

# The Influence of Transformational Leadership on Innovative Work Behavior with Employee Motivation and Knowledge Sharing As Mediation in the Government of Aceh Jaya District

Muhammad Khizzir<sup>\*1</sup>, Amri<sup>2</sup>, Halimatussakdiah<sup>3</sup>

<sup>1,2,3</sup>Management Department, Universitas Syiah Kuala, Indonesia

## Abstract

The purpose of this study is to examine the extent to which the influence of transformational leadership on innovative work behavior with employee motivation and knowledge sharing as mediation in the Government of Aceh Jaya District. The study population comprised all civil servants within the Aceh Jaya District Government, totaling 498 individuals. A sample of 190 civil servants was selected for analysis. Data were analyzed using the Structural Equation Modeling approach with AMOS software. The findings reveal that transformational leadership has a significant positive effect on innovative work behavior among employees. Moreover, transformational leadership significantly influences both employee motivation and knowledge sharing. In turn, employee motivation and knowledge sharing each have a significant impact on innovative work behavior. Mediation analysis shows that both employee motivation and knowledge sharing partially mediate the relationship between transformational leadership and innovative work behavior.

**Keywords:** Transformational Leadership, Employee Motivation, Knowledge sharing, Innovative Work Behavior.

## Introduction

The success of an organization is highly dependent on the quality of its employees' innovative work behavior, as individual employees serve as the driving force behind organizational operations. Every institution consistently strives to enhance innovative work behavior in pursuit of its organizational goals. One of the key efforts undertaken by government agencies to achieve these goals is the enhancement of innovative work behavior through education and training programs.

Innovative work behavior encompasses the generation of new ideas, technologies, and techniques, as well as the testing and implementation of new methods related to innovation. Such behavior is crucial for government employees including those in Aceh Jaya Regency to ensure the effectiveness and efficiency of public service delivery and to support the achievement of regional development objectives. In the governmental context, innovation refers to the creation of new ideas, the improvement of work processes, or the application of technology aimed at enhancing the quality and performance of public services. One of the primary goals of local governments is to provide high-quality services to the public. By engaging in innovative work behavior, government employees can develop new approaches to improve the quality of public service delivery.

The innovative work behavior of government employees directly contributes to the achievement of development goals. Employees with an innovative mindset are capable of designing new policies or programs that are more effective in addressing regional development challenges in sectors such as education, health, infrastructure, and the economy. Innovation is not limited to major breakthroughs but also includes improving efficiency in day-to-day tasks. Employees who exhibit innovative behavior are more likely to discover new, faster, and more cost-effective methods for performing their duties. This can lead to significant savings in time, money, and other resources, ultimately enhancing the overall effectiveness of local government operations.

In Aceh Jaya Regency, government employees have demonstrated innovative behavior in their daily work activities. Improvements are continuously made by leveraging technology such as online service platforms, mobile applications for reporting, and more efficient information systems that facilitate public access to government services and accelerate administrative processes. Several factors have been identified as influencing innovative work behavior, including transformational leadership (Grošelj et al., 2020), employee motivation (Afsar & Umrani, 2020), and knowledge sharing (Saif et al., 2024).

Based on interviews with several department heads within the Aceh Jaya District Government, it was revealed that the transformational leadership style practiced at the managerial or departmental level is generally effective. Leaders are supportive of initiatives aimed at enhancing innovative work behavior by facilitating employee needs such as training and development, providing recognition and awards, as well as offering incentives when employees perform their duties well.

However, the results of a preliminary survey conducted among 30 employees of the Aceh Jaya District Government indicate that the implementation of transformational leadership has not met expectations. The survey revealed issues such as low levels of active employee participation in decision-making, limited effective communication between leaders and subordinates, and minimal empowerment of employees to develop and innovate. These findings suggest that the application of key transformational leadership principles such as building a shared vision, offering inspiration, and providing support for employee self-development has not been fully optimized within the local government environment.

Employees who are motivated by a desire to make a meaningful contribution to their organization are more likely to engage in innovative activities. Such employees are more inclined to seek creative solutions that support organizational growth and the achievement of goals in a more efficient manner. The motivation to add value to the organization drives employees to take the initiative in generating new ideas that can enhance overall organizational performance (Devloo et al., 2015). In practice, the Aceh Jaya Regency Government has implemented several policies aimed at enhancing employee motivation. These include the provision of additional employee income (TPP), recognition for high-performing employees, encouragement to participate in training and development programs, and performance-based bonuses for employees with heavier workloads. These policies are expected to stimulate employees to explore new and more effective ways of completing their tasks. Motivated employees whether intrinsically or extrinsically tend to be more proactive in generating new ideas, creatively overcoming challenges, and striving to improve work processes (Zafar et al., 2024).

Based on a preliminary survey conducted with 30 employees within the Aceh Jaya District Government, employee motivation remains below the expected level. The findings revealed low levels of employee engagement in assigned tasks, a lack of ownership toward the organization's vision and mission, and limited recognition or incentives for high-performing employees. Additionally, some employees reported feeling undervalued for their contributions, which can negatively impact their motivation and performance in carrying out their responsibilities.

