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Exploring the Role of Knowledge Sharing in Enhancing Innovative Work Behavior in Small Medium-sized Industries

I Gede Rihayana*, I Nengah Aristana

Universitas Mahasaraswati Denpasar, Denpasar, Bali, Indonesia

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ABSTRACT

This study investigates the impact of transformational leadership on innovative work behavior, with a focus on the mediating role of knowledge sharing. Data were collected through a questionnaire administered to 126 respondents from small and medium-sized export industries in Bali. The data were analyzed using SmartPLS 3.2.9. The findings indicate that transformational leadership has a significant effect on innovative work behavior. Furthermore, knowledge sharing serves as a mediator between transformational leadership and innovative work behavior. The study acknowledges limitations, such as potential bias from self-assessment methods. The implications suggest that leaders in small and medium-sized industries should gain a deeper understanding of the relationships between these variables and the mediating mechanisms involved. This information can be valuable for enhancing leadership performance and fostering innovative work behavior in these industries. Theoretically, this study contributes to the understanding of how leadership styles can enhance organizational behavior, particularly in promoting innovative work behavior.

ABSTRAK

Studi ini menyelidiki dampak kepemimpinan transformasional terhadap perilaku kerja inovatif, dengan fokus pada peran mediasi dari berbagi pengetahuan. Data dikumpulkan melalui kuesioner yang diberikan kepada 126 responden dari industri ekspor kecil dan menengah di Bali. Data tersebut dianalisis menggunakan SmartPLS 3.2.9. Temuan menunjukkan bahwa kepemimpinan transformasional memiliki pengaruh signifikan terhadap perilaku kerja inovatif. Selain itu, berbagi pengetahuan berperan sebagai mediator antara kepemimpinan transformasional dan perilaku kerja inovatif. Studi ini mengakui adanya keterbatasan, seperti potensi bias dari metode penilaian mandiri. Implikasinya menunjukkan bahwa para pemimpin di industri kecil dan menengah perlu memahami lebih dalam hubungan antara variabel-variabel ini dan mekanisme mediasi yang terlibat. Informasi ini dapat bermanfaat untuk meningkatkan kinerja kepemimpinan dan mendorong perilaku kerja inovatif di industri-industri ini. Secara teoretis, studi ini berkontribusi pada pemahaman tentang bagaimana gaya kepemimpinan dapat meningkatkan perilaku organisasi, khususnya dalam mempromosikan perilaku kerja inovatif.

1. INTRODUCTION

Small and medium-sized industries play a crucial role in enhancing a country's economy, particularly in Indonesia (Arsawan et al., 2022). However, these industries face numerous challenges, such as intense competition. To remain viable, they must adopt various strategies to consistently manage their businesses (Aristana et al., 2023). One effective strategy is to foster innovative work practices (Sintaasih et al., 2020). Although not all small and medium-sized industries currently employ innovative strategies (Bodlaj et al., 2020), empirical evidence suggests that implementing innovative practices can enhance their competitiveness (Ghosh & Gurunathan, 2015; Hon & Lui, 2016; Rasheed et al., 2021). According to Agarwal (2014), innovation can be developed by enhancing employees' innovative work behavior, which involves activities that lead to

* *Corresponding author, email address: igederihayana@unmas.ac.id*

the creation, support, and implementation of new ideas (Akram et al., 2016). Therefore, it is essential to intensively promote innovative work behavior in the business environment, including in small and medium-sized industries.

Research indicates that developing innovative behavior among employees in small and medium-sized industries faces challenges, such as the tight control exerted by leaders or owners (Helmy et al., 2019). This control can limit employees' authority in developing new processes, product ideas, and techniques. Thus, these industries require leadership that can effectively address these challenges. Previous studies have shown that transformational leadership can encourage employees' innovative work behavior (Afsar et al., 2014; Dewi et al., 2023; Masood & Afsar, 2017; Rafique et al., 2022). However, some research, such as that by Sudibjo & Prameswari (2021), suggests that transformational leadership does not always positively affect innovative work behavior. This discrepancy highlights the need for further research. Additionally, investigations into employee-level innovation are limited, with more focus on organizational-level innovation through leader-owner perceptions (Didonet et al., 2016; Expósito & Sanchis-Llopis, 2019).

In addition to supportive leadership, innovative work behavior requires knowledge (Le & Lei, 2019). This study proposes that knowledge sharing mediates the relationship between transformational leadership and innovative work behavior (Dong et al., 2016; Vandavasi et al., 2020). Knowledge sharing helps develop and utilize assets, including human resources (Kuo et al., 2017; Tuan, 2017; Zhu & Chen, 2014). It can be conceptualized into two forms: knowledge donating and knowledge collecting (Dysvik et al., 2015; Hassan et al., 2018). Knowledge donation involves communicating knowledge, while knowledge collection involves discussing knowledge (De Vries et al., 2006; van den Hooff et al., 2012). Van Den Hooff & Ridder (2004) recommend examining these two dimensions separately.

This study aims to provide a comprehensive understanding of the relationships among transformational leadership, knowledge sharing, and innovative work behavior. It seeks to address gaps identified in previous research and answer the following research questions (RQ):

RQ1: Does transformational leadership affect knowledge donating, knowledge collecting, and innovative work behavior?

