

TRANSFORMATIONAL LEADERSHIP AND JOB SATISFACTION AS DRIVERS OF SUSTAINABLE INNOVATION BEHAVIOR: THE MEDIATING ROLE OF KNOWLEDGE SHARING IN ACHIEVING SDGS IN PRIVATE BANKING

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Abstract

This research discusses the influence of job satisfaction and transformational leadership on innovative work behavior through the mediating variable of knowledge sharing at Private Bank. For this reason, this research aims to find out whether these variables have an influence on innovative work behavior among employees of Private Banking, considering that current technological developments have given rise to intense competition in the financial industry. Therefore, human resources of the company are expected to be able to integrate technology into financial practices and create new products. This research uses a quantitative approach with data analysis methods using SEM PLS. The total population is 343 employees in the Cash and Trade Operations Group Division and the sampling technique is random sampling with a total of 185 employees. Research data was collected through distributing questionnaires. The research results show that partially job satisfaction, transformational leadership, and knowledge sharing have a positive and significant effect on innovative work behavior. The variables of job satisfaction and transformational leadership also have a positive and significant effect on knowledge sharing. Then, the knowledge sharing variable was proven to be able to mediate the variables of job satisfaction and transformational leadership on innovative work behavior.

Keywords: Job satisfaction, transformational leadership, knowledge sharing, innovative work behavior

INTRODUCTION

Global society is rapidly advancing toward the Society 5.0 era, where people are expected to solve various social and economic challenges by utilizing innovations from the Industrial 4.0 era, such as artificial intelligence, internet access, and big data. These technological advancements have transformed almost all industries, leading to a wide variety of products and services. They also drive economic globalization, influencing policy changes across governments, industries, and trade sectors—including in Indonesia. As a result, people must adapt and compete to keep up with these changes. According to the World Intellectual Property Organization (WIPO), the 2022 Global Innovation Index ranks countries based on factors like human capital, institutions, technology, creative output, and market and business sophistication. The ranking of the 2022 Global Innovation Index can be seen in the following figures.

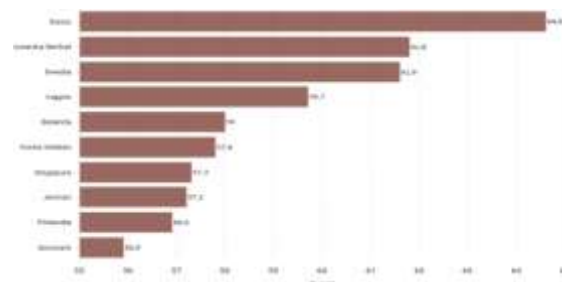


Figure 1. The ranking of the 2022 Global Innovation Index

According to Figure 1.1, Switzerland ranks first in the Global Innovation Index with a score of 64.6, while Indonesia ranks 75th with a score of 27.9. This highlights Indonesia's relatively low level of innovation, signaling the need for stronger efforts from the government, organizations, and society to drive economic growth and remain competitive globally. The Indonesia's economy also relies heavily on the role of State Owned Enterprises (SOEs), which are vital to sustaining economic resilience amidst increasing global competition. Rapid changes require organizations to build adaptive, productive, and sustainable environments. SOEs, as economic pillars, must continuously develop their human capital to stay competitive. Technological advancement has reshaped consumer behavior, pushing organizations including new startups to offer faster and more convenient services. This trend poses both challenges and threats, particularly to traditional institutions such as state-owned banks, which face rising competition from fintech companies. Data from 2012 to 2022 shows a decline in the growth of Indonesia's banking sector, reflecting these ongoing shifts.

State Owned Enterprises (SOEs) such as PT Bank Mandiri play a pivotal role in supporting Indonesia's economy. However, the rise of financial technology (fintech) firms and digital disruptions have significantly challenged the traditional banking sector (Arner et al., 2020). Post-pandemic consumer behavior has also shifted toward cashless and digital banking, requiring banks to enhance their digital capabilities and rethink service delivery models (Gomber et al., 2018). In response, PT Bank Mandiri has introduced several digital platforms, including *Livein' by Mandiri*, as part of its digital transformation strategy. While the bank has made significant progress, preliminary internal assessments within the Cash and Trade Operations Group reveal that innovative work behavior (IWB) among employees remains underdeveloped. Although some employees engage in idea exploration and creation, few actively promote or implement innovative ideas. This aligns with Janssen's (2000) and Scott & Bruce's (1994) conceptualization of IWB, which includes idea generation, promotion, and realization each of which is essential for sustaining organizational innovation.

Furthermore, early findings indicate that key antecedents of IWB such as job satisfaction, transformational leadership, and knowledge sharing are not yet optimal. For example, only 22% of employees reported job satisfaction, 27% acknowledged receiving transformational leadership support, and 29% actively participated in knowledge sharing. These gaps are consistent with previous research. For instance, Bysted (2013) found a positive relationship between job satisfaction and innovative behavior. Similarly, Rafique et al. (2022) and Bednall et al. (2018) emphasized the importance of transformational leadership, especially when mediated by knowledge sharing, in promoting innovation. However, other studies, such as Usmanova et al. (2020) and Almahamid et al. (2010), provide mixed evidence regarding the effects of knowledge sharing on innovation and job satisfaction, suggesting the need for contextual investigation. Therefore, it is crucial to explore how job satisfaction and transformational leadership influence innovative work behavior, with knowledge sharing as a mediating variable, particularly within Indonesia's banking industry. Insights from this study will help organizations like PT Bank Mandiri strengthen their human capital to remain competitive and relevant in the digital economy.

