



## The Influence of Job Satisfaction and Transformational Leadership on Innovative Work Behavior with Knowledge Sharing as a Mediation Variable in Private Bank

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### ABSTRACT

The purpose of this observation is to determine whether these factors have an impact on creative work practices among employees of Private Banks. considering that current technological developments have given rise to intense competition in the financial industry. For this reason, the company's human resources are expected to be able to integrate technology into financial practices and create new products. This observation uses a quantitative approach with data analysis methods using SEM PLS. The total population is 343 employees and the sampling technique is random sampling with a total of 185 employees. Observation data was collected through distributing questionnaires. The observation The findings indicate that creative work behavior is positively and significantly impacted by transformational leadership, knowledge sharing, and partial job satisfaction. Knowledge sharing is greatly and favorably impacted by transformational leadership in the workplace satisfaction. Then, the knowledge-sharing variable was proven to be able to serve as a go-between for the relationship between transformative leadership's effects and innovative work practices on job satisfaction.

## INTRODUCTION

The sustainability of an organization in this time of change depends on innovations that can be born and provide value that is considered attractive in the market. For this reason, organizations need to encourage innovative work behavior (IWB) in their employees. According to Janssen, 2000; Scott and Bruce, 1994; Madrid et al., 2014 in Volery & Tarabashkina, (2021), The term "Innovative Work Behavior" (IWB) describes the conscious efforts made by staff members to generate new concepts, advance existing ones, and see them through to completion in order to benefit both the team or group and the company. The expectation is that employees who exhibit innovative behavior will contribute to the organization developing its business to be better and more contemporary as time progresses. Especially nowadays, financial institutions, especially banks, need to recognize that innovation is a driver of business and operational sustainability. As stated by Hasan; et al. in Siregar, R. Y., et al. (2023), the very rapid development of financial technology has had a big impact on the banking industry in the last 10 years, evolving through financial technology that keeps up with the times. Forms of banking innovation can include the availability of ATMs (Automated Teller Machines), Online Banking, Internet Banking, and the features that accompany them. This form of digital innovation is ultimately able to increase company revenues and provide added value to customers.

Previous observations made by Bysted (2013) showed that high employee job satisfaction provides many ideas for innovation. Observations Rafique et al. (2022) conducted research on the impact of transformational leadership variables on innovative work behavior, and their findings indicate that transformational leadership positively influences innovative work behavior. Knowledge sharing has a positive impact on innovative work behavior, according to Bednall et al and served as a moderating variable. The study revealed that while transformational leadership did not directly impact innovative work behavior, it did have a partial mediated effect through knowledge sharing.. Further observations regarding the knowledge-sharing variable were made by Usmanova et al., (2020), stating that knowledge-sharing did not have a significant effect on innovative work behavior and also hurt job satisfaction and observations made by Almahamid et al. (2010), stated that knowledge sharing practices and employee work satisfaction are highly correlated. This demonstrates that the previously mentioned research results are not all the same.

Referring to the description above, the researcher intends to make observations with the title "The Impact of Transformational Leadership and Job Satisfaction on Innovative Work Behavior in Private Banks: A Mediating Variable for Knowledge Sharing."

## THEORETICAL REVIEW

### *Innovative Work Behavior*

Kim and Park characterize all basic behaviors as innovative work behavior intended to create and carry out change in Saeed AlShamsi et al. (2022). utilizing fresh information, and altering procedures to enhance individual and organizational performance. According to Janssen (2005),

Messmann & Mulder (2012), Scott & Bruce (1994 in Kong & Li, 2018), innovative work behavior in the workplace encompasses a complex range of activities involved in promoting, seeking, and disseminating new ideas as well as efforts to implement these ideas in work practices.

Referring to the statement above, it can be concluded that a good working relationship with superiors can encourage employees to engage in innovative work practices. This shows that a superior's attitude towards subordinates can affect how workers behave in the workplace.

In this regard, Jong & Hartog (2010), divide innovative work behavior into four dimensions, namely: (1) Idea Exploration or idea exploration (2) Idea Generation or idea generation (3) Idea Championing or Fighting for Ideas (4) Idea Implementation or Application of Ideas.

### ***Job Satisfaction***

It is possible to characterize job satisfaction as the degree to which individuals are satisfied or dissatisfied with their jobs, or as the degree to which people believe their needs are met by their work (Spector and Evans in Sang et al., 2020). There are numerous variables that can impact how content workers are with their positions. According to Lowry et al. (2002) and Collange et al. (2017) in Sang et al. (2020), a number of variables, such as stress perception, training, and educational opportunities, and satisfaction with the social support work environment, can raise an employee's level of job satisfaction. For this reason, organizations are currently taking various steps to provide good feedback to employees in line with the contribution they have made to the organization considering that competition for labor in the market is very high. This can also be used as a company strategy to gain a competitive advantage. It follows that job satisfaction is a crucial component that workers have on a mental and internal level since it helps them express their likes and dislikes about their jobs and can affect their decision to stay with a company.

According to Robbin & Judge (2015), the dimensions of job satisfaction can be seen from several things, namely: (1) The work itself; (2) Wages or compensation; and (3) Promotion opportunities, (4) Satisfaction with the attitude of superiors or leaders (5) Work colleague

### ***Transformational Leadership***

Transformational leadership involves the action of directing team members' attention to a larger vision, creating a positive work environment and supporting the development of team members' skills and abilities according to Sadeghi & Pihie (2012). Burns Ahmad et al. (2020), stated that positive attitudes characterize transformational leaders toward their hopes and believe that by showing enthusiasm and energy they can achieve an ideal situation that is beneficial for the entire organization. Furthermore, Li et al. (2014), argue that transformational leadership can change human behavior in the work environment so that it can encourage transformation, change and success in the organization. This is believed to trigger success, and innovation and increase effectiveness at the organizational level.

that transformational leaders have positive attitudes a great influence of transformational leadership because it can influence the behavior of employees to have a positive attitude, accept change and create innovation for the sustainability of the company.

