



# The influence of transformational leadership and the physical work environment on innovative work behavior mediated by knowledge sharing in the MKGR organization of Banten province

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## ARTICLE INFO

### Article history:

Received Dec 30, 2025

Revised Jan 10, 2026

Accepted Jan 23, 2026

### Keywords:

Innovative Work Behavior;  
Knowledge Sharing;  
Physical Work Environment;  
Transformational Leadership.

## ABSTRACT

This research explores how transformational leadership and the physical work environment shape knowledge-sharing practices and innovative work behavior, both through direct relationships and through indirect pathways. A quantitative approach was employed, with data gathered through questionnaires administered to members of the MKGR Mass Organization in Banten Province. Using proportional random sampling, responses were obtained from 65 participants. The collected data were processed and analyzed using multiple linear regression with the support of SPSS version 30. The findings indicate that transformational leadership significantly influences innovative work behavior, as does the physical work environment. Knowledge sharing also plays a crucial role in fostering innovative behavior. In addition, both transformational leadership and the physical work environment significantly affect knowledge-sharing activities. Importantly, knowledge sharing functions as a mediating variable, strengthening the influence of transformational leadership and the physical work environment on innovative work behavior.

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## INTRODUCTION

Community Organizations (*Organisasi Masyarakat/Ormas*) or Non-Governmental Organizations (NGOs) are one of the pillars of democracy that play an important role in realizing civil society capable of advocating for public interests. As legally recognized organizations that are independent and not dependent on the government, NGOs are voluntarily established by individuals or groups to support social, community, and development activities. In practice, NGOs

also function as a bridge between the government and society in supporting development programs that are oriented toward social and environmental interests (Haryadi et al., 2021) .

Unlike formal organizations or profit-oriented companies, community organizations are characterized by voluntary membership, strong ideological commitment, limited material incentives, and a high reliance on social capital and collective values. In this context, organizational participation is primarily driven by intrinsic motivation, shared beliefs, and moral responsibility rather than contractual obligations or financial rewards. Consequently, leadership effectiveness in community organizations depends less on formal authority and hierarchical control and more on leaders' ability to inspire trust, foster shared meaning, and mobilize collective commitment among members. Transformational leadership in such organizations plays a critical role in nurturing emotional bonds, strengthening ideological alignment, and encouraging members to contribute beyond formal role expectations (Tati et al., 2024).

Moreover, the work environment in community organizations tends to be informal, resource-constrained, and highly flexible, which differentiates it substantially from the structured and standardized environments typically found in formal companies. Physical work facilities are often limited, making interpersonal relationships, communication patterns, and mutual support essential substitutes for material resources. Under these conditions, innovation does not primarily emerge from formal research and development processes but rather from collaborative problem-solving, experiential learning, and grassroots initiatives initiated by members. Knowledge sharing thus becomes a crucial mechanism that enables innovation by facilitating the exchange of tacit knowledge, practical experience, and context-specific solutions.

Therefore, the interaction between leadership style, physical work environment, and knowledge sharing in community organizations forms a unique configuration that shapes innovative work behavior differently from formal organizational settings. This distinct organizational context suggests that empirical findings derived from profit-oriented companies cannot be directly generalized to community organizations, highlighting the importance of examining innovative work behavior within the specific dynamics of community-based organizations.

The success of community organizations (NGOs) in achieving their vision and mission is largely determined by the quality of human resources, particularly the ability of members to demonstrate innovative work behavior. Innovative work behavior enables organizational members to generate new ideas, initiatives, and working methods that are relevant to organizational needs. This behavior emphasizes a creative attitude that encourages a shift from traditional work patterns toward more adaptive and modern approaches (Harun et al., 2021:541). Innovation also requires individuals to have the courage to transform creative ideas into reality, including the readiness to face the risk of failure when outcomes do not meet expectations (Hadi et al., 2020:186). Therefore, organizations need members who are willing to innovate and continuously enhance their work capacity.