LITERATURE REVIEW AND HYPOTHESIS FORMULATION

Literatur Review

Innovative Work Behavior

Innovative work behavior (IWB) is increasingly recognized as a key factor for achieving competitive advantage, particularly in dynamic and digital-driven industries. It involves the generation, promotion, and realization of novel ideas that benefit the organization (Janssen, 2005; Scott & Bruce, 1994). According to De Jong and Hartog (2010), IWB consists of four key dimensions: idea exploration, idea generation, idea championing, and idea implementation. External and internal influences such as leadership, team interaction, and organizational culture significantly shape IWB (Rosyiana, 2019).

Job Satisfaction

Job satisfaction is defined as a positive emotional state resulting from an individual's evaluation of their job experiences (Brief in Bysted, 2013). It is influenced by several dimensions, including work content, pay, promotion, supervision, and coworkers (Robbins & Judge, 2015).

Theories explaining job satisfaction include the Discrepancy Theory, Equity Theory, and Herzberg's Two-Factor Theory, each addressing the cognitive and motivational aspects of employee satisfaction (Colquitt et al., 2018).

Transformational Leadership

Transformational leadership refers to a leadership approach that inspires followers to exceed their own self-interest for the good of the group and organization (Bass, 1994). It includes components such as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. This leadership style plays a pivotal role in shaping innovative behavior and knowledge sharing within organizations (Rafique et al., 2022).

Knowledge Sharing

Knowledge sharing involves the exchange of knowledge between individuals and teams, essential for fostering innovation and organizational learning (Nonaka, 1994; Kuo et al., 2014).

Van den Hooff and De Ridder (2004) distinguish between knowledge donating and knowledge collecting, which are both critical to knowledge management practices. Factors influencing this process include motivation, trust, and communication systems (Probosari & Siswanti, 2019).

Previous Studies

Several studies have explored the relationships among job satisfaction, transformational leadership, knowledge sharing, and innovative work behavior. Bysted (2013) emphasized that satisfied employees are more likely to demonstrate innovative behaviors. Rafique et al. (2022) showed that transformational leadership enhances creativity and proactive employee engagement. Knowledge sharing has also been identified as a critical mediator linking leadership and job satisfaction to innovation (Bednall *et al.*, 2018). However, Usmanova *et al.* (2020) noted that in certain cultural or organizational contexts, the impact of knowledge sharing on IWB is not always straightforward.

Research Gap

Previous studies have extensively explored the influence of job satisfaction and transformational leadership on innovative work behavior. Bysted (2013) and Rafique et al. (2022) found that both variables positively affect innovation in various organizational settings. However, empirical results differ across contexts, especially in developing countries and public-sector environments. For instance, Usmanova et al. (2020) reported a weak or negative impact of knowledge sharing on

innovation in certain institutional settings, while Bednall et al. (2018) emphasized its mediating role in bridging the gap between leadership and innovation outcomes.

Despite these insights, there is a lack of empirical evidence examining this interplay specifically in Indonesian SOEs within the banking sector—an industry facing significant disruption from fintech competition and digital transformation. Moreover, existing research seldom considers all three variables—job satisfaction, transformational leadership, and knowledge sharing—within a single integrated model to predict IWB. This study aims to fill that gap by investigating how these variables jointly influence innovative behavior in PT Bank Mandiri's operational division.

State of the Art

Innovative work behavior (IWB) has become an increasingly critical area of research in organizational and behavioral sciences, especially in the context of dynamic and knowledge-based industries. Prior studies have consistently shown that job satisfaction and transformational leadership are important antecedents to innovation at the individual level. Bysted (2013) emphasized that satisfied employees are more intrinsically motivated to explore and implement new ideas, while Rafique et al. (2022) demonstrated that transformational leadership facilitates a supportive environment that enhances creativity and proactive behavior.

Knowledge sharing has also been identified as a pivotal factor that connects leadership and satisfaction with innovation. Bednall *et al.* (2018) found that when employees perceive a strong performance management system and organizational support, they are more likely to engage in knowledge sharing, which subsequently fosters innovative outcomes. However, Usmanova et al. (2020) pointed out that the relationship between knowledge sharing and innovation is not universally consistent; it may vary across cultural and institutional settings particularly in organizations with rigid bureaucratic structures or limited innovation culture. Much of the existing literature has focused on Western or private-sector contexts, and few studies have examined the interaction of these variables within developing countries, especially in state-owned enterprises (SOEs) in the banking sector which are now under intense pressure to digitally transform due to the rise of financial technology (fintech) companies.

Novelty of the Study

This study contributes to the literature by offering a comprehensive, context-specific investigation into the joint effects of job satisfaction and transformational leadership on innovative work behavior, with knowledge sharing as a mediating variable, in a State Owned Enterprise (SOE) within Indonesia's banking sector specifically this bank.

The key novelties of this research are:

- a) Contextual Focus: It addresses the empirical gap in innovation behavior research within Indonesian SOEs, a context underrepresented in global literature.
- b) Sector-Specific Insight: The study focuses on the operational banking sector, which faces unique challenges and dynamics due to rapid fintech disruption and digital transformation.
- c) Integrated Model: Unlike previous studies that examine these variables in isolation or partial interaction, this study proposes a comprehensive mediation model combining job satisfaction, transformational leadership, and knowledge sharing to predict IWB.
- d) Empirical Contribution: The study provides new empirical evidence from a developing economy setting, offering comparative insights for both academia and practitioners seeking to enhance innovation in public organizations.