RQ2: Do knowledge donating and knowledge collecting affect innovative work behavior?

RQ3: Does knowledge donating and collecting mediate the relationship between transformational leadership and innovative work behavior?

This investigation aims to offer a detailed understanding of the processes that enhance innovative work behavior. The findings can provide valuable insights and recommendations for leaders to promote knowledge sharing through knowledge donating and collecting. The research model focuses on measuring innovative work behavior through transformational leadership, knowledge donating, and knowledge collecting, aiming to address gaps in the existing literature (Sudibjo & Prameswari, 2021).

2. THEORETICAL FRAMEWORK AND HYPOTHESES

2.1. Sosial Exchange Theory

Social exchange theory explains the dynamics of relationships and exchanges in social interactions (Blau, 1964a, 1964b). This theory was developed to support understanding of individual behaviors, particularly loyalty. According to Lehmann-Willenbrock et al. (2015), social exchange theory is particularly relevant for leaders as it pertains to interactions with subordinates. In practice, leaders can influence subordinate behavior by providing support, offering consultation, granting autonomy, and reducing bureaucratic barriers (Kim & Beehr, 2018). This aligns with the core principle of the theory: the exchange of social resources as the foundation of human interaction (Zakaria et al., 2013). For instance, employees engage with coworkers to acquire knowledge or information (Xie et al., 2018). This engagement is driven by a strong sense of curiosity, prompting employees to respond positively to social interactions (Kammeyer-Mueller & Wanberg, 2003). Consequently, they are motivated to participate in knowledge exchange processes to help achieve organizational goals (Gong et al., 2012). This motivation leads employees to proactively seek new perspectives or ideas to enhance plans (Grant & Ashford, 2008). Open communication can facilitate this process by reducing skepticism toward change (Parker et al., 2010). Based on this understanding, social exchange theory is relevant in explaining the relationships among transformational leadership, knowledge sharing, and innovative work behavior.

2.2. Transformational Leadership

Leadership, particularly transformational leadership, remains a compelling topic for research. This type of leadership garners significant attention because it has been shown to contribute to the development of various research concepts (Babić et al., 2014; Chen & Hou, 2016; Noruzy et al., 2013; Subramanian et al., 2016). Originally introduced by Burns (1978) and further developed by Bass (1985), transformational leadership has significantly impacted organizational management over the past few decades (Grošelj et al., 2021; Khan et al., 2020). Transformational leadership is characterized by its positive impact on self-confidence and its ability to help employees reach their full potential (İşcan et al., 2014; Nguyen & Mohamed, 2011; Zach & Hill, 2017). Leaders who adopt a transformational approach are believed to possess the capability to effect organizational change (Grošelj et al., 2021), particularly by influencing subordinates' ethics, attitudes, and processes for engaging in social exchanges within the workplace (Islam et al., 2022; Khan et al., 2020). This influence is largely due to transformational leaders' ability to provide ideal motivation and exert a positive influence (Chen & Hou, 2016). Consequently, transformational leadership is perceived as enhancing employees' motivation to achieve goals through effective teamwork (Al-Husseini & Elbeltagi, 2016; Shafi et al., 2020).

2.3. Knowledge Sharing

The role of knowledge in organizational growth has been extensively discussed in various studies, as operational activities rely on knowledge to enhance both operations and organizational development (Aristana et al., 2022; El Harbi et al., 2011). According to Mittal and Dhar (2015), acquiring knowledge is a key method for organizations to strengthen employee capabilities. However, knowledge cannot develop effectively without management support (Liao et al., 2018; Meddour et al., 2019). Additionally, knowledge can serve as a source of competitive advantage (Rehman et al., 2022). Knowledge can be obtained from both external and internal sources within an organization, with knowledge sharing being a primary method. Knowledge sharing involves exchanging skills and expertise with colleagues (Ahmed et al., 2019; Wu, 2016), which is particularly beneficial in unpredictable situations (Li et al., 2018; Saiyed, 2019). Therefore, maintaining the flow of knowledge within an organization is essential for achieving practical outcomes (Hoarau & Kline, 2014). Effective collaboration, built on trust between employees, is necessary to acquire and absorb knowledge (Zach & Hill, 2017). Knowledge sharing involves both contributing and collecting knowledge (Nonaka, 1994; Rawung et al., 2015; Riana et al., 2019). Contributing knowledge refers to the sharing of knowledge by members of an organization, while collecting knowledge involves seeking information from both internal and external sources (Mulyana et al., 2015; Riana et al., 2020).

2.4. Innovative work behavior

Innovative work behavior is considered a key solution for organizational development due to its potential to enhance competitiveness (Grošelj et al., 2021). It serves as a foundation for organizational success (Carmeli et al., 2006) by focusing on how individuals contribute to their organization (Wu et al., 2014). This concept involves individuals who are creative in generating, modifying, coordinating, and implementing new ideas (Maqbool et al., 2019). According to Bantha and Nayak (2020), innovative work behavior emphasizes the implementation of ideas to achieve innovative outcomes. While creativity and innovative work behavior share similarities, they differ in their outputs and benefits; creativity is the initial phase, whereas innovation involves the application of creative ideas (Afsar et al., 2014; Kmieciak, 2021). This distinction allows employees to provide feedback to the organization and make necessary improvements when discrepancies arise (Waheed et al., 2018). Innovative work behavior encompasses a series of complex, ethically-driven actions aimed at producing, promoting, and realizing new ideas (Madrid et al., 2014). Therefore, it is considered essential for organizations seeking to gain a competitive advantage.

