior through Knowledge Sharing**

Social exchange theory demonstrates the relationship between knowledge sharing and leader support (Cropanzano & Mitchell, 2005). According to this theory, employees can reciprocate the organization's goodwill by sharing their knowledge with other employees, which in turn leads to innovative work behavior. Transactional leaders work with employees to set specific rewards, goals, and tasks while compensating for their abilities during the coordination process. Reward systems are used to encourage employees to share knowledge and information throughout the organization (Hussain et al., 2017). Leaders also provide knowledge and encourage practical innovation in the workplace (Wang et al., 2021).

#### **Theoretical Framework**

From the development of the hypothesis, a research model can be created and described in the following framework:

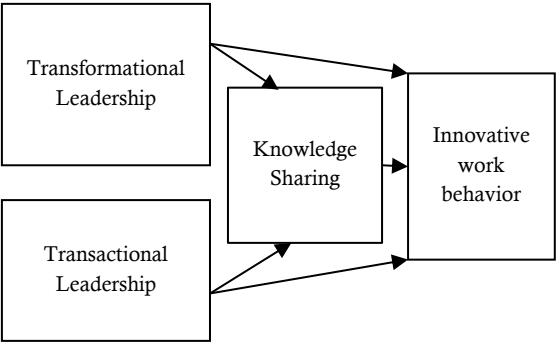


Figure 1. Research Model

METHOD

The type of research used in this research is quantitative research. The data source of this research is primary data. The data collection method in this study was carried out using the observation method and the questionnaire method (questionnaire). The population in this study are employee Mitra Swalyan Purwodadi. The sample for this study was taken using a saturated sampling system. The use of a saturated sample of 81 people was based on a small population, allowing the researcher to collect all responses from the respondents. Methods of data analysis using *Partial Least Square* (PLS) using the Smart PLS program.

RESULT AND DISCUSSION

A total of 81 questionnaires were distributed. From the collected data, 81 respondents (100% of the total) met the criteria. The study focused on three respondent attributes: gender, age, and recent education. Table 1

provides an overview of how respondents' characteristics were grouped.

Table 1. Respondents' Characteristics

| Gender           | Frequency | Percentage |
|------------------|-----------|------------|
| Men              | 22        | 27.2 %     |
| Woman            | 59        | 72.8 %     |
| Age              |           |            |
| <25              | 61        | 75.3 %     |
| 26-35            | 18        | 22.2 %     |
| >36              | 2         | 2.5 %      |
| Recent Education |           |            |
| S1               | 13        | 16.1 %     |
| SMA/SMK          | 66        | 81.4 %     |
| SMP              | 2         | 2.4 %      |

Outer Model Analysis

Convergent Validity

Convergent validity can be measured using outer loading values and AVE values. According to Hair et al. (2014), good outer loading values are > 0.70. However, factor loading values between 0.5-0.6 are still acceptable, so in this study, a factor loading value > 0.5 and an AVE value greater than 0.5 are used. If these values are met, it can be said that the model has met convergent validity (Ghozali, 2014).

