

The Influence of Transformational Leadership, Knowledge Sharing, and Work Engagement on Innovative Work Behavior Among Generation Z Employees in the Special Region of Yogyakarta

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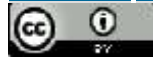
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ABSTRACT

This research endeavors to investigate how competence, job satisfaction, and workplace environment affect employee motivation at the Forestry Service UPT KPH in Belu and Malaka Regencies. A quantitative methodology was implemented through survey techniques, distributing questionnaires to 42 participants. The sampling approach utilized was saturated sampling, wherein the complete population functioned as the sample. Data analysis employed multiple linear regression via SPSS 24, encompassing validity assessment, reliability assessment, classical assumption testing, t-tests, F-tests, and coefficient of determination. The outcomes demonstrate that (1) competence exerts a positive and significant impact on work motivation; (2) job satisfaction does not meaningfully influence work motivation; and (3) workplace environment positively and significantly affects work motivation. Collectively, these three independent variables substantially influence work motivation, evidenced by an *Adjusted R Square* value of 0.581, indicating that 58.1% of work motivation variance is accounted for by competence, job satisfaction, and workplace environment. These findings imply that bolstering employee competence and enhancing the workplace environment may function as effective approaches for elevating work motivation.

INTRODUCTION

Within an increasingly intricate business landscape, innovation has emerged as a pivotal element for organizations seeking to sustain their presence and bolster their competitive standing. Companies must adapt to shifts in the external environment, including technological advances, consumer preferences, and industry rivalry. Cultivating innovative work behaviors represents one pathway toward achieving competitive superiority. Such behaviors encompass the process of creating, advocating, and executing novel concepts that can enhance organizational effectiveness and efficiency. Innovation serves as essential to corporate success in contemporary competitive contexts (Škerlavaj *et al.*, 2019). When organizations support innovation through adequate resources, they cultivate work habits via employees' innovative work behaviors. Employee innovative work behavior can be stimulated by leaders who embody a vision supporting organizational success through transformational leadership, knowledge sharing, and employee engagement.

Transformational leadership constitutes a critical determinant. This leadership approach can amplify employees' intrinsic motivation, foster a collective vision, and establish a workplace atmosphere conducive to innovation. Research conducted by Alrowwad *et al.* (2020) reveals that transformational leadership favorably impacts innovative work behavior by strengthening employee trust and dedication. Correspondingly, an investigation by Wibowo and Yuliana (2021) discovered that transformational leadership considerably enhances work behavior, particularly among younger workers, as it activates intellectual capacity and empathy.

Transformational leadership can heighten emphasis on catalyzing organizational innovation while motivating members to employ creative approaches when addressing diverse workplace situations and nurturing employee behavioral characteristics (Kim and Park 2020; Sudibjo and Prameswari 2021). Leaders practicing transformational leadership inherently possess knowledge, integrity, and intelligence, enabling them to forge relationships through knowledge exchange across hierarchical levels. An investigation by Sofia and Aseanty (2024) examining Indonesian enterprises demonstrates that transformational leadership, knowledge sharing, and work engagement collectively exert positive effects on innovative work behavior.

Amid intensely competitive business circumstances, particularly within the Special Region of Yogyakarta—a center for economic and educational advancement—employee innovation represents a strategic resource (Neno *et al.*, 2024). Employee innovation, whether manifested in service delivery, merchandise presentation, inventory oversight, or crafting engaging shopping experiences, holds potential for enhancing customer satisfaction and loyalty. An investigation by Ramadhani and Purwanto (2022) within the retail sector indicates that employee work behavior closely correlates with store operational achievement and improved customer experience. Additionally, research by Siregar and Suharnomo (2021) demonstrates that within modern retail, transformational leadership contributes to establishing a workplace environment supportive of employee innovation. Another study by Handayani *et al.* (2023)

underscores the significance of knowledge-sharing culture in augmenting team effectiveness and fostering creativity within dynamic work settings such as retail. Similarly, Susanti and Maulana (2020) determined that employee work engagement positively correlates with the inclination to generate novel ideas implementable in daily work processes. Consequently, further exploration is warranted regarding how transformational leadership, knowledge-sharing practices, and work engagement shape innovative work behavior in professional settings.

Multiple studies have additionally indicated that work engagement does not consistently impact innovative work behavior, varying according to organizational circumstances and culture. For instance, investigations by Bakker *et al.* (2018) and Albrecht *et al.* (2019) found that although work engagement can enhance creativity, its influence on innovation may fluctuate depending on external and internal factors, including managerial support and knowledge-sharing culture. In the context of the Special Region of Yogyakarta (DIY), this challenge is increasingly relevant given that the majority of the young workforce is Generation Z, characterized by a preference for flexible work, a need for open communication, and an orientation toward meaningful work (Permana and Nuari, 2022; Sari and Nugroho, 2021). Several national studies also indicate that Generation Z tends to have higher turnover intentions due to the need for self-actualization and expectations of rapid career development (Aprilia and Ardiningtiyas, 2020). In the modern retail sector in DIY, these conditions can impact the stability of work engagement, as Generation Z often faces operational pressure, irregular working hours, and demands for multitasking. This suggests a need to further investigate the moderating or mediating variables that influence this relationship, particularly in the context of modern retail companies. Thus, it is important to develop research that explores how the interaction between work engagement, knowledge sharing, and transformational leadership can contribute to work behavior, particularly amidst the challenging work environment and dynamic characteristics of Generation Z in DIY.