One of the factors influencing innovative work behavior is transformational leadership style. Transformational leadership emphasizes the provision of motivation, attention, and emotional relationships between leaders and members, enabling leaders to understand the needs and problems faced by organizational members. In addition, the physical work environment is also an important factor in shaping innovative work behavior. The physical work environment includes all physical conditions surrounding workers that can affect task performance, such as cleanliness, lighting, noise, and work facilities (Tjiptono, 1996). A comfortable and supportive work environment can enhance concentration and work enthusiasm, whereas an uncondusive work environment may reduce motivation and increase work errors, absenteeism, and employee turnover (Wahyudi et al., 2022).

Another factor that plays a role in encouraging innovative work behavior is knowledge sharing. Knowledge sharing refers to interactive and communicative activities among individuals

or groups to exchange information, experiences, and expertise as an effort to enhance competence and personal development. In an organizational context, knowledge sharing is essential for building collaborative working relationships between leaders and members in achieving common goals (Mazidah & Laily, 2020:2). This activity is particularly important for new members who need to gain an understanding of tasks, roles, and organizational culture.

The Musyawarah Kekeluargaan Gotong Royong (MKGR) organization is one of the long-established community organizations in Indonesia, with an organizational structure extending to the national, provincial, and district/city levels. In Banten Province, MKGR has eight Branch Leadership Councils (*Dewan Pimpinan Cabang/DPC*) with a total of 190 members following the inauguration of the 2023 management period. The performance of members is evaluated by the organizational leadership based on indicators such as attendance, participation, innovation, and work competence.

The results of the performance assessment of MKGR members in Banten Province in 2023, covering nine organizational units, from the Regional Representative Council (DPD) to the Regency and City Branches/City Branches/City Branches. A total of 190 members were assessed, with the assessments distributed across five categories: Excellent, Good, Fair, Poor, and Very Poor. In aggregate, the majority of members were in the Good category (34.58%), followed by Excellent (27.10%). This indicates that more than half of MKGR Banten members have achieved good to very good performance levels. Meanwhile, the Fair category covers 16.51%, indicating that there is still room for performance improvement for some members. The Poor (11.53%) and Very Poor (10.59%) categories cumulatively account for approximately one-fifth of the total membership, indicating the need for special attention and more intensive development programs. Viewed per organizational unit, the Tangerang City Branch of MKGR recorded the highest percentage of Excellent (35.71%), while the Banten Province Branch of MKGR dominated by the Good category (47.06%). On the other hand, several DPC/PC such as Cilegon City and Tangerang Regency have a relatively higher proportion of Fair to Very Poor than other units. Although most members are in the good and excellent performance categories, there are still members with fair, poor, and very poor performance. This condition indicates that innovative work behavior has not yet developed optimally among all organizational members, resulting in uneven performance achievements.

Previous studies show a research gap regarding the factors that influence innovative work behavior. Widasti & Mursid (2022:4) found that transformational leadership has a positive and significant effect on employees' innovative work behavior. Conversely, NARDO et al. (2018:2013) It was found that transformational leadership does not significantly influence innovative behavior. In addition, prior studies have reported mixed and inconsistent findings regarding the effect of the physical work environment on innovative work behavior, as shown by Habibi Karim & Supriyadi (2021) who stated that the work environment does not have a direct effect on innovative work behavior.

The most significant research gap lies in the limited understanding of how contextual differences, particularly organizational type and sector, shape the relationship between leadership, work environment, and innovative work behavior. Most existing studies have been conducted in formal, profit-oriented organizations with standardized structures, clear job descriptions, and performance-based reward systems. As a result, the inconsistent findings regarding the influence of transformational leadership and the physical work environment on innovation may stem from differences in organizational context that have not been sufficiently examined.

Furthermore, previous studies have predominantly examined the direct effects of leadership and work environment on innovative work behavior, while paying limited attention to the underlying mechanisms that explain how and why these relationships occur. In community organizations, where formal control systems and material incentives are limited, innovation is more likely to be driven by social interaction, collective learning, and shared values. However, empirical studies that integrate knowledge sharing as a mediating variable within the context of

community organizations remain scarce. This lack of contextual and mechanism-based analysis constitutes a critical gap in the existing literature.