By integrating these constructs into a single empirical model and applying them within a highly relevant but underexplored organizational context, this research seeks to advance both theoretical understanding and practical strategies to foster innovative behavior in the Indonesian public banking sector.

Conceptual Framework

The conceptual model in this study positions job satisfaction and transformational leadership as independent variables, knowledge sharing as a mediating variable, and innovative work behavior as the dependent variable. This framework integrates theoretical constructs with empirical findings to guide the research design and hypothesis development.

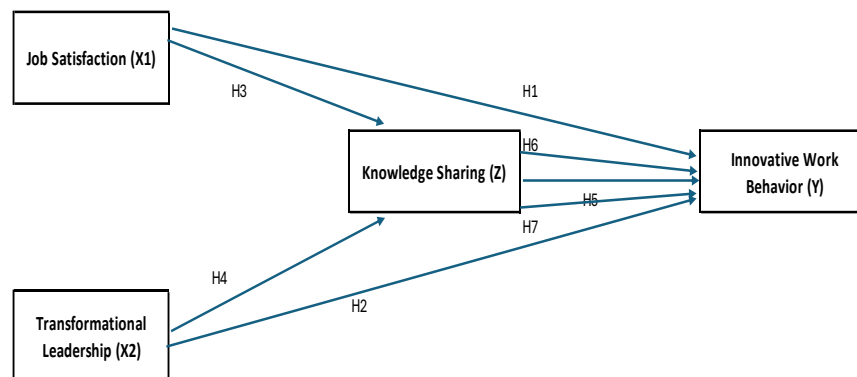


Figure 2. Conceptual Framework

Hypotheses

- H1: Job satisfaction significantly influences innovative work behavior.*
- H2: Transformational leadership significantly influences innovative work behavior.*
- H3: Job satisfaction significantly influences knowledge sharing.*
- H4: Transformational leadership significantly influences knowledge sharing.*
- H5: Knowledge sharing significantly influences innovative work behavior.*
- H6: Knowledge sharing mediates the relationship between job satisfaction and innovative work behavior.*
- H7: Knowledge sharing mediates the relationship between transformational leadership and innovative work behavior.*

RESEARCH METHODS

Research Design

This study employs a causal quantitative approach to examine the effect of independent variables on a dependent variable through a cause-and-effect framework. As noted by Sugiyono (2019), causal research seeks to understand relationships between variables. The data is collected in numerical form, processed using statistical tools, and measured using appropriate scales (nominal, ordinal, interval, ratio) as stated by Indrawan and Yaniawati (2017). The focus is on testing hypotheses involving the variables: Transformational Leadership, Job Satisfaction, Knowledge Sharing, and Innovative Work Behavior.

Population and Sample

The population in this study refers to all employees of PT Bank Mandiri's Head Office, specifically those in the Cash and Trade Operations Group, totaling 343 individuals (Sugiyono, 2018). The sample represents a portion of the population with similar characteristics and must be representative (Sugiyono, 2018; Arikunto, 2019). This study uses a random sampling technique, where each member has an equal chance of being selected. The Slovin formula is applied to determine the appropriate sample size. Slovin's formula is as follows:

$$n = N / (1 + Ne^2)$$

Where: n : is the number of samples needed. N : is the total population. e : is the desired margin of error, usually expressed as a decimal (e.g., 0.05 for 5%). Based on the sample formula above, the sample size used in this study is 185 samples.

Data Collection Methods

Data collection is a crucial step in research, as the main goal is to obtain accurate data (Sugiyono, 2017). This study relies on primary data, which is collected directly from respondents through a survey method using a questionnaire. According to Sugiyono (2018), surveys are used to gather information on opinions, attitudes, and behaviors, as well as to test hypotheses using data from selected samples. In this study, Google Forms was used to distribute the questionnaire to employees of PT Bank Mandiri, due to limited physical access to respondents. The questionnaire uses a Likert scale (Sugiyono, 2016) ranging from 1 to 5 to assess respondents' attitudes, perceptions, and opinions toward various social phenomena.

Data Analysis Method

Variable Description

The study involves four main variables: Job Satisfaction (X_1), Transformational Leadership (X_2), Innovative Work Behavior (Y), and Knowledge Sharing (Z) as a mediating variable. Respondent answers are analyzed based on the average scores using a Likert scale from 1 (Strongly Disagree) to 5 (Strongly Agree).

Instrument Testing

- **Validity Test**
Validity testing ensures that the questionnaire measures what it is intended to measure. Using Pearson correlation, a question is valid if the correlation coefficient (r count) is greater than the critical value (r table) (Ghozali, 2018).
- **Reliability Test**
Reliability indicates the consistency of responses over time. A variable is considered reliable if Cronbach's Alpha is greater than 0.7, showing stable and consistent results (Ghozali, 2018).

Structural Equation Model – Partial Least Square (SEM-PLS)

Definition of SEM-PLS

According to Hair (2017), SEM-PLS is an advanced multivariate statistical method widely used in social sciences to analyze complex relationships between latent variables and their indicators. It combines factor analysis and regression, enabling researchers to simultaneously examine measurement and structural models. SEM-PLS is also valuable for assessing causal relationships and is commonly applied in various disciplines such as HR, marketing, and finance (Suryani in Supriyati, 2021).

