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UNLOCKING EMPLOYEE INNOVATIVE BEHAVIOUR: EXPLORING THE POWER OF TRANSFORMATIONAL LEADERSHIP AND TACIT KNOWLEDGE SHARING AMONG INDONESIAN WHITE-COLLAR WORKERS

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Abstract

Research purpose. The study explores the impact of transformational leadership on innovative employee behaviour, with tacit knowledge sharing as a mediator. This contributes to existing literature on the dynamic interplay between transformational leadership, employee innovation, and tacit knowledge sharing within organisational contexts.

Design / Methodology / Approach. The study used a cross-sectional research design to examine relationships between the variables. 450 questionnaires were distributed among white-collar employees in Greater Jakarta, and a high response rate of 91.2% was achieved. Using the widely accepted Partial Least Squares Structural Equation Modelling technique, the study further analysed the hypothesised relationship among transformational leadership, tacit knowledge sharing, and innovative work behaviour.

Findings. As evident from the study, transformational leadership would play a major role in influencing the level of sharing of tacit knowledge among employees and, therefore, would result in a supportive, innovative environment. It also has a direct effect on the employees to behave in an innovative way by the inculcation of new ideas or changes. Tacit knowledge sharing is positively related to innovative behaviour. Transformational leadership also indirectly affects innovative behaviour via tacit knowledge sharing. The model explaining these linkages was also further evidenced to be effective through the conduction of structural equation modelling. Overall, the results underline transformational leadership as a critical success factor for a knowledge-sharing culture and innovation development within the organisation, either directly or indirectly.

Originality / Value / Practical implications. The research topic area also encompasses the role of tacit knowledge sharing in mediating the relationship of transformational leadership with innovative work behaviour and, hence, reveals the connection between leadership and innovation through knowledge exchange. It places transformational leadership in a discourse of knowledge management and outcomes of innovation, which points to the general importance of intangible assets and specifically to knowledge sharing. The empirical findings supported the idea that transformational leaders provide a climate where sharing tacit knowledge is an important aspect of organisational innovation. This review, therefore, focuses on the knowledge management, innovation, and leadership literature, with the aim of providing a multidisciplinary overview that would be helpful for readers in management, organisational psychology, and business innovation. This is the approach of leadership development by organisational leadership. HR professionals need to focus on strategies supporting the inculcation of a culture of sharing tacit knowledge around innovation. It ought to support measurement approaches for evaluating effectiveness in leader-led efforts to promote innovation and knowledge exchange.

Keywords: tacit knowledge sharing; innovative work behaviour, transformational leadership, white-collar employee, mediating variable

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Introduction

A company's success is intricately tied to its people, particularly in the realm of innovation. Effective leadership is pivotal for sustaining and nurturing innovation within a company. Consequently, it is imperative for leaders to interact with their employees consistently. Those with a propensity for innovation often contribute novel ideas and possess the self-assurance to actualise these concepts within the organisational framework. Moreover, such individuals typically engage in critical thinking and actively seek solutions to workplace challenges, thereby augmenting the overall value of their work environment (Hadi et al., 2020).

In a comprehensive study by McKinsey involving 183 companies, the relationship between innovative behaviour and economic profits was explored. The research revealed that companies actively encouraging and harnessing employee innovation can attain economic benefits that are 2.4 times greater than their peers. The significance of employee innovative behaviour extends to enhancing both individual employee performance and the overall economic profit of the company (McKinsey, 2022).

Companies must prioritise cultivating innovative behaviour among their employees in a highly competitive business environment. A key strategy to foster such behaviour involves deliberately developing employee knowledge through both formal and informal means. Knowledge, a cornerstone of innovation, expands understanding and facilitates the exploration of novel ideas. It, in turn, contributes to heightened productivity and enhanced profits for the company (Ganguly et al., 2019).

Leaders play a pivotal role in supporting this endeavour by instilling a learning culture within the organisation, urging employees to acquire and share knowledge actively. A learning culture, when effectively established, can unlock the latent potential for innovative behaviour and personal growth among employees (Kucharska, 2021a, 2021b). Emphasising Tacit Knowledge, derived from socialisation, direct experiences, and colleague interactions, is one practical approach to instilling and reinforcing such a culture (Ganguly et al., 2019).

Tacit Knowledge thrives when individuals and teams willingly and effectively share their known knowledge. The sharing of tacit knowledge among employees can increase their knowledge resources, leading to new ideas, improved innovative behaviour, and enhanced overall performance. Tacit knowledge plays a crucial role in gaining a competitive edge through innovation, benefiting both the company and its human resources. It includes deep insights into business processes and problem-solving, fostering new ideas and creative solutions.

Additionally, tacit knowledge facilitates the transfer of unstructured knowledge that is challenging to learn through formal training (Ganguly et al., 2019). Employee interactions provide opportunities for a "learning by doing" process, promoting subconscious learning. Social interactions leading to sharing tacit knowledge can identify improvements, enhancing the performance process. It also encourages collaboration, communication, trust-building, and the exchange of diverse ideas. Effective communication reduces misunderstandings and enhances coordination within the organization. This knowledge becomes a valuable, difficult-to-imitate competitive advantage for the company. Individual knowledge, including experience and skills, equips companies to tackle market challenges and achieve superior results (Kucharska & Erickson, 2023).

Numerous scholarly studies explore the topic of employee innovative behaviour, focusing on the advantages gained from absorbing tacit knowledge through sharing. Kucharska and Rebelo (2022) conducted a study about innovative work behaviours. The findings suggest that transformational leaders play a crucial role in establishing a culture of learning, as this culture significantly influences the organization's adaptability and the innovative behaviour of its members. Another study by Kucharska (2021b) underscores that transformational leadership aimed at fostering innovative behaviour primarily focuses on nurturing all aspects of intellectual capital. To optimise knowledge conversion into intellectual capital, it is essential to cultivate a learning culture encompassing both elements: a conducive learning environment and an openness to learning from mistakes.

Kaur Bagga et al. (2023) have made a significant contribution by highlighting the critical insight that transformational leadership and organisational culture substantially impact change management.

