

## Transformational Leadership and Innovative Work Behavior: Testing the Mediation Role of Knowledge Sharing and Work Passion

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### Abstract

Organizations face very complex challenges to achieve survival and competitive markets. Therefore, this study mainly aims to examine the impact of transformational leadership on innovative work behavior while considering the mediation role of knowledge sharing as well as work passion in work situations. A total of 201 responses were received from the participants working in stone milling companies in Central Java-Indonesia, and 193 questionnaires were taken into account for the analysis. This study tested the whole model via a path analysis utilizing SmartPLS 3.0. The results indicated that transformational leadership directly did not significantly impact innovative work behavior. However, transformational leadership positively and significantly impacted knowledge sharing and work passion. In addition, knowledge sharing and work passion positively and significantly impacted innovative work behavior. This finding signifies that knowledge sharing and work passion mediated the association between transformational leadership and innovative work behavior.

## Kepemimpinan Transformasional dan Perilaku Kerja Inovatif: Menguji Peran Berbagi Pengetahuan dan Passion Kerja Sebagai Variabel Mediasi

### Abstrak

Organisasi menghadapi tantangan yang sangat kompleks untuk mencapai sustainabilitas dan memenangkan pasar yang kompetitif. Oleh karena itu, penelitian ini bertujuan untuk menguji pengaruh kepemimpinan transformasional terhadap perilaku kerja inovatif dengan mempertimbangkan peran berbagi pengetahuan dan passion kerja sebagai variabel mediasi. Ada sebanyak 201 kuesioner yang diterima dari responden yang bekerja di perusahaan penggilingan batu di Jawa Tengah-Indonesia, namun hanya terdapat 193 kuesioner yang layak untuk analisis. Pengujian model penelitian dan analisis data dalam penelitian ini melalui analisis jalur dengan menggunakan SmartPLS 3.0. Hasil penelitian menunjukkan bahwa kepemimpinan transformasional secara langsung tidak berpengaruh signifikan terhadap perilaku kerja inovatif. Namun, kepemimpinan transformasional berpengaruh positif dan signifikan terhadap berbagi pengetahuan dan passion kerja. Selain itu, berbagi pengetahuan dan passion kerja berpengaruh positif dan signifikan terhadap perilaku kerja inovatif. Temuan ini mengindikasikan bahwa berbagi pengetahuan dan passion kerja memediasi hubungan antara kepemimpinan transformasional dan perilaku kerja inovatif.

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## INTRODUCTION

The organization's survival is largely determined by the proactive strategy adopted in overcoming the challenges of global technology, rapid and disruptive environmental changes to reach a competitive market (Fraj et al., 2015; Paulsen et al., 2013). Hence, researchers are keen on deciding employees' inventive work behavior, alluding to the work made by a worker to start a thought and underwrite and execute creativity to fulfill the objectives of an individual, group, or association (Janssen, 2000). It is noticed that organizations can maintain their competitive advantage (Hu, 2009) and find solutions to the emerging problems and challenges (Somech & Khalaili, 2014) only through performing innovative work behaviour.

Various researchers have uncovered that innovative work behavior depends on many elements, including authority (Javed et al., 2019; Zheng et al., 2019; Kustanto et al., 2020), knowledge sharing (Wahyudi et al., 2019; Aldabbas et al., 2021), passion for work (Luu, 2019; Jan & Zainal, 2020; Jan et al., 2021), psychological capital (Hsu & Chen, 2017), learning climate (Cangialosi et al., 2020), and organizational climate (Shanker et al., 2017; Andersson et al., 2020; Suprapti et al., 2020).