Outer Model (Measurement Model Evaluation)

The outer model assesses the relationship between latent variables (constructs) and their observed indicators. It distinguishes between:

- Exogenous latent variables, which are not influenced by other variables (e.g., organizational culture and leadership style), and
- Endogenous latent variables, which are affected by other constructs.
- Convergent Validity is evaluated using loading factors, where values above 0.70 are considered strong; values between 0.50 and 0.60 are acceptable.
- Discriminant Validity ensures each indicator loads more strongly on its intended construct than on others. This can also be tested by comparing the square root of the AVE with inter-construct correlations.
- Composite Reliability tests the internal consistency of constructs. A construct is considered reliable if the composite reliability and Cronbach's Alpha exceed 0.70 (Ghozali, 2021).

Inner Model (Structural Model / Hypothesis Testing)

The inner model describes the relationships among latent variables based on the hypothesized paths. Independent variables are placed on the left and predict the dependent variables on the right.

Hypotheses are tested through:

- t-statistics to determine the significance of relationships, and
- R-square values to assess the explanatory power of the model.
- Path coefficients are calculated using the bootstrapping method to estimate the strength and direction of relationships within the model.

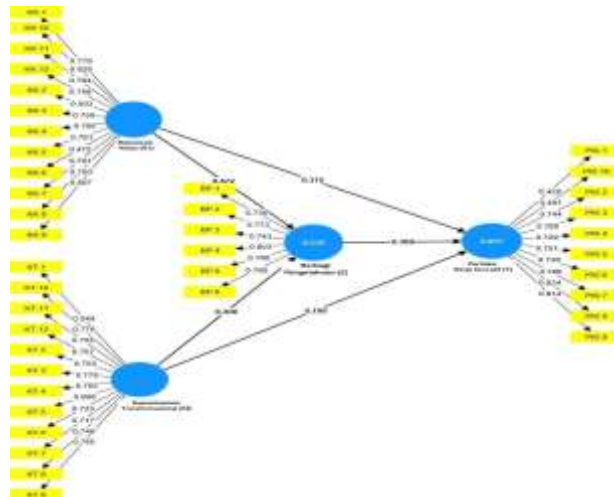
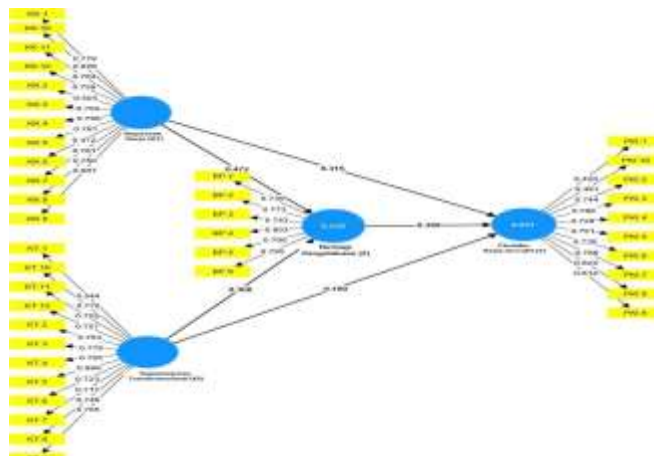


Figure 3. Result Inner Model Test

Data Analysis Results

Measurement Model Test Results (Outer Model)

The measurement test / Outer Model aims to determine the validity and reliability between each indicator and its latent variables. In this test, the researcher used SmartPLS Software and the results of its analysis to ensure that the measurements carried out were feasible or not. Convergent Validity of the measurement model with reflective indicators is assessed based on the correlation between item scores and construct scores calculated by PLS. The rule of thumb that is usually used to assess convergent validity is that the loading factor value must be more than 0.7 for confirmatory research and the loading factor value between 0.6-0.7 for explanatory research is still acceptable and the Average Variance Extracted (AVE) value must be greater than 0.5, but Chin in Ghazali and Latan (2015) stated that the initial stage of research on the development of a



measurement scale loading value of 0.5 to 0.6 is considered sufficient. The following results of the first *convergent validity* test are shown with the following overall *loading factor* picture:

Figure 4. Result Outer Model Test

The following results of the modified convergent validity test are shown in the overall loading factor image as follows:

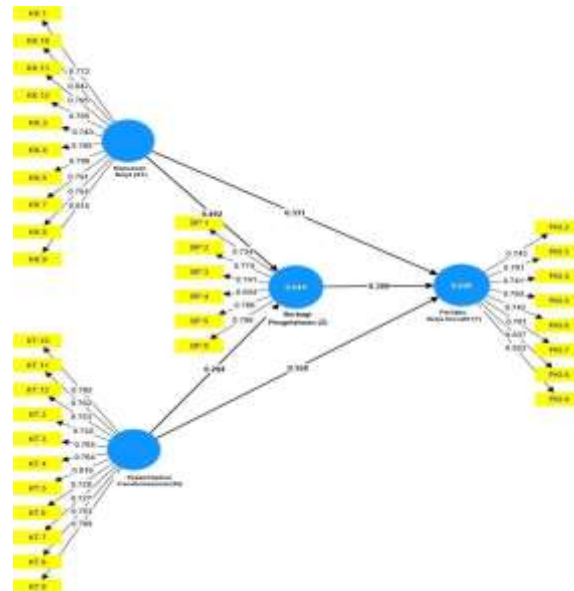


Figure 5. Modified Outer Model Results

Source: Data Processing Results with SmartPLS 3 (2023)

Furthermore, the second *convergent validity* test will be carried out with *Average Variance Extracted (AVE)*, the model has a *good convergent validity* that can be judging from the *AVE* value, it is said to be valid if *the AVE value* is greater than 0.5. From the processing data, the following results were obtained:

Table 1. Value of Average Variance Extracted (AVE)

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

Source: Data Processing Results with SmartPLS 3 (2023)

Based on above, it can be seen that the entire AVE value is > 0.5 , this indicates that all latent variables in the estimated model meet the *convergent validity* criterion.