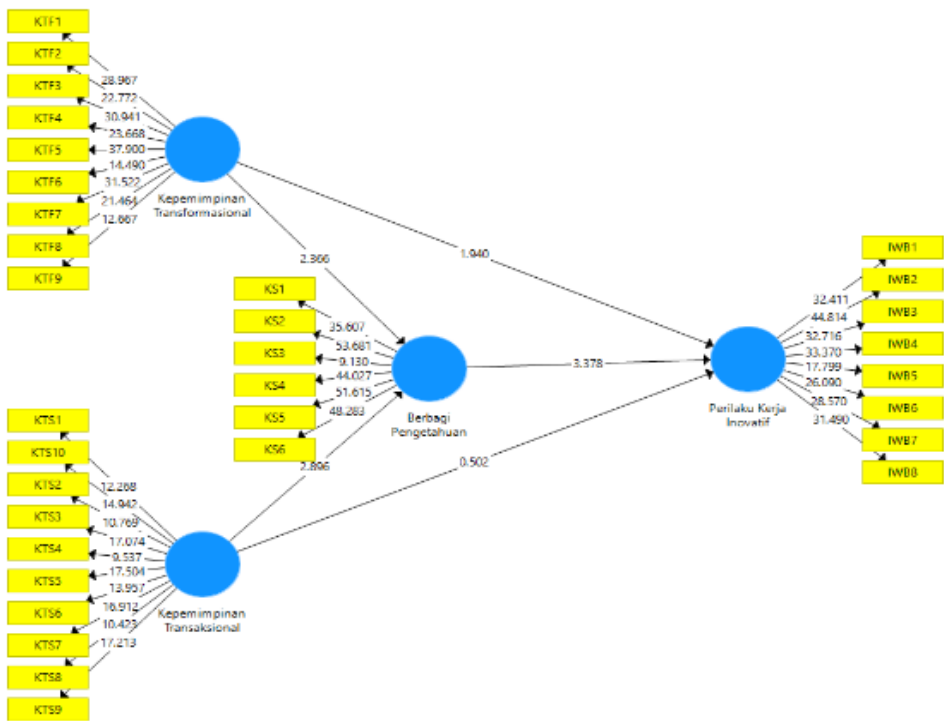


Figure 1. Structure model

Table 2. Outer Loading Test Results

| Variable                    | Indicator | Outer Loading (>0.7) |
|-----------------------------|-----------|----------------------|
| Transformational Leadership | TFL 1     | 0.882                |
|                             | TFL 2     | 0.842                |
|                             | TFL 3     | 0.875                |
|                             | TFL 4     | 0.851                |
|                             | TFL 5     | 0.903                |
|                             | TFL 6     | 0.817                |
|                             | TFL 7     | 0.863                |
|                             | TFL 8     | 0.828                |
|                             | TFL 9     | 0.797                |
| Transactional Leadership    | TSL 1     | 0.765                |
|                             | TSL 2     | 0.726                |
|                             | TSL 3     | 0.789                |
|                             | TSL 4     | 0.732                |
|                             | TSL 5     | 0.810                |
|                             | TSL 6     | 0.819                |
|                             | TSL 7     | 0.835                |
|                             | TSL 8     | 0.732                |
|                             | TSL 9     | 0.840                |
|                             | TSL 10    | 0.817                |
| Knowledge Sharing           | KS 1      | 0.904                |
|                             | KS 2      | 0.935                |
|                             | KS 3      | 0.850                |
|                             | KS 4      | 0.919                |
|                             | KS 5      | 0.929                |
|                             | KS 6      | 0.930                |
| Innovative Work Behavior    | IWB 1     | 0.907                |
|                             | IWB 2     | 0.921                |
|                             | IWB 3     | 0.911                |
|                             | IWB 4     | 0.909                |
|                             | IWB 5     | 0.844                |
|                             | IWB 6     | 0.897                |
|                             | IWB 7     | 0.914                |
|                             | IWB 8     | 0.924                |

Table 3. AVE Value

| Variable          | AVE   |
|-------------------|-------|
| Compensation      | 0.634 |
| Work Life Balance | 0.597 |
| Job satisfaction  | 0.587 |
| Job performance   | 0.617 |

Indicates that all indicators in this study have AVE values above 0.5, which means it can be concluded that all these indicators have met the criteria for convergent validity.

Discriminant Validity

Discriminant validity at the indicator level is referred to as cross loading, where the outer loading value of an indicator for a construct should be at least 0.7 or must be higher than the outer loading value of other constructs (Santosa 2018). Discriminant validity at the construct level is tested by comparing the square root of the average variance extracted (AVE) value of a construct with the correlation of that construct to other constructs (Santosa 2018).