LITERATURE REVIEW

Transformational leadership theory, formulated by James MacGregor Burns (1978) and subsequently elaborated by Bernard M. Bass and Bruce J. Avolio (1994), is acknowledged as among the most influential theoretical frameworks within organizational leadership scholarship. The theory's primary focus is on how leaders can motivate followers to achieve performance beyond expectations while simultaneously developing their own leadership potential.

Knowledge sharing is a process by which individuals or groups share information, expertise, and experiences to improve organizational performance. In Indonesia, knowledge sharing is crucial to supporting innovation processes, especially in competitive industries like retail. According to Hartini & Mulyana (2020), knowledge sharing among employees can accelerate the innovation process because new ideas can develop more quickly through the exchange of information.

Job engagement is a psychological state that reflects the extent to which employees feel passionate and connected to their work. Engaged employees have higher energy levels, a strong sense of commitment, and a tendency to explore new ways of working. According to Susanto & Arum (2021), job engagement plays a significant role in driving work behavior in the workplace because high engagement creates a drive to contribute more to finding work solutions.

Innovative work behavior encompasses the creation, advancement, and application of novel ideas within professional settings. Work behavior comprises three primary phases: idea generation, idea promotion, and idea realization. According to Wulandari and Santoso (2021), employee work behavior reflects the degree to which individuals exhibit professional demeanor, perform according to organizational standards, and demonstrate adaptability to workplace changes. Positive work behavior relates not merely to individual performance but also cultivates a conducive, collaborative, and results-focused workplace climate.

Hypothesis Development

The Influence of Transformational Leadership on Innovative Work Behavior

Research by Amalia and Muhammad (2021) additionally revealed that transformational leaders can establish a workplace climate supporting collaboration and idea exchange, thereby improving employee work behavior. Regarding Generation Z employees, leadership encouraging employee participation in decision-making while providing space for creativity can nurture workplace innovation.

An investigation by Udin and Mohsin Shaikh (2022) corroborates this assertion, stating that transformational leadership significantly shapes innovative work behavior through the mediation of knowledge sharing and work enthusiasm. Comparable findings emerged from research by Salim *et al.* (2020), demonstrating that transformational leadership can elevate employee creativity, subsequently increasing innovation within small and medium enterprises.

Hypothesis 1: Transformational Leadership has a significant positive effect on the Innovative Work Behavior of Generation Z in the Special Region of Yogyakarta.

The Influence of Knowledge Sharing on Innovative Work Behavior

Research by Haffar (2021) indicates that knowledge sharing substantially enhances innovative work behavior, with this relationship strengthened by functional flexibility and psychological empowerment. An investigation by Prabowo and Dharmawan (2021) similarly found that knowledge sharing and work engagement positively influence innovative work behavior, especially within technology-oriented companies. Satria and Purwanto (2020) propose that knowledge sharing not only elevates work engagement but also contributes to enhanced creativity, forming the foundation of innovative work behavior. Research by Aryo and Rahmah (2020) along with Mulyadi and Pramesti (2020) likewise demonstrates that knowledge sharing yields significant positive impacts on employee work behavior capabilities within the service sector.

Hypothesis 2: Knowledge Sharing has a significant positive effect on the Innovative Work Behavior of Generation Z in the Special Region of Yogyakarta.

The Influence of Work Involvement on Innovative Work Behavior

Research by Santoso and Wirawan (2021) determined that work engagement functions as a mediator in the relationship between leadership style and innovative work behavior, signifying that greater work engagement amplifies the influence of leadership style on innovation. An investigation by Kurniawati and Priyanto (2022) demonstrated that work engagement increases through transformational leadership and knowledge sharing, ultimately contributing to innovative work behavior. Satria and Purwanto (2020) additionally noted that elevated work engagement, particularly when supported by an organizational culture endorsing knowledge sharing, can stimulate creativity and innovation within the workplace.

Hypothesis 3: Work engagement has a significant positive effect on the Innovative Work Behavior of Generation Z in the Special Region of Yogyakarta.