2.5. Hypotheses Development

2.5.1. Transformational leadership and innovative work behavior

Transformational leadership is characterized by its ability to meet organizational needs through honesty and integrity (Holt, 2018). This leadership style is effective because it maximizes the potential of both leaders and their subordinates (Mokhber, 2015). Transformational leaders inspire their followers to contribute to organizational goals by fostering innovative work behavior (Afsar & Masood, 2018; Masood & Afsar, 2017). They facilitate the development of innovative work behavior by creating a competitive environment (Afsar et al., 2014; Afsar & Umrani, 2019). Additionally, transformational leaders encourage employees to take risks and

accept the associated consequences (Ashkan, 2016; Mittal & Dhar, 2015). As a result, transformational leadership significantly influences innovative work behavior (Akram et al., 2016; Choi et al., 2016; Grošelj et al., 2021; Stanescu et al., 2021), particularly by encouraging and accommodating employees' ideas (Arsawan et al., 2022). Employees who feel supported by transformational leaders are more likely to exhibit innovative behavior (Sudibjo & Prameswari, 2021). Therefore, we propose the following hypothesis:
H1. Transformational leadership has a positive influence on innovative work behavior.

2.5.2. Transformational leadership and knowledge sharing
Knowledge is crucial to an organization, but effective knowledge sharing requires more than just willingness (Rawung et al., 2015). Previous research has identified leader support as a key factor in facilitating knowledge sharing (Dong et al., 2016; Xue et al., 2011). Transformational leaders can foster the knowledge-sharing process by building strong relationships among individuals (Al-Husseini et al., 2021; Aristana et al., 2022). When subordinates perceive that their leaders trust them, they are more inclined to share their knowledge (Nguyen & Mohamed, 2011; Zach & Hill, 2017). Additionally, transformational leaders inspire enthusiasm for knowledge sharing among employees, as it can simplify their work (Braun et al., 2013). Theoretically, knowledge sharing is supported by social exchange and the reduction of bureaucratic barriers (Kim & Beehr, 2018). This aligns with the characteristics of transformational leadership, which tends to minimize bureaucratic distances within organizations (Dewi et al., 2023). Several studies have demonstrated that transformational leadership positively impacts the development of knowledge-sharing processes (Kim & Park, 2020; Li et al., 2014; Rawung et al., 2015). In organizations, knowledge sharing involves both donating and collecting knowledge (Riana et al., 2020). This study examines these dimensions, supported by empirical data showing that transformational leadership significantly enhances both knowledge donation and collection (Chaar & Easa, 2021; Dysvik et al., 2015; Yadav et al., 2019). Therefore, we propose the following hypotheses:
H2. Transformational leadership has a positive influence on knowledge collecting.
H3. Transformational leadership has a positive influence on knowledge donating.

2.5.3. Knowledge sharing and innovative work behavior
The existing literature demonstrates that knowledge-sharing practices are crucial for enhancing innovation at both organizational and individual levels (Kmieciak, 2021; Michna, 2018; Pittino et al., 2016; Radaelli et al., 2014; Zhao et al., 2020). Individuals involved in fostering innovation require effective knowledge management as a foundation and resource for discovering new solutions (Radaelli et al., 2014). When employees engage in knowledge sharing, they do more than simply provide information to coworkers. They describe, integrate, and translate information into a clearer form, making it more accessible to others (Le & Lei, 2019). This process can lead to innovative behavior as employees apply the knowledge they have acquired (Mura et al., 2013). The knowledge gained through sharing can serve as a platform for teams to exchange suggestions, ideas, and information, thereby supporting innovative work behavior (Vandavasi et al., 2020). Janssen (2000) defined innovative work behavior as the process of creating, introducing, and implementing new ideas within a workgroup or organization. The knowledge-sharing process aligns with social exchange theory, which emphasizes the importance of relationships between individuals in social interactions. Consequently, employees' contributions to and collection of knowledge can directly support their innovative work behavior (Akhavan & Hosseini, 2016). Based on this understanding, we propose the following hypotheses:
H4. Knowledge collecting has a positive influence on innovative work behavior.
H5. Knowledge donating has a positive influence on innovative work behavior.