Discriminant Validity

Discriminant validity is the extent to which a construct is truly different from other constructs by empirical standards. Thus, establishing discriminant validity implies that a construct is unique and

captures phenomena that are not represented by other constructs in the model. Traditionally, researchers have relied on two measures of discriminant validity, namely cross-loadings and the square root of AVE. Cross-loadings are usually the first approach to assessing the discriminant validity of indicators.

The examination and assessment of the validity of the discriminant is acceptable if the square root value of the AVE is greater than the correlation value of the latent variable with all other latent variables (Fornell and Lacker, in Santosa, 2018). The correlation value of each latent variable generated in the measurement model test can be seen in Table 4.19 where the value of the square root of AVE of each latent variable is marked with a *shading effect*.

Table 2. Fornell-Lacker Values for Discriminant Validity

Variabel	Share Knowledge (Z)	Transformational Leadership (X2)	Job Satisfaction (X1)	Work Behavior Inovatif (Y)
Knowledge Sharing (Z)	0.768			
Transformational Leadership (X2)	0.661	0.761		
Job Satisfaction (X1)	0.711	0.746	0.783	
Innovative Work Behavior (Y)	0.729	0.662	0.726	0.778

Source: Data Processing Results with SmartPLS 3 (2023)

Valuation of *discriminant validity* at the variable level uses the Fornell-Lacker *Criterion* approach. Based on the Fornell Lacker Criterion, the root of AVE Knowledge Sharing is (0.768), Transformational Leadership (0.761) and job satisfaction (0.783), Innovative Behavior (0.778), thus each root of AVE is higher than that value with correlation of other variables. Evaluation of discriminant validity based on Fornell and lacker criteria is acceptable.

VIF and Structural Model (Inner Model) Summary

The Variance Inflation Factor (VIF) results show that all indicator values are below 5, indicating no multicollinearity and confirming that the constructs are valid and reliable (Sarwono, 2015).

Structural Model / Hypothesis Testing

The inner model evaluation aims to assess the predictive relationship between latent variables (Ghozali, 2015). This step determines whether the research hypotheses are supported by the empirical data. The analysis examines how exogenous variables influence both endogenous and other exogenous constructs. To validate the model, an overall Goodness of Fit (GoF) assessment is conducted by reviewing the variance explained by the model.

Variance of Endogenous Constructs on R-Square Values Seeing the predictive power of the structural model can use the R2 value of each endogenous construct (Ghozali & Latan, 2015). According to Hair et al (2019), the R square values of 0.75, 0.50 and 0.25 mean substantive (high), moderate and weak influences, so they can be used to measure the variance of changes in exogenous constructs on endogenous constructs. This means that the variance of changes in endogenous constructs

(determination coefficients) that can be explained by exogenous constructs can be seen in table as follows:

Table 3. Structural Model Evaluation

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

Source: Results Process SmartPLS 3 (2023)

Structural Model Evaluation Variable R Square R Square Adjusted Criteria Category Knowledge Sharing (Z) 0.544 0.539 0.5-0.75 Moderate Innovative Work Behavior (Y) 0.629 0.623 0.5-0.75 Moderate Source: Data Processing Results with SmartPLS 3 (2023) The test results shown in Table show the R^2 value of Knowledge Sharing (Z) of 0.544 between 0.5-0.75 is classified as moderate, these results explain that 54.4% of knowledge sharing is influenced by job satisfaction and transformational leadership while the remaining 45.6% is influenced by other factors not observed in this study. Meanwhile, the second R^2 value, namely innovative work behavior, is 0.629 between 0.5-0.75, which is classified as moderate.

These results explain that 62.9% of innovative work behavior is influenced by job satisfaction, transformational leadership and knowledge sharing, while 37.1% is influenced by other factors that were not observed in this study. In addition to the R Square value, the inner model measurement is also measured by evaluating the Goodness of Fit Model with Q^2 , the formula used to obtain the predictive relevance value (Q^2): $Q^2 = 1 - (1 - R^2_1) (1 - R^2_2)$ $Q^2 = 1 - (1 - 0.544) (1 - 0.629)$ $Q^2 = 1 - (0.456) (0.371)$ $Q^2 = 1 - 0.169$ $Q^2 = 0.831$ $Q^2 = 83.1\%$, and the results of the Q^2 calculation show that the predictive relevance value for the structural model in this study is 83.1%, meaning that the model is able to explain phenomena related to the variables studied. Therefore, the model can be said to be good or the model has a predictive value that can be used and is good for hypothesis testing. The evaluation of the fit model in this study was carried out using three test models, namely χ^2 , standardized root mean square residual (SRMR), normal fit index (NFI). According to Bentler and Bonett (1980), the NFI value ranges between 0 and 1 and if it approaches 1 it means it fits. Then, the model can be accepted if the χ^2 value is more than 0.9 ($\chi^2 > 0.9$). Meanwhile, Hair et al. (2014) stated that the model will be considered to have a good fit if the standardized root mean square residual (SRMR) value is below or equal to 0.1.