According to Pieterse et al. (2010), very few studies evaluate the immediate connection between innovative work behavior and leadership; thereby, the results of such studies are conflicting and inconsistent. For instance, Afsar et al. (2019), Li et al. (2019), Afsar and Umrani (2019), Aydin and Erkilic (2020), Stanescu et al. (2021), Zhang et al. (2021) reveal the significant impact of transformational leadership directly on innovative work behavior. In contrast, Messmann et al. (2021) found that transformational leadership had no direct effect on innovative work behavior. It aligns with other findings such as Wardhani and Gulo (2017), Sudibjo & Prameswari (2021) reveal that innovative work behavior was not impacted by transformational leadership.

Moreover, earlier investigations have disclosed that employees' innovative work beha-

avior progressively modifies the various periods of transformational leadership. It incorporates different visions, degrees of intellectual communication, as well as solid motivation to reinforce employees, aside from invigorating their innovative behavior (Afsar et al., 2014). After that, studies have been on the increment since its initiation regarding transformational leadership' influence on innovative work behavior (Afsar et al., 2014; Abdullatif & Jaleel, 2021; Alheet et al., 2021; Grošelj et al., 2021; Khaola & Musiiwa, 2021; Zhang et al., 2021). Regardless, there is a demand to comprehend the mediating measures that permit transformational leadership to inspire innovative work behavior in information laborers (Afsar et al., 2019; Astuty & Udin, 2020; Amankwaa et al., 2021; Stanescu et al., 2021). For example, Messmann et al. (2021) research on transformational leadership referring to the theory of upper self-determination showed that perceived autonomy and competence as mediators had an indirect and positive impact on innovative work behavior. Also, Messmann et al. (2021) uncovered that transformational leadership emphasizing persons fosters ability development, which has an indirect and positive impact on innovative work behavior. Moreover, Amankwaa et al. (2021) used the JD-R framework and social exchange theory to show that supportive management and job autonomy mediate the association between innovative work behavior and transformational leadership among employees. In addition, knowledge sharing becomes a vital mediator (Choi et al., 2016; Gui et al., 2021; Lei et al., 2021; Sudibjo & Prameswari, 2021) and moderator (Afsar et al., 2019) of transformational leadership's influence on innovative work behavior. Hence, this current study assessed the transformational leadership's impact on innovative work behavior by testing the mediation role of knowledge sharing as well as work passion for these variables' correlations. Knowledge sharing, therefore, in this study can be seen as a key variable that facilitates transformational leadership's role in inspiring and encouraging knowledge transfer practices

among employees, groups, and the organization as a whole in order to generate new ideas that can be used to develop a more competitive organization. In addition, work passion encourages employees to listen fully to the various visions, missions, and inspirations of leaders, thereby mediating the link between transformational leadership and innovative behavior at the workplace.

### **Hypotheses Development**

#### **Innovative Work Behavior**

The innovative work behavior of employees is a fundamental element determining the competitive advantage of an organization (Wang et al., 2015). Employees drawing in themselves in innovative work behavior will work on various parts of their workplace at whatever point they recognize a chance, and they can likewise embrace changes proposed by other hierarchical individuals (Malik, 2021).

Innovative work behavior is also defined as the turn of events, reception, and execution of novel thoughts for technologies, products, and job techniques by employees (Yuan & Woodman, 2010; Janssen, 2000) in the workplace to improve individual, group, or organization performance. Besides, innovative work behavior is a multidimensional idea that might incorporate such social activities as thought investigation, making, advancement, and execution (Spanuth & Wald, 2017). As a matter of fact, innovative work behavior is a wide-ranging behavioral concept involving new idea generation and idea transformation into important advances (Devloo et al., 2015).

The previous studies, generally, confirm the positive association between innovative work behavior and transformational leadership (Afsar et al., 2019; Amankwaa et al., 2021; Knezović & Drkić, 2021), innovative work behavior, as well as knowledge sharing (Almulhim, 2020; Asurakkody & Kim, 2020; Malik, 2021; Ye et al., 2021), and between innovative work behavior and work passion (Gulyani & Bhatnagar, 2017; Luu, 2019; Salas-Vallina et al., 2020; Jan et al., 2021).