Consequently, it is crucial for every organisation to cultivate a positive culture that facilitates adaptation to changes. Effective change can only occur when there is a combination of sound leadership practices and an organisational culture that addresses technological gaps. Bunjak et al. (2022) indicate that innovative behaviour among employees in the workplace is significantly influenced. This influence stems from the essential support and motivation transformational leaders provide, which are key factors in enhancing employees' innovative potential. Lei et al. (2020) conducted a study that strongly supports the notion that transformational leadership is an ideal and effective leadership style for fostering the sharing of tacit knowledge among employees and driving innovation within companies. Ganguly et al. (2019) revealed that tacit knowledge could improve the quality of employee knowledge, encouraging employees to produce ideas and ideas that influence employees to innovate.

The study addresses research gaps by examining how transformational leadership influences employee innovative behaviour, with tacit knowledge sharing as a mediating factor. This novel framework seeks to contribute to knowledge management literature, focusing on the dynamics of tacit knowledge sharing, an area often overlooked in previous studies.

This study will bring more insight into how leadership styles encourage innovation through knowledge sharing since existing studies have consistently supported the direct influence of transformational leadership on innovative behaviour. It will include the mediating effect of tacit knowledge sharing in the relationship between transformational leadership and innovative work behaviour, as it will further shed some light on these relationships. Whereas the existing studies consistently support the direct influence of transformational leadership on innovative behaviour, this study uses tacit knowledge sharing as a mediator, thus differing from the findings available in the existing literature.

Even though there is a suggestion that potential mediators may be present, such as organizational culture or employee engagement, the specific role of tacit knowledge sharing has not been elaborated in detail. The study thus fills in this gap by providing empirical evidence on the specific role of tacit knowledge sharing in amplifying the impact of transformational leadership on innovation.

The study applies Partial Least Squares Structural Equation Modelling (PLS-SEM) to ensure robust quantitative analysis, which was lacking in most previous research. The high response rate and meticulous data analysis reinforce the credibility of the findings, bridging a gap in the literature by showing, through a quantitative study, the mediating role of the sharing of tacit knowledge between transformational leadership and innovative work behaviour. By examining the impact of transformational leadership on employee innovative behaviour, the research aims to help organisations cultivate innovative cultures and improve competitiveness. Through a quantitative cross-sectional survey design, the data was collected from white-collar employees in Greater Jakarta, with an impressive response rate of 91.2%.

Altogether, the study makes theoretical and practical contributions to leadership, knowledge management, and organisational innovation by affording insight into the mechanism through which transformational leadership drives innovation through tacit knowledge sharing.

Results indicate that transformational leadership directly affects tacit knowledge sharing and innovative work behaviour. Additionally, tacit knowledge sharing mediates the relationship between transformational leadership and innovative behaviour. These findings emphasise the crucial role of leadership in fostering an environment conducive to innovation and knowledge sharing, offering practical implications for leadership development programs, and enhancing organisational performance and competitiveness.

This research is yet to be refined and improved to achieve its maximum contribution to the scholarly domain. For future studies, in order to track changes over time in transformational leadership, tacit knowledge sharing, and innovative work behaviour, it will be possible to understand stability and causality in these relationships only if a longitudinal design is adopted. Moreover, the exploration of additional mediating or moderating variables, organizational culture or employee engagement, and external environmental factors like market volatility and technological changes, would be important to bring more depth to the underlying dynamics.

It can, therefore, be expected that conducting research in culturally diverse settings is likely to prove

highly informative with regard to the possible nuances of these relationships, particularly those concerning the varying impact of transformational leadership on tacit knowledge sharing across different sets of cultural norms and values regarding authority and collaboration. It is further reasoned that for future research, multilevel modelling should be set to examine how individual, team, and organizational determinants interact to specify in more detail the dynamics of the phenomenon at the various levels of organizational functioning in regard to the shaping of innovative work behaviour.

Literature Review

Innovative Work Behaviour

Innovative Work Behaviour, characterised by creating and utilising new ideas, helps individuals and teams manage stress and tackle complex tasks in organisations (Kaymakci et al., 2022). It involves applying new knowledge and efficiently implementing ideas (Nyoman et al., 2021; Setyowati & Etikariena, 2019). Encouraging this behaviour fosters a culture where employees share and contribute to innovations, ultimately enhancing overall work performance and benefiting organisational development (Srirahayu et al., 2023).

The promotion of Innovative Work Behaviour stimulates employee involvement and activity, leading to improved performance (Maharani et al., 2021). It entails introducing and implementing new process ideas and procedures, significantly benefiting individuals, groups, organisations, and communities (Putri & Etikariena, 2022). Innovation, facilitated by market opportunities and technologies, involves employees throughout the development process, from initiation to execution (Bäckström & Lindberg, 2019; Opland et al., 2022). Moreover, innovative behaviour supports employee creativity, reflecting a supportive work environment encouraging risk-taking. Innovative employees contribute to successful innovation, fostering positive attitudes, enhancing performance, and cultivating better interpersonal relationships (Hadi et al., 2020; Putri & Etikariena, 2022).

Transformational Leadership

Transformational leadership emerged in the 1970s as a revolutionary approach, shifting from traditional leadership frameworks to emphasise charisma and emotional connectivity. This style encourages leaders to inspire followers to highly value their work, align personal goals with organisational objectives, and strive for higher ethical and motivational standards, maintaining consistency in their beliefs, words, and actions. It promotes integrity, thoughtful decision-making, regular self-assessment, and leading by example, contrasting sharply with transactional leadership, which focuses on leader-follower exchanges, as analysed by scholars such as James MacGregor Burns and Bernard Bass (Affandie & Churiyah, 2022; Indana et al., 2023). This leadership model integrates aspects from earlier theories—trait, skill, and style—and is considered more effective than transactional methods in motivating followers, enhancing commitment, and fostering organisational change. It utilises a transformative strategy to increase follower engagement and achieve organisational goals, building on historical leadership Bass (Affandie & Churiyah, 2022; Indana et al., 2023).