Differences in findings also occurred in the relationship between transformational leadership and knowledge sharing. Helmi & Arisudana (2009) found that transformational leadership affects knowledge sharing, whereas Kese and Hidayat (2021:161) stated the opposite. In this case, transformational leadership is considered to play a greater role in building trust and a culture of knowledge sharing rather than exerting a direct influence. In addition, knowledge sharing is influenced by a supportive physical work environment, particularly the availability of adequate work facilities (Firmaiansyah & Surjanti, 2020).

Furthermore, individuals need absorptive capacity before they develop a tendency to support knowledge-sharing behavior. Individuals with high absorptive capacity tend to show a positive attitude toward knowledge-sharing activities (Martini, L., & Tjakraatmadja, 2011). Rizana (2018) study also showed that knowledge sharing affects innovative work behavior, although previous studies still show differences in findings.

Based on these empirical conditions and research gaps, this study was conducted to analyze the influence of transformational leadership style and the physical work environment on innovative work behavior, with knowledge sharing as a mediating variable, in the MKGR organization of Banten Province.

## RESEARCH METHOD

This study employed a quantitative approach with a field research design, aimed at empirically examining actual conditions and social environmental interactions within an organization. The research was conducted at the MKGR Provincial Office of Banten and in eight regencies/cities across Banten Province, namely Pandeglang, Lebak, Serang, Tangerang Regencies, and Serang, Cilegon, Tangerang, and South Tangerang Cities. The research was carried out from January to August 2025.

The population of this study consisted of 190 members of the MKGR Organization in Banten Province. The sampling technique used was simple random sampling, in which samples are selected randomly without considering population strata (Sugiyono, 2019). The sample size was determined using the Slovin formula (Umar, 2019:107), resulting in 65 respondents.

This sampling approach ensures representativeness, as each member within the defined population of 190 individuals had an equal probability of being selected as a respondent. By applying simple random sampling to an actively engaged population, the sample is expected to adequately reflect the characteristics, perceptions, and behaviors of MKGR members relevant to innovative work behavior. Consequently, although the sample does not represent the entire 190 member organizational structure, it remains representative of the effective and functionally active population that is most relevant to the objectives of this study.

Data collection was conducted through primary and secondary sources. Primary data were obtained by distributing questionnaires to members of the MKGR Organization in Banten Province, both directly and online (Google Forms), using an interval measurement scale and structured instruments in accordance with the research needs. In addition, primary data were supported by direct observation in the organizational environment as well as document and internal archive reviews. Secondary data were obtained through a literature study sourced from scientific literature, textbooks, and references relevant to the research variables. The operational definitions of the variables in this study were measured using indicators as presented in Table 1.

**Table 1.** Operationalization Variable

Variable	Indicators	Item No.	Scale
Innovative Work Behavior (Y)	1. Exploring ideas	1,2,3	Interval
	2. Developing ideas	4,5,6	

Variable	Indicators	Item No.	Scale
Transformational Leadership (X1)	3. Seeking support for ideas	7,8,9	Interval
	4. Implementing ideas	10,11,12	
	1. Demonstrating exemplary capability	1,2,3	
	2. Providing motivation and inspiration	3,4,5,6	
Physical Work Environment (X2)	3. Providing intellectual stimulation	7,8,9,10	Interval
	4. Demonstrating individual sensitivity	11,12,13,14	
	1. Lighting	1,2,3	
	2. Temperature/ Air condition	4,5,6	
Knowledge Sharing (Z)	3. Noise	7,8,9	Interval
	4. Music in the workplace	10,11,12	
	1. Knowledge collecting	1,2,3,4	
	2. Knowledge donating	5,6,7,8	
	3. Sharing experience and information	9,10,11, 12	

Source: Processed primary data (2024)

Data processing was carried out using SPSS through several analytical steps. These included evaluating the research instruments through validity and reliability testing, conducting classical assumption tests such as normality, multicollinearity, and heteroscedasticity, and applying path analysis to assess both direct and indirect relationships among the variables. The mediating effect of knowledge sharing was examined using the Sobel test to determine the significance of the indirect pathway. In addition, hypothesis testing was performed using the *t*-test at a 5 percent significance level.