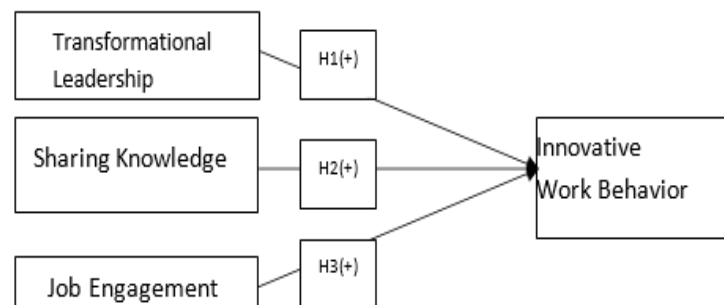


Figure 1. Framework of thought

METHODOLOGY

Population and Sample

The population in this study was all Generation Z employees working in various business sectors in the Special Region of Yogyakarta. A population is defined as all elements with certain characteristics determined by the researcher to be studied so that relevant conclusions can be drawn (Sugiyono, 2019). In this context, the characteristics of the population are individuals who fall into the Generation Z category, reside in the Special Region of Yogyakarta, and have worked for at least one year. The exact population size is unknown because it is spread across various companies and industries and is dynamic. Therefore, the sample was determined through statistical calculations. The sample is a portion of the population taken based on certain criteria so that it can represent the characteristics of the population (Yusuf, 2014). The sample was selected from respondents who met the Generation Z criteria and were actively working in the Special Region of Yogyakarta. Sampling used the Lemeshow formula because the population size was not clearly known. With a 10% error rate, a sample size of 96 respondents was obtained. All data obtained from these 96 respondents was fully used in the analysis.

Methods, Techniques, Sample Size, and Sampling Procedures

The sampling approach adopted in this research was *non-probability sampling*, given that equal opportunity for selection was not granted to every member within the population (Sitoyo, 2015). *Purposive sampling* served as the specific technique, whereby respondents were chosen according to particular criteria aligned with the study's objectives (Astuti *et al.*, 2024). The established criteria are as follows:

1. Generation Z employees are at least 17 years old
2. Domiciled in the Special Region of Yogyakarta.
3. Have worked for at least 1 year (to ensure sufficient understanding of the work environment).

This technique was selected because the researcher required respondents possessing specific characteristics capable of providing insight into transformational leadership, knowledge sharing, work involvement, and innovative work behavior within younger generation work environments.

Sample size was calculated utilizing the Lemeshow formula designed for unknown populations, yielding a sample requirement of 96 respondents; consequently, this figure served as the research sample. Data collection was executed through a digital questionnaire via *Google Forms*, distributed through social media platforms, professional communities, and Generation Z professional networks in Yogyakarta. This method was chosen because it was more effective in reaching respondents spread across various regions and job sectors.

Research Model

The research model was designed based on theoretical foundations and instruments validated by various previous studies. The transformational leadership variable (X1) references the framework developed by Bass & Avolio (1994) and reinforced by Mendrofa & Ndraha (2022), encompassing four primary dimensions: *idealized influence*, *inspirational motivation*, *intellectual stimulation*, and *individual consideration*. The knowledge sharing variable (X2) employs indicators from Muis (2018), comprising communication aspects, social interaction, experience, relationships, and trust as foundations for information exchange processes within organizations. The work engagement variable (X3) is adapted from Yudhiana (2019), encompassing *vigor*, *dedication*, and *absorption*, which characterize employee energy levels, commitment, and focus in executing their responsibilities. Meanwhile, the innovative work behavior variable (Y) adopts indicators from Baharudin & Ekowati (2022), encompassing idea generation, idea promotion, and idea realization as core stages in producing and implementing novel ideas in professional settings. Within this framework, transformational leadership, *knowledge sharing*, and *work engagement* are positioned as independent variables anticipated to substantially affect IWB among Generation Z workers across the SRY.

RESEARCH RESULT

Respondent Profile

Based on the table below, the majority of participants in this study belonged to the 25–28 age bracket, totaling 71 individuals (73.96%). The 17–21 age bracket was represented by merely 14 respondents (14.58%), while the 22–24 age bracket comprised 11 respondents (11.46%). This reflects that most Generation Z employees in the Special Region of Yogyakarta participating in the survey are young professionals in their early to mid-career phase.

Table 1. Respondent characteristics based on age

Age	Number of Respondents	Percentage (%)
17–21 Years	14	14.58%
22–24 Years	11	11.46%
25–28 Years	71	73.96%
Total	96	100%

Source: Processed primary data (2025)

Of the 96 respondents in this study, 60 (62.50%) were male and 36 (37.50%) were female. The comparison between male and female respondents shows a male predominance, but still provides balanced representation in this study.

Table 2. Respondent characteristics based on gender

Gender	Frequency (People)	Percentage
Man	60	62.50%
Woman	36	37.50%
Total	96	100%

Source: Processed primary data (2025)

This gender composition provides a relatively balanced perspective between men and women on the variables studied, namely transformational leadership, knowledge sharing, work engagement, and employee work behavior.

Table 3 Respondent characteristics based on last education

Education	Number of Respondents	Percentage
Elementary/Middle/High School	13	13.54%
Diploma/D3	5	5.21%
Bachelor's Degree	73	76.04%
Master's Degree	5	5.21%
Total	96	100%

Source: Processed primary data (2025)

The majority of respondents had a bachelor's degree (76.04%), indicating that most participants had a relatively strong formal educational base to understand the dynamics of work and innovation.