Path Analysis Equation Testing

Before conducting hypothesis testing, a structural model equation can be made based on the results of statistical testing as follows: Model: $Z = 0.492X_1 + 0.294X_2 + \zeta_1$. (4.1) The results of the model test show that the job satisfaction variable (X_1) is significant and transformational leadership (X_2) has a positive effect on knowledge sharing (Z). This positive effect can be seen from the path coefficient value on the job satisfaction variable which shows a positive value of 0.492 and on the transformational leadership variable which shows a positive value of 0.294. This means that job satisfaction and transformational leadership have an effect on model one that the more job satisfaction and transformational leadership increase, the more employee knowledge sharing increases (better) according to Figure 4.3 path coefficient value diagram (Bootstrapping). The following is Figure 4.3 Path coefficient value diagram (Bootstrapping)

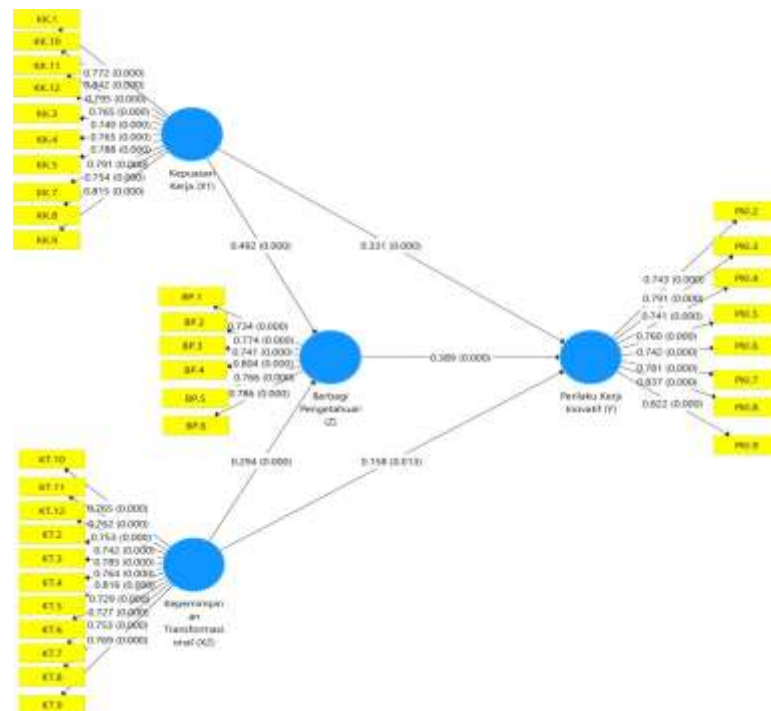


Figure 6. Path Diagram of Path Value Path Coefficient (Bootstrapping)
 Source: Data Processing Results with SmartPLS 3 (2023)

$$\text{Model: } Y = 0.331X_1 + 0.158X_2 + 0.389Y_1 + \zeta_1$$

Furthermore, from Figure 4.3, it can also be seen that the results of the model test show that the variables of job satisfaction (X1), transformational leadership (X2) and knowledge sharing (Z) have a positive effect on innovative work behavior (Y). This positive effect can be seen from the path coefficient value on the job satisfaction variable which shows a positive value of 0.331, on the transformational leadership variable shows a positive value of 0.158 and on the knowledge sharing variable shows a positive value of 0.389. This means that job satisfaction, transformational leadership and knowledge sharing have an effect on model two that the better the job satisfaction, transformational leadership and knowledge sharing, the more the innovative work behavior of employees increases (better).

Table 4. Hypothesis Test Results

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

Source: Data Processing Results with SmartPLS 3 (2023)

The test results displayed in Table 4.25 show the path coefficient value of job satisfaction on innovative work behavior of 0.331 (significant) then the t-statistic value > t-table (4.315 > 1.973) and at p-value < significance level (0.000 < 0.05), it can be concluded that job satisfaction has a positive and significant effect on employee innovative work behavior, thus H1 is accepted.

The test results displayed in Table 4.25 show the path coefficient value of transformational leadership on innovative work behavior of 0.158 (significant) then the t-statistic value > t-table (2.505 > 1.973) and at p-value < significance level (0.013 < 0.05), it can be concluded that transformational leadership has a positive and significant effect on innovative work behavior, thus H2 is accepted.

The test results displayed in Table 4.25 show the path coefficient value of job satisfaction towards knowledge sharing of 0.492 (significant) then the t-statistic value > t-table (5.906 > 1.973)

and at p-value > significance level ($0.000 < 0.05$), it can be concluded that job satisfaction has a positive and significant effect on knowledge sharing thus H3 is accepted. The test results displayed in Table 4.25 show the path coefficient value of transformational leadership towards knowledge sharing of 0.294 (significant) then the t-statistic value > t-table ($3.790 > 1.973$) and at p-value < significance level ($0.000 < 0.05$), it can be concluded that transformational leadership has a positive and significant effect on employee knowledge sharing thus H4 is accepted.