## RESULTS AND DISCUSSIONS

### Results

#### Responden Characteristics

This study involved 65 respondents who are members of the MKGR Organization in Banten Province. The majority of respondents were male (72.31%), aged 21–39 years (63.08%), and held a Bachelor’s degree (75.38%). These characteristics indicate that the respondents were dominated by individuals in productive age groups with an adequate educational background, making them relevant for examining innovative performance behavior in a community organization.

#### Hypotesis Testing Results

The results of hypothesis testing show that all independent variables have a positive and significant effect on the dependent variable. Transformational leadership and the physical work environment have a significant influence on both innovative performance behavior and knowledge sharing. In addition, knowledge sharing is also proven to have a significant effect on innovative performance behavior. The Sobel test results indicate that knowledge sharing serves as a significant mediating variable.

**Table 2.** Hypothesis Testing Results

Hypothesis	Variable Relationship	$\beta$	t-value	Sig.	Decision
H <sub>1</sub>	Transformational leadership on Innovative performance behavior	0,076	2,504	0,01	Accepted
H <sub>2</sub>	Physical work environment on Innovative performance behavior	0,323	3,012	0,00	Accepted
H <sub>3</sub>	Knowledge sharing on Innovative performance behavior	0,399	3,561	0,00	Accepted
H <sub>4</sub>	Transformational leadership on Knowledge sharing	0,298	2,548	0,01	Accepted
H <sub>5</sub>	Physical work environment on Knowledge sharing	0,261	2,229	0,03	Accepted
H <sub>6</sub>	Effect of transformational leadership				

	on innovative performance behavior mediated by knowledge sharing	-	2,523	-	Accepted
H <sub>7</sub>	Effect of physical work environment on innovative performance behavior mediated by knowledge sharing	-	2,057	-	Accepted

The results of hypothesis testing indicate that all hypotheses proposed in this study were accepted. Transformational leadership has a positive and significant effect on innovative performance behavior ( $\beta = 0.076$ ;  $t = 2.699$ ;  $p < 0.05$ ). This finding shows that the better the implementation of transformational leadership, the higher the innovative performance behavior of members of the MKGR Organization in Banten Province. The physical work environment also has a positive and significant effect on innovative performance behavior ( $\beta = 0.323$ ;  $t = 3.012$ ;  $p < 0.01$ ), indicating that a comfortable and supportive work environment is able to encourage the emergence of innovative behavior.

In addition, knowledge sharing has a positive and significant effect on innovative performance behavior ( $\beta = 0.399$ ;  $t = 3.561$ ;  $p < 0.01$ ). This finding confirms that the intensity of information exchange, experience, and ideas among members plays an important role in enhancing innovative work. Transformational leadership ( $\beta = 0.298$ ;  $t = 2.548$ ;  $p < 0.05$ ) and the physical work environment ( $\beta = 0.261$ ;  $t = 2.229$ ;  $p < 0.05$ ) were also found to have a significant effect on knowledge sharing, showing that inspirational leadership and a conducive work environment encourage members to be more active in sharing knowledge.

The results of the mediation test using the Sobel test show that knowledge sharing significantly mediates the influence of transformational leadership on innovative performance behavior ( $t = 2.523$ ) as well as the influence of the physical work environment on innovative performance behavior ( $t = 2.057$ ). These findings indicate that the effects of transformational leadership and the physical work environment on innovative performance behavior do not only occur directly, but are also strengthened through increased knowledge-sharing behavior.

Based on the hypothesis testing results, the mediating role of knowledge sharing can be classified as partial mediation when two conditions are met: (1) the direct effect of the independent variable on innovative performance behavior remains significant after the mediator is included in the model, and (2) the indirect effect through the mediator ( $a \times b$ ) is also significant. In this study, the direct effect of transformational leadership on innovative performance behavior remains significant ( $\beta = 0.076$ ;  $t = 2.504$ ;  $p = 0.01$ ), as does the direct effect of the physical work environment on innovative performance behavior ( $\beta = 0.323$ ;  $t = 3.012$ ;  $p < 0.01$ ). At the same time, the indirect paths through knowledge sharing are statistically significant, as indicated by the acceptance of H<sub>6</sub> and H<sub>7</sub> with t-values of 2.523 and 2.057, respectively.