According to Bernard M. Bass in Ahmad et al. (2020), there are the following four primary elements of transformational leadership: Intellectual stimulation (stimulasi intelektual), idealized influence (pengaruh ideal), inspirational motivation (motivasi inspirasional), and individual consideration (perhatian individual).

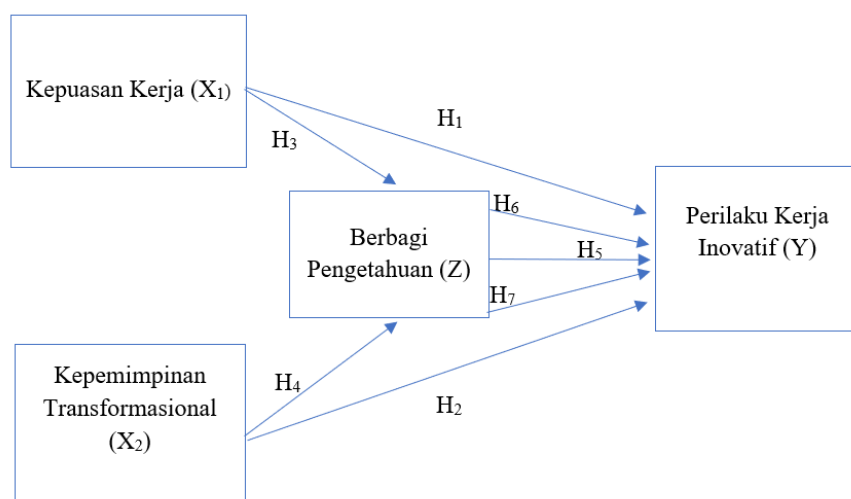
### Sharing Knowledge

Senge's perspective in Kuo et al. (2014) states that knowledge management—which includes the exchange of knowledge—should prioritize knowledge sharing between individuals through social interaction. Sharing knowledge not only allows others to obtain useful information but also connects the delivery of knowledge to others.

According to Gemunden in Anser et al. (2020), sharing knowledge is a way for employees in an organization to reciprocally interact and communicate while exchanging valuable ideas and information. Moreover, Nonaka describes knowledge sharing as an interactive process in which people exchange information in both explicit and tacit ways in Kuo et al. (2014).

According to Van Den Hooff & Ridder (2004), it is a two-dimensional knowledge-sharing process that consists of knowledge collecting and knowledge donation.

Referring to various previous opinions and observations regarding job satisfaction, transformational leadership, knowledge sharing, and innovative work behavior described previously, it is described as an observational framework, namely:



**Figure 1 Framework of Thought**

The observation's hypothesis is stated as follows, with reference to the problem formulation and observation model mentioned above:

- H1: At Privat Bank, innovative work practices are significantly impacted by job satisfaction.
- H2: Transformational leadership at Privat Bank significantly influences innovative work methods.
- H3: Knowledge sharing at Privat Bank is significantly impacted by job satisfaction.
- H4: Transformational leadership at Privat Bank significantly affects information exchange.
- H5: Knowledge sharing has a significant influence on innovative work practices at Privat Bank.
- H6: Knowledge sharing, a mediating variable, significantly affects the relationship between innovative work behavior and job satisfaction at Privat Bank.
- H7: At Privat Bank, knowledge sharing acts as an intervening variable that significantly influences innovative work behavior through transformational leadership.

## METHODOLOGY

The quantity of people is known as the population Private Bank Head Office employees of 343 employees. The sampling technique used was random sampling. In this observation, the researcher used the Slovin technique, using an error limit of 5% with a confidence level of 95%. This means that the error tolerance in this observation is 0.05, and the number of samples to be used is 201 respondents. analysis of observational data with Smart PLS and Structural Equation Modeling (SEM).

## RESULTS

Below, the researcher describes the respondents, totaling 185 employees, referring to gender, age, highest level of education and length of service:

Table 1. Observation Respondents

Profile	Jumlah	Persen
Jenis Kelamin		
1. Laki-laki	95	51
2. Perempuan	90	49
Usia		
1. 20-25 Tahun	28	15
2. 26-30 Tahun	75	41
3. 31-35 Tahun	21	11
4. 36-40 Tahun	45	24
5. 41-45 Tahun	3	2
6. 46-50 Tahun	8	4
7. > 50 Tahun	5	3
Pendidikan		
1. SMA/SMK	3	2
2. Diploma	7	4
3. S1	166	89
4. S2	9	5
Masa Kerja		
1. 1-5 Tahun	59	32
2. 6-10 Tahun	80	43
3. 11-15 Tahun	30	16
4. 16-20 Tahun	7	4
5. >20 Tahun	9	5

The aforementioned data processing results indicate that, out of the 185 respondents, 95 (or 51%) were men and 90 (or 49%) were women. According to the above table, 15% of respondents are between the ages of 20 and 25, 41% are between the ages of 26 and 30, 11% are between the ages of 31 and 35, 24% are between the ages of 36 and 40, 2% are between the ages of 41 and 45, 4% are between the ages of 46 and 50, and 3% are older than 50. The majority of respondents had a bachelor's degree, namely 166 respondents (89%), 9 respondents (5%) had a master's degree, and 7 respondents (4%) had a diploma (DI/DII/DIII/DIV). and 3 respondents (2%) had a high school education. Most of the respondents were dominated by employees who had worked for 6-10 years, namely 43% or 80 people of the total respondents. This means that most employees have quite a lot of experience and knowledge in the company. Furthermore, respondents with a work period of 1-5 years were 32%, respondents with a work period of 11-15 years were 16%, respondents with a work period of 16-20 years were 4%, and respondents with a work period of > 20 years were 5%.