The test results displayed in Table 4.25 show the path coefficient value of knowledge sharing on innovative work behavior of 0.389 (significant) then the t-statistic value > t-table ($5.148 > 1.973$) and the p-value < significance level ($0.000 < 0.05$), it can be concluded that knowledge sharing has a positive and significant effect on employee innovative work behavior, thus H5 is accepted. The test results displayed in Table 4.25 show the path coefficient value of job satisfaction towards innovative work behavior through knowledge sharing of 0.192 (significant) then the t-statistic value > t-table ($3.922 > 1.973$) and at p-value < significance level ($0.000 < 0.05$), it can be concluded that knowledge sharing mediates job satisfaction towards employee innovative work behavior thus H6 is accepted. The test results displayed in Table 4.25 show the path coefficient value of transformational leadership towards innovative work behavior through knowledge sharing of 0.114 (significant) then the t-statistic value > t-table ($2.903 > 1.973$) and at p-value < significance level ($0.004 < 0.05$), it can be concluded that knowledge sharing mediates transformational leadership towards innovative work behavior thus H7 is accepted.

RESULTS AND DISCUSSION

The Influence of Transformational Leadership on Innovative Work Behavior

The results of the study according to empirical facts show that job satisfaction has a significant effect on innovative work behavior at PT Bank Mandiri, Cash and Trade Operations Group Division. Based on these results, it can be interpreted that the higher the level of employee satisfaction, the better the impact on innovative work behavior, meaning that employees will have more innovative ideas for the company that can maintain the company's existence. This study supports the results of previous studies conducted by Arsawan et al. (2020) and Bysted (2013), which stated that job satisfaction has a positive effect on innovative work behavior. Other previous studies that support this study were also conducted by Kuo, Y. Et al. (2014), which stated that job satisfaction is a personal need that every employee wants to achieve and satisfying work will facilitate quality performance, as a result helping innovation. Likewise with the statement of Amabile et.al. in Haq & Novitasari (2022), stated that employees who are satisfied with their work are more likely to think creatively and seek innovative solutions in carrying out their duties

Efforts made by PT Bank Mandiri, Cash and Trade Operations Group Division to improve employee job satisfaction seen from various aspects such as salary, work environment, career opportunities, and so on have shown good results. High employee job satisfaction can help increase creativity and the discovery of new ideas and solutions to overcome existing problems, such as the development of systems to support operations so that the provision of services to consumers improves.

The results of the study show that transformational leadership has a positive and significant effect on innovative work behavior among employees of PT Bank Mandiri, Cash and Trade Operations Group Division. The better the leadership is, the more motivated employees will be to behave innovatively by providing their creative ideas to the company. This study is supported by the results of previous studies conducted by Afsar & Umrani (2020) and Rafique et.al. (2022), which stated that transformational leadership has a positive effect on innovative work behavior. Transformational leadership provides adaptability to employees, thus encouraging employees to seek the widest possible knowledge to keep up with existing developments.

The same results were shown by previous research from Ariyani, N & Hidayati, S. (2018), that transformational leadership has an influence on innovative work behavior. In contrast, previous research conducted by Bednall et al. (2018), that transformational leadership does not have a partial

effect on innovative work behavior and research conducted by Nardo, R. et al. (2018), which states that transformational leadership has no effect on innovative work behavior.

Empirically, the transformational leadership in PT Bank Mandiri Cash and Trade Operations Group Division has been implemented even though the research results show a low influence, namely with an f square of 0.028. However, in order to achieve sustainable innovation in the workplace, it is important to have leaders who practice transformational leadership. Leaders who motivate, inspire, and support their employees can help create a strong culture of innovation in the organization. This can result in new products, services, or processes that provide competitive advantage and long-term growth for the company. This is in line with the facts at PT Bank Mandiri in general where digital transformation is being actively carried out to become an industry leader and all divisions in the PT Bank Mandiri environment including the Cash and Trade Operations Group.

The Influence of Job Satisfaction on Knowledge Sharing

Based on the results of the study, it shows that job satisfaction has a positive and significant influence on knowledge sharing at PT Bank Mandiri, Cash and Trade Operations Group Division. This can be interpreted that the higher the level of job satisfaction, the behavior of sharing knowledge between coworkers also increases. The more each individual employee feels satisfied with their work, the more motivated they will feel to share knowledge because they feel that their contribution can provide benefits and is appreciated. In addition, job satisfaction creates a sense of belonging, good interpersonal relationships, a sense of justice, a sense of security, and strong collaboration between coworkers. The results of this study are supported by previous research conducted by Kuo, Y et al. (2014), which states that job satisfaction has a positive effect on knowledge sharing. Almahamid et al. (2010), which states that there is a significant relationship between knowledge sharing practices and employee job satisfaction.

According to empirical facts that occurred at PT Bank Mandiri, Cash and Trade Operations Group Division, employee job satisfaction is able to drive knowledge sharing practices both in one unit and other units, because there are several units that have work relationships. Thus, efforts to improve job satisfaction continue to be made to provide equal knowledge, fairness, and collaboration between work units. Proven by holding regular sharing and podcasts related to various topics, both around work in certain units or others, is a form of management effort to be able to provide equal and comprehensive knowledge. In addition, management strives to improve job satisfaction in the Cash and Trade Operations Group Division, one example of which is by holding sports together with all units in the division, so that employees do not get bored with their work, and also other refreshment efforts.

The Influence of Transformational Leadership on Knowledge Sharing

The results of the study show that transformational leadership has a positive and significant effect on knowledge sharing. From the results of this study, it can be interpreted that the better the implementation of transformational leadership, the higher the practice of knowledge sharing among employees. In line with Bass's opinion in Bednall et al. (2018), which states that transformational leadership includes behavioral dimensions such as ideal influence, inspirational motivation, intellectual stimulation, and individual consideration, where transformational leaders can have a great influence on their followers in this case employees in terms of motivation and knowledge provision, thus encouraging the process of exchanging information between employees.