Key dimensions of transformational leadership include inspiring vision, intellectual stimulation, inspirational motivation, and idealised influence, which involve presenting a compelling vision for change, promoting critical thinking, offering motivational guidance, and setting exemplary behaviours to influence colleagues towards shared goals. These dimensions are crucial for driving employee development and maximising potential, aiming at both individual and organisational satisfaction. This approach is extensively discussed in the literature by scholars such as Affandie & Churiyah (2022), Indana et al. (2023), Muis & Isyanto (2022), and others like Hami et al. (2020), Madi Odeh et al. (2023), who highlight its impact on leadership practices and organisational outcomes.

Tacit Knowledge Sharing

Tacit knowledge sharing involves passing on practical, experience-based expertise and skills acquired on the job. It occurs through social interactions and relationships. It can take various forms, such as sharing know-how through activities, apprenticeships, or demonstrating expertise (tacit to tacit), and articulating know-how using metaphors, analogies, or stories (tacit to explicit). The benefits of tacit

knowledge sharing include enabling individuals and organisations to apply knowledge to solve problems, foster innovation, and make informed decisions. It also helps in building relationships and social capital and contributes to the creation of new organisational knowledge when combined with the knowledge of others (Gubbins & Dooley, 2021; Huie et al., 2020; Işık et al., 2021; Perumal & Sreekumaran Nair, 2022).

Relationship between Transformational Leadership and Tacit Knowledge Sharing

Numerous studies delve into how transformational leadership affects organisational dynamics. Lei et al. (2020) discovered in a study of 339 participants from 120 Vietnamese companies that transformational leadership significantly influences tacit knowledge sharing. This leadership style also impacts innovation capabilities at both individual and organizational levels, with a stronger effect on the latter (Lei et al., 2020). Ardi et al. (2020) found a significant link between digital transformational leadership and knowledge-based empowering interaction in digital companies. They emphasized the connection between transformational leadership and tacit knowledge empowerment. Meanwhile, Dwivedi et al. (2020) reported a positive association between transformational leadership and knowledge sharing among 200 logistics company employees.

Wahyuningtias and Nugroho (2023) demonstrated that transformational leadership fosters knowledge-sharing behaviours among teachers by creating a supportive and inspiring environment. Similarly, Gul et al. (2023) noted that transformational leaders encourage both explicit and tacit knowledge sharing, crucial for project success, by nurturing trust and openness. Mayastinasari and Suseno (2023) highlighted that while transformational leadership boosts knowledge sharing and innovative behaviour in public organisations, the direct impact of tacit knowledge sharing on innovation may vary based on organisational context and job nature. Building on these findings, the proposed research hypothesis is:

H1: Transformational leadership has a significant influence on tacit knowledge sharing.

Relationship between Transformational Leadership and Innovative Work Behaviour

Estherita and Vasantha (2023) explore how transformational leadership impacts innovative work behaviour and employee retention. They find that it inspires creativity and fosters a positive organisational environment that enhances retention. Işık et al. (2021) investigate the role of tacit knowledge sharing in the relationship between team culture and innovative work behaviour in Turkish hotels, revealing tacit knowledge sharing as a significant mediator. Eyamba et al. (2020) found a positive relationship between transformational leadership and innovative work behaviour in TV3 Network Limited, with specific components of transformational leadership showing significant effects. These studies collectively illustrate how transformational leadership motivates creative thinking and nurtures an environment conducive to innovation.

Wahyuningtias and Nugroho (2023) observe that transformational leadership indirectly impacts innovative work behaviour among teachers through the mediation of knowledge-sharing behaviour. Rehmani et al. (2023) find similar results in the IT industry of Pakistan, highlighting transformational leadership's role in enhancing knowledge sharing, which facilitates innovative behaviours. Gul et al. (2023) discuss how transformational leadership affects project success in small and medium enterprises in Pakistan by mediating subordinates' knowledge-sharing and innovative work behaviour. Mayastinasari and Suseno (2023) indicate that in public organisations, transformational leadership directly affects innovative work behaviour, emphasising its importance in fostering innovation, especially in bureaucratic settings. Expanding upon such findings, the suggested research hypothesis is:

H2: Transformational leadership has a significant influence on innovative work behaviour.

Relationship between Tacit Knowledge Sharing and Innovative Work Behaviour

In a recent study by Wang (2023), the relationship between knowledge sharing, thriving at work, and innovative behaviour among employees was investigated. The research aimed to understand how knowledge sharing influences innovative behaviour, particularly focusing on the role of thriving at work. The results supported a mediation model, indicating that knowledge sharing positively impacted

employees' sense of thriving at work, which, in turn, positively influenced their innovative behaviours. This study contributes to the field of knowledge management by highlighting the role of knowledge sharing in fostering innovation and providing practical insights into its relationship with innovative behaviours. Kucharska and Erickson (2023) conducted research in the IT industry with 350 respondents from Poland and 350 from the US, revealing the significant role of tacit knowledge in the innovation process. Tacit knowledge sharing, which is challenging to express and often acquired unconsciously, was shown to have a positive impact on innovation by generating creative and innovative ideas.

Ononye (2022) investigated the public sector, specifically the Ministry of Health in Delta State, Nigeria, with 157 respondents from various departments, finding a significant positive influence of tacit knowledge sharing on employee innovation. Berraies et al. (2020) explored the relationship between distributed leadership, tacit and explicit knowledge sharing, organizational trust, and exploratory and exploitative innovations with 209 respondents from various industries, indicating significant influences between tacit knowledge sharing and both exploitative and exploratory innovations. Ganguly et al. (2019) delved into the relationship between tacit knowledge sharing and innovation capability with 190 respondents from India's automotive, IT, and media industries, revealing a positive relationship between tacit knowledge sharing and innovation ability.