The final factor that may influence innovative work behavior is knowledge sharing. Through effective knowledge sharing, employees can avoid redundant efforts, allowing them to focus more on developing new ideas rather than repeating existing processes. All organizational components should be committed to achieving institutional goals, one of which involves promoting knowledge sharing. In practice, the Aceh Jaya Regency Government has implemented knowledge-sharing activities, although these efforts are not yet fully optimized. Examples include discussions and opinion exchanges between supervisors and subordinates, as well as the requirement for employees who participate in training programs to disseminate the knowledge they have gained to their colleagues. These dissemination activities help ensure that knowledge sharing is effectively practiced within the Aceh Jaya Regency Government.

With regard to the phenomenon of knowledge sharing within the Aceh Jaya District Government, survey results indicate that current knowledge-sharing practices remain below expectations. Employees often encounter difficulties in accessing or sharing information due to the absence of a clear system or established channels whether formal or informal for disseminating knowledge. Some employees are either not accustomed to or feel uncomfortable with sharing knowledge with their peers. This reluctance may stem from concerns about losing their competitive advantage or recognition for their expertise. Additionally, the lack of a reward or incentive system further diminishes employee motivation to actively engage in knowledge-sharing activities.

Employee work motivation functions as a mediating variable that links transformational leadership to innovative work behavior (Fathiyah et al., 2022). Transformational leaders who are able to inspire employees to pursue higher goals whether through intrinsic or extrinsic motivation can significantly enhance innovative behavior within the organization. High levels of motivation drive employees to become more engaged in innovative activities, develop novel solutions, and contribute to improved overall organizational performance. Therefore, effective leaders not only inspire motivation but also foster an environment conducive to innovation, positioning motivation as a critical factor in the innovation process. Empirical findings by Fathiyah et al. (2022) & Afsar & Umrani (2020) demonstrate that transformational leadership has a positive influence on innovative work behavior, with employee motivation serving as a mediating factor.

Knowledge sharing functions as a mediating variable that links transformational leadership to innovative work behavior (Saif et al., 2024). When employees share knowledge, they contribute to a collective pool of ideas and experiences that can be leveraged to generate novel and innovative solutions. Shared knowledge broadens employees' perspectives, enabling them to discover new approaches to problem-solving and enhance operational efficiency. As a

result, employees become more creative and innovative in their work. Transformational leadership promotes innovation not only through direct inspiration but also by fostering a culture of knowledge sharing that stimulates innovative behavior. Thus, transformational leadership indirectly encourages innovation by increasing knowledge sharing activities among employees. Empirical findings by Saif et al. (2024) & Wulan et al. (2019) confirm that transformational leadership has a positive influence on innovative work behavior, mediated by knowledge sharing.

## **Literature Review**

### **Innovative Work Behavior**

(Jong & Hartog, 2010) developed a model of innovative work behavior (IWB) consisting of three main dimensions, each focusing on different stages of innovation within the workplace. They emphasized that innovation is not solely about generating new ideas, but also about the effective implementation of those ideas within the organizational context (Volery & Tarabashkina, 2021). Innovative work behavior involves proactive efforts to seek out and develop new ideas that can enhance workplace processes, products, or services. It includes the identification of improvement opportunities and the development of creative solutions. Moreover, innovative work behavior encompasses actions aimed at implementing these new solutions and ideas into daily work practices. This process involves planning, testing, and executing ideas until they are integrated into organizational routines (Saif et al., 2024). In essence, innovative work behavior refers to a series of work-related activities wherein employees actively apply new ideas with the objective of improving organizational performance. The innovation process generally comprises two main stages: idea generation and idea implementation. These stages serve distinct purposes and may sometimes exhibit inconsistencies (Malibari & Bajaba, 2022).

According to (Al-Hawari et al., 2019), there are six indicators for assessing innovative work behavior, as outlined below:

- 1 Demonstrating Creativity  
Creativity involves presenting innovative ways of thinking and acting while avoiding conventional approaches. It includes the use of imagination and the ability to think outside the box to solve problems and achieve organizational goals.
- 2 Proposing creative ideas  
This refers to the ability to suggest new and innovative solutions that can provide benefits or improvements to a project, process, or organization.
- 3 Seeking New Techniques  
This entails exploring and applying novel methods or approaches aimed at improving work processes, increasing efficiency, or enhancing outcomes. It often involves adopting innovative work practices.
- 4 Providing New Plans  
This involves designing and delivering strategies or plans that introduce changes or improvements to existing processes or projects.
- 5 Cost Efficiency  
This indicator emphasizes efforts to reduce costs and utilize resources more efficiently, aiming to achieve optimal results with minimal expenditure.
- 6 Self-Confidence  
Self-confidence is a critical attribute that empowers individuals to face challenges, propose new ideas, and make decisions assertively.