Table 4. Respondent characteristics based on length of service

Length of working	Number of Respondents	Percentage
1-2 years	27	28.13%
2-3 years	58	60.42%
> 4 years	11	11.46%
Total	96	100%

Source: Processed primary data (2025)

The majority of respondents, 58 (60.42%), were in the 2–3 years of service category. This indicates that most participants have had relatively stable work experience, so their views on the work environment, leadership patterns, and organizational dynamics tend to be more objective and formed through direct experience. Meanwhile, 27 respondents (28.13%) had a 1-year service period, indicating that they are in the adaptation and initial competency development phase in the workplace. Eleven respondents (11.46%) had more than 4 years of service, reflecting a group with longer work experience and likely possessing a deeper understanding of organizational culture and the changes that occur.

Table 5 Respondent characteristics based on domicile

Domicile	Number of Respondents	Percentage
Yogyakarta City	12	12.50%
Sleman Regency	13	13.54%
Bantul Regency	13	13.54%
Kulon Progo Regency	38	39.58%
Gunungkidul Regency	20	20.83%
Total	96	100%

Source: Processed primary data (2025)

Most respondents live in Kulon Progo Regency (39.58%), followed by Gunungkidul Regency (20.83%), while the cities of Yogyakarta, Sleman, and Bantul are relatively balanced (around 12–13%).

Descriptive Statistics

Table 6 Likert Scale Score Interval

Score Interval	Category
1.00 - 1.80	Very Low
1.81 - 2.60	Low
2.61 - 3.40	High enough
3.41 - 4.20	Tall
4.21 - 5.00	Very high

The four principal variables in this study comprise transformational leadership, knowledge sharing, work engagement, and innovative work behavior. Descriptive data processing results for each variable are elaborated as follows:

Transformational Leadership Variables

Table 7 Respondents' Answers to Transformational Leadership Variables

No	Statement Items	Mean	Category
1	I see my boss as a role model at work	3,8750	Tall
2	I am motivated by my boss's vision and direction.	3,7708	Tall
3	I was encouraged by my boss to think creatively.	4,1383	Tall
4	I feel cared for by my superiors	3,6667	Tall
	Average Variable	3.87	Tall

Source: Processed Primary Data (2025)

Based on the table above, the overall mean score for the transformational leadership variable was 3.87, categorized as high. This suggests that respondents evaluated their leaders as capable of delivering inspiration, motivation, and sound guidance within the workplace.

Knowledge Sharing Variable

Table 8 Respondents' Answers to the Knowledge Sharing Variable

No	Statement Items	Mean	Category
1	I share information with colleagues	3,0521	High enough
2	I exchange ideas with colleagues	3,0729	High enough
3	I share experience Workto colleagues	3,3854	High enough
4	I maintain good relations to make it easy sharing knowledge	3,7500	Tall
5	I believe that sharing knowledge is beneficial for the team.	5,0000	Very high
	Average Variable	3.65	Tall

Source: Source: Processed Primary Data (2025)

The overall average for the knowledge sharing variable was 3.65, categorized as high. This means that respondents tend to actively share information, experiences, and insights within their work environment.

Work Engagement Variable

Table 9 Respondents' Answers to Work Involvement Variables

No	Statement Items	Mean	Category
1	I am passionate when I work	3,2604	High enough
2	I am proud of my work	3,2708	High enough
3	I often get lost in work	3,4792	Tall
	Average Variable	3.34	High enough

Source: Source: Processed Primary Data (2025)

The average score for the work engagement variable was 3.34, which is considered quite high. This indicates that most respondents have a good level of work engagement, but not yet optimal.

Innovative Work Behavior Variables

Table 10 Respondents' Answers to Innovative Work Behavior Variables

No	Statement Items	Mean	Category
1	I often propose new ideas	3.6146	Tall
2	I try to fight for my idea	3.6354	Tall
3	I try to realize new ideas	3,1042	High enough
	Average Variable	3.45	Tall

Source: Source: Processed Primary Data (2025)

The overall average score for the innovative work behavior variable was 3.45, which is considered high. This indicates that respondents are quite active in developing ideas, seeking solutions, and innovating in the workplace.

Data Collection Instrument Test Results**Validity Test of Transformational Leadership (KT) Variables**

Table 11 Validity Test Results

No	Item	r count	r table	Sig.	Criteria
1	KT1	0.768	0.202	0.000	Valid
2	KT2	0.865	0.202	0.000	Valid
3	KT3	0.808	0.202	0.000	Valid
4	KT4	0.889	0.202	0.000	Valid
5	BG1	0.804	0.202	0.000	Valid
6	BG2	0.842	0.202	0.000	Valid
7	BG3	0.957	0.202	0.000	Valid
8	BG4	0.760	0.202	0.000	Valid
9	BG5	0.689	0.202	0.000	Valid
10	BG1	0.804	0.202	0.000	Valid
11	BG2	0.842	0.202	0.000	Valid
12	BG3	0.957	0.202	0.000	Valid
13	BG4	0.760	0.202	0.000	Valid
14	BG5	0.689	0.202	0.000	Valid
15	PKI1	0.850	0.202	0.000	Valid
16	PKI2	0.893	0.202	0.000	Valid
17	PKI3	0.697	0.202	0.000	Valid