2.5.4. The mediating role of knowledge sharing
Empirical evidence indicates that transformational leadership positively influences both knowledge gathering and knowledge donation, which in turn facilitate innovative work behavior (Choi et al., 2016; Grošelj et al., 2021; Stanescu et al., 2021). Similarly, knowledge sharing, encompassing both knowledge gathering and donation, positively impacts innovative work behavior (Michna, 2018; Pittino et al., 2018; Radaelli et al., 2014). Thus, knowledge gathering and donation serve as intermediaries between leadership and innovative work behavior (Hendryadi et al., 2019; Khan, 2015; Le & Lei, 2019). The increasing practice of knowledge sharing in small and medium-sized enterprises can motivate employees to reach their full potential (Knezović & Drkić, 2021). Previous studies have confirmed the role of knowledge-sharing capabilities in mediating the relationship between transformational leadership and innovative work behavior (Afsar et al., 2019; Arsawan

et al., 2022; Khan et al., 2020; Rafique et al., 2018; Venketsamy & Lew, 2022). Consequently, we specifically propose the following hypotheses:

H6. Knowledge gathering mediates the relationship between transformational leadership and innovative work behavior.

H7. Knowledge donation mediates the relationship between transformational leadership and innovative work behavior.

The research conceptual framework is illustrated in Figure 1. This framework outlines the relationships between the exogenous variable, transformational leadership, and the endogenous variables, which include knowledge sharing (knowledge gathering and donation) and innovative work behavior.

3. RESEARCH METHOD

This study employs a quantitative research design with a correlational approach to investigate the relationships between variables. This approach is appropriate because the study is non-experimental and uses statistical methods to measure these relationships (Creswell, 2014). The research focuses on export-oriented small and medium-sized industries in Bali. The selection of participating small and medium-sized industries was based on several criteria established by the researchers. First, the enterprise must have been in consistent operation for at least five years. Second, it must possess a business permit and be registered with the Bali Provincial Trade and Industry Service.

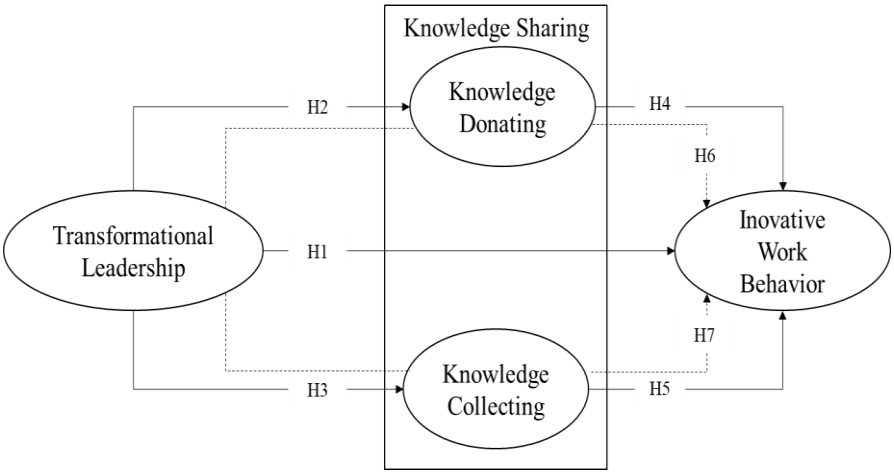

Figure 1. Research conceptual framework

Table 1. Respondent information

Respondents *(n = 126)*	Frekuensi	Percent
Gender		
Male	53	42,06
Female	73	57,94
Age (in years)		
17 – 26	23	18,25
27 – 36	67	53,17
37 – 46	32	25,40
47 – 56	4	3,17
Education		
High Senior School	85	67,46
Diploma	18	14,29
Graduate	6	4,76
Post Graduate	17	13,49
Experience (in years)		
1 – 5	3	2,38
6 – 10	76	60,32
11 – 15	47	37,30

Third, the enterprise must engage in production activities, rather than merely acting as a seller or distributor. Based on these criteria, 42 small and medium-sized industries were identified at the time of the study, distributed across nine regencies and cities in Bali. These businesses operate in sectors such as furniture, accessories, and jewelry. Due to the limited population framework, a saturated sampling technique was employed, meaning the entire population was used as the research sample (Sugiyono, 2017).

For data collection, three individuals from each enterprise were selected as respondents: the leader or owner, a head of division, and an employee. This selection was made to ensure that respondents could provide comprehensive information related to innovative behavior, operational activities, and their roles in product and process development. This approach also aimed to capture organizational insights from three distinct perspectives. Consequently, the study targeted a total of 126 respondents. Details about the respondents are presented in Table 1. The questionnaire was distributed using both Google Forms and manual methods. Distribution occurred in two ways: online and in-person during industry visits. Data collection took place from February to June 2023 and was conducted in two stages. In the first stage, data were collected from 30 respondents to test the instrument's validity and reliability. An instrument is considered valid if the calculated correlation coefficient (r) is greater than 0.3 ($r > 0.3$) and reliable if Cronbach's Alpha is greater than 0.6 ($CA > 0.6$). This testing aims to mitigate bias that may arise from self-assessment. In the second stage, once all instruments were confirmed to meet the validity and reliability criteria, data collection proceeded according to the specified sample target.