#### **Transformational Leadership**

This theory, in the early days put forward by Burns (1978) and then advanced by Bass (1985), recently has drawn in a vast measure of consideration, arising as one of the main leadership theories (Mhatre & Riggio, 2014). Transformational leadership alludes to a methodology by which pioneers inspire employees to consent to hierarchical objectives and interests to do past expectancy (Buil et al., 2019). It changes the employees' traditions and values, which the pioneer urges them to accomplish over their expectations (Yukl, 1989). Also, transformational leadership emphasizes the enrichment of the employees' partaking in the context of an organization (Bass, 1985; Udin, 2021).

Transformational leadership has four dimensions: individual consideration (i.e., leader helps employees differently, comprising providing reinforcement, support, and coaching), idealized influence (i.e., leader forms a strong identification sense and amplified employees emotions), inspirational motivation (i.e., a leader inspires employees to assist the firm in facing deadlines and challenges) and intellectual stimulation (i.e., leader aids enhancing the employees' understanding about a specific matter in solving complex issues innovatively and easily) (Bass & Avolio, 1990; Avolio et al., 2004; Judge & Piccolo, 2004). Transformational leadership, i.e., a leader's visionary, charismatic and inspirational actions, has promoted creative performance in organizations (Afsar et al., 2017; Li et al., 2018). Kim (2014) asserted that transformational leaders own the capability to change associations by means of their vision for forthcoming. By explaining their vision, transformational leaders are able to engage the employees to be responsible for accomplishing those visions.

Moreover, transformational leaders take opportunities of presenting new job strategies, transform the current systems and processes for long-standing advantages, and assist the employees with grasping chances successfully (Pearce & Ensley, 2004). They foster an ap-

pealing vision, fill in good examples, underscore development, and talk to the employees separately. They also urge them to evaluate the current state (status quo) and challenge their qualities and convictions in return for creating advancements or new answers for persevering issues (Bass et al., 2003; Aryee et al., 2012). In addition, they support innovative work behavior, so they pursue aggregate objectives (Majumdar & Ray, 2011; Istiqomah & Riani, 2021).

Recent studies reveal that transformational leadership positively impacted knowledge sharing. Correspondingly, knowledge sharing significantly impacted employee innovative work behavior (Afsar et al., 2019; Al-Husseini et al., 2019; Khan & Khan, 2019; Suhana et al., 2019; Aydin & Erkilic, 2020). Besides, transformational leaders foster intellectual abilities to increase work passion (Luu, 2019; Jan & Zainal, 2020; Jan et al., 202) and motivate employees to take chances, which noticeably impact their roles at the place of work, causing higher innovative work behavior levels (Afsar et al., 2014; Aydin & Erkilic, 2020; Zhang et al., 2021). Thus,

H1: Transformational leadership positively affects innovative work behavior.

H2: Transformational leadership positively affects knowledge sharing.

H3: Transformational leadership positively affects work passion.

### Knowledge Sharing

The up-to-date information concentrated economy perceives knowledge as a basic key asset for a person and firm and is viewed as the fundamental establishment to attain continuously driven benefits (Conner & Prahalad, 1996; Yadav et al., 2019). Also, knowledge is the combination of data and a person's experience that influences his conduct and decisions alongside the premise of contemplated activity (Sabetzadeh & Tsui, 2011).

Further, knowledge sharing is critical from the viewpoint of knowledge management. Knowledge-sharing behavior is characterized

as a compelling way to deal with keeping up with the intensity of firms (Haak-Saheem et al., 2017). It includes new information's supply and demand (Ardichvili et al., 2003) and demands a requester of knowledge and a carrier of knowledge (Oldenkamp, 2002). People trade information and generate new information altogether throughout the process of knowledge sharing (de Vries et al., 2006) to accomplish upper hands in a powerful economy (McBeath & Ball, 2012).