Source: Processed Primary Data (2025)

Based on the table above, all items within the transformational leadership variable possess calculated r values exceeding the table r (0.202) and demonstrate significance at $p < 0.05$. Accordingly, all statement items are deemed valid and appropriate for research utilization. The knowledge sharing variable exhibits calculated r values substantially above 0.202 with significance values < 0.05 . Therefore, all statements within this variable are classified as valid. The work engagement variable displays calculated r values > 0.202 with significance values of 0.000. Consequently, all instrument items are declared valid. The innovative work behavior variable possesses correlation values surpassing the table r and demonstrates significance at the 5% level. Thus, all items are deemed valid.

Reliability Test Results

Table 12 Reliability Test Results

No	Variables	Number of Items	Cronbach's Alpha	Criteria
1	Transformational Leadership	4	0.888	Reliable
2	Sharing Knowledge	5	0.792	Reliable
3	Job Engagement	3	0.830	Reliable
4	Innovative Work Behavior	3	0.830	Reliable

Source: Processed Primary Data (2025)

Reliability testing was executed to ascertain the internal consistency of research instruments employed for each variable. Testing utilized *Cronbach's Alpha*, wherein an instrument is considered reliable if its α value equals or exceeds 0.70. Based on reliability test outcomes, the transformational leadership

variable, containing five statement items, obtained a *Cronbach's Alpha* value of 0.888, indicating exceptionally high reliability. This suggests that each statement item within the variable possesses satisfactory consistency and measurability.

The knowledge sharing variable comprising six items achieved a *Cronbach's Alpha* value of 0.792. This value surpasses the minimum threshold of 0.70, indicating that the instrument employed is reliable and trustworthy for measuring the intended concept. Furthermore, the work engagement variable containing four items exhibited a *Cronbach's Alpha* value of 0.830. This value indicates that the measurement tool for this variable possesses robust and stable internal consistency.

Likewise, the innovative work behavior variable, consisting of four items, obtained a *Cronbach's Alpha* value of 0.830, thereby categorizing this variable's instrument as reliable. Overall, all research variables satisfied reliability criteria, as *Cronbach's Alpha* values for each variable exceeded 0.70. Therefore, this research instrument can be declared consistent, accurate, and suitable for subsequent analysis.

Classical Assumption Test Results
Normality Test Results

Table 13 Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		96
Normal Parameters ^{a,b}	Mean	.0000000
	Standard Deviation	1.30915916
Most Extreme Differences	Absolute	.124
	Positive	.123
	Negative	-.124
Test Statistics		.124
Asymp. Sig. (2-tailed)		.201 ^c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Source: SPSS,22

Normality test results utilizing the *One-Sample Kolmogorov-Smirnov Test* reveal that the *Asymp. Sig. (2-tailed)* value equals 0.201. This value exceeds the 0.05 significance threshold, permitting the conclusion that residual data follows a normal distribution. This is reinforced by the *Test Statistic* value of 0.124, which remains within normality acceptance boundaries. Consequently, the normality assumption within the regression model is satisfied, enabling further analysis without data distribution complications.

Multicollinearity Test Results

Table 14 Multicollinearity Test Results

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Transformational Leadership	.527	1,897
	Sharing Knowledge	.489	2,045
	Job Engagement	.606	1,651

a. Dependent Variable: Innovative Work Behavior

Source: SPSS,22

Multicollinearity is assessed utilizing two statistical indicators: *Tolerance* and *Variance Inflation Factor (VIF)*. The *Tolerance* value indicates the extent to which an independent variable cannot be explained by other independent variables. Meanwhile, *VIF* represents the inverse ($VIF = 1 / Tolerance$) and measures how much regression coefficient variance is inflated owing to correlation among independent variables.

Within these results, *tolerance* values for all three variables exceeded 0.1 (transformational leadership = 0.527; knowledge sharing = 0.489; work engagement = 0.606). Similarly, all *VIF* values fell below 10 (1.897, 2.045, and 1.651, respectively). These dual criteria indicate no multicollinearity symptoms exist among independent variables within the regression model.

Heteroscedasticity Test Results

Table 15 Heteroscedasticity Test Results

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	39,003	2,565		15,207	.076
Transformational Leadership	.629	.057	1,030	11,123	.241
Sharing Knowledge	.579	.060	.847	9,605	.630
Work engagement	.502	.081	.535	6,234	.321

a. Dependent Variable: Innovative Work Behavior

Source: SPSS, 22

Heteroscedasticity assessment was conducted by regressing absolute residual values against independent variables. Referring to the *Coefficients* table, significance values obtained were 0.241 for transformational leadership, 0.630 for knowledge sharing, and 0.321 for work engagement. Since all these values exceed the 0.05 threshold, the variables exhibit no statistically significant effects on residual variance. Accordingly, it can be inferred that the regression model does not exhibit heteroscedasticity. This indicates that the model satisfies the classical assumption related to homoscedasticity, ensuring that the estimated regression parameters are BLUE (Best Linear Unbiased Estimators), meaning they are optimal, linear, and free from bias.