3.1. Measurement Development

This study examines three main variables: transformational leadership, knowledge sharing, and innovative work behavior. A five-point Likert scale is used to capture perceptions of each variable, ranging from 1 (strongly disagree) to 5 (strongly agree). Innovative work behavior is assessed using nine indicators adopted from Arsawan et al. (2022), which include: 1) having the opportunity to create new ideas; 2) having the opportunity to find new ideas; 3) having the opportunity to produce solutions; 4) receiving support for innovative ideas; 5) obtaining approval for generated ideas; 6) receiving support for enthusiasm; 7) having the opportunity to modify ideas; 8) having the opportunity to introduce ideas; and 9) having the opportunity to evaluate ideas. Knowledge sharing is divided into two components: knowledge donating and knowledge collecting. **Knowledge donating** includes five statements: 1) sharing knowledge without being asked; 2) receiving knowledge from colleagues; 3) making sharing a habit; 4) providing knowledge without being asked; and 5) sharing new knowledge with colleagues. **Knowledge collecting** consists of four statements, adopted from Riana et al. (2020), including 1) collecting knowledge without being asked; 2) always seeking new information; 3) having a desire to learn new things; and 4) taking the initiative to ask for knowledge from colleagues. The measurement of transformational leadership is based on instruments from Aristana et al. (2024) and Sudibjo & Prameswari (2021), using seven statements: 1) explaining the vision and mission; 2) encouraging cooperation; 3) demonstrating creativity; 4) acting in accordance with organizational values; 5) taking responsibility; 6) having the ability to identify opportunities; and 7) motivating employees. The specific statement items used in the study are detailed in Table 2.

Table 2 provides a detailed description of the transformational leadership variable, indicating that it is highly valued. This suggests that employees in small and medium-sized industries require transformational leaders. Similarly, the variables of knowledge collecting and knowledge donating are rated very highly, demonstrating the importance of knowledge-sharing practices among employees in their work. Innovative work behavior is also rated very high, indicating that employees in these industries actively engage in innovative practices. Overall, the descriptions confirm that all the variables examined in this research are highly relevant to the current conditions of employees in small and medium-sized industries.

3.2. Data analysis

The research data were analyzed using SmartPLS 3.2.9 in two stages. First, the outer model was evaluated by assessing convergent validity, discriminant validity, and composite reliability. Second, the analysis proceeded with the inner model by examining the R-square, predictive relevance (Q^2), and testing the hypotheses. PLS-based structural equation modeling was chosen because the research model is structurally complex and involves several endogenous variables. Additionally, PLS is advantageous as it does not require a specific data scale, operates efficiently, and is suitable for small sample sizes. The mediator criteria were assessed using the variance accounted for (VAF) method.

Table 2. Descriptive statistics of respondents' answers

Statement Items	Mean	Information
Transformational leadership	4,51	Very good
Leaders can explain the organization's vision and mission to employees.	4,40	Very good
Leaders invite employees to work together	4,54	Very good
Leaders demonstrate integrity in their work	4,44	Very good
Leaders demonstrate behavior that is consistent with organizational values.	4,52	Very good
Leaders are responsible for making improvements in the organization.	4,49	Very good
Leaders provide opportunities to employees	4,51	Very good
Leaders encourage employees to learn	4,69	Very good
Knowledge Donating	4,29	Very high
Share knowledge with colleagues without having to be asked	4,14	High
Receive knowledge from colleagues without asking	4,23	Very high
Sharing new knowledge is considered normal	4,02	High
Provide knowledge without them being asked	4,74	Very high
When learning something new employees share it with coworkers	4,31	Very high
Knowledge Collecting	4,38	Very high
Employees accumulate knowledge without being asked	4,42	Very high
Employees are always looking for information	4,32	Very high
Desire to know new things	4,44	Very high
Take the initiative to ask for knowledge from colleagues	4,34	Very high
Innovative Work Behavior	4,28	Very high
Employees have the opportunity to create new ideas	4,28	Very high
Employees look for new work methods, techniques, or instruments	4,26	Very high
Employees help come up with original solutions	4,25	Very high
Employees get mobilized support for innovative ideas	4,42	Very high
Employees gain approval for innovative ideas	4,25	Very high
Support creates employee enthusiasm	4,21	Very high
Employees can come up with innovative ideas	4,21	Very high
Employees have the opportunity to introduce innovative ideas	4,29	Very high
Employees are allowed to evaluate the usefulness of innovative ideas	4,34	Very high
Valid n = 126 Respondence		

4. DATA ANALYSIS AND DISCUSSION

4.1. Outer measurement model

The testing process begins by evaluating the validity and reliability of the model. First, convergent validity is assessed by examining the outer loading (OL) values, which are considered valid if they exceed 0.6. Second, discriminant validity is evaluated using the Fornell-Larcker Criterion, where the square root of the average variance extracted (√AVE) should be greater than 0.5 (√AVE > 0.5). Additionally, the Heterotrait-Monotrait Ratio (HTMT) should be below 0.9. Third, composite reliability is assessed, with values greater than 0.7 (CR > 0.7) indicating reliability. Furthermore, the variance inflation factor (VIF) is checked to ensure there is no multicollinearity in the data, with a recommended VIF value of less than 5 (VIF < 5) (Hair et al., 2018). According to the information in Tables 3 and 4, the outer measurement model meets the proposed criteria, allowing the testing to proceed to the next stage, which involves evaluating the inner measurement model.