Table 4. Cross loading's

|       | TFL   | TSL   | KS    | IWB   |
|-------|-------|-------|-------|-------|
| TFL 1 | 0.882 | 0.695 | 0.608 | 0.684 |
| TFL 2 | 0.842 | 0.642 | 0.506 | 0.541 |

|        |       |       |       |       |
|--------|-------|-------|-------|-------|
| TFL 3  | 0.875 | 0.690 | 0.632 | 0.672 |
| TFL 4  | 0.851 | 0.695 | 0.544 | 0.613 |
| TFL 5  | 0.903 | 0.780 | 0.697 | 0.609 |
| TFL 6  | 0.817 | 0.765 | 0.585 | 0.476 |
| TFL 7  | 0.863 | 0.788 | 0.665 | 0.490 |
| TFL 8  | 0.828 | 0.865 | 0.705 | 0.581 |
| TFL 9  | 0.797 | 0.819 | 0.587 | 0.546 |
| TSL 1  | 0.817 | 0.765 | 0.585 | 0.476 |
| TSL 2  | 0.633 | 0.726 | 0.451 | 0.553 |
| TSL 3  | 0.711 | 0.789 | 0.641 | 0.517 |
| TSL 4  | 0.670 | 0.732 | 0.470 | 0.514 |
| TSL 5  | 0.744 | 0.810 | 0.603 | 0.566 |
| TSL 6  | 0.797 | 0.819 | 0.587 | 0.546 |
| TSL 7  | 0.654 | 0.835 | 0.586 | 0.371 |
| TSL 8  | 0.586 | 0.732 | 0.445 | 0.389 |
| TSL 9  | 0.642 | 0.840 | 0.627 | 0.457 |
| TSL 10 | 0.650 | 0.817 | 0.728 | 0.464 |
| KS 1   | 0.618 | 0.662 | 0.904 | 0.604 |
| KS 2   | 0.655 | 0.654 | 0.935 | 0.615 |
| KS 3   | 0.614 | 0.593 | 0.850 | 0.596 |
| KS 4   | 0.691 | 0.695 | 0.919 | 0.575 |
| KS 5   | 0.739 | 0.750 | 0.929 | 0.610 |
| KS 6   | 0.635 | 0.653 | 0.930 | 0.631 |
| KS 7   | 0.618 | 0.662 | 0.904 | 0.594 |
| IWB 1  | 0.618 | 0.591 | 0.702 | 0.907 |
| IWB 2  | 0.659 | 0.562 | 0.702 | 0.921 |
| IWB 3  | 0.574 | 0.542 | 0.663 | 0.911 |
| IWB 4  | 0.584 | 0.535 | 0.589 | 0.909 |
| IWB 5  | 0.464 | 0.426 | 0.472 | 0.844 |
| IWB 6  | 0.603 | 0.513 | 0.592 | 0.897 |
| IWB 7  | 0.703 | 0.626 | 0.579 | 0.914 |
| IWB 8  | 0.701 | 0.648 | 0.605 | 0.924 |

The correlation value between a construct and its indicators is higher than the correlation value between the construct and other indicators. This indicates that all indicators in this study have good discriminant validity.

**Reliability Test**  
There are two methods for testing the reliability of questionnaires in research: composite reliability and Cronbach's alpha. The rule of thumb for composite reliability and

Cronbach's alpha is > 0.70, although a value of 0.60 is still acceptable (Hair et al., 2018).

Table 5. Reliability Test

|     | Cronbach's alpha's | Composite Reliability |
|-----|--------------------|-----------------------|
| TFL | 0.952              | 0.960                 |
| TSL | 0.932              | 0.942                 |
| KS  | 0.959              | 0.967                 |
| IWB | 0.968              | 0.973                 |

Inner Model Analysis

The coefficient of determination indicates the measurement of the influence of endogenous variables on all related exogenous variables. The combined effect of exogenous latent variables on endogenous variables is shown by the coefficient of determination. (Santosa, 2018) states that one of the most frequently used metrics in assessing structural models is the coefficient of determination (inner model). The R<sup>2</sup> value ranges from 0.25 (weak) to 0.50 (moderate) to 0.75 (substantial) (Santosa, 2018).

Table 6. Analysis of R Square Test

|     | R Square |
|-----|----------|
| KS  | 0.567    |
| IWB | 0.545    |

R-Square (R<sup>2</sup>) value is multiplied by 100%, it results in a coefficient of determination of 56.7% for knowledge sharing and 54.5% for innovative work behavior. These results can be defined as 56.7% of the variation in knowledge sharing can be explained by transformational leadership and transactional leadership, while the remaining 43.3% is explained by other variables outside the analytical model. Furthermore, 54.5% of the variation in innovative work behavior can be explained by transformational leadership and transactional leadership, with the remainder being explained by other variables outside the analytical model.