The magnitude of the indirect effect ( $a \times b$ ) for transformational leadership is calculated by multiplying the path coefficient from transformational leadership to knowledge sharing ( $\beta = 0.298$ ) by the coefficient from knowledge sharing to innovative performance behavior ( $\beta = 0.399$ ), resulting in an indirect effect value of 0.119. Similarly, the indirect effect ( $a \times b$ ) for the physical work environment is obtained by multiplying the coefficient from the physical work environment to knowledge sharing ( $\beta = 0.261$ ) by the coefficient from knowledge sharing to innovative performance behavior ( $\beta = 0.399$ ), yielding an indirect effect value of 0.104. Since both the direct and indirect effects are significant, knowledge sharing functions as a partial mediator, indicating that transformational leadership and the physical work environment influence innovative performance behavior both directly and indirectly through enhanced knowledge-sharing activities.

## Discussion

### a. The Influence of Transformational Leadership on Innovative Performance Behavior

The results of this study indicate that transformational leadership has a positive and significant effect on the innovative performance behavior of members of the MKGR Organization

in Banten Province. This finding suggests that leaders who are able to provide vision, inspiration, and individualized consideration can encourage members to generate and implement new ideas. Theoretically, this result reinforces the view of Bass & Riggio (2006) that transformational leadership creates a psychological climate that supports creativity and innovative risk-taking (Hasanudin & Santiko, 2023).

This finding is consistent with García-Morales et al. (2022) and Zhu et al. (2023) who assert that psychological safety and inspirational motivation from leaders are essential prerequisites for the emergence of innovative behavior (Rozi & Habe, 2023). Thus, transformational leadership acts as an innovation catalyst, particularly in organizations based on social commitment such as community organizations.

b. The Influence of the Physical Work Environment on Innovative Performance Behavior

The physical work environment is proven to have a significant effect on innovative performance behavior. Comfortable, flexible working conditions that support social interaction encourage members to think creatively and actively engage in idea development. This finding supports Zadeh et al. (2023) and Appel-Meulenbroek et al. (2022) who emphasize the importance of workspace design as an enabler of innovation. In addition, thermal comfort, lighting, and noise control are shown to contribute to increased concentration and cognitive performance (Kim & de Dear, 2023). These results reinforce that the physical work environment is not merely a supporting factor, but a strategic component in fostering organizational innovation (Prasojo & Kurniawan, 2021).

c. The Influence of Knowledge Sharing on Innovative Performance Behavior

Knowledge sharing has a positive and significant effect on innovative performance behavior. The exchange of information, experience, and ideas among members broadens insights and enhances problem-solving abilities. This finding is consistent with Chen et al. (2023) and Wang & Wang (2023) who state that knowledge sharing is a fundamental basis for sustainable innovation. Although this result is not consistent with several previous studies that identified negative effects, differences in organizational context are assumed to be a distinguishing factor. In community organizations, collective culture and social solidarity actually strengthen the role of knowledge sharing as a driver of innovation.

d. The Influence of Transformational Leadership on Knowledge Sharing

Gaya kepemimpinan transformasional terbukti berpengaruh signifikan terhadap berbagi. Transformational leadership is proven to have a significant effect on knowledge sharing. Inspirational and visionary leaders are able to build trust and create an open climate that encourages members to share both tacit and explicit knowledge. This result supports the findings of Kurniati et al. (2024) and Ummah et al. (2023). It is also aligned with Bass & Riggio (2006) who emphasize that transformational leadership plays a critical role in building a learning and collaborative culture within organizations.