### **Transformational Leadership**

(M.Podsakoff et al., 1990) developed a model that conceptualizes transformational leadership through several dimensions and behaviors aimed at producing significant changes in how followers think, feel, and behave. According to Podsakoff and colleagues, transformational leadership encompasses behaviors that inspire, enhance motivation, and foster the development of individuals' full potential within the organization (Ardianti et al., 2020). Transformational leadership focuses on inspiring and motivating followers to achieve their full potential and work towards higher goals together (Nguyen et al., 2023).

Previous researchers have contrasted transformational leadership with transactional leadership, as the two approaches represent opposing but potentially complementary styles when effectively integrated. Transactional leaders primarily focus on organizational performance and employee supervision, placing emphasis on maintaining current productivity levels and ensuring the smooth operation of daily activities. They are generally less concerned with future innovation and more with immediate outcomes. In contrast, transformational leaders concentrate on driving organizational change and fostering employee development. They dedicate more effort to formulating long-term strategies and motivating employees to embrace and commit to a shared vision. Transformational leadership is

particularly effective in organizations or teams undergoing change, where visionary guidance is essential for achieving positive transformation.

As explained by (Ardianti et al., 2020), there are six core transformational leadership behaviors:

1. Identifying and Articulating a Vision  
Transformational leaders possess the ability to develop a clear and compelling vision of a better future and communicate it in a way that inspires and motivates followers to bring that vision to life.
2. Serving as an Appropriate Role Model  
Leaders act as positive role models by demonstrating behaviors and values that align with the organization's mission and goals, setting an example for followers to emulate.
3. Encouraging the Acceptance of Group Goals  
Transformational leaders promote the commitment of followers to collective goals by fostering a sense of unity and motivating them to work collaboratively to achieve shared objectives.
4. Setting High Performance Expectations  
These leaders establish ambitious performance standards and encourage followers to reach their highest potential through support and high expectations.
5. Providing Individualized Support  
Transformational leaders offer personalized attention, recognizing each follower's unique needs, and supporting their personal and professional growth.
6. Intellectual Stimulation  
Leaders stimulate creativity and innovation by encouraging followers to question assumptions, explore new ideas, and develop novel solutions to organizational challenges.

## Employee Motivation

Employee motivation refers to the underlying reasons or drives that compel individuals to work diligently and strive toward achieving desired goals. It is a psychological process that stimulates enthusiasm and encourages employees to perform better (Teresia *et al.* , 2022). Motivation encompasses the desire to fulfill needs ranging from basic (such as physiological and safety needs) to higher-order needs (such as self-actualization). According to (Manalo *et al.* , 2020), employee motivation is influenced by individuals' expectations regarding the outcomes of their efforts and the value they assign to those outcomes.

Employee motivation theories are conceptual frameworks used to understand the factors that drive individuals within an organization to perform, achieve goals, and operate at optimal levels. (Maslow, 1943) Hierarchy of Needs Theory posits that individuals have five levels of needs that must be fulfilled sequentially, beginning with basic physiological needs and progressing to higher-level needs such as self-actualization (Ahmad & Sakthivel, 2022) .

(Herzberg et al., 2011) proposed the Two-Factor Theory, which identifies two distinct categories of factors influencing employee motivation in the workplace. The first are Hygiene Factors, which relate to the work environment and conditions, such as salary, relationships with colleagues, organizational policies, and physical facilities. While these factors do not inherently motivate employees, their absence can lead to dissatisfaction. The second category is Motivator Factors, which directly enhance job satisfaction and motivation, including aspects such as achievement, recognition, meaningful work, and opportunities for growth. Herzberg emphasized that, while adequate hygiene factors are necessary to prevent dissatisfaction, it is the motivator factors that truly drive intrinsic motivation (Nana et al., 2024).

In conclusion, the various theories presented by these scholars offer diverse perspectives on what motivates individuals ranging from basic human needs and achievement to the roles of environmental conditions and expectations. A thorough understanding of these motivational frameworks can inform the development of effective motivation strategies across multiple domains, including organizational management, education, and personal development.

Studies have measured employee motivation using several indicators. According to (Manalo *et al.* , 2020), , the indicators for assessing employee motivation are as follows:

- 1 Extrinsic Motivation (Physiological Needs)  
Extrinsic motivation refers to external drives such as rewards or punishments. Physiological motivation addresses basic human needs essential for survival, including food, water, shelter, and rest.
- 2 Sense of security  
This pertains to the need for safety and protection from physical and emotional harm. It includes aspects such as job security, financial stability, and a safe working environment. For example, employees are motivated to work in organizations that provide stable employment and a secure workplace.
- 3 Sense of Belonging



Belongingness or social needs reflect the human desire to form meaningful relationships, such as friendships, affection, and group affiliation. Employees are motivated when they experience a supportive and collaborative work environment with strong interpersonal relationships.

4 Pride (Self-Esteem Needs)

Self-esteem refers to the need to be respected, recognized, and to experience a sense of achievement. This includes feeling valued by others and maintaining self-confidence.

5 Self-Actualization

This represents the highest level in Maslow's hierarchy of needs—the drive to realize one's full potential and pursue meaningful goals. It involves personal growth, creativity, and fulfillment of individual purpose. For instance, employees may be motivated to start new ventures or engage in innovative projects aligned with their passions.