Gul et al. (2023) specifically addressed how tacit knowledge sharing among subordinates facilitates and mediates the relationship between transformational leadership and project success, indicating that innovation in project management heavily depends on the effective sharing of tacit knowledge, leading to better problem-solving and more creative solutions. Mayastinasari and Suseno (2023) researched public organizations, suggesting a nuanced view where tacit knowledge sharing, significantly enhanced by transformational leadership, did not directly affect innovative work behaviour in their study. This raises questions about the conditions under which tacit knowledge sharing influences innovation, possibly hinting at sector-specific barriers or the need for additional facilitative factors within public sector environments. Drawing from the findings of prior studies, the suggested research hypothesis is as follows:

H3: Tacit knowledge sharing has a significant influence on innovative work behaviour.

Relationship between Transformational Leadership and Innovative Work Behaviour with Tacit Knowledge Sharing as a Mediator

Supermane (2019) investigated the correlation between transformational leadership, knowledge management, and teaching and learning innovation among 359 teachers in Malaysia. The study found that knowledge management did not mediate the relationship between transformational leadership and teaching and learning innovation. Lei et al. (2020) examined the link between transformational leadership, tacit knowledge sharing, and frugal innovation in 120 Vietnamese companies with 339 participants, revealing varying effects of transformational leadership on tacit knowledge sharing through frugal innovation. Al-Husseini et al. (2021) studied Iraqi State University academic staff and found that transformational leadership positively influenced innovation, with knowledge sharing mediating 49.3% of the indirect effects. Hassanzadeh Mohassel et al. (2023) explored the relationship between transformational leadership, tacit knowledge sharing, and audit quality with 396 external auditors in Iran, indicating that transformational leadership positively influenced audit results through tacit knowledge sharing as a mediator. In studies by Wahyuningtias and Nugroho (2023) and Rehmani et al. (2023), tacit knowledge sharing emerges as a crucial mediator between transformational leadership and innovative work behaviour. Transformational leadership encourages an environment where tacit knowledge is freely shared, thus facilitating innovative behaviours. This mediation implies that while transformational leaders may not directly induce innovation, they significantly influence it by promoting an atmosphere conducive to tacit knowledge exchange.

These studies show that tacit knowledge sharing is pivotal in fostering innovative work behaviour. When employees share their tacit knowledge, they contribute to a reservoir of unique resources that can stimulate innovation. The mediating effect demonstrated in these studies underscores the importance of tacit knowledge sharing for realising the innovation potential spurred by transformational leadership. These studies offer empirical evidence supporting the mediating role of tacit knowledge sharing. For

instance, Gul et al. (2023) not only demonstrate that tacit knowledge sharing mediates the impact of transformational leadership on project success but also highlights its role in nurturing the innovative behaviours necessary for success. Theoretically, this mediation aligns with the concept that leadership influences organisational outcomes through indirect pathways, including cultural and behavioural changes. By promoting tacit knowledge sharing, transformational leadership alters employee interactions within the organization, thereby enhancing innovative capabilities. Expanding upon these findings, the suggested research hypothesis and framework are as follows (Fig. 1):

H4: There is a significant relationship between transformational leadership and innovative work behaviour with tacit knowledge sharing as a mediator.

Research Methodology

Research Design and Approaches

This research employed a cross-sectional survey using a quantitative research design to test the newly developed conceptual model and the hypothesised relationships using a PLS-SEM approach. More specifically, the study confirms that tacit knowledge sharing becomes highly influential for internal organisational innovation only when such sharing is mediated by change adaptability. In the Greater Jakarta area, Indonesia, the research was conducted. Since this is the country's capital city, it is centrally vital to most businesses. Jakarta, being the hub for most of the country's major economic activities, has a significant number of white-collar workers. The conceptual model is shown in Figure 1, which displays the integration between preliminary articles and the pertinent theoretical bases.

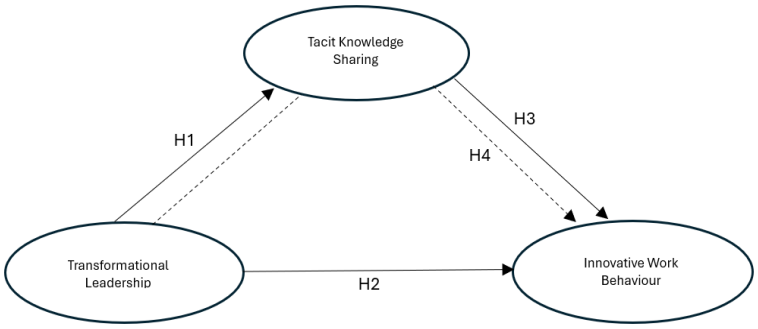


Fig. 1. Research framework (Source: Authors' research)

Data Collection

This study used the convenience sampling procedure. The study contacted 450 employees in Greater Jakarta. The reason for the primary adoption of the technique is that there is no sampling frame, and it also saves time in the process. Still, we bear in mind the shortcomings associated with this process. We try to reach the respondent through email, LinkedIn, and WhatsApp Groups, maintaining that participation is out of free will. An online questionnaire was emailed to 450 respondents. The authors received a total of 428 returned questionnaires and those were considered for statistical analysis. Next, we used the Rasch Model, the Person Measure Analysis, to eliminate about 38 incomplete questionnaires and outliers using the WINSTEPS software version 5.2.1.0 (Boone et al., 2014). This would then make the number of 390 respondents, in which the response rate was at 91.2%, fairly high. The study was conducted over a period of six months, from July to December 2023, with a follow-up being carried out after two weeks. Sample subject items included white-collar employees with more than a year of work experience.

Research Instrument

The research instrument in this study was created by conducting a thorough review of relevant literature and prior research (Table 1). The questionnaire items, shown in Table 1, are specifically designed to assess tacit knowledge sharing, innovative work behaviour, and transformational leadership, and it is

structured into three sections. Tacit knowledge sharing was adapted from Kucharska (2021b), while innovative work behaviour was taken from Ismiantri & Prabandini Muyana (2021). Lastly, transformational leadership was adopted from the works of Madi Odeh et al. (2023), Shafi et al. (2020).