e. The Influence of the Physical Work Environment on Knowledge Sharing

The physical work environment has a significant effect on knowledge sharing behavior. Well-organized workspace layouts, adequate technological facilities, and designs that support social interaction facilitate information exchange among members. This finding supports Putra dan Susanto (2023). Thus, the quality of the physical work environment acts as a key trigger for the development of a knowledge-sharing culture within the organization.

f. The Mediation of Knowledge Sharing in the Influence of Transformational Leadership on Innovative Performance Behavior

The mediation test results show that knowledge sharing mediates the influence of transformational leadership on innovative performance behavior. This indicates that transformational leadership does not only exert a direct effect but also operates through the enhancement of knowledge-sharing behavior. This finding reinforces the view of Nonaka dan Takeuchi (2023) that leadership plays a crucial role in creating knowledge transfer mechanisms that drive innovation.

g. The Mediation of Knowledge Sharing in the Influence of the Physical Work Environment on Innovative Performance Behavior

Knowledge sharing is also proven to mediate the influence of the physical work environment on innovative performance behavior. A work environment that supports social interaction facilitates knowledge exchange, which ultimately encourages innovation. This finding is consistent with Kim & de Dear (2023) and Zadeh et al. (2023) These results affirm that the design of the physical work environment and knowledge-sharing mechanisms complement one another in shaping the innovative behavior of organizational.

## CONCLUSION

This study enriches the organizational behavior literature by demonstrating that innovative performance behavior in the context of community organizations is not only influenced separately by leadership and the work environment, but also through the strategic role of knowledge sharing as a linking mechanism. The findings confirm the relevance of transformational leadership and the physical work environment in encouraging individual innovation, while also emphasizing the importance of knowledge-based social processes in strengthening the effects of both factors.

From a theoretical perspective, this study expands the application of transformational leadership and knowledge-management models into the context of non-formal organizations, which remains relatively limited in empirical research. By positioning knowledge sharing as a mediating variable, this study provides a more comprehensive understanding of the mechanisms through which organizational conditions can be translated into innovative behavior. Thus, the findings not only enrich the conceptual development of innovative performance behavior research, but also open opportunities for future studies to examine similar models in more diverse contexts and variables.

From a practical perspective, the findings of this study provide several operational recommendations for the MKGR organization that are directly derived from the strongest causal pathway identified, namely the influence of transformational leadership and the physical work environment on innovative work behavior through knowledge sharing. First, MKGR leaders are encouraged to adopt a more participative and inspirational communication style by regularly engaging members in open discussions, providing constructive feedback, and explicitly recognizing idea contributions. Such leadership practices can strengthen trust and psychological safety, which are essential prerequisites for effective knowledge sharing in community organizations.

Second, although MKGR operates within a resource-limited environment, improvements in workspace design can be implemented in a practical manner, such as creating shared meeting spaces, flexible discussion areas, or hybrid online-offline forums that facilitate informal interaction among members. These spaces can function as platforms for exchanging experiences, best practices, and problem-solving ideas, thereby compensating for limited physical facilities. Third, MKGR is encouraged to institutionalize knowledge-sharing forums, such as periodic reflection meetings, mentoring between senior and junior members, and digital knowledge repositories, to

ensure that experiential knowledge is systematically shared and transformed into collective organizational learning. Through these concrete initiatives, MKGR can strengthen innovative work behavior in a manner that is consistent with its community-based values and organizational context.

Despite its contributions, this study has several important limitations that should be considered when interpreting and generalizing the findings. The research was conducted within a single community organization, namely MKGR in Banten Province, which has specific cultural, ideological, and structural characteristics; therefore, the results may not be directly generalizable to formal organizations or other community organizations with different contexts. In addition, the relatively small sample size of 65 respondents may limit the external validity of the findings, even though it remains adequate for the applied analytical technique. Furthermore, the cross-sectional research design restricts causal inference and does not capture dynamic changes in leadership practices, work environment conditions, knowledge-sharing processes, or innovative work behavior over time. To address these limitations, future studies are encouraged to adopt longitudinal designs, expand the sample to include multiple organizations or comparative settings, and employ mixed-method approaches to gain deeper insights into the contextual mechanisms underlying innovation in community-based organizations.

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