6 Intrinsic Motivation

Intrinsic motivation is driven by internal satisfaction, interest, or a sense of personal accomplishment. Individuals engage in tasks not for external rewards, but because the activities are inherently rewarding and fulfilling.

### ***Knowledge Sharing***

Knowledge sharing involves the transfer of knowledge in both formal forms (such as training sessions, documentation, or seminars) and informal forms (such as discussions, mentoring, or collaborative projects). By sharing knowledge, organizations can reduce work duplication and avoid unnecessary errors, as individuals can learn from prior experiences and previously shared knowledge (Khan et al., 2023). For instance, through formal training sessions, employees can acquire new techniques or best practices that have been proven effective elsewhere. Meanwhile, informal discussions or mentoring sessions allow employees to gain practical insights that may not be covered in formal documentation.

Knowledge sharing also plays a crucial role in fostering innovation. When employees exchange diverse ideas and solutions, they create a conducive environment for creative thinking and the development of new solutions. Innovations often arise from the combination of existing ideas with new methods, and knowledge sharing provides a platform for such ideas to meet and evolve. Additionally, knowledge sharing enhances overall performance and productivity by allowing individuals to access the knowledge and skills necessary to complete tasks more efficiently and effectively (Saif et al., 2024). For example, a new employee learning from a more experienced colleague can reduce the learning curve and become productive more quickly. Similarly, teams that regularly share information can coordinate their efforts more effectively, avoid redundant work, and minimize errors.

Previous studies have measured innovative work behavior using several indicators. The indicators for measuring knowledge sharing are as follows (Saif et al., 2024) :

1. Sharing Ability

The extent to which individuals are capable of sharing their skills and competencies with colleagues to enhance collective expertise.

2. Sharing Information

The act of distributing relevant information among team members to ensure that everyone has access to the data necessary to perform their tasks effectively.

3. Sharing experiences

The practice of sharing past work experiences or relevant events that can aid in the completion of current assignments or improve team performance.

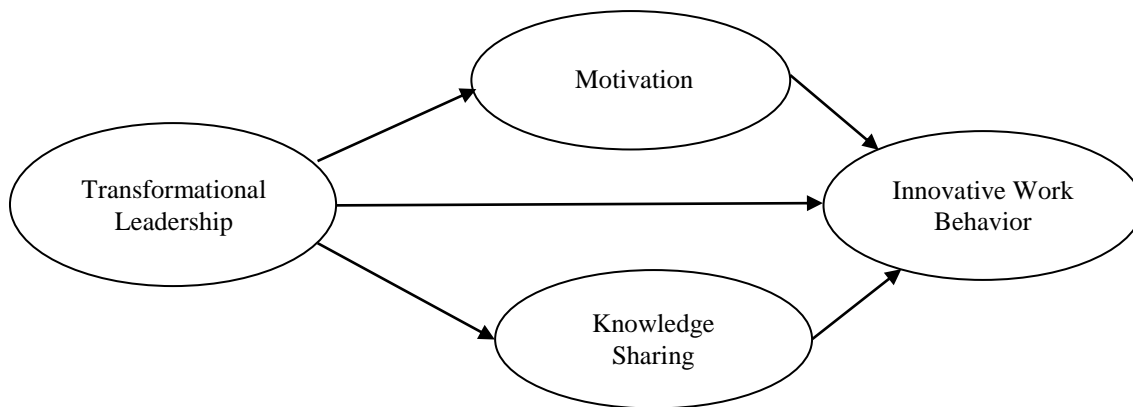
4. Share Regularly

The consistent and ongoing exchange of information, knowledge, and experiences among team members to maintain the continuous flow of knowledge within the organization.

5. Feel Happy Sharing Knowledge

The sense of satisfaction and joy individuals experience when sharing knowledge with colleagues, fostering a positive and collaborative work environment.

Based on the expert perspectives discussed above, it can be concluded that innovative work behavior is significantly influenced by the relationship between transformational leadership, employee motivation, and knowledge sharing. Therefore, the conceptual framework of this study illustrates the relationships among these variables and their impact on innovative work behavior within the Aceh Jaya District Government, as outlined below:



**Figure 1. Framework**

## Research Methodology

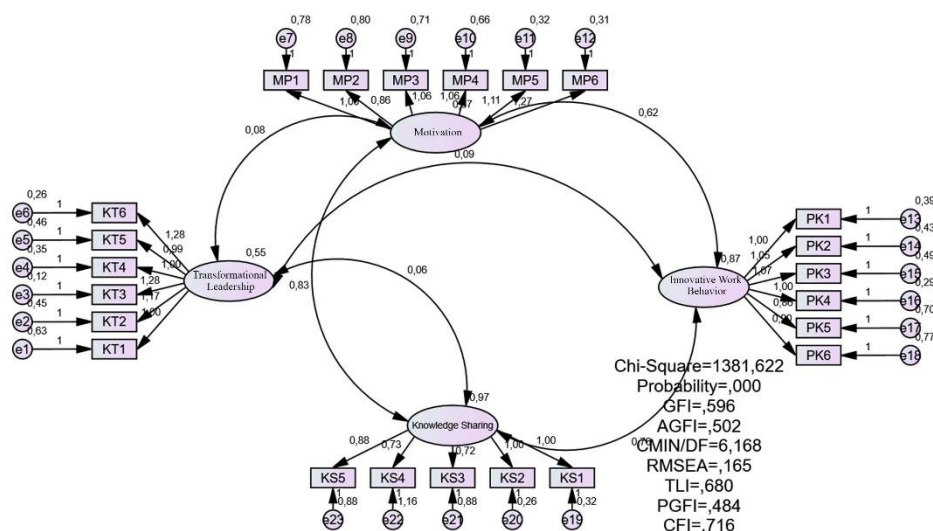
This research was conducted within the Aceh Jaya District Government environment. According to (Sugiyono, 2017), the research object refers to the scientific target aimed at obtaining data objectively, validly, and reliably for specific purposes and benefits regarding a particular variable. This study focuses on the individual level of employees; therefore, the research population comprises all 2,836 employees of the Aceh Jaya District Government. Based on Slovin's formula, a sample of 190 respondents was selected. Sampling was conducted using the proportional random sampling technique, based on the proportion of each stratum within the population. This technique enables the researcher to obtain a sample that is more representative of the actual population structure. It is particularly suitable for research that aims to describe the characteristics of a large and heterogeneous population, where each member has an equal probability of being selected. This method also enhances the reliability of generalizing the research findings to the entire population.

For data analysis, this study employs the Structural Equation Modeling approach using AMOS software. Prior to hypothesis testing, Confirmatory Factor Analysis was conducted to evaluate the fit of the measurement model with the data. In the context of SEM, Exploratory Factor Analysis is typically used as a preliminary step, followed by CFA to confirm the validity of the constructed model.

## Results And Discussion

### Measurement Model Test Results

The results of the measurement model can be seen in Figure 2 below.



**Figure 2 Measurement Model Analysis**

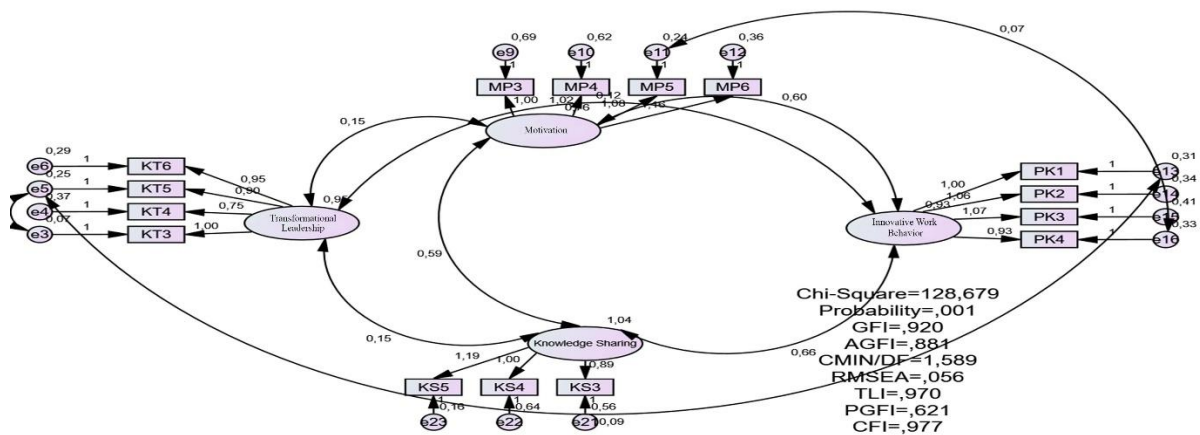
The results of the model feasibility test and the Goodness of Fit analysis from the measurement model testing are presented in Table 1 below.

**Table 1. Analysis Goodness of Fit**

<i>Goodness of Fit Index</i>	<i>Cut off Value</i>	<b>Results</b>	<b>Model Evaluation</b>
Chi-Square	< 329.648	1650.968	Not Fit
RMSEA	≤ 0.08	0.183	Not Fit
GFI	≥ 0.90	0.600	Not Fit
AGFI	≥ 0.90	0.510	Not Fit
CMIN/DF	≤ 2.00	7,338	Not Fit
CFI	≥ 0.95	0.651	Not Fit
TL I	≥ 0.95	0.607	Not Fit

Source : Processed Data (2025)

The results of the specification analysis are presented in Figure 3 below



**Figure 3 Analysis Specifications Measurement Model**

Referring to Figure 3, it can be observed that all indicators included in the model meet the eligibility criteria for further analysis. This is evident as no indicator has a loading value below 0.6. The results of the model respecification, based on the measurement model's Goodness of Fit, are summarized in Table 2.