Moreover, knowledge sharing is seen as conduct (interaction or activity) through which people commonly trade their insight (data, abilities, and mastery) (van den Hooff & de Ridder, 2004). In firms, knowledge sharing between employees includes significant explicit or implicit knowledge, prompts new information generation, creates hierarchical information, and carries advantages to the firm. Specifically, knowledge sharing upgrades individual innovativeness (Kim & Park, 2017), team (Wang et al., 2021), and organizational level (Wang & Hu, 2020; Le & Le, 2021).

Knowledge sharing also encompasses various people at different levels in the firm to distribute information while the other procures and gathers information (van den Hooff & de Ridder, 2004). Knowledge sharing occurs when people reveal their particular information or involvement in others to help them acquire groundbreaking thoughts (Yadav et al., 2019). Besides, activities of knowledge sharing are worked with through information gathering from partners and knowledge giving (Matzler & Mueller, 2011). In the event that employees see themselves to own high capacities and abilities, they are bound to accumulate and give information (Kankanhalli et al., 2005). The capacity of knowledge employees to produce, create and carry out inventive results assists the firm with reacting to chances and dangers, prompting competitiveness, development, flexibility, and seriousness (Shujahat et al., 2018; Shujahat et al., 2019).

H4: Knowledge sharing positively affects innovative work behavior.



### Work Passion

Work passion is an emotional encounter, with solid tendencies owned by employees regarding what they wish, what they deem significant, and in the thing, they will contribute a great deal of effort and time (Vallerand et al., 2003). A passionate worker adores their job, sees it as a critical piece of their life, and puts significant energy and time into it (Zigarmi et al., 2009; Amalia et al., 2021). Employees with undeniable degrees of work passion display high organizational commitment and productivity, which are critical to most associations' triumphs (Forest et al., 2011). Further, work passion is partitioned into harmonious and obsessive passions. Harmonious enthusiasm emerges because of a self-governing internalization and is reliably joined by positive feelings. In opposite, obsessive passion emerges from a remotely controlled internalization and is reliably joined by a negative emotional encounter (Vallerand et al., 2003).

Work passion is also a form of job influence regarding the motivation of an individual. Different work passions also lead to different results. For example, harmonious passion positively improves job satisfaction (Bilginoğlu & Yozgat, 2021; Horwood et al., 2021) and job performance (Ali et al., 2020; Ariani, 2021; Wulandari, 2021), whereas obsessive passion negatively leads to job satisfaction (Burke et al., 2015) and job performance (Vallerand et al., 2008; Bonneville-Roussy et al., 2010).

The two passion forms' impact also differs concerning innovative behavior. Shi (2012), St-Louis & Vallerand (2015), Chang et al. (2019) uncovered that harmonious passion people are more innovative and creative, while obsessive passion people are less creative. Liu et al. (2011), Liu et al. (2012), Jan & Zainal (2020) revealed that harmonious passion in individuals enhances innovative and creative performance at the workplace. Also, a previous study has revealed that harmonious passions and obsessive are significantly related to employees' innovative behavior (Xiao et al., 2020).

H5: Work passion positively affects innovative work behavior.

### METHOD

In this study, a total of 201 responses are received from the participants working in stone milling companies in Central Java - Indonesia, and 193 questionnaires are considered for the analysis. They have high experience of six to ten years. Their ages varied between 26 and 52 years old, and the average age was 38 years old. Of the 193 employees, 185 are males, and 8 are females.