This study is supported by previous studies conducted by Li, et al. (2013), Bednall et al. (2018), Rafique et al. (2022), Kinasih & Pradana (2022), which state that transformational leadership has an influence on knowledge sharing. However, the results of this study contradict the research conducted by Masa'deh et al. (2016), which shows that transformational leadership has no effect on knowledge sharing. The magnitude of the influence of transformational leadership on knowledge sharing at PT Bank Mandiri, Cash and Trade Operations Group Division in the medium category according to the results of the f -square statistic of 0.084. Based on the facts in the company, the role

of leaders greatly influences employee actions to share knowledge with each other, one example is that employees are strongly encouraged to seek as much experience as possible not only in the scope of daily work and one work unit, but are also welcome to learn new things related to technology and other digital developments. After that, employees are welcome to share their knowledge with other coworkers through knowledge sharing activities in each department/unit. This is in line with one of the company's strategies in terms of people development.

The Effect of Knowledge Sharing on Innovative Work Behavior

The results of the study show that knowledge sharing has a positive and significant effect on innovative work behavior. This can be interpreted that the higher the level of knowledge sharing at PT Bank Mandiri, Cash and Trade Operations Group Division, the higher the innovative work behavior of employees. The formation of innovation and creative ideas cannot be separated from the existence of knowledge and individuals who have strong knowledge in a particular field tend to be more capable of innovating. Therefore, if the knowledge possessed by one employee is shared with employees, it will produce innovative ideas that can be used for a work and solving a problem. This study supports the results of previous studies conducted by Kim *et al.* (2021), Pian *et al.* (2019), Rafique *et al.* (2022), Ye, P. *Et al.* (2021), Akram *et al.* (2019), Akhavan *et al.* (2015), and Munir, R., & Beh, L. S. (2019), which stated that knowledge sharing has a significant influence on innovative work behavior.

The results of this study are in contrast to other studies conducted by Usmanova *et al.* (2020), which stated that knowledge sharing does not have a significant effect on innovative work behavior. In practice, knowledge sharing at PT Bank Mandiri Cash and Trade Operations Group Division has had a positive impact on innovative work behavior, as evidenced by the involvement of employees in the implementation of innovative ideas for developing systems to directly conduct UAT (User Acceptance Test) where these activities collaborate with other divisions, namely IT and related units. This increases the knowledge of employees of PT Bank Mandiri Cash and Trade Operations Group Division not only in operational activities but also in the field of technology, and vice versa, employees in the IT division know the operational flow of transactions and an exchange of knowledge is created to be able to create existing innovations and encourage organizations to achieve their goals.

The Effect of Job Satisfaction on Innovative Work Behavior through the Mediating Variable of Knowledge Sharing

The results of the study show that job satisfaction, mediated by knowledge sharing, has a positive and significant effect on innovative work behavior. This study supports the results of previous research conducted by Arsawan *et al.* (2020), which states that job satisfaction is positively related to innovative work behavior and the mediating variable of knowledge sharing strengthens the relationship between job satisfaction and innovative work behavior. The drive to share knowledge is inseparable from a sense of belonging and a mutually supportive work environment to progress together because innovation will not work if it is only initiated and carried out by one employee but must support each other to be able to implement the innovation ideas that have been collected. The activity of collecting innovation ideas at PT Bank Mandiri, Cash and Trade Operations Group Division, has been going on from year to year and is finally realized in a project, usually a system development project for operational activities. Management continues to strive to improve employee job satisfaction so that a sense of belonging to the company grows, one example of which is the opening of opportunities for job promotion and obtaining people development for its employees in the form of training, podcasts, and others that are in line with that. Furthermore, there are innovation competition activities that are held both internally and externally and are usually carried out in groups.

CONCLUSION

Conclusion Based on the results of data analysis, this study concludes that job satisfaction has a positive and significant influence on innovative work behavior. This means that the higher the employee's job satisfaction, the greater their tendency to demonstrate innovative work behavior. Transformational leadership has also been shown to have a positive influence on innovative work behavior, where the role of superiors in guiding and giving meaning to work challenges can encourage employees to think creatively and provide solutions. In addition, job satisfaction and transformational leadership each have a positive influence on knowledge sharing behavior between employees. Employees who feel satisfied and are led inspiringly tend to be more open in sharing skills and information. Furthermore, knowledge sharing has been shown to play an important role in encouraging innovative work behavior, because through the exchange of ideas and joint learning, employees can more easily create new solutions. This study also shows that knowledge sharing significantly mediates the relationship between job satisfaction and transformational leadership on innovative work behavior. In other words, knowledge sharing is an important link that strengthens the influence of both variables on employee work innovation.

Suggestions Based on the findings above, companies are advised to pay more attention to the aspects that shape job satisfaction, especially in terms of inspirational leadership and compensation fairness. Leaders who are able to create a comfortable and supportive work environment will increase employee morale and satisfaction, which in turn encourages the emergence of creative ideas. In terms of transformational leadership, superiors are expected to continue to foster employee awareness of the meaning and learning from each work problem. This can encourage innovative behavior and build a culture of proactive problem solving. In addition, companies need to encourage a culture of knowledge sharing between employees in order to create equitable collaboration and enrich the skills of the work team. The attitude of caring for each other between colleagues in sharing information must be made a habit of the organization. Finally, to increase innovative work behavior, companies can encourage employees to be more courageous in expressing new ideas and exploring more effective work approaches. Thus, innovation can be part of an organizational culture that supports improving the company's performance and competitiveness.

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