4.2. Inner measurement model

The inner measurement model is evaluated by examining the relationships between exogenous and endogenous variables. Before assessing these relationships, the model fit index is checked using the Standardized Root Mean Square Residual (SRMR) and the Normed Fit Index (NFI). According to Schermelleh-Engel et al. (2003), the SRMR is considered an acceptable fit if it falls between 0.08 and 0.10, and the NFI should be below 0.9. The results show an SRMR of 0.089 and an NFI of 0.647, indicating that the model is a good fit (see Table 5).

Table 3. Construct validity and reliability

Variable/indicator	Outer Loading	CA	rho_A	CR	AVE	VIF
Innovative Work Behavior		0,930	0,932	0,941	0,641	2,730
IWB1	0,798					2,417
IWB2	0,776					2,562
IWB3	0,854					3,439
IWB4	0,774					2,221
IWB5	0,826					2,793
IWB6	0,846					3,227
IWB7	0,810					3,152
IWB8	0,711					2,090
IWB9	0,803					2,666
Knowledge Collecting		0,811	0,846	0,876	0,642	1,991
KC1	0,895					2,574
KC2	0,654					1,319
KC3	0,867					2,468
KC4	0,769					1,604
Knowledge Donating		0,797	0,806	0,861	0,556	2,070
KD1	0,824					3,039
KD2	0,736					1,542
KD3	0,647					1,451
KD4	0,657					1,248
KD5	0,844					3,070
Transformational Leadership		0,864	0,887	0,895	0,552	2,622
TL1	0,796					4,438
TL2	0,608					1,451
TL3	0,605					1,540
TL4	0,727					2,101
TL5	0,820					2,340
TL6	0,799					2,031
TL7	0,809					4,454

Table 4. Discriminant validity

Variable	Fornell-Larcker Criterion				Heterotrait-Monotrait Ratio (HTMT)			
	IWB	KC	KD	TL	IWB	KC	KD	TL
Inovative Work Behavior	0,801							
Knowledge Collecting	0,597	0,802			0,686			
Knowledge Donating	0,600	0,651	0,746		0,690	0,822		
Transformational Leadership	0,463	0,525	0,378	0,743	0,492	0,594	0,428	

Table 5. The goodness of fit evaluation

Creteria	Parameter	Rule of Thumb	Decision
Standardized Root Mean Square Residual (SRMR)	0,089	<0,1	Fit
Normed Fit Index (NFI)	0,647	0 - 1	Fit
GoF Calculation	0,746	weak (0,19), moder-ate (0,33), and strong (0,67)	Strong

Table 6. Model feasibility

Variable	R Square	R Square Adjusted
Inovative Work Behavior	0,460	0,446
Knowledge Collecting	0,276	0,270
Knowledge Donating	0,143	0,136
Average	0,293	0,284

The analysis then proceeds to evaluate the model's feasibility by examining the R-square (R^2) values. According to Hair et al. (2013), the strength of the relationship between variables is categorized as weak (0.19), moderate (0.33), or strong (0.67). Table 6 shows that the R^2 values for the variables vary: knowledge

donating falls into the weak category, while innovative work behavior and knowledge collecting are in the moderate category. Overall, the model is considered weak, with an average R^2 value of 0.293. This indicates that 29.3% of the variance is explained by the model, while 70.7% is accounted for by other variables not included in the model. This suggests that future studies might consider incorporating additional constructs. Next, the Q-square predictive relevance (Q^2) is calculated. A model is considered to have good predictive relevance if Q^2 is greater than 0 ($Q^2 > 0$) (Chin, 1998). The calculation yields a Q^2 value of 0.665, or 66.5%, indicating that the model has relevant predictive value.

4.3. Hypothesis testing

Hypothesis testing was conducted to examine the relationships among transformational leadership, knowledge sharing practices, and innovative work behavior. The results are presented in Table 7 and Figure 2, focusing on the path coefficient values, t-statistics above 1.96, and p-values with a significance threshold of 0.05. The analysis reveals that transformational leadership significantly affects innovative work behavior, with a path coefficient (β) of 0.189, t-statistic of 2.322, and p-value of 0.021, supporting Hypothesis 1 (H1). Transformational leadership significantly influences knowledge collecting, with β = 0.525, t = 7.486, and p = 0.000, supporting Hypothesis 2 (H2). Transformational leadership also significantly impacts knowledge donating, with β = 0.378, t = 4.754, and p = 0.000, supporting Hypothesis 3 (H3). Knowledge collecting significantly affects innovative work behavior, with β = 0.267, t = 2.816, and p = 0.005, supporting Hypothesis 4 (H4). Knowledge donating significantly influences innovative work behavior, with β = 0.355, t = 3.898, and p = 0.000, supporting Hypothesis 5 (H5).

The mediation analysis indicates that knowledge collecting and knowledge donating do not fully mediate the effect of transformational leadership on innovative work behavior. However, they do provide partial mediation, in which the mediation effect of knowledge collecting on the relationship between transformational leadership and innovative work behavior is significant, with β = 0.140, t = 2.628, and p = 0.012, supporting Hypothesis 6 (H6). Knowledge collecting also has a significant direct effect on innovative work behavior, with β = 0.134, t = 2.743, and p = 0.006, supporting Hypothesis 7 (H7). The mediation criteria are determined using the Variance Accounted For (VAF) method, where full mediation is indicated by a VAF above 80%, partial mediation by 20% to 80%, and no mediation by less than 20%. The calculations indicate partial mediation in this model.