The measurements of each variable in this study are as follows. Transformational leadership: Seven items (e.g., my supervisor explains the organization's vision clearly) adapted from (Ismail et al., 2010; Astuty & Udin, 2020) was used to measure transformational leadership, with a five-point scale varying between 1 and 5 (never to always respectively). A high score denotes a higher presence of transformational leadership. Besides, Cronbach's alpha score is found to be 0.755. Knowledge sharing: The 4-item scale (e.g., I tell my colleagues about it when I have learned something new) adapted from (de Vries et al., 2006; Lu et al., 2006) was employed to determine knowledge sharing, with a five-point scale from 1 to 5 (not at all to better than best). Cronbach's alpha score for knowledge sharing is 0.573 on the current sample. Work Passion: Four items (e.g., I really like working hard) adapted from (Vallerand et al., 2003; Escamilla-Fajardo et al., 2021) measure work passion with a five-point scale varying between 1 and 5 (never to always, respectively). A high score signifies a higher presence of work passion. Also, Cronbach's alpha score is found to be 0.813. Innovative Work Behavior: The 6-item scale (e.g., I really promote and champion creative ideas to others) adapted from (De Jong & Den Hartog, 2010; Yuan & Woodman, 2010) measures innovative work behavior, with a five-point scale from 1 to 5 (not at all to better than best). In addition, Cronbach's alpha score for innovative work behavior is 0.695.

As the study aimed to examine the transformational leadership's effect on innovative work behavior while considering the mediation role of knowledge sharing and work passion, the whole model is formulated and tested through a path analysis using SmartPLS 3.0.

**RESULT AND DISCUSSION**

In order to examine the proposed hypotheses in this study, path analysis is attained utilizing SmartPLS 3.0 software, which is changed into t-statistic employing bootstrapping of 5,000 later (Hair et al., 2017). This study employs a partial least square approach to structural equation modeling (PLS-SEM) using SmartPLS 3.0 because variance-based SEM does not require multivariate normality (Garson, 2016; Hair et al., 2017). The results of data analysis using SmartPLS 3.0 software are presented in Figure 1 and Table 1, 2, and 3.

The model framework of this study in Figure 1 covered four key latent constructs (i.e., transformational leadership, knowledge sharing, work passion, and innovative work behavior). The results in Table 1 illustrate that all the latent constructs' composite reliability (CR) in the model was greater than 0.50. Similarly, Cronbach's alpha coefficients gauged for the four variable observations are 0.695, 0.573, 0.813, and 0.755. The total for each variable observed was more significant than 0.5. The lowest Cronbach's alpha value in this study was knowledge sharing (0.573) which was categorized as satisfactory (Taber, 2018). Therefore, these findings imply that the model of measurement demonstrates good internal consistency. Also, as displayed in Table 1, all factor loading scores ranging from 0.50 to 0.95 (except TL4 of transformational leadership) corroborate the discriminant validity.

**Table 1.** Validity and Reliability Testing

Variables	Items	Factor Loadings	Composite Reliability	Cronbach's Alpha
Innovative Work Behavior	IWB1	.765	.797	.695
	IWB2	.758		
	IWB3	.587		
	IWB4	.529		
	IWB5	.564		
	IWB6	.550		
Knowledge Sharing	KS1	.592	.758	.573
	KS2	.755		
	KS3	.575		
	KS4	.723		
Work Passion	WP1	.942	.855	.813
	WP2	.948		
	WP3	.552		
	WP4	.591		
Transformational Leadership	TL1	.598	.820	.755
	TL2	.802		
	TL3	.641		
	TL4	.205*		
	TL5	.808		
	TL6	.638		
	TL7	.624		