Table 1. Research instrument items (Source: Authors' research)

Construct		Item
Tacit Knowledge Sharing (Kucharska, 2021)	TKS1	I share knowledge from my own experiences.
	TKS2	I learn from others' experiences.
	TKS3	Colleagues share new ideas with me.
	TKS4	Colleagues involve me in discussions about best practices.
Innovative Work Behaviour (Ismiantari& Mulyana, 2021)	IWB1	We provide highly competitive innovations to our clients.
	IWB1	Our innovations are well-received by our clients.
	IWB2	We outperform competitors in introducing innovations.
	IWB3	I take pride in our innovations.
	IWB4	We continually enhance our work processes.
	IWB5	We excel at managing change.
	IWB6	We eagerly embrace new methods and procedures.
	IWB7	We are highly receptive to new regulations.
Transformational Leadership (Odeh et al., 2023; Shafi et al., 2020)	TL1	Company management consistently seeks new opportunities.
	TL2	Company management maintains a clear vision of its ultimate goals.
	TL3	Company management effectively motivates the entire staff.
	TL4	Company management serves as the organisation's driving force.
	TL5	Organisations are led by leaders capable of motivating and guiding colleagues.

The study will utilise a questionnaire to gather data. It will use a six-point Likert scale for measurement, providing respondents with a range of response options. The Likert scale is a well-established tool in social science research. Employing a 6-point Likert scale aims to minimise deviations and reduce the likelihood of personal decision-making biases. The inclusion of additional response choices enables respondents to express their opinions more precisely, facilitating a deeper understanding of their attitudes and perceptions concerning tacit knowledge sharing, innovative work behaviour, and transformational leadership.

Data Analysis

The data analysis method used is structural equation modelling (SEM). This approach allows researchers to test models that capture the hierarchical nature of constructs, providing a more detailed understanding of the relationships among both observed and latent variables (Ghozali, 2021; Hair et al., 2019; Sarstedt et al., 2014). The analysis will be conducted using SMARTPLS 3.2.9 software. It aims to enhance our understanding of observed and latent variable relationships and contribute to a comprehensive view of the research model.

The relationship between transformational leadership, tacit knowledge sharing, and innovative work behaviour was also tested with the help of the application of Structural Equation Modelling. In addition, the SEM would further apply testing of the direct and mediated effects based on the theoretical model to be applied. The model indicates that a direct positive relationship exists among transformational leadership, tacit knowledge sharing, and innovative work behaviour. Hypotheses will be formulated for testing the model considering transformational leadership as an independent variable, tacit knowledge sharing as a mediator and dependent variable, and innovative work behaviour as merely dependent (Ghozali, 2021; Hair et al., 2019; Sarstedt et al., 2014).

Data will be collected by distributing surveys to white-collar employees in Greater Jakarta using multiple items for each construct, measured by a Likert scale. Measurement validity and reliability are measured through item analysis, Cronbach's Alpha, and composite reliability. PLS-SEM is flexible enough to manage complex models properly and is especially suitable in an organisational study because it is also flexible enough to work with small sample sizes and non-normal distribution (Ghozali, 2021; Hair et al., 2019; Sarstedt et al., 2014).

The validity and reliability tests include convergent validity, reliability, and discriminant validity tests for strong construct measurements. The structural model path coefficients, R-squared values, effect sizes, and significance testing through bootstrapping are performed to validate the hypothesised relationships (Ghozali, 2021; Hair et al., 2019; Sarstedt et al., 2014).

Common Biased Method

To mitigate the risk of common method bias in self-report questionnaires, researchers can employ the Rasch Model Analysis (Boone et al., 2014). This approach aims to reduce biased responses and improve data collection accuracy. Specifically, researchers utilise Person Measure Analysis to detect any biases inherent in respondents' answers. By closely examining Mean Square (MNSQ) values, ideally falling between 0.5 and 1.5 (Boone et al., 2014). Therefore, researchers can identify unbiased responses. Ensuring that MNSQ values are within this range enhances the questionnaire's reliability and validity, thereby mitigating the potential impact of common method bias and enhancing the credibility of research findings.

Results

Respondents' Profile

There are 390 respondents. Those were grouped based on gender, age, length of work, and job level. The gender distribution included 53.3% female and 46.7% male respondents. Regarding age, the respondents were distributed across various age groups, with the majority (57.7%) aged 21-30 years. Regarding the length of work, 52.8% had worked less than 5 years, while job levels ranged from Staff - Officers (45.1%) to Directors (1.8%), with various roles in between.

Measurement Model Analysis

The data analysis method used is structural equation modelling (SEM). According to the existing literature, an indicator is considered significant if its loading factor surpasses 0.70, as highlighted by (Ghozali, 2021; Sarstedt et al., 2014).

Table 2. Measurement model analysis (Source: Authors' research)

Latent Variable	Item	Loading Factor	Cronbach's Alpha	Composite Reliability	AVE	Remark
		(>0.7)	(>0.6)	(≥0.6)	(≥0.5)	
Innovative Work Behaviour (IWB)	IWB1	0.755	0.873	0.874	0.567	Valid and Reliable
	IWB2	0.744				
	IWB3	0.729				
	IWB4	0.791				
	IWB5	0.764				
	IWB6	0.741				
	IWB7	0.747				
Tacit Knowledge Sharing (TKS)	TKS1	0.728	0.656	0.659	0.594	Valid and Reliable
	TKS2	0.823				
	TKS3	0.758				
Transformational Leadership (TL)	TL1	0.769	0.846	0.847	0.619	Valid and Reliable
	TL2	0.803				
	TL3	0.800				
	TL4	0.747				
	TL5	0.815				

It is also essential to assess the model's internal consistency reliability using composite reliability and Cronbach's alpha. Both metrics should have a value of at least 0.50 to establish reliability, as indicated by the same sources. Moreover, the average variance extracted (AVE) must be considered to establish convergent validity, with a threshold of 0.50 or higher (Ghozali, 2021; Sarstedt et al., 2014).

Table 2 shows that discriminant validity involves comparing factors with cross-loading to assess the

distinctiveness of the research construct. The test requires a cross-loading value of > 0.70 for each variable (Ghozali, 2021; Musyaffi et al., 2022). Table 2 results indicate that all indicators for each variable in this study have cross-loading values exceeding 0.70 (> 0.70), meeting the criteria for discriminant validity testing (Ghozali, 2021; Sarstedt et al., 2014).