## Data Analysis Results

### Measurement Model Test Results (Outer Model)

The results of variable convergent validity testing can be seen as follows:

**Table 2 Loading Factor Stage 1**

Variable	Dimensions	Code	Loading Factor	Cut off	information
Job Satisfaction (X1)	<i>The Work Itself/ The work itself</i>	KK.1	0.779	0.7	Valid
		KK.2	0.503		Tidak Valid
	Salary/ Salary	KK.3	0.75		Valid
		KK.4	0.766		Valid
	<i>Opportunity for Promotion/ Promotion Opportunities</i>	KK.5	0.781		Valid
		KK.6	0.472		Tidak Valid
	Supervision	KK.7	0.781		Valid
		KK.8	0.75		Valid
		KK.9	0.807		Valid
		KK.10	0.828		Valid
	Co-Worker/	KK.11	0.784		Valid
		KK.12	0.759		Valid
Transformational Leadership (X2)	<i>Idealized Influence/</i>	KT1	0.544	0.7	Tidak Valid
		KT2	0.753		Valid
		KT3	0.778		Valid
	Inspirational motivation/	KT.4	0.755		Valid
		KT.5	0.808		Valid
		KT.6	0.723		Valid
	Intellectual stimulation/	KT.7	0.717		Valid
		KT.8	0.746		Valid
		KT.9	0.765		Valid
	<i>Individualized consideration</i>	KT.10	0.77		Valid
		KT.11	0.755		Valid
		KT.12	0.757		Valid

<b>Knowledge Sharing (Z)</b>	<i>Knowledge Donating/</i>	BP.1.	0.735	0.7	Valid
		BP.2.	0.773		Valid
		BP.3.	0.743		Valid
	<i>Knowledge Collecting/Knowledge Collection</i>	BP.4.	0.803		Valid
		BP.5.	0.766		Valid
		BP.6.	0.785		Valid
<b>Innovative Work Behavior (Y)</b>	<i>Idea Exploration/</i>	PKI.1.	0.42	0.7	Tidak Valid
		PKI.2.	0.744		Valid
	<i>Idea Generation/</i>	PKI.3.	0.788		Valid
		PKI.4.	0.729		Valid
	<i>Promote Ideas/ Fight for Ideas</i>	PKI.5.	0.751		Valid
		PKI.6.	0.738		Valid
		PKI.7.	0.766		Valid
	<i>Idea Implementation/Idea Implementation</i>	PKI.8.	0.824		Valid
		PKI.9.	0.814		Valid
		PKI.10	0.491		Tidak Valid

Table 2 above suggests that five indicators – KK2, KK6, KT1, PKI1, and PKI10 – have loading factors that fall short of the 0.7 threshold for convergent validity. As a result, these indicators are deemed invalid and removed from the model. The outer model calculation was then performed again, yielding the following outcomes:

**Table 3 Loading Factor Modification**

Variable	Dimension	code	Loading Factor	Cut off	Information		
<b>Job Satisfaction (X1)</b>	<i>The Work Itself</i>	KK,1	0.772	0.7	Valid		
		KK,3	0.74		Valid		
	<i>Salary/</i>	KK,4	0.765		Valid		
		<i>Opportunity for Promotion/</i>	KK,5,		0.788	Valid	
	<i>Supervision/</i>	KK,7	0.791		Valid		
		KK,8	0.754		Valid		
		KK,9	0.815		Valid		
	<i>Co-Worker/</i>	KK,10	0.842		Valid		
		KK,11	0.795		Valid		
		KK,12	0.765		Valid		
	<b>Transformational Leadership (X2)</b>	<i>Idealized Influence/</i>	KT2		0.742	0.7	Valid
			KT3		0.785		Valid
KT4			0.764	Valid			
<i>Inspirational motivation/</i>		KT5	0.816	Valid			
		KT6	0.729	Valid			
<i>Intellectual stimulation/</i>		KT7	0.727	Valid			
		KT8	0.753	Valid			
		KT9	0.769	Valid			
<i>Individualized consideration/</i>		KT,0	0.765	Valid			
		KT11	0.762	Valid			
		KT12	0.753	Valid			
<b>Innovative Work Behavior (Y)</b>		<i>Idea Exploration/Eksplorasi</i>	PKI,2	0.743	0.7		Valid

Ide				
Sharing knowledge (Z)	Idea Generation	PKI,3	0.791	Valid
		PKI,4	0.741	Valid
		PKI,5	0.76	Valid
	Promote Idea/	PKI,6	0.742	Valid
		PKI,7	0.781	Valid
		PKI,8	0.837	Valid
	Individualized consideration	PKI,9	0.822	Valid
		BP1	0.735	Valid
	Knowledge Donating/ Knowledge Collecting/	BP2	0.773	Valid
BP3		0.743	Valid	
BP4		0.803	Valid	
BP5		0.766	Valid	
BP6		0.785	Valid	
			0.7	

Referring to Table 3, it appears that the indicator loading factors for all variables determine that the model has met the convergent validity criteria. This is because the factor loading value is more than 0.7 and is considered valid to be included in the model.

**Table 4 Average Variance Extracted (AVE) Value**

Variable	Average Variance Extracted (AVE)	Cutt off	Information
Knowledge Sharing (Z)	0.589	0.5	Valid
Transformational Leadership (X2)	0.579		Valid
Job Satisfaction (X1)	0.614		Valid
Innovative Work Behavior (Y)	0.605		Valid

Source : Hasil Pengolahan Data dengan SmartPLS 3 (2023)

Referring to Table 4, it can be seen that all AVE values are more than 0.5. This shows that all latent variables in the estimation model meet the convergent validity criteria.