Note: \* It indicates not the valid item

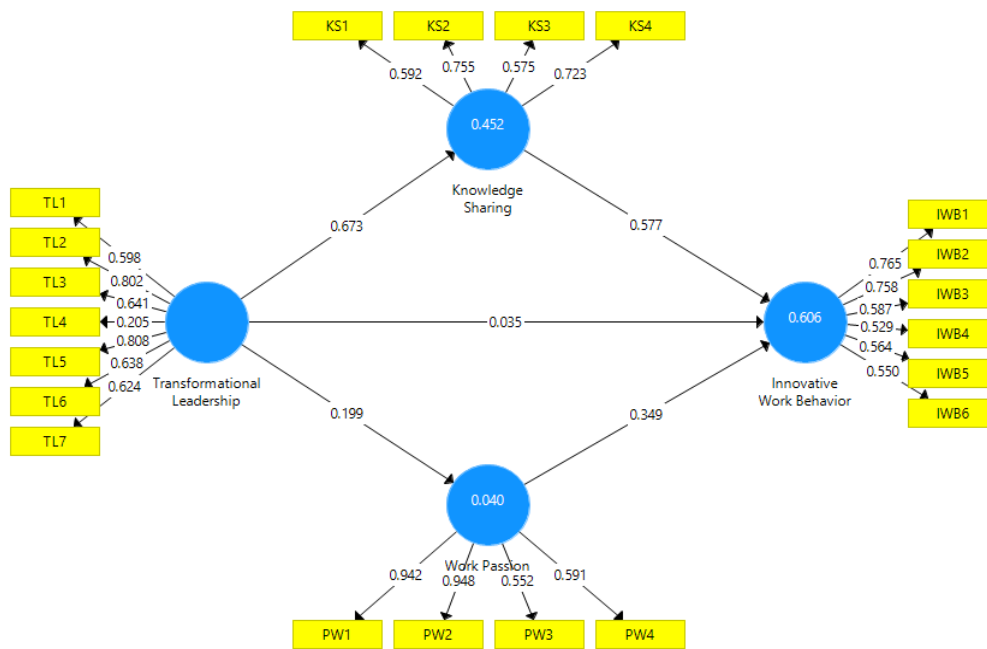


Figure 1. Research Path Analysis

Table 2. Path Coefficients

Hypotheses	Original ample	Sample Mean	Standard Deviation	T Statistics	P Values
Transformational Leadership → Innovative Work Behavior	.035	.028	.066	.527	.598
Transformational Leadership → Knowledge Sharing	.673	.680	.032	21.169	.000
Transformational Leadership → Work Passion	.199	.210	.072	2.760	.006
Knowledge Sharing → Innovative Work Behavior	.577	.585	.088	6.542	.000
Work Passion → Innovative Work Behavior	.349	.342	.113	3.081	.002

Table 2 presents the Smart PLS analysis results on the full data set. The findings signify that transformational leadership had no significant impact on innovative work behavior ( $\beta = 0.035$ ,  $t = 0.527$ ,  $p = 0.598$ ). Therefore, H1 is rejected. However, transformational leadership positively and significantly impacted knowledge sharing ( $\beta = 0.673$ ,  $t = 21.169$ ,  $p = 0.000$ ) and work passion ( $\beta = 0.199$ ,  $t = 2.760$ ,  $p = 0.006$ ). Therefore, H2 and H3 are supported. In addition, knowledge sharing ( $\beta = 0.577$ ,  $t = 6.542$ ,  $p = 0.000$ ) and work passion ( $\beta = 0.349$ ,  $t = 3.081$ ,

$p = 0.002$ ) positively and significantly impacted innovative work behavior. Therefore, H4 and H5 are supported. For testing the mediating effects in Table 3, the outcomes exhibit a positive and significant correlation between innovative work behavior and transformational leadership through knowledge sharing ( $\beta = 0.388$ ,  $t = 5.656$ ,  $p = 0.000$ ) and through work passion ( $\beta = 0.070$ ,  $t = 2.083$ ,  $p = 0.038$ ). It means that knowledge sharing and work passion mediate the association between innovative work behavior and transformational leadership.