The construct validity of the study is supported by the results of the Average Variance Extracted (AVE) values, as shown in Table 2. The Average Variance Extracted (AVE) test requires a value greater than 0.50 (> 0.50) to ensure that items adequately cover all aspects of the construct. The Table 2 results show that each variable in this study has an AVE value exceeding 0.50 (> 0.50), indicating that all variables meet the AVE criteria (Ghozali, 2021; Musyaffi et al., 2022).

Composite Reliability measures the reliability of indicators, with a minimum acceptable value for exploratory research being 0.60 - 0.70. Table 2 reveals that all variables' Composite Reliability test results exceed 0.60 (> 0.60), indicating that all variables meet the Composite Reliability criteria. Cronbach's Alpha assesses the reliability of a construct by measuring internal consistency among indicators. A minimum Cronbach's Alpha value greater than 0.60 (> 0.60) is acceptable for exploratory research. The table shows that the Cronbach's Alpha value for all variables is greater than 0.60 (> 0.60), confirming that all variables meet the requirements for further testing.

Table 3. The Fornell-Larcker Criterion (Source: Authors' research)

Construct	Innovative Work Behaviour (IWB)	Tacit Knowledge Sharing (TKS)	Transformational Leadership (TL)
IWB	0.753		
TKS	0.675	0.771	
TL	0.751	0.591	0.787

The Fornell-Larcker Criterion (Table 3) is a method that compares the square root value of the Average Variance Extracted (AVE) for each construct with the correlations between other constructs in the model. To pass the test, the value should exceed 0.50 (> 0.50) (Ghozali, 2021; Sarstedt et al., 2014). Based on the table above (Table 3), it can be concluded that all variables in this study have Fornell-Larcker Criterion values exceeding 0.50 (> 0.50), indicating that they are all valid according to the Fornell-Larcker Criterion test.

Table 4. The Heterotrait-Monotrait Ratio Values (HTMT) (Source: Authors' research)

Construct	Heterotrait-Monotrait Ratio (HTMT)
TKS → IK	0.887
TL → IK	0.872
TL → TKS	0.792

To establish excellent discriminant validity, the Heterotrait-monotrait Ratio (HTMT) value should be less than 0.90 (<0.90), as mentioned in Table 4 (Ghozali, 2021; Sarstedt et al., 2014). Based on the table above, it can be concluded that the results of the Heterotrait-monotrait Ratio (HTMT) test between variables are very good, as they are all less than 0.90 (<0.90). This confirms that they meet the requirements for the Heterotrait-monotrait Ratio (HTMT) test.

Structural Model Analysis

The R-square value, often represented as R^2, is a statistical measure that indicates the proportion of variance in a dependent variable that is predictable from the independent variables. According to Artanto et al. (2021), Ghozali (2021), Sarstedt et al. (2014), the R-square value can be categorised as high if it reaches 0.75, moderate if it reaches 0.5, and low if it reaches 0.25. Table 5 provides R-square values for two constructs: Innovative Work Behaviour (IWB) and Tacit Knowledge Sharing (TKS).

Innovative Work Behaviour (IWB) has an R-square value of 0.646. This indicates that approximately 64.6% of the variance in IWB can be explained by the predictors included in the model. This relatively

high R-square value suggests that the model effectively explains the variance in IWB. For researchers, this indicates that the variables chosen for the model are relevant and significant predictors of innovative behaviours in a work setting. Practically, organisations can focus on these key predictors to enhance innovative behaviours among employees, potentially leading to improved problem-solving and innovation outcomes.

Table 5. R-Square (Source: Authors' research)

Construct	R-Square
Innovative Work Behaviour (IWB)	0.646
Tacit Knowledge Sharing (TKS)	0.349

Tacit Knowledge Sharing (TKS) has an R-square value of 0.349. This suggests that the predictors in the model account for about 34.9% of the variance in TKS. The lower R-square value for TKS implies that while the model captures some important aspects of tacit knowledge sharing, a significant portion of the variance remains unexplained. This suggests the presence of other factors influencing TKS that are not included in the model. For practical application, organisations may need to explore additional factors that could influence tacit knowledge sharing. Enhancing understanding of these factors could lead to more effective strategies for promoting knowledge sharing among employees.

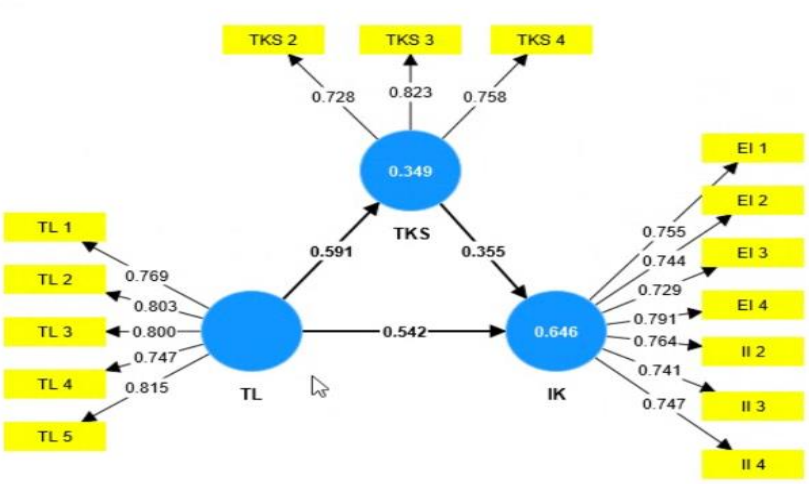


Fig. 2. Path coefficients (Source: Authors' research)

Hypothesis Testing

The analysis of the outer loadings, presented in Table 6, validates all construct indicators within the model. This validation is supported by the T-statistics values, which exceed the critical value of 1.96 and demonstrate statistical significance at 0.05.