**Table 5 Reliability and Cronbach's Alpha Test Results**

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Cutt off	Information
Knowledge Sharing (Z)	0.861	0.863	0.896	0.700	Reliable
Transformational Leadership (X2)	0.927	0.928	0.938		Reliable
Job Satisfaction (X1)	0.930	0.931	0.941		Reliable
Innovative Work Behavior (Y)	0.906	0.908	0.924		Reliable

Source : Hasil Pengolahan Data dengan SmartPLS 3 (2023)

All latent variables have Composite Reliability and Cronbach's Alpha values above 0.70, according to the construct reliability observations results shown in



Table 5. to ensure the accuracy of every observable variable that the estimation model uses to measure unobservable variables.

**Structural Model Test Results or Hypothesis Testing (Inner Model)**

Variations in changes in endogenous construction (coefficient of determination) that can be explained by exogenous construction are shown in table 6 below:

**Tabel 6 Hasil Uji R Square**

Variable	R Square	R Square Adjusted	Criteria	Category
Knowledge Sharing (Z)	0.544	0.539	0,5-0,75	Moderate
Innovative Work Behavior (Y)	0.629	0.623	0,5-0,75	Moderate

According to the computation results shown in Table 6, knowledge sharing (Z) has an R2 value of 0.544 in the interval 0.5-0.75, indicating a medium level. The results indicate that transformational leadership and job satisfaction account for 54.4% of the influence on knowledge sharing, with other unobserved factors accounting for 45.6% of the total. Consequently, the second R2 value, which illustrates inventive work behavior, is 0.629 and falls into the medium level range of 0.5-0.75. The results indicate that knowledge sharing, transformational leadership, and job satisfaction account for 62.9% of innovative work behavior; other factors not included in this observation account for the remaining 37.1%.

The Goodness of Fit Model with Q<sup>2</sup> is another way to assess the inner model in addition to the R Square value. This formula yields the predictive relevance value (Q<sup>2</sup>), which is:

$$Q^2 = 1 - (1 - R^2_1) (1 - R^2_2)$$

$$Q^2 = 1 - (1 - 0,544) (1 - 0,629)$$

$$Q^2 = 1 - (0,456) (0,371)$$

$$Q^2 = 1 - 0,169$$

$$Q^2 = 0,831$$

$$Q^2 = 83,1\%$$

According to the Q<sup>2</sup> computation results, the structural model's predictive relevance value for this observation is 83.1%. This indicates that the model is able to explain phenomena associated with the variables under study. As a result, the model can be considered satisfactory or the model has predictive capabilities that can be utilized and is suitable for hypothesis testing. Before testing the hypothesis, the structural model equation can be formulated using the results of statistical testing in the following way:

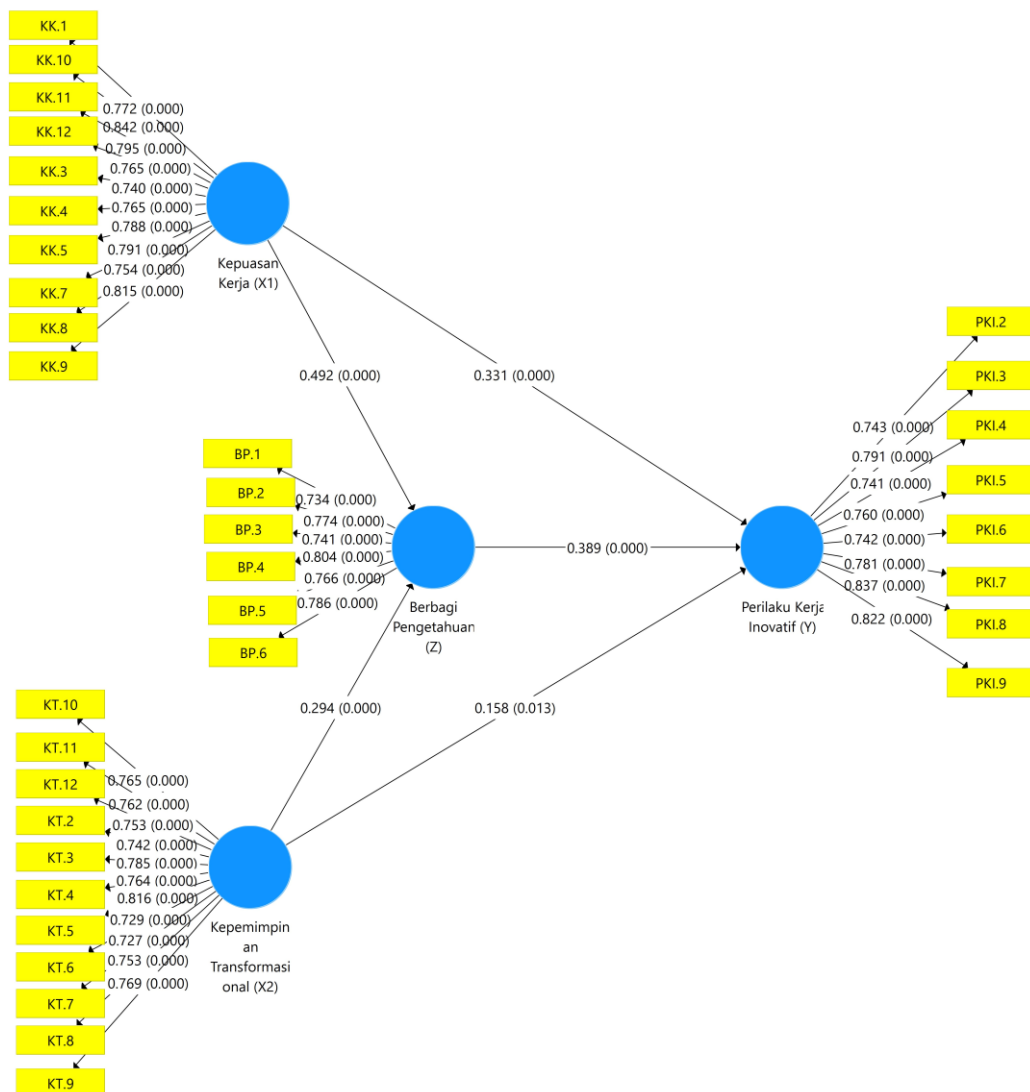
$$\text{Model : } Z = 0,492X_1 + 0,294X_2 + \zeta_1 \dots \dots \dots (1)$$