**Table 3.** Specific Indirect Effects

	<b>Original Sample</b>	<b>Sample Mean</b>	<b>Standard Deviation</b>	<b>T Statistics</b>	<b>P Values</b>
Transformational Leadership → Knowledge Sharing → Innovative Work Behavior	.388	.399	.069	5.656	.000
Transformational Leadership → Work Passion → Innovative Work Behavior	.070	.071	.033	2.083	.038

The result of this study also found that transformational leadership had no direct effect on innovative work behavior. It aligns with previous findings such as (Wardhani & Gulo, 2017; Messmann et al., 2021; Sudibjo & Prameswari, 2021) that transformational leadership directly did not influence innovative work behavior. The main reason for this insignificant finding is that employees only show their work according to the targets set by the leader, not based on individual initiatives to achieve organizational goals. The clear vision and future goals outlined by transformational leaders do not seem to change their critical thinking to show the best work innovation. Furthermore, transformational leaders are too focused on filtering the viewpoints and perspectives as well as critical ideas of employees that are aligned with their own mission so that it triggers a sense of dependence, shackles thoughts, and limits employees' innovative work.

However, the result of this study contradicts the previous research that transformational leaders identify their employees' qualities, and then they underscore employees' talent diversities to instigate innovative work behavior (Reuvers et al., 2008). Transformational leaders likewise make a sensation of self-conviction and certainty, just as an alluring future vision to such an extent that employees may be motivated to participate in new and optional methods of achieving a job. Accordingly, Isaksen & Akkermans (2011) affirmed that transformational leaders show dependability with employees by making comprehensive data trade helpful for employees to be innovative. They support intellectual skills and rouse employees to set out chances under which they impressively impact

their jobs in the work environment, prompting more significant innovative work behavior levels (Afsar et al., 2014).

Further, the results of this study reveal that transformational leadership had a significant impact on knowledge sharing as well as work passion, which in turn also encourages employees' innovative work behavior. Transformational leaders make the right decisions and inspire employees to perform well by creating strong emotional connections and inspiring them to share knowledge and construct greater values. They move and propel employees essentially via correspondence, information distribution, and advancing worker insight to support knowledge-sharing behavior in the workplace (Dwivedi et al., 2020). In addition, transformational leaders emphasize clarity in communicating organizational goals, being actively involved in employee coaching, promoting new skills, and increasing work passion among employees to make significant investments of energy and time in their work (De Clercq & Belausteguigoitia, 2017).

Through ideal impact and stimulation of intellectual, transformational leaders are able to improve employees' characteristic inspiration and urge them to take part in innovative activities (Zuraik & Kelly, 2019) and work with the expert advancement of employees to own a shared vision (Yukl, 2009). They also play a part in the employees' willingness to look for and learn sustainable updates for their insight about different parts of their day-by-day practice (Sattayaraksa & Boon-itt, 2018). By fostering a reasonable environment, they can also expand employees' characteristic inspiration and eventually encourage innovativeness in the context



of an organization. Leithwood & Jantzi (2006) uncovered that transformational leaders significantly affected the employees' desire to transform their practices, their stimulus to learn and put forth an extra attempt at a job, and their capacity to execute advancements in the working environment. Pradhan and Jena (2019) also revealed that by giving more attention to employees' meaningful work, transformational leaders are able to promote highly innovative work behavior.

### CONCLUSION AND RECOMMENDATION

This study's results concluded that transformational leadership directly had no significant impact on innovative work behavior. However, it positively and significantly impacted knowledge sharing and work passion. In addition, knowledge sharing and work passion positively and significantly impacted innovative work behavior. It signifies that knowledge sharing and work passion mediate the link between transformational leadership on innovative work behavior.

This study's existing limitation needs to be noted as well as stated. First and foremost, all employees analyzed in this study were from the same organization (i.e., stone milling company), and no control variables were viewed when investigating. Subsequently, future study will be intriguing to attempt to gather more differed employee samples concerning the area or characteristics and take into account different variables (e.g., procedural justice (De Clercq & Pereira, 2020), social capital (Fatemi et al., 2021), person-organization fit (Sudibjo & Prameswari, 2021), and collaborative culture (Nguyen et al., 2021) that can be interesting to analyze. On the other hand, further research needs to incorporate a random component into selecting samples and data so that the findings do not correspond only to certain temporal moments. In this way, longitudinal studies with multiple measurements and time leading to organizational change regarding these variables are very important to investigate.

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