Table 6. Path coefficients (Source: Authors' research)

Hypothesis	Original Sample (O)	T Statistics (|O/STDEV|)	P Values	Results
TL → TKS	0.591	11.499	0.000	H1 Accepted
TL → IWB	0.542	11.075	0.000	H2 Accepted
TKS → IWB	0.355	7.125	0.000	H3 Accepted
TL → TKS → IWB	0.209	6.157	0.000	H4Accepted

Notes: IWB: Innovative Work Behaviour; TKS: Tacit Knowledge Sharing; TL: Transformational Leadership

According to Table 6, the results of the path coefficient analysis reveal that The Path Test results show that transformational leadership significantly affects tacit knowledge sharing, with a T-statistic of 11.499 (> 1.96) and a P-value of 0.000 (< 0.05). This effect is moderate to strong, accounting for 59.1% of the variance, while 40.9% is attributed to other variables. H1 is statistically accepted. This indicates a strong and statistically significant relationship between Transformational Leadership (TL) and Tacit Knowledge Sharing (TKS). The findings support previous studies which identified a significant impact of transformational leadership on tacit knowledge-sharing (Ardi et al., 2020; Dwivedi et al., 2020; Gul et al., 2023; Lei et al., 2020; Mayastinasari & Suseno, 2023; Wahyuningtias & Nugroho, 2023).

Transformational Leadership also significantly affects Employee Innovative Behaviour, with a T-statistic of 11.075 (> 1.96) and a P-value of 0.000 (< 0.05). This influence is moderate to strong, explaining 54.2% of the variance, leaving 45.8% explained by other factors. The data analysis can support H2 statistically. It implies that There is a strong and statistically significant relationship between Transformational Leadership (TL) and Innovative Work Behaviour (IWB). The results align with prior research that emphasises the significant influence of transformational leadership on innovative work (Estherita & Vasantha, 2023; Eyamba et al., 2020; Işık et al., 2021; Mayastinasari & Suseno, 2023; Rehmani et al., 2023; Wahyuningtias & Nugroho, 2023).

Tacit Knowledge Sharing similarly has a significant impact on Employee Innovative Behaviour, with a T-statistic of 7.125 (> 1.96) and a P-value of 0.000 (< 0.05). This influence is moderate to strong, accounting for 35.5% of the variance, while 64.5% is attributed to other variables. The data analysis can also support H3 statistically. It implies that There is a statistically significant relationship between Tacit Knowledge Sharing (TKS) and Innovative Work Behaviour (IWB). The results can support multiple previous studies that highlight the positive impact of tacit knowledge-sharing on innovative behaviour in various industries (Berraies et al., 2020; Ganguly et al., 2019; Gul et al., 2023; Kucharska & Erickson, 2023; Mayastinasari & Suseno, 2023; Ononye, 2022; Wang, 2023)

Based on the indirect effect test results in the table above, we observe that the T statistics exceed 1.96 (6.157 > 1.96), indicating their significance. Additionally, the P values are less than 0.05 (0.000 < 0.05), also indicating significance. Therefore, we can conclude that the mediator variable in this hypothesis is acceptable and exerts a significant influence. The original sample test result shows a 20.9% influence by the mediator variable, which is moderate, with the remaining 79.1% influenced by other variables not examined in this research. The data analysis can also support H4 statistically. It implies that There is a statistically significant mediated relationship through Tacit Knowledge Sharing between Transformational Leadership (TL) and Innovative Work Behaviour (IWB). The results align with several studies that have explored the relationship between transformational leadership and various aspects of innovation, including teaching and learning innovation, frugal innovation, and audit quality (Al-Husseini et al., 2021; Gul et al., 2023; Hassanzadeh Mohassel et al., 2023; Lei et al., 2020; Rehmani et al., 2023; Supermane, 2019; Wahyuningtias & Nugroho, 2023). These studies generally find that transformational leadership positively influences innovation, with knowledge sharing often mediating this relationship. The proposed research hypothesis is likely to build upon these findings.

The findings show that all hypotheses were accepted with significant T statistics (greater than the usual critical value of 1.96 for a 95% confidence interval) and P-values of 0.000, indicating strong statistical support for the proposed relationships within the study. The current findings reveal robust direct and mediated effects of transformational leadership (TL) on Innovative Work Behaviour (IWB) through tacit knowledge sharing (TKS), indicating a significant influence of TL on innovation both directly and indirectly. The path coefficients in the study are significant at a high level, supported by high t-statistics and p-values, thus with a lot of statistical support for the observed relationships. Although the study carried out by Wahyuningtias and Nugroho (2023) could not establish any significant effect of TL over IWB, the current findings oppose this and show a significant direct effect. At the same time, the study of Mayastinasari and Suseno (2023) has also shown a similar direct influence as the current one. However, it pointed out some possible contextual differences affecting these relationships.

Similar to earlier research, this study has also highlighted mediation through TKS. However, the present results stress a strong direct path along with mediation, unlike studies like Rehmani et al. (2023), which stress the mediated path much more. Although the positive influence of TKS on IWB is found to be

common in the present results and previous studies, differences exist in the strength of the effect. In the current research, there was only a moderate impact, though the qualitative descriptions given by other studies may mean the influence of TKS is stronger in driving IWB.

Discussion

Theoretical Implications

The hypotheses TL → TKS (H1) and TL → IWB (H2) confirm the central role of transformational leadership in enhancing the dynamics of knowledge in organisations. Transformational leaders have been shown to create knowledge-rich environments through positive impacts on tacit knowledge sharing and innovative knowledge. This aspect supports the theoretical assumption that transformational leadership is effective, especially when innovation and the dissemination of knowledge represent a principal way for the organisation to succeed. Accepting hypothesis TL → TKS → IWB (H4) would show that mediating tacit knowledge sharing is important to the link between transformational leadership and innovative outcomes. This aligns with theoretical assertions that transformational leaders may indirectly contribute to organisational innovation in sharing and applying knowledge.