T-Test Results

Table 16 T-Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,141	.900		2,378	.019
	Transformational Leadership	.387	.074	.384	5,206	.000
	Sharing Knowledge	-.069	.054	-.106	-1,261	.211
	Job Engagement	.502	.067	.614	7,439	.000

a. Dependent Variable: Innovative Work Behavior

Source: Processed Primary Data (2025)

A significance value of 0.000 (<0.05) was recorded for transformational leadership, accompanied by a regression coefficient of 0.387 and a t-statistic reaching 5.206. This finding reveals that, on an individual basis, a significantly positive impact is exerted by transformational leadership on *IWB*. Put differently, enhanced application of transformational leadership corresponds with elevated levels of innovative workplace conduct.

For *knowledge sharing*, a significance value of 0.211 (>0.05) was obtained, alongside a coefficient of -0.069 and a t-statistic of -1.261. Consequently, when examined individually, no statistically meaningful effect on *IWB* was demonstrated by the *knowledge sharing* variable. Such an outcome suggests that activities related to distributing knowledge have yet to meaningfully stimulate greater innovative workplace conduct.

Regarding *work engagement*, a significance value of 0.000 (<0.05) was identified, with a coefficient of 0.502 and a t-statistic of 7.439. This result demonstrates that, independently, *work engagement* produces a notably positive impact on employee workplace conduct. In essence, heightened levels of occupational involvement among workers are associated with a stronger inclination toward exhibiting innovative behaviors.

Collectively, the t-test outcomes reveal that among the three predictor variables investigated, only transformational leadership and *work engagement* exercise a meaningful impact on *IWB*, whereas *knowledge sharing* fails to demonstrate statistical significance at the 5% threshold.

Determinant Coefficient Test Results

Table 17 Results of the Determinant Coefficient Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.774a	.599	.586	1.33033

a. Predictors: (Constant), Work Engagement, Knowledge Sharing, Transformational Leadership

b. Dependent Variable: Innovative Work Behavior

Source: SPSS,22

Drawing from the regression analysis presented in the *Model Summary* table, a correlation coefficient (R) of 0.774 was derived. This value signals a robust association between the predictor variables transformational leadership, *knowledge sharing*, and *work engagement* and the outcome variable (*IWB*). The coefficient of determination (R Square) stood at 0.599, or 59.9%, signifying that fluctuations in employee workplace conduct can be accounted for by these three predictors, while the remaining 40.1% is attributable to external factors beyond the scope of this investigation.

Additionally, the *Adjusted R Square* figure of 0.586 suggests that, even after accounting for the quantity of independent variables employed, the model retains a satisfactory capacity to elucidate variations in the criterion variable. An *SEE* value of 1.33033 further indicates that the predictive deviation of the model remains relatively minimal, rendering the regression model reasonably adequate for forecasting workplace behavior.

DISCUSSION

The Influence of Transformational Leadership on Innovative Work Behavior

Analytical outcomes demonstrate that transformational leadership carries a positive regression coefficient of 0.387, with a t-statistic of 5.206 and a significance level reaching 0.000 (<0.05). Such findings confirm that a positively significant impact on employee workplace conduct is generated by transformational leadership. Stated alternatively, more effective implementation of this leadership approach amplifies the probability that workers will express ideas, ingenuity, and novelty within their responsibilities. From a practical perspective, this positive coefficient implies that leaders capable of inspiring others, serving as exemplary figures, and energizing their teams fulfill a pivotal function in cultivating *IWB*. Workers tend to demonstrate greater innovative effort when their leaders articulate a compelling vision, provide steadfast guidance, and consistently champion individual growth and creative expression. Referring to the respondents' evaluations in Table 4.7, the overall mean score for the transformational leadership variable reached 3.45, which falls into the high category. This figure reflects that the application of a transformational leadership style within the organization has been implemented effectively. Most employees perceive that their leaders are capable of offering inspiration, clear guidance, and motivation in performing their responsibilities. Thus, it can be inferred that employees genuinely experience transformational leadership values in their everyday work, including support, trust, and recognition for the new ideas they contribute.

The outcomes of this research are consistent with the regression results that reveal a positive and significant relationship between transformational leadership and employee work behavior. This reinforces the idea that the stronger leaders embody transformational values, the more employees are inclined to exhibit innovative work behavior. Transformational leadership theory in national literature, as discussed by Wibowo (2016), explains that such leaders influence subordinates' mindset and behavior through inspiration, motivation, and individualized consideration. Additionally, the study by

Nurtjahjono and Priyono (2020) shows that intellectual stimulation and inspirational motivation are key dimensions that encourage employees to develop new ideas and creative solutions in their work and improve adaptive problem-solving abilities. This theory is further supported by the findings of Suryani and Setyowati (2019), who showed that transformational leadership increases intrinsic motivation by providing trust, autonomy, and opportunities for self-development. Accordingly, leaders who function as inspirational motivators and exemplary figures have been demonstrated to foster a workplace atmosphere conducive to creative thinking and proactive initiative among employees.