HYPOTHESIS TEST

The hypothesis test uses the bootstrapping method, indicated by a significance test < 0.05 and a t-statistic value > 1.977 for the one-tailed hypothesis. It involves two tests: direct and indirect effects.

Direct Effect Hypothesis

The bootstrapping method was employed for hypothesis testing, revealing path analysis or coefficients with direct effects.

Table 7. Direct Effect

| Variable  | Original Sample (O) | T Statistics | P Values |
|-----------|---------------------|--------------|----------|
| TFL → IWB | 0.472               | 1.940        | 0.053    |
| TSL → IWB | -0.103              | 0.502        | 0.616    |
| TFL → KS  | 0.348               | 2.366        | 0.018    |
| TSL → KS  | 0.429               | 2.896        | 0.004    |
| KS → IWB  | 0.417               | 3.378        | 0.001    |

First Hypothesis Based on the calculations, the original sample value is 0.472, the t-statistic value is 1.940 > 1.972, and the p-value is 0.053 > 0.050. Therefore, it can be concluded that H1, which states that transformational leadership significantly influences innovative work behavior, is rejected. This research result is consistent with previous studies by Sudibjo & Prameswari (2021), Sharif et al. (2021), and Udin & Shaikh (2022) which indicate that the direct effect of transformational

leadership on innovative work behavior is not significant.

Second Hypothesis Based on the calculations, the original sample value is -0.103, the t-statistic value is 0.502 > 1.972, and the p-value is 0.616 > 0.050. Therefore, it can be concluded that H2, which states that transactional leadership significantly influences innovative work behavior, is rejected. This research result is consistent with previous studies by Udin et al. (2021), Udin & Isalman (2022),

and Alheet et al. (2021) which indicate that the direct effect of transformational leadership on innovative work behavior is not significant.

Third Hypothesis Based on the calculations, the original sample value is 0.348, the t-statistic value is  $2.366 > 1.972$ , and the p-value is  $0.018 < 0.050$ . Therefore, it can be concluded that H3, which states that transformational leadership significantly influences knowledge sharing, is accepted. This research result is consistent with previous studies by Asmoro & Handoyo (2021), Aydin & Erkilic (2020), and Mayastinasari & Suseno (2023) which indicate that transformational leadership significantly influences knowledge sharing.

Fourth Hypothesis Based on the calculations, the original sample value is 0.429, the t-statistic value is  $2.896 > 1.972$ , and the p-value is  $0.004 < 0.050$ . Therefore, it can be concluded that H4, which states that transactional leadership significantly influences knowledge sharing, is accepted. This research result is consistent with previous studies by Udin et al. (2021) and Udin (2021) which indicate that transactional leadership significantly influences knowledge sharing.

Fifth Hypothesis Based on the calculations, the original sample value is 0.417, the t-statistic value is  $3.378 > 1.972$ , and the p-value is  $0.001 < 0.050$ . Therefore, it can be concluded that H5, which states that knowledge sharing significantly influences innovative work behavior, is accepted. This research result is consistent with previous studies by Akram et al. (2020), Munir & Beh (2019), and Vandavasi et al. (2020) which indicate that knowledge sharing significantly influences innovative work behavior.

Indirect Effect Hypothesis

The results of hypothesis testing using the bootstrapping method reveal path analysis and coefficients with an indirect effect. The findings of the indirect effect hypothesis test are depicted in Table 8, demonstrating that knowledge sharing can mediate the impact of all independent variables on brand loyalty. These outcomes confirm H6 and H7, with t-statistic values exceeding the critical t-table value (1.977) and p-values below 0.05.