These results suggest that the transformational leadership theory is broadened to embrace the leader's encouragement of knowledge sharing and innovation, expanding the range of the traditional focus of Inspirational Motivation, Idealized Influence, Individualized Consideration, and Intellectual Stimulation. A key area for influence: Knowledge dynamics need to be embedded. This study's direct and indirect effects indicated that leadership development programs positively relate to a premium on skills and behaviours in inculcating openness, communication, and knowledge sharing. Training transformational leadership on practising and prioritising the environment for sharing tacit knowledge may give rise to innovative capabilities.

Research has vividly shown that a relationship exists between transformational leadership and knowledge sharing and innovation, theoretically placing them as the most fundamental elements that lead to achieving strategic organisational outcomes such as competitive advantage and adaptability. The findings would enrich the understanding of the mechanisms through which transformational leadership influences organisational behaviour and practical measures organisations may undertake to realise the full potential of transformational leadership. From the practical implications, this will go a long way toward helping understand how leadership styles could sit with organisational goals, particularly in a knowledge-intensive setup.

Practical Implications

Organisational investments should be made in leadership development that would result in the cultivation of transformational leadership characteristics. Programs would, therefore, be geared towards training and guiding leaders in inspiration, supportiveness, and intellectual stimulation. In fact, while recruiting, an organisation may be given more preference if it is found to demonstrate these qualities because organisations are aware of their potential to promote knowledge transfer and innovation within the organisation. Therefore, the organisation must develop an environment promoting openness and knowledge sharing. It can be achieved through policies, incentives for sharing and collaboration, internal wikis, brainstorming sessions, and projects across departments. There is, therefore, also a large support from the top, where the transformational leaders' messaging from the top down could help to push forward a cultural shift from a 'hoarding' type of information culture to one based on sharing by underlining the value of sharing and collaboration.

Organisations will also increasingly be aware of the connection between knowledge sharing and innovation; as such, they will have to construct goals for bettering the knowledge management processes and innovation results within the strategic initiatives. In this regard, resource allocation should prioritise initiatives that provide room for project experimentation and pilot programs that allow people to be innovative in using shared knowledge. Performance metrics can be developed to understand the possibility of whether transformational leadership can be instrumental in raising the rate of knowledge sharing and innovation within an organisation. Examples of the metrics that can be

considered include those coming from surveys related to leadership effectiveness, rates of knowledge-sharing incidents, and innovation outputs of projects. The feedback mechanism allowed for the employees' voices regarding their thoughts on the impact of leadership, and the sharing of knowledge will greatly improve the practice of leadership and knowledge management. These should use technological solutions to support knowledge sharing and management. This will make sharing of tacit knowledge easy, hence raising knowledge exchange and innovation capacities, using tools to support collaboration, enterprise social networks, and knowledge bases in the organisation. Organisational success can hence be sustained only by creating environments rich in transformational leadership and sharing knowledge. It can thus sustain organisational results and competitive advantage through continued renewal of innovative activity and effective use of the collective intelligence of its members. Implications of these approaches indicate that it is important to integrate leadership development with knowledge management strategies to add to the organisational capability and improve organisational performance through innovation.

Conclusions

The current study examines the relationship between transformational leadership, tacit knowledge sharing, and innovative work behaviour within an organisational setting. It was found that transformational leadership represents one of the key predictors of a knowledge-sharing culture and innovation that might directly impact organisational performance and adaptability. Transformational leadership is especially important in its ability to inspire and motivate the development of an organisational climate under which tacit knowledge can be shared more freely. Such sharing is likely to encapsulate deeply held skills and unarticulated expertise, which may stimulate considerably innovative behaviour on the part of employees. The study supported the direct effect of transformational leadership on innovative work behaviour with mediation through tacit knowledge sharing. The overall analysis indicates that organisations practicing effective transformational leadership additionally activate the potential of knowledge and the creativity of the people working for them; in this way, their business activities take a more dynamic and competitive form. The research methodology based on quantitative measures and structural equation modelling gives strong evidence for the hypothesised set of relationships by the statistically significant and substantial relationships between these variables.

This study bears great practical implications. It exhorts organisations to embrace leadership development programs primarily geared towards transformational leadership traits to establish an open and cooperative environment, without which tacit knowledge cannot be discussed sufficiently. This kind of strategic leadership and knowledge management would be led by innovation, supporting competitive advantages in highly changing markets. The findings enriched the knowledge present in the literature by detailing insight into how transformational leadership combined with tacit knowledge sharing enhances innovative work behaviour. The findings are important because of the implications made not only to fill the theoretical frameworks related to leadership and innovation potentials but also recommended for practical organisational learning. The dynamics must be researched in a cross-cultural setting or under different organisational structures to establish and further broaden findings.

The present study could be furthered and developed to have real implications in the academic field. In fact, the suggestion for a longitudinal design is extended to future research to trace changes over time in transformational leadership, tacit knowledge sharing, and innovative work behaviour that may help understand the stability and causality of these relationships. This discussion could be taken further by considering other mediating or moderating variables, such as organisational culture and employee engagement, or other external environmental variables, such as market volatility and technological changes. Conducting such research in a culturally diverse environment will ensure grasping some important nuances; specifically, the fact that the effect of transformational leadership on tacit knowledge sharing varies under the influence of different cultural norms and values concerning issues of power and collaboration. Multilevel modelling could determine the interplay between individual, team, and organisational determinants impacting innovative work behaviour, filling the transformation in leadership and knowledge sharing at different levels within an organisation with more detail.

Despite its insights, the quantitative data may be enriched by qualitative research involving interviews

or case studies in giving in-depth insights into the mechanisms by which transformational leadership and tacit knowledge sharing influence innovation. Such research would be more concrete on strategies or challenges, with only survey information. Sector-specific studies of the model in individual industries may draw out sector-specific dynamics, specific problems, opportunities for fostering innovation and possibly changes in the leadership styles that may have to be made. One could delve further into how digital transformation has altered the interface between transactional leadership in innovation and knowledge sharing, and how digital tools allow or prevent the sharing of tacit knowledge. Implementation Research: Implementation challenges and success factors focusing on applying transformational leadership principles could provide practical guidance on translating theoretical benefits into organisational outcomes.

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