These outcomes align with earlier findings reported by Putri and Prakoso (2021), who concluded that transformational leadership directly contributes to the emergence of innovative workplace ideas. Cahyono (2020) highlighted that leadership characterized by idealistic influence, intellectual stimulation, and inspirational motivation generates an environment favorable to creativity. In a similar vein, Sari (2022), through her investigation within the retail industry in Yogyakarta, discovered that transformational leadership markedly enhances employee workplace conduct by strengthening workers' self-assurance and emotional dedication to their organization.

The outcomes of this investigation confirm that employees exhibit favorable responses toward leadership styles that are supportive, communicative, and future-oriented. When leaders provide space for employees to express themselves and appreciate their contributions, their self-confidence and innovative spirit will grow stronger. Therefore, organizations need to strengthen leadership competencies that inspire, empower, and foster a collaborative work environment so that innovative work behaviors can develop sustainably.

The Influence of Knowledge Sharing on Innovative Work Behavior

Analytical results reveal that *knowledge sharing* produced a regression coefficient of -0.069, accompanied by a t-statistic of -1.261 and a significance value of 0.211 (>0.05). These figures indicate that no statistically meaningful influence on employee workplace conduct is attributable to *knowledge sharing*. In other terms, the existing application of knowledge distribution has not yet contributed substantially to fostering creativity, innovation, or more productive behavioral patterns among workers.

This outcome implies that knowledge-sharing processes within the organization are still not functioning optimally. It is possible that such activities remain procedural or administrative rather than being oriented toward generating creative ideas that stimulate innovation in the workplace. This result is consistent with the study of Pratama and Mulyani (2020), who noted that knowledge-sharing practices are frequently constrained by hierarchical organizational cultures and limited opportunities for open dialogue among employees, which restricts the dynamic growth of knowledge exchange. In addition, Lestari and Wibisono (2019) highlighted that the absence of collaborative forums and informal discussions limits employees' ability to

formulate innovative solutions, as new ideas lack opportunities for discussion and validation. Similarly, Nurjannah and Hidayat (2021) found that the underutilization of digital platforms leads to uneven and poorly documented knowledge flows, thereby hindering the effective use of knowledge for innovation. As a result, knowledge-sharing efforts have not yet succeeded in encouraging innovative work behavior as intended.

Referring to respondents' answers presented in Table 4.8, the overall mean score for the knowledge sharing variable reached 3.65, which falls into the high category. This indicates that employees generally show a willingness to exchange information and share work-related experiences. However, this favorable perception has not translated into a significant influence on work behavior. This condition suggests that knowledge-sharing activities may still revolve around routine information exchange rather than fostering deeper organizational learning that supports innovation. This finding contrasts with Wahyuni and Arifin (2022), who reported that knowledge sharing can enhance collaboration and stimulate the emergence of new work ideas. Nevertheless, Nugraha and Dewi (2021) emphasized that the success of knowledge sharing largely depends on organizational backing, an open communication environment, and proactive employee participation.

Further evidence from Sari and Pramudito (2020) indicates that knowledge sharing contributes to innovation only when supported by structured mechanisms, such as scheduled discussion sessions and digital collaboration platforms. Moreover, Handayani and Yusuf (2022) found that limited intensity of knowledge sharing is influenced by the absence of incentives, a weak culture of appreciation, and employees' reluctance to share strategic information due to feelings of insecurity. In the context of this study, the insignificant relationship may be attributed to the lack of a strategic, participatory, and well-integrated knowledge-sharing system aligned with organizational innovation objectives.

Overall, the results demonstrate that although employees show a positive inclination toward sharing knowledge, these practices are not yet fully directed toward creating organizational value. Without adequate managerial support, recognition of new ideas, and facilities such as knowledge management systems, the impact of knowledge sharing on work behavior remains restricted. Therefore, organizations should reinforce a more interactive and work-relevant knowledge-sharing culture. This may include establishing regular discussion forums, mentoring programs, and digital platforms that facilitate the exchange of creative ideas. Through such initiatives, knowledge sharing can function as a strategic instrument to drive innovation and continuously improve the quality of employee work behavior.

The Influence of Work Involvement on Innovative Work Behavior

The analytical findings demonstrate that *work engagement* yielded a positive regression coefficient of 0.502, a t-statistic of 7.439, and a significance value of 0.000 (<0.05). This evidence confirms that *work engagement* exerts a positively significant influence on employee workplace conduct. Essentially, greater degrees of occupational involvement among workers correspond with an

increased propensity to demonstrate proactive, innovative, and goal-directed behaviors. Therefore, *work engagement* constitutes a critical determinant capable of promoting positive and productive workplace conduct.