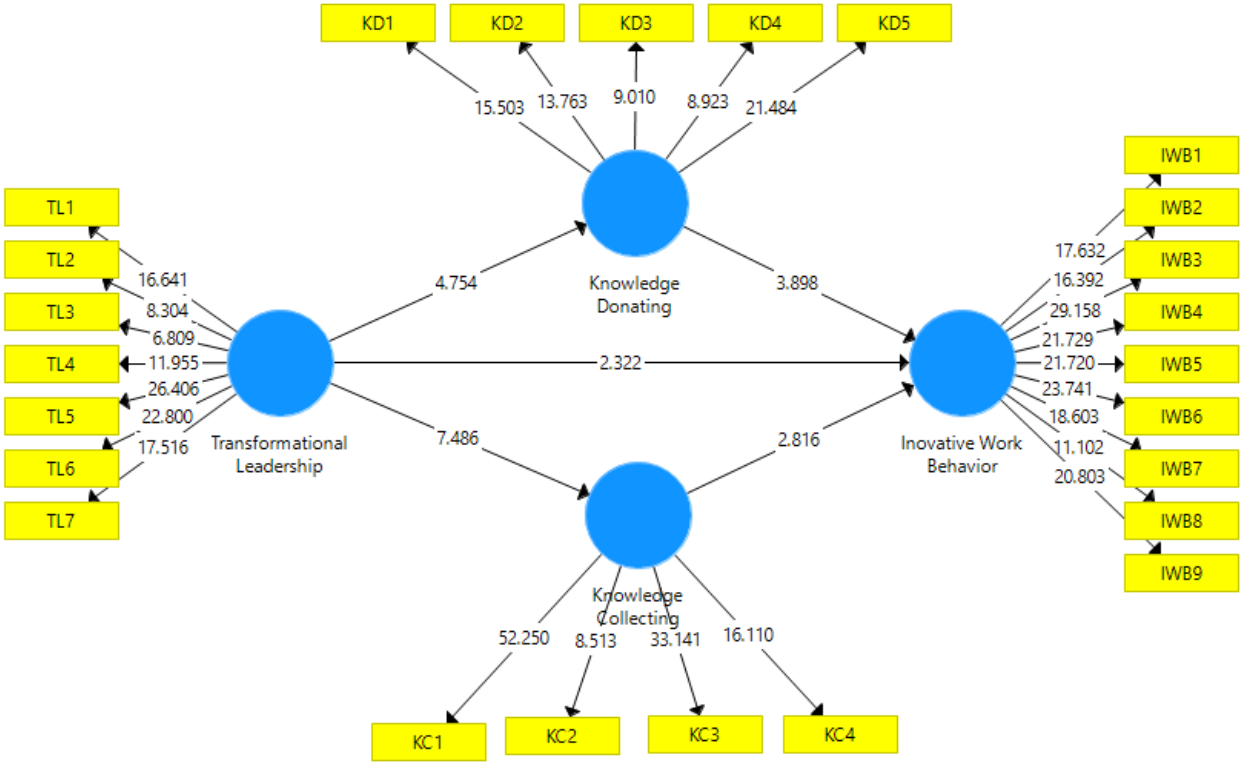

Figure 2. Bootstrapping Smart PLS models

Tabel 7. Path coefficient

Relationship between variables	β	T Statistics	P Values	Decision
Direct Effect				
TL -> IWB	0,189	2,322	0,021	Support
TL -> KC	0,525	7,486	0,000	Support
TL -> KD	0,378	4,754	0,000	Support
KC -> IWB	0,267	2,816	0,005	Support
KD -> IWB	0,355	3,898	0,000	Support
Indirect Effect				
TL -> KC -> IWB	0,140	2,528	0,012	Support
TL -> KD -> IWB	0,134	2,743	0,006	Support

4.4. Discussion

This study examines innovative work behavior through the lenses of transformational leadership and knowledge-sharing practices, specifically knowledge gathering and donation. Hypothesis testing reveals that transformational leadership positively and significantly influences innovative work behavior. This suggests that effective transformational leadership enhances innovative work behavior in small and medium-sized industries. These findings align with previous research (Afsar & Umrani, 2019; Stanescu et al., 2021). Transformational leaders exemplify consistent behavior aligned with organizational values, inspiring employees to work more innovatively. Consequently, transformational leadership facilitates an environment where employees can be more innovative (Afsar & Masood, 2018; Masood & Afsar, 2017). Innovative work behavior in small and medium-sized industries help in problem-solving, idea generation, and implementation. This study addresses a gap identified in previous research (Sudibjo & Prameswari, 2021) that suggested transformational leadership did not enhance innovative work behavior. Leaders should consider adopting transformational leadership styles to manage small and medium-sized industries effectively.