**Table 2. Evaluation of Goodness of Fit Index Criteria**

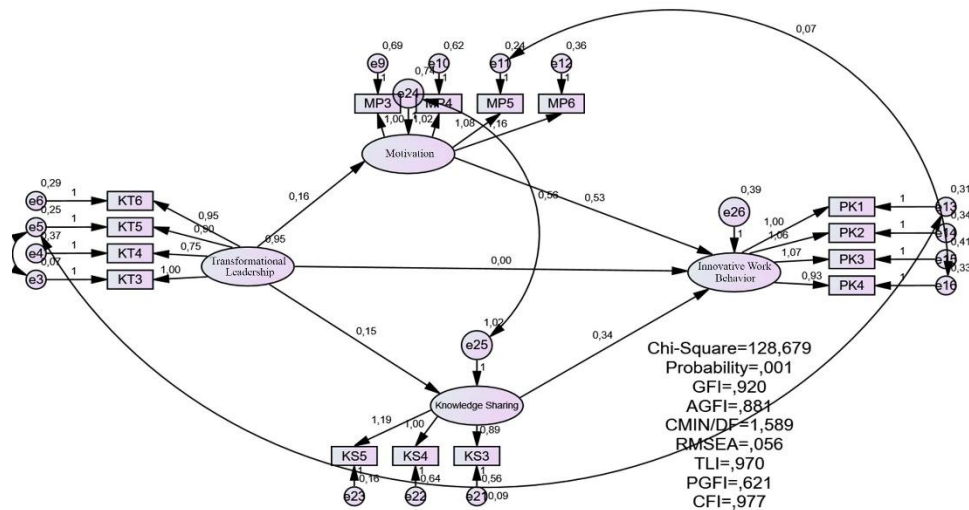
<i>Goodness of Fit Index</i>	<i>Cut off Value</i>	<b>Results</b>	<b>Model Evaluation</b>
Chi-Square	< 329,648	128,679	Fit Model
RMSEA	≤ 0.08	0.056	Fit Model
GFI	≥ 0.90	0, 920	Fit Model
AGFI	≥ 0.90	0, 881	Marginal Fit
CMIN/DF	≤ 2.00	1,589	Fit Model
CFI	≥ 0.95	0.977	Fit Model
TL I	≥ 0.95	0.9 70	Fit Model
PGFI	≥ 0.05-1.00	0.621	Fit Model

Source : Processed Data (2025)

Based on Table 2, it can generally be concluded that the measurement model meets the standard criteria for eligibility according to the goodness of fit test. Therefore, the model output can be considered valid in representing the research findings, particularly in illustrating the relationship between each indicator and its corresponding construct.

### Structural Analysis Equation Modeling (SEM)

SEM analysis was conducted after first testing the unidimensionality of the indicators for the latent variables using CFA. At this full SEM model stage, an evaluation of model fit and statistical testing was performed. The results of this data processing stage are presented in Figure 4.



**Figure 4. Structural Equation Model Test Results**

Based on Figure 4.3, it can be explained that there is an influence of each variable—namely, transformational leadership, employee motivation, and innovative work behavior.

## Hypothesis Testing Results

The testing of the seven research hypotheses was conducted based on the  $\beta$ -values and p-values of the causal relationships, as obtained from the SEM analysis results presented in Table 4.

**Table 4. Results of Direct Effect**

			Standard Estimate	SE	CR	P
Innovative Work Behavior	<---	Transformational Leadership	0.184	0.064	3.187	0.002
Motivation	<---	Transformational Leadership	0.174	0.067	2.303	0.021
Knowledge Sharing	<---	Transformational Leadership	0.147	0.067	2.194	0.042
Innovative Work Behavior	<---	Motivation	0.477	0.100	5.295	0.000
Innovative Work Behavior	<---	Knowledge Sharing	0.356	0.068	4.971	0,000

Source : Processed Data (2025)

Furthermore, the results of the mediation analysis in this study are presented in Table 5.

**Table 5. Mediation Test Results**

Influence Between Variables	Beta	P- value
Transformational Leadership on Behavior Innovative Work Mediates Motivation	0.129	0.022
Transformational Leadership on Behavior Innovative Work Mediates Knowledge Sharing	0.164	0.043

Source : Processed Data (2025)

## Summary of Hypothesis Proof

The results of this study indicate that there are seven hypotheses. A summary of the hypothesis testing, analyzed using the Structural Equation Modeling (SEM) approach with AMOS, is presented in Table 6 below:

**Table 6. Summary of Hypothesis Test Results**

Hypothesis	Cut Off sig. (2-tailed)	sig. (2-tailed)	Information
<b>Direct Hypothesis</b>			
<b>H1</b> Transformational leadership towards innovative work behavior	3.187	0.000	Accepted
<b>H2</b> Transformational leadership towards employee motivation	2.303	0.021	Accepted



Hypothesis		Cut Off sig. (2-tailed)	sig. (2-tailed)	Information
H3	Transformational leadership towards <i>knowledge sharing</i>	2.194	0.043	Accepted
H4	Employee motivation towards innovative work behavior	5.295	0.000	Accepted
H5	<i>Knowledge sharing</i> of innovative work behavior	4.971	0.000	Accepted
<b>Indirect Hypothesis (Indirect)</b>				
Hypothesis		Estimate	<i>p-Value</i> < 0.05	Information
H 6	Transformational leadership towards innovative work behavior through employee motivation	2,280	0.022	<i>Partial</i> mediation
H 7	Transformational leadership towards innovative work behavior through <i>knowledge sharing</i>	2,023	0.043	<i>Partial</i> mediation