Table 8. Indirect Effect

|                | Original Sample (O) | T Statistics | P Values |
|----------------|---------------------|--------------|----------|
| TFL → KS → IWB | 0.145               | 2.107        | 0.036    |
| TSL → KS → IWB | 0.179               | 2.032        | 0.043    |

Sixth Hypothesis Based on the calculations, the original sample value is 0.145, the t-statistic value is  $2.107 > 1.972$ , and the p-value is  $0.036 < 0.050$ . Therefore, it can be concluded that H6, which states that knowledge sharing can mediate the relationship between transformational leadership and innovative work behavior, is accepted.

This research result is consistent with the study conducted by Udin & Shaikh (2022) which shows that knowledge sharing fully mediates the relationship between transformational leadership and innovative work behavior. In the first hypothesis, the direct effect of transformational leadership on innovative work behavior shows a non-significant result, but in the third and fifth hypotheses, the effect of transformational leadership on knowledge sharing and the effect of knowledge sharing on innovative work behavior show significant results. This means that although transformational leadership does not directly have a significant effect on innovative work behavior, knowledge sharing successfully mediates the relationship between

transformational leadership and innovative work behavior.

Seventh Hypothesis Based on the calculations, the original sample value is 0.179, the t-statistic value is  $2.032 > 1.972$ , and the p-value is  $0.043 < 0.050$ . Therefore, it can be concluded that H7, which states that knowledge sharing can mediate the relationship between transactional leadership and innovative work behavior, is accepted. This research result is consistent with the study conducted by Udin & Isalman (2022) which shows that knowledge sharing fully mediates the relationship between transformational leadership and innovative work behavior. In the second hypothesis, the direct effect of transactional leadership on innovative work behavior shows a non-significant result, but in the fourth and fifth hypotheses, the effect of transactional leadership on knowledge sharing and the effect of knowledge sharing on innovative work behavior show significant results. This means that although transactional leadership does not directly have a significant effect on innovative work behavior, knowledge

sharing successfully mediates the relationship between transactional leadership and innovative work behavior.

## CONCLUSION AND RECOMMENDATION

Based on the results of the research and discussion, it can be concluded that transformational leadership does not significantly influence innovative work behavior among employees at Mitra Swalayan Purwodadi. This indicates that the implementation of transformational leadership practices by supervisors does not necessarily encourage employees to demonstrate higher innovative work behavior. Therefore, transformational leadership alone is not sufficient to improve employees' innovation in the workplace. Similarly, transactional leadership also does not significantly influence innovative work behavior. Although supervisors may apply transactional leadership practices, these practices do not directly lead to increased innovative work behavior among employees.

On the other hand, transformational leadership has a significant influence on knowledge sharing within the organization. This means that when supervisors apply transformational leadership practices, employees are more encouraged to exchange information, experiences, and ideas with one another in the work environment. In addition, transactional leadership also significantly influences knowledge sharing. The application of rewards, supervision, and clear work expectations under transactional leadership can motivate employees to engage more actively in sharing knowledge with their colleagues.

The findings also reveal that knowledge sharing significantly influences innovative work behavior. This indicates that employees who actively share knowledge, information, and experiences are more likely to demonstrate innovative behavior in their work activities. Through effective knowledge sharing practices, employees can develop new ideas, improve problem-solving abilities, and create innovations that support organizational performance at Mitra Swalayan Purwodadi.

Furthermore, knowledge sharing plays a mediating role in the relationship between both transformational and transactional leadership and innovative work behavior. Employees who perceive transformational leadership practices are encouraged to share knowledge with colleagues, which in turn enhances innovative work behavior. Likewise, transactional leadership can also motivate employees to engage in knowledge sharing, leading to higher levels of innovation in the workplace. Therefore, knowledge sharing serves as an important bridge that connects

leadership practices with the improvement of innovative work behavior among employees at Mitra Swalayan Purwodadi.

Future research is expected to re-examine this research model by replacing or adding independent variables that do not significantly influence the outcome with other independent variables.

Future studies are expected to explore the same aspects to test the consistency of the research results by increasing the number of respondents, so that the results obtained can be better generalized.

Future research aiming to test the indirect effects on innovative work behavior can consider using potential variables that may mediate the relationship between leadership variables and innovative work behavior, such as organizational culture (Khan et al., 2020) and work engagement (Gemedda & Lee, 2020), to provide new insights for subsequent researchers.

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