The study finds that transformational leadership significantly impacts knowledge collection and donation. This indicates that effective transformational leadership enhances knowledge-sharing practices in small and medium-sized industries, supporting previous research (Afsar et al., 2019). Transformational leadership in small and medium-sized industries encourage employees to gather and share knowledge, fostering relationships and interactions that include knowledge sharing (Al-Husseini et al., 2021). Such support accelerates knowledge sharing in small and medium-sized industries. These findings are consistent with earlier studies (E. J. Kim & Park, 2020; G. Li et al., 2014; Rawung et al., 2015). Leaders should apply transformational leadership to encourage knowledge-sharing practices, as knowledge is crucial for adapting to business changes and enabling employees to explore their capabilities.

The results indicate that knowledge-sharing practices significantly impact innovative work behavior. Enhanced knowledge sharing, through both donation and collection, boosts innovative work behavior in small and medium-sized industries, supporting previous studies (Akhavan & Hosseini, 2016; Helmy et al., 2019). Knowledge is vital for organizational management and finding new solutions (Radaelli et al., 2014). By maximizing employee knowledge through sharing practices, small and medium-sized industries can acquire new insights. This process involves describing, combining, and translating knowledge to make it more accessible to employees (Le & Lei, 2019), thereby encouraging innovative behavior. Knowledge-sharing practices serve as a means for organizations to foster innovative work behavior among employees in small and medium-sized industries.

Knowledge-sharing practices mediate the relationship between transformational leadership and innovative work behavior. This suggests that knowledge sharing through collection and donation enhances leaders' efforts to promote innovative work behavior. These findings align with previous studies (Afsar et al., 2019; Arsawan et al., 2022; Khan et al., 2020). The study confirms that knowledge sharing significantly contributes to improving innovative work behavior. It not only directly impacts innovative behavior (Michna, 2018; Pittino et al., 2018; Radaelli et al., 2014) but also enhances transformational leadership's influence on employee behavior. Knowledge is key to stimulating new ideas among small and medium-sized industries employees, ultimately helping organizations achieve optimal productivity and performance.

This study contributes to the literature on innovative work behavior by conceptualizing transformational leadership and knowledge-sharing practices as crucial for developing innovative work behavior in

small and medium-sized industries. The model effectively explains innovative work behavior, establishing these constructs as drivers of innovation (E. J. Kim & Park, 2020; Kmieciak, 2021; G. Li et al., 2014; Masood & Afsar, 2017; Rawung et al., 2015; Vandavasi et al., 2020). The study demonstrates that knowledge-sharing practices mediate the relationship between transformational leadership and innovative work behavior. This finding highlights the necessity of knowledge for enhancing innovative work behavior, ultimately improving small and medium-sized industries performance. The study enriches social exchange theory by providing evidence that developing innovative work behavior requires social exchange. Social interactions help individuals develop their potential, as innovative behavior involves personal abilities. To maximize these abilities, social support from coworkers and superiors is essential (Afsar & Umrani, 2019). The study confirms that social exchange theory can address challenges related to maximizing the role of subordinates (de Guimarães et al., 2018; Zakaria et al., 2013).

5. CONCLUSION, IMPLICATION, SUGGESTION, AND LIMITATIONS

Small and medium-sized industries must explore various strategies to enhance productivity and performance in an increasingly competitive business environment. This improvement should begin at the individual level. Our research indicates that transformational leadership fosters knowledge sharing and innovative work behavior. With transformational leadership, employees are more inclined to gather and share their knowledge, which ultimately enhances innovative work behavior. Furthermore, knowledge sharing serves as a partial mediator in the relationship between transformational leadership and innovative work behavior. This suggests that knowledge sharing practices can facilitate the implementation of transformational leadership. In other words, by promoting knowledge sharing through the collection and dissemination of knowledge, leaders can effectively manage the operations of Small and medium-sized industries without needing to provide constant, intensive direction for routine tasks.

These findings offer both theoretical and practical contributions. Theoretically, this research broadens the understanding of innovative work behavior and its related theories. It demonstrates that innovative work behavior tends to increase with supportive leadership and knowledge sharing. Additionally, the study explores knowledge sharing through the lenses of knowledge donating and collecting, aiming to conceptualize it in a novel way. Practically, this research provides a fresh perspective on knowledge sharing practices, enabling managers to better facilitate these processes and thereby assist Small and medium-sized industries in their operations. The results can also aid owners and managers in formulating policies for Small and medium-sized industries development, emphasizing the importance of maximizing human resources through innovative behavior.

Despite its contributions, this study has limitations. First, the sample is limited to Small and medium-sized industries in Indonesia, particularly in Bali. As Indonesia is a developing country, each industry has unique characteristics, and thus, the study's findings may not address all challenges faced by Small and medium-sized industries. Further research is needed to explore these issues comprehensively. Second, the study focuses on transformational leadership and knowledge-sharing practices to assess employee innovative work behavior. However, other factors such as employee loyalty, job satisfaction, and creativity also significantly influence innovative work behavior. Future research should examine these factors to gain a more diverse understanding of innovative work behavior development in Small and medium-sized industries. Third, the study employs a causal design and relies on self-assessment for data collection, which may introduce bias despite undergoing validity and reliability tests with a limited sample. We recommend conducting more comprehensive investigations of specific innovative work behaviors through longitudinal studies.

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