Source: Processed Data (2025)

### Transformational Leadership on Innovative Work Behavior in Aceh Jaya District Government Employees

Research findings indicate that transformational leadership has a significant influence on employees' innovative work behavior within the Aceh Jaya District Government. These results align with the study conducted by (Pham et al., 2024), which also demonstrated that transformational leadership positively impacts the enhancement of innovative work behavior. This is attributed to the fact that innovative employees tend to complete administrative tasks more efficiently and offer creative solutions to existing problems. Consequently, organizational performance improves, and the quality of public services is enhanced.

Employees who engage in innovative thinking can identify new ways to address challenges faced by local governments, such as administrative inefficiencies or delays in public service delivery. This enables the organization to respond to issues more effectively and promptly. Employees who are motivated and inspired by transformational leadership are more inclined to propose and implement novel ideas in public service delivery. For instance, this may involve adopting new technologies or introducing innovative approaches to resource management. Transformational leadership fosters a culture that supports innovation across the organization. When employees are encouraged to innovate, they begin to transform their work practices an effect that can permeate the organization, cultivating a workplace culture more receptive to change and continuous innovation.

### Transformational Leadership on Employee Motivation in the Aceh Jaya District Government

The results of the study indicate that transformational leadership has a significant impact on the level of employee motivation within the Aceh Jaya District Government. These findings are consistent with research by (Afsar & Umrani, 2020), which states that transformational leadership positively and significantly influences work motivation. Similarly, a study conducted by (Fathiyah et al., 2022) also demonstrates the positive and significant effect of this leadership style on employee motivation. Transformational leaders attend to the individual needs of employees, supporting their potential and career development. By providing coaching, training, and emotional support, such leaders enhance employees' self-confidence, thereby increasing their motivation to perform at their best. Employees feel valued and empowered to grow when they receive this level of attention.

Furthermore, transformational leadership offer positive feedback and rewards to employees who meet performance targets or demonstrate outstanding achievements. These rewards strengthen external motivation and instill a sense of accomplishment, encouraging sustained high performance. Constructive feedback also allows employees to improve and enhance their work outcomes. Employees who feel recognized and supported by their leaders tend to experience greater job satisfaction. This satisfaction translates into stronger organizational loyalty and lower employee turnover. Additionally, motivated employees are more likely to engage in innovative behavior, generating new ideas that can improve public service delivery, enhance work process efficiency, and optimize resource management..

### Transformational Leadership on Knowledge Sharing in the Aceh Jaya District Government

Research results indicate that transformational leadership has a significant influence on knowledge-sharing practices within the Aceh Jaya District Government. This finding is supported by a study conducted by (Wulan et al., 2019), which states that transformational leadership contributes positively and significantly to knowledge-sharing behavior.

Similarly, (Saif et al., 2024) also found that this leadership style has a positive and significant impact on knowledge sharing.

Knowledge sharing helps accelerate problem-solving, enhances interdepartmental collaboration, and facilitates the adoption of best practices ultimately improving organizational performance and the quality of public services. Transformational leaders foster a climate that encourages knowledge sharing by modeling positive behaviors, such as openly sharing information and experiences.

Leaders who actively engage in knowledge sharing and support this process inspire employees to do the same. By creating open channels for communication and idea exchange, transformational leaders enable employees to be more transparent and collaborative in disseminating information. Additionally, transformational leaders motivate and reward employees who actively participate in knowledge-sharing activities. These incentives may be formal (e.g., public recognition or awards) or informal (e.g., verbal praise or encouragement). As a result, employees feel valued and are more inclined to consistently share their knowledge.

### **The Influence of Employee Motivation on Innovative Work Behavior in the Aceh Jaya District Government**

Based on the research findings, it was revealed that employee motivation has a significant influence on innovative work behavior within the Aceh Jaya District Government. This finding is consistent with the study by (Zafar et al., 2024), which demonstrated that work motivation has a positive and significant effect on innovative behavior. Similar conclusions were also presented by (Fathiyah et al., 2022), who found that work motivation positively and significantly influences innovative work behavior. Motivated employees tend to be more focused on achieving their goals and are more likely to seek new and efficient ways to reach those goals. When they perceive that innovation can support the achievement of broader objectives, they are more inclined to propose novel ideas and pursue more effective solutions.

Employees with high intrinsic motivation, in particular, tend to exhibit greater creativity in their tasks. They are more willing to explore alternative methods for solving problems or enhancing current work processes. High levels of motivation encourage them to think outside the box and experiment with innovative approaches. Moreover, highly motivated employees are more likely to be actively involved in organizational change, both in the planning and implementation stages. When employees feel empowered and appreciated, they are more enthusiastic about contributing new ideas that can enhance the organization's overall effectiveness and efficiency.