The results of model testing indicate that transformational leadership (X<sub>2</sub>) has a positive effect on knowledge sharing (Z), and the job satisfaction

variable (X1) is statistically significant. The path coefficient values for the transformational leadership variable (which shows a positive value of 0.294) and the job satisfaction variable (which shows a positive value of 0.492) both demonstrate the impact. This demonstrates that work satisfaction and transformational leadership have an impact on model one. Specifically, as job satisfaction and transformational leadership increase, employee knowledge sharing (positively) also increases, as shown in Figure 1 path diagram of path coefficient values (Bootstrapping).

The following is Figure 1 Path diagram of path coefficient values

(Bootstrapping)

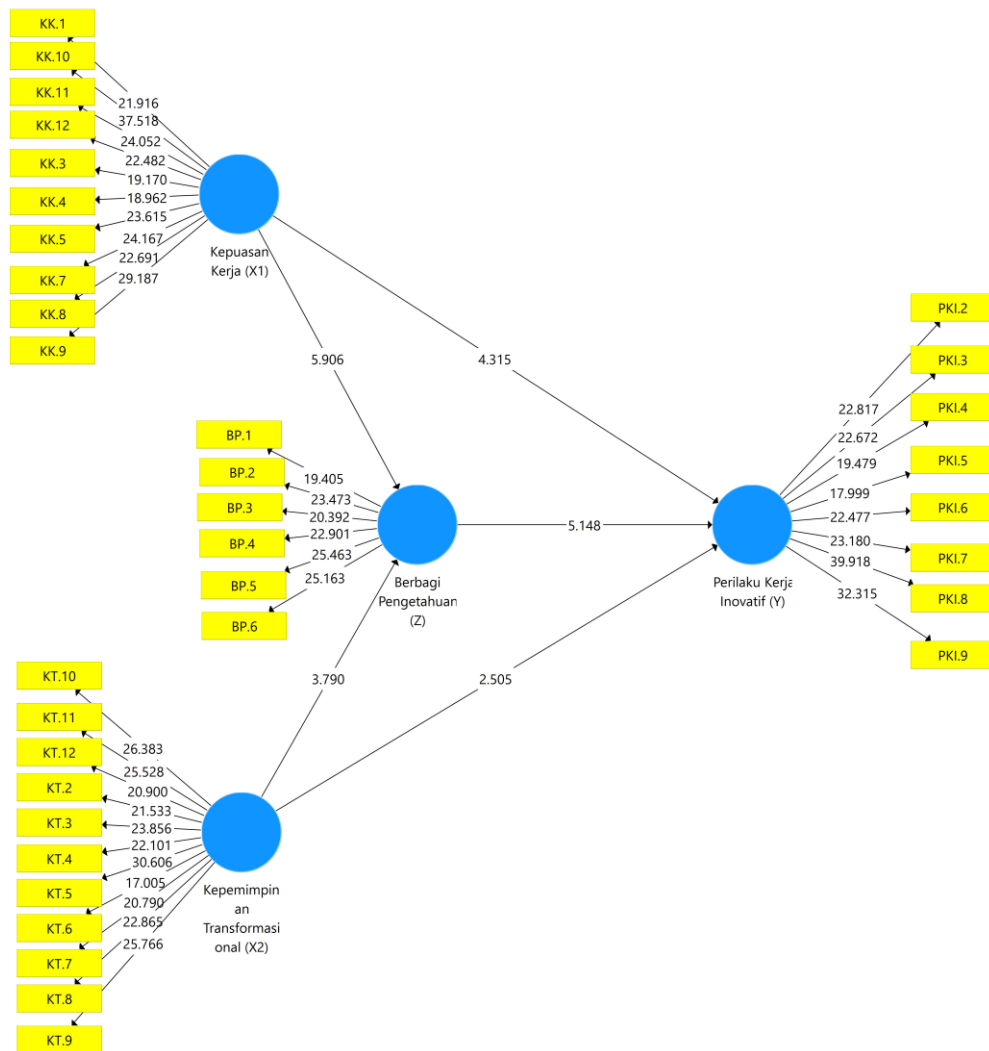


The following is Figure 1 Path diagram of path coefficient values (Bootstrapping)

$$\text{Model : } Y = 0,331X1 + 0,158X2 + 0,389Y1 + \zeta1..... \quad (2)$$

In addition, Figure 1 also shows that the model testing findings show a good relationship between job satisfaction (X1), transformational leadership (X2), knowledge sharing (Z), and innovative work behavior (Y). This positive influence is evident from the path coefficient values for the knowledge sharing, transformational leadership, and job satisfaction variables, which each display positive values of 0.389, 0.158, and 0.331, respectively. This means that job satisfaction, transformational leadership and knowledge sharing influence model two, that the better the job satisfaction, transformational leadership and knowledge sharing, the more innovative (good) the employee's work behavior will be.

In this observation, the researcher will explain the findings of the path coefficient test and hypothesis test that have been carried out.