This research indicates that employees demonstrating elevated *work engagement* tend to experience emotional, cognitive, and physical connectedness with their occupational roles. Such connectedness motivates them to actively contribute, explore novel concepts, and address challenges with heightened creativity. This finding corresponds with the work of Sofyandi and Pratami (2020), who elaborated that highly engaged employees exhibit superior work energy, perseverance, and a disposition toward generating innovative concepts. Moreover, Hidayati and Putra (2021) corroborated that *work engagement* serves an essential function in elevating individual creativity, as engagement cultivates a psychological climate that nurtures self-confidence and the willingness to experiment with novel approaches. Another study by Yuliani and Saputra (2019) found that work engagement is a dominant factor in fostering innovative work behavior, primarily because engaged employees perceive their work as meaningful and personally satisfying. The high coefficient value in the analysis also confirms that work engagement is a key factor shaping innovative work behavior. Engaged employees typically have an internal drive to contribute more because they perceive their work as meaningful and personally satisfying. Based on the respondents' responses in Table 4.9, the overall average score for the work engagement variable was 3.34, which is considered quite high. This value indicates that most employees have a good level of engagement with their work, although there is still room for improvement. This means that employees feel sufficiently connected to their work and organization, but are not yet fully channeling their energy and creativity toward innovative work behavior. This could be due to factors in the work environment, task load, or organizational support that does not fully facilitate employee self-actualization.

This finding aligns with research by Lestari and Nugroho (2020), which states that employees with high levels of engagement demonstrate an internal drive to contribute optimally to their work. Wulandari and Firmansyah (2021) emphasize that work engagement can generate positive work behaviors when supported by a dynamic, open, and collaborative work climate. Setiawan and Yuliana (2022) add that work engagement influences increased employee creativity if the organization provides space for participation and full trust in individual abilities. The results of this study illustrate that work engagement is not only related to employees' physical presence at work, but also to the extent to which they feel valued, supported, and have the opportunity to contribute. Employees who feel emotionally engaged are more motivated to complete tasks, share ideas, and seek new ways to improve performance. Therefore, organizations need to create a work environment that can enhance employee emotional and psychological connectedness, for example through appreciation for work achievements, providing autonomy, and opportunities for self-development. Thus, work engagement can be a source of positive energy that encourages the growth of innovative and sustainable work behaviors within the organization.

CONCLUSIONS

Grounded in the data analysis outcomes and comprehensive discussion of all research questions, the following conclusions are formulated:

1. Transformational leadership exerts a positively significant impact on the IWB of Generation Z within SRY.
2. Knowledge sharing does not produce a meaningful effect on the IWB of Generation Z within SRY.
3. Work engagement exercises a positively significant influence on the IWB of Generation Z within SRY.

RECOMMENDATIONS

First, future research is recommended to expand the scope of the subjects and research areas. Involving employees from various industrial sectors, organizational types, and geographic regions will help gain a broader understanding of work behavior and the factors that influence it. This will ensure that research findings are more representative and relevant to various organizational contexts.

Second, future research could consider variations in respondent characteristics, such as age group, experience level, or length of service, so that the results reflect a more diverse perspective. This is important for understanding how factors such as leadership, work engagement, and knowledge sharing operate among employees with different backgrounds and experiences.

Third, the use of more complex research designs, such as longitudinal or mixed methods, can help explain the dynamics of changes in innovative work behavior over time. This approach also allows for a more in-depth analysis of the causal relationships between independent and dependent variables, making the findings more valid and meaningful.

Fourth, further research is recommended to add mediating or moderating variables, such as creativity, intrinsic motivation, innovation climate, or organizational culture, to gain a more comprehensive understanding of the mechanisms that shape innovative work behavior. By considering these additional variables, research can identify factors that strengthen or weaken the influence of leadership, work engagement, and knowledge sharing on innovation.

Fifth, research instruments, particularly knowledge-sharing indicators, can be refined or adapted to be more relevant to the context of innovation and modern work practices. Developing more specific and contextualized instruments will improve measurement accuracy and the quality of the data obtained. By taking these suggestions into account, future research is expected to produce findings that are more valid, representative, applicable, and interesting.

ADVANCED RESEARCH

This investigation was confined to merely three predictor variables: transformational leadership, *knowledge sharing*, and *work engagement*. Workplace conduct is presumably shaped by additional factors, including organizational climate, intrinsic motivation, innovation culture, individual creativity, or

technological infrastructure. Furthermore, the *Adjusted R Square* of 0.586 reveals that these three variables account for only 58.6% of behavioral variation, with the remainder driven by unexamined determinants. The *cross-sectional* research design further constrains the capacity to observe longitudinal behavioral shifts and evolving inter-variable dynamics. This limits researchers' ability to draw in-depth causal conclusions between the independent variables and work behavior. Overall, these limitations serve as important considerations for future research, enabling more general, representative, and comprehensive findings on the factors influencing work behavior across various organizational contexts.

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