### **The Influence of Knowledge Sharing on Innovative Work Behavior in the Aceh Jaya District Government**

The research results show that knowledge sharing has a significant influence on employees' innovative work behavior within the Aceh Jaya District Government. These findings are consistent with the studies conducted by (Rafique et al., 2022) and (Sudibjo & Prameswari, 2021), who stated that the practice of knowledge sharing has a positive and significant impact on the enhancement of innovative work behavior. Knowledge sharing activities in government organizations can foster a more open and collaborative work environment, where new ideas can emerge, problems can be addressed more efficiently, and work processes can be improved. Through knowledge sharing, employees can access insights and perspectives they might not have previously considered.

When ideas and information circulate within the organization, it creates opportunities to develop innovative solutions to existing challenges. Knowledge sharing also accelerates problem-solving processes. For instance, if an employee encounters a specific obstacle in their work, exchanging knowledge with colleagues who have relevant experience or solutions can expedite the innovation process. By acquiring new information and diverse viewpoints, employees can enhance their creativity and capacity to innovate. Organizations that cultivate a culture of knowledge sharing are more likely to promote collaboration and improve performance, which in turn fosters innovative work behavior.

### **Transformational Leadership on Innovative Work Behavior through the Mediation of Employee Motivation in the Aceh Jaya District Government**

The results of the mediation test indicate that employee motivation mediates the influence of transformational leadership on innovative work behavior among employees of the Aceh Jaya Regency Government. These findings are consistent with previous studies by Fathiyah et al. (2022) and Afsar & Umrani (2020), which found that transformational leadership positively influences innovative work behavior through the mediating role of employee motivation. In this context, transformational leadership is expected to enhance employee motivation, which in turn fosters innovative work behavior.

Employee motivation plays a critical role in cultivating innovation, as motivated employees are more likely to take initiative, seek out new approaches to improve performance, and remain open to change. Transformational leaders can enhance employee motivation by addressing individual needs, offering constructive feedback, and

articulating an inspiring vision that encourages employees to strive for excellence. Leaders who lead by example, exhibit accountability, and support career development are more likely to boost employees' intrinsic motivation.

Both intrinsically and extrinsically motivated employees are typically more proactive in generating solutions, thinking creatively, and initiating improvements in their work. High levels of motivation empower employees to tackle challenges innovatively and stay focused on achieving superior results. Leaders who provide a compelling vision, demonstrate concern for employee growth, and foster a positive work climate contribute significantly to enhanced employee motivation. Consequently, more motivated employees are more likely to exhibit innovative work behavior, thereby improving the overall effectiveness and quality of public service delivery.

### **Transformational Leadership on Innovative Work Behavior through *Knowledge Mediation Sharing* in the Aceh Jaya District Government**

The results of the mediation analysis indicate that knowledge sharing serves as an intermediary in the relationship between transformational leadership and innovative work behavior among employees in the Aceh Jaya District Government. These findings are consistent with research by (Saif et al., 2024) and (Wulan et al., 2019), which found that the influence of transformational leadership on innovative work behavior is strengthened through the mechanism of knowledge sharing. Transformational leadership encourages employees to think creatively and take calculated risks, thereby increasing their tendency to exhibit innovative behaviors.

The mediation process through knowledge sharing involves the exchange of information, ideas, and experiences among individuals or groups in support of achieving organizational goals. In government organizations, knowledge sharing can accelerate problem-solving and facilitate the adoption of innovations. Transformational leaders can cultivate an environment that promotes knowledge sharing by setting positive examples and fostering a collaborative organizational culture. Through effective knowledge sharing, valuable insights and innovative solutions can be disseminated across teams or departments, enhancing the quality and efficiency of public services. Leaders who inspire and motivate their teams play a pivotal role in fostering innovative behavior by encouraging creativity and providing space for employees to generate new ideas.

### **Conclusion And Suggestions**

#### **Conclusion**

1. Transformational leadership has a significant influence on innovative work behavior.
2. Transformational leadership has a significant influence on employee motivation.
3. Transformational leadership has a significant influence on knowledge sharing.
4. Employee motivation significantly influences innovative work behavior.
5. Knowledge sharing significantly influences innovative work behavior.
6. Employee motivation partially mediates the influence of transformational leadership on innovative work behavior.
7. Knowledge sharing partially mediates the influence of transformational leadership on innovative work behavior.

#### **Suggestion**

1. For the Aceh Jaya District Government, adopting a transformational leadership style can be a key factor in promoting innovative work behavior, which ultimately brings positive changes to the organization and enhances public service delivery.
2. Leaders within the Aceh Jaya District Government should continue to develop a transformational leadership style that not only focuses on achieving administrative tasks but also fosters a knowledge-sharing culture that supports innovation and organizational performance improvement.
3. Local governments should formulate policies or implement programs that facilitate the knowledge-sharing process, such as regular training sessions, the use of digital knowledge-sharing platforms, or the establishment of discussion forums that encourage open information exchange among employees.
4. To enhance employee motivation and performance within the Aceh Jaya District Government, it is essential for leaders to adopt a transformational leadership style that emphasizes empowerment, inspiration, and employee development.

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