**Figure 2 Results of statistical t values (Bootstrapping)**

Figure 2 above, is the result of bootstrapping the observation hypothesis test calculation, the numbers in the picture are the values from the t-test between variables and variables with indicators, for more details it is shown in the table below:

Table 7 Research Results

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Information
<b>Direct Influence</b>						
Job Satisfaction (X1) -> Innovative Work Behavior (Y)	0.331	0.330	0.077	4.315	<b>0.000</b>	Significant Positive Influence
Transformational Leadership (X2) -> Innovative Work Behavior (Y)	0.158	0.161	0.063	2.505	<b>0.013</b>	Significant Positive Influence
Job Satisfaction (X1) -> Knowledge Sharing (Z)	0.492	0.500	0.083	5.906	<b>0.000</b>	Significant Positive Influence
Transformational Leadership (X2) -> Knowledge Sharing (Z)	0.294	0.290	0.078	3.790	<b>0.000</b>	Significant Positive Influence
Knowledge Sharing (Z) -> Innovative Work Behavior (Y)	0.389	0.390	0.076	5.148	<b>0.000</b>	Significant Positive Influence
<b>Indirect influence</b>						
Job Satisfaction (X1) -> Knowledge Sharing (Z) -> Innovative Work Behavior (Y)	0.192	0.195	0.049	3.922	<b>0.000</b>	Significant Positive Influence
Transformational Leadership (X2) -> Knowledge Sharing (Z) -> Innovative Work Behavior (Y)	0.114	0.114	0.039	2.903	<b>0.004</b>	Significant Positive Influence

The test findings shown in Table 7 found that the path coefficient for job satisfaction on innovative work behavior was 0.331 (significant). Apart from that, the t-statistic figure is above the t-table figure ( $4.315 > 1.96$ ), and the p-value figure is less than the significance limit ( $0.000 < 0.05$ ). Thus, it can be concluded that job satisfaction has a beneficial and noteworthy impact on employees' innovative work behavior, resulting in the acceptance of H1.

The test findings in Table 7 explain that the coefficient for the transformational leadership path toward innovative work behavior is 0.158 (significant). Apart from that, the t-statistic figure is above the t-table figure ( $2.505 > 1.96$ ), and the p-value figure is lower than the significance level ( $0.013 < 0.05$ ). Thus, it can be concluded that transformational leadership has a good and

noteworthy impact on innovative work behavior, supporting the acceptance of H2.

The test findings shown in Table 7 show that the route coefficient for job satisfaction toward knowledge sharing is 0.492 (significant). Apart from that, the t-statistic figure is above the t-table figure ( $5.906 > 1.96$ ), and the p-value figure is greater than the significance limit ( $0.000 < 0.05$ ). Thus, it can be concluded that job satisfaction has a good and large impact on knowledge sharing, thus supporting the acceptance of H3.

The test findings shown in Table 7 explain that the coefficient for the transformational leadership path toward knowledge sharing is 0.294 (significant). Apart from that, the t-statistic figure is above the t-table figure ( $3.790 > 1.96$ ), and the p-value figure is less than the significance limit ( $0.000 < 0.05$ ). Thus, it can be concluded that transformative leadership has a good and noteworthy impact on sharing staff knowledge. H4 approved.

The data presented in Table 7 explains that the coefficient of the information-sharing route on innovative work behavior is 0.389 (significant). Apart from that, the t-statistic figure is above the t-table figure ( $5.148 > 1.96$ ), and the p-value figure is less than the significance limit ( $0.000 < 0.05$ ). Thus, it can be concluded that the act of exchanging information has a useful and noteworthy impact on employees' creative work behavior. H5 approved.

The test findings in Table 7 show that the route coefficient for job satisfaction towards innovative work behavior through knowledge sharing is 0.192 (significant). Apart from that, the t-statistic figure is above the t-table figure ( $3.922 > 1.96$ ), and the p-value figure is less than the significance limit ( $0.000 < 0.05$ ). Thus, it can be concluded that information sharing functions as a mediator between job happiness and employee innovative work behavior. H6 approved.

The test findings in Table 7 show that the coefficient for the transformational leadership path towards innovative work behavior through knowledge sharing is 0.114 (significant). Apart from that, the t-statistic figure is above the t-table figure ( $2,903 > 1.96$ ), and the p-value figure is smaller than the significance level ( $0.004 < 0.05$ ). Thus, it can be concluded that information-sharing functions as a mediator between transformative leadership and innovative work behavior. H7 received approval as a consequence.

The f2 test is used to determine the magnitude of the influence of variables at the structural level. The calculation results can be seen in the table below:

**Tabel 8 Hasi Uji f**

Variable	Knowledge Sharing (Z)	Innovative Work Behavior (Y)
Knowledge Sharing (Z)		0.186
Transformational Leadership (X2)	0.084	0.028
Job Satisfaction (X1)	0.236	0.106

Referring to Table 8, the f square value of the relationship between job satisfaction and knowledge sharing is 0.236, indicating a moderate level of

influence. Likewise, the f square value of the relationship between job satisfaction and innovative work behavior is 0.106, which also shows a moderate level of influence. Finally, the f square value of the impact of transformational leadership on knowledge sharing is 0.084, which again indicates a moderate level of influence. The f square value of transformational leadership on innovative work behavior is 0.028, indicating that the influence of transformational leadership on innovative work behavior is relatively low. Likewise, the f square value of knowledge sharing on innovative work behavior is 0.186, which means that the influence of knowledge sharing on employees' innovative work behavior is in the medium category.

## **DISCUSSION**

### ***The Influence of Job Satisfaction on Innovative Work Behavior***

Observation results according to empirical facts show that job satisfaction has a significant effect on innovative work behavior at Privat Bank. Referring to these results, it can be interpreted that the higher the level of employee satisfaction, the better impact it will have on innovative work behavior, meaning that employees will increasingly have innovative ideas for the company that can maintain the company's existence. This observation supports the results of previous observations made by Arsawan et al. (2020) and Bysted (2013), who stated that job satisfaction has a positive effect on innovative work behavior. Another previous observation that supports this observation was also made by Kuo, Y. Et al. (2014), who stated that job satisfaction is a personal need that every employee wants to achieve and satisfying work facilitates quality performance, consequently helping innovation.

Efforts made by Privat Bank to increase employee job satisfaction seen from various aspects such as salary, work environment, career opportunities, and so on have shown good results. High employee job satisfaction can help increase creativity and discover new ideas and solutions to overcome existing problems, for example, developing systems to support operations so that service delivery to consumers improves.

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

The observation results show that transformational leadership has a positive and significant effect on innovative work behavior in Privat Bank employees. The better the leadership is carried out, the more employees will have the urge to behave in innovation by providing creative ideas to the company. This observation is supported by the results of previous observations conducted by Afsar & Umrani (2020) and Rafique et.al. (2022), which state that transformational leadership has a positive effect on innovative work behavior. Transformational leadership provides adaptability to employees so that it encourages employees to seek the broadest possible knowledge to keep up with existing developments. The same results were shown by previous observations from Ariyani, N & Hidayati, S. (2018), that transformational leadership influences innovative work behavior.

Empirically, Privat Bank's existing transformational leadership has been implemented although observations show a low influence, namely with an  $f$  square of 0.028. However, to achieve sustainable innovation in the workplace, it is important to have leaders who practice transformational leadership. Leaders who motivate, inspire, and support their employees can help create a strong culture of innovation in an organization. This can result in new products, services, or processes that provide a competitive advantage and long-term growth for the company. This is in line with the facts at Privat Bank in general where digital transformation is being actively carried out to become an industry leader and all divisions within Privat Bank.

### *The Influence of Job Satisfaction on Knowledge Sharing*

Referring to the results of observations, it shows that job satisfaction has a positive and significant influence on knowledge sharing at Privat Bank. This can be interpreted to mean that the higher the level of job satisfaction, the knowledge sharing behavior between colleagues also increases. The more each employee feels satisfied with their work, the more motivated they will feel to share knowledge because they feel their contribution can provide benefits and be appreciated. In addition, job satisfaction creates a sense of belonging, good interpersonal relationships, a sense of fairness, feelings of security, and strong collaboration between co-workers. The results of this observation are supported by previous observations made by Kuo, Y et al. (2014), which state that job satisfaction has a positive effect on knowledge sharing. Almahamid et al. (2010), state that there is a significant relationship between knowledge-sharing practices and employee job satisfaction.

According to empirical facts that occur at Privat Bank, employee job satisfaction can drive the practice of sharing knowledge both within one unit and other units, because several units are work-related. Thus, efforts to increase job satisfaction continue to be made to provide equal distribution of knowledge, justice and collaboration between work units. This is proven by holding regular sharing and podcasts related to various topics, both regarding work in certain units and others, which is a form of management's effort to provide even and comprehensive knowledge. Apart from that, management tries to increase job satisfaction, for example by holding sports with all units in the division, so that employees do not get bored with their work, and also other refreshment efforts.

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

The observation results show that transformational leadership has a positive and significant effect on knowledge sharing. From the results of these observations, it can be interpreted that the better the implementation of transformational leadership, the higher the practice of sharing knowledge with employees. In line with Bass' opinion in Bednall et al. (2018), which states that transformational leadership includes behavioral dimensions such as ideal influence, inspirational motivation, intellectual stimulation, and individual consideration, where transformational leadership can have a big influence on its followers, in this case, employees in terms of motivation and providing

knowledge, thus encouraging the process of exchanging information between employees occurs. This observation is supported by previous observations made by Li, et al. (2013), Bednall et al. (2018), Rafique et al. (2022), and Kinasih & Pradana (2022), which states that transformational leadership influences knowledge sharing.

The magnitude of the influence of transformational leadership on knowledge sharing at Private Banks in the medium category is by the f square statistical results of 0.084. Referring to the facts that exist in the company, the role of leaders greatly influences the actions of employees to share knowledge. One example is that employees are strongly encouraged to seek as wide an experience as possible, not only in the scope of daily work and one work unit, but are also welcome to learn new things both related to technology and other digital developments. After that, employees are invited to share their knowledge with other colleagues through knowledge-sharing activities in their respective departments/units. This is in line with one of the company's strategies in terms of people development.

### ***The Effect of Knowledge Sharing on Innovative Work Behavior***

The observation results show that sharing knowledge has a positive and significant effect on innovative work behavior. This can be interpreted to mean that the higher the level of knowledge sharing at Privat Bank, the higher the innovative work behavior of the employees. The formation of innovation and creative ideas cannot be separated from knowledge and individuals who have strong knowledge in a particular field tend to be more able to innovate. For this reason, if the knowledge possessed by one employee is shared with other employees, it will produce innovative ideas that can be used for work and solving problems. This observation is supported by the results of previous observations made by Kim et al. (2021), Pian et al. (2019), Rafique et al. (2022), Ye, P. Et al. (2021), Akram et al. (2019), Akhavan et al. (2015), and Munir, R., & Beh, L. S. (2019), which states that knowledge sharing has a significant influence on innovative work behavior.

In practice, sharing existing knowledge at Privat Bank has had a good impact on innovative work behavior as evidenced by the involvement of employees in implementing innovative ideas for system development to be directly involved in carrying out UAT (User Acceptance Test) where these activities collaborate with other divisions, namely IT and related units. This increases the knowledge of Private Bank employees not only in operational activities but in the field of technology, and vice versa, employees in the IT division know the operational flow of transactions and create knowledge exchange to be able to create existing innovations and encourage the organization to achieve its goals.

### ***The Influence of Job Satisfaction on Innovative Work Behavior through the Mediating Variable of Knowledge Sharing***

The observation results show that job satisfaction, mediated by knowledge sharing, has a positive and significant effect on innovative work behavior. This observation supports the results of previous observations made



by Arsawan et al. (2020), which state that job satisfaction is positively related to innovative work behavior and that the mediating variable knowledge sharing strengthens the relationship between job satisfaction and innovative work behavior. Another observation with the same results was made by Kuo et al. (2014), which shows that job satisfaction has a positive effect on knowledge sharing and then has an impact on innovation behavior. High job satisfaction can encourage innovative work behavior through knowledge sharing. Employees who feel satisfied with their jobs are more likely to engage in knowledge sharing with their coworkers, which in turn can increase the likelihood of innovation in the workplace.

According to empirical facts at Privat Bank, satisfied employees feel they have an obligation to share their knowledge with other colleagues so that in a team they can solve problems together. The encouragement to share knowledge cannot be separated from a sense of ownership and a work environment that supports each other to progress together because innovation will not work if it is only initiated and carried out by one employee, but must support each other to be able to implement the innovation ideas that have been collected. The activity of collecting innovation ideas at Privat Bank has been going on from year to year and is ultimately realized in a project, usually a system development project for operational activities. Management continues to strive to increase employee job satisfaction so that a sense of belonging to the company grows, one example of which is opening opportunities for job promotions and obtaining people development for its employees in the form of training, podcasts and others that are in line with this. Furthermore, there are innovation competition activities that are held both internally and externally and are usually carried out in groups.

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

The observation results show that transformational leadership on innovative work behavior, mediated by knowledge sharing, has a positive and significant effect on Privat Bank. As previous observations made by Bednall et al. (2018), stated knowledge sharing can mediate transformational leadership on innovative work behavior.

Transformational leadership focuses on inspiring and guiding team members to achieve higher levels of performance, increasing motivation, and developing individual potential to create inspiration and a strong vision from the leader to the team, providing support for individual development, open communication, and providing feedback. constructive feedback. Empirically, the transformational leadership style in Privat Bank has begun to be implemented to generate a spirit of innovation, one example is every leader in the Division, motivating each individual to dare to express their creative ideas and accommodate them one by one and then sort out which ones are best. will be carried out in the development project, apart from that, existing leaders often provide sharing regarding the development of increasingly advanced

innovation technology, and vice versa, employees are allowed to share the latest information between colleagues.

## **CONCLUSIONS AND RECOMMENDATIONS**

Referring to the problem formulation, hypothesis, observation results and data analysis, the following conclusions can be drawn:

1. Job satisfaction has a positive and significant effect on employee work behavior. This means that the higher the level of employee job satisfaction, the higher the employee's innovative work behavior will be.
2. Transformational leadership has a positive and significant effect on employees' innovative work behavior. This means that the higher the employee's work leadership, the higher the employee's innovative work behavior.
3. Job satisfaction has a positive and significant effect on knowledge sharing. This means that the higher employee job satisfaction, the higher the knowledge sharing between employees will be.
4. Transformational leadership has a positive and significant effect on knowledge sharing. This means that the higher the level of employee transformational leadership, the higher the knowledge sharing between employees will be.
5. Sharing knowledge has a positive and significant effect on employee innovative work behavior. This means that the higher the level of employee knowledge sharing, the higher the innovative work behavior of employees.
6. Knowledge sharing significantly mediates job satisfaction on employee innovative work behavior. This means that knowledge sharing can mediate job satisfaction on employees' innovative work behavior.
7. Knowledge sharing significantly mediates transformational leadership on innovative work behavior. This means that knowledge sharing can mediate transformational leadership on employees' innovative work behavior.

Referring to the conclusions above and with the hope that observations can present better observation results, the author tries to provide some input or suggestions, namely as follows:

### **Suggestions for Organizations**

1. About the job satisfaction variable, companies need to pay attention to and maintain indicators of superiors' attitudes in leading and providing enthusiasm for work. This shows that it is very important for the leader's attitude to influence employee enthusiasm for work and ultimately provide a feeling of satisfaction. Looking at the lowest outer loading value is an indicator of employee satisfaction regarding the suitability of

the salary received for the current job. For this reason, companies need to increase employee satisfaction in terms of the salary they receive so that employees continue to stay with the company and provide their best performance. It is hoped that increasing employee job satisfaction will give rise to a sense of ownership and creative ideas for the sustainability of the company. i

2. About the transformational leadership variable, leaders, whether direct superiors/leaders/company supervisors, in particular need to pay attention to and continue to raise employees' awareness of the lessons/meaning if there are problems faced at work. The hope is that from growing awareness of every work problem, employees will be able to solve problems and find solutions to improve their work. This can increase employee innovative behavior. Apart from that, leaders must also increase efforts to encourage their employees to be more creative and innovative through various means, one example is by opening discussions or sharing innovative ideas that employees have to be accommodated and implemented.
3. About the knowledge-sharing variable, the role of colleagues in one work unit to tell others what they know is very important because it can generate enthusiasm for sharing knowledge and skills at work, for this reason, companies need to pay attention and maintain a sense of care between employees to be able to exchange information and not be controlled by ourselves alone, because, with an even exchange of information, it is hoped that collaboration of ideas will grow between employees. Companies must increase knowledge-sharing behavior between colleagues and in the work environment so that it becomes a habit and sticks with each employee.
4. Regarding the innovative work behavior variable, employees in companies need to increase their willingness and courage to introduce innovative ideas in work practices systematically. It is hoped that with the willingness and courage to introduce innovative ideas from employees, the company's innovation potential will increase and provide updates to both company processes and services. Apart from that, employees also need to explore new ways of doing their work so that they can be a driving force for innovation and existing old ways can be used as a reference for improvement.

### **FURTHER STUDY**

This observation has limitations, so the author suggests that in the future further observations can be made with the following suggestions:

1. This observation has limited respondents, namely only one, so that for the next observation the observation respondents can be expanded further in Private Banks and other companies.
2. Observations regarding job satisfaction, transformational leadership, knowledge sharing, and innovative work behavior are still widely researched and studied. This could be a further consideration of these variables for research.

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