



The Effect of Transformational Leadership on Innovative Work Behavior with Knowledge Sharing as a Mediation Variable

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Abstract

Innovation is essential for the sustainability of the organization. Innovation behavior tends to be owned by members of the organization who care to share knowledge. The aspect of transformational leadership is also a determinant of how someone can innovate for organizational goals. This study aims to examine the effect of transformational leadership on innovative work behavior with knowledge sharing as a mediating variable. This research was conducted at the Regional General Hospital Dr. R. Soedjono Selong. The sample of this study was 191 nurses who provided direct services to patients—collecting data using a questionnaire. Data analysis using PLS with the findings that: (1) Transformational Leadership has a positive and significant impact on Innovative Work Behavior. (2) Transformational Leadership has a positive and significant influence on Knowledge Sharing. (3) Knowledge Sharing has a positive but not significant effect on Innovative Work Behavior. (4) Transformational Leadership has a significant effect on Innovative Work Behavior through Knowledge Sharing.

Keywords: *Transformational Leadership; Knowledge Sharing; Innovative Work Behavior*

Introduction

Innovating is one of the factors that can help companies survive in crisis conditions (Lang, 2020). Some companies have included innovation as part of employee job descriptions (Scott & Bruce, 1994) because companies need to be prepared for new strategies in business (Finn, 2020). An essential element of innovation comes from individuals who can create, develop, and modify an idea or ideas that are useful for the company (Scott & Bruce, 1994). Therefore, innovative employees are seen as being able to help companies improve the services they produce (Janssen, 2000).

Innovative behavior in the world of work is known as creative work behavior. According to Jong and Hartog (2008), innovative work behavior is behavior directed at improving work processes to improve work performance. Innovation work behavior is classified into three sub-sections: idea generation, coalition building, and execution. In addition, innovative work behavior includes the advancement of new products in research and development environments and consists of the entire

organization (Patterson et al. 2009). According to Shipton et al. (2016), one of the factors that can influence innovative work behavior is transformational leadership.

Transformational leadership has been recognized as one of the most critical factors influencing innovation (Morales et al. 2012). Transformational leadership is critical in enabling organizations to foster an innovative environment. The presence of a transformational leader leads to greater cohesion between employees and their leader—Zheng et al. (2016) argue that transformational leaders with multiple goals among team members encourage them to develop innovative ways to succeed.

Research conducted by Khan et al. (2020), Knezovi & Drki (2020), and Dewi et al. (2018) revealed that there is a positive and significant effect of transformational leadership on innovative work behavior. However, there are still several previous studies whose results show a gap between transformational leadership and innovative work behavior. The research of Sudibjo and Prameswari (2021) revealed a negative effect of transformational leadership on creative work behavior. Manafi & Subramaniam (2015) demonstrated a negative impact of transformational leadership on innovative work behavior. According to Rizki (2019), transformational leadership has a negative influence on creative work behavior.

Based on several research results on the effect of transformational leadership on innovative work behavior, it still shows that there is a gap in research results between the results of one study and another, so it is suspected that there is a variable between transformational leadership and innovative work behavior, namely the knowledge sharing variable that can mediate the two variables. Knowledge sharing is a culture of social interaction that involves sharing knowledge across departments or organizations (Lin, 2007).

Danish et al. (2014) suggested knowledge sharing as an opportunity for workers to learn from each other and stimulate organizational learning and was strongly influenced by the appropriate managerial leadership style. On the other hand, Schwaer et al. (2012) define knowledge sharing as an individual activity of sending or receiving knowledge from others and creating new knowledge. It also refers to exchanging task information, expertise, and feedback on procedures or products to formulate new ideas, deal with problems, and achieve desired goals, according to Wang & Noe (2010) and Cummings (2004).

Spender (1996) argues that knowledge is essential for the innovation process, and for employees to display innovative behavior, they must acquire, interact with and disseminate knowledge. Knowledge sharing is known as providing task information and expertise to help others and collaborating to solve problems, develop new ideas, or implement policies or procedures Cummings, (2004).

Research conducted by Son et al. (2020) revealed a positive and significant effect of transformational leadership on knowledge sharing. In comparison, the study conducted by Pratama et al. (2021) revealed a negative impact of transformational leadership on knowledge sharing. Based on several research results on the effects of transformational leadership on knowledge sharing, it still shows that there is a gap in research results between the results of one study and another R. Soedjono Selong.

Laily & Ernawati (2020) revealed an effective influence of knowledge sharing on innovative work behavior. At the same time, the research conducted by Usmanova et al. (2021) demonstrated an ineffective impact of knowledge sharing on creative work behavior. The study was undertaken by Afsar et al. (2019), and Chaar & Easa (2020) reveals that knowledge sharing has a mediating effect on the role of transformational leadership on innovative work behavior. Based on several research results on the impact of knowledge sharing on creative work behavior, it still shows that there is a gap in research results between the results of one study and another, so researchers are interested in re-examining the effect of these two variables on nurses at RSUD Dr. R. Soedjono Selong.

Literature Review and Hypotheses Development

According to Bass and Avolio (1994), transformational leadership focuses on the relationship between leaders and followers. Transformational leadership is how people engage with others and create relationships that increase motivation and morality in leaders and followers. Transformational leadership has been recognized as one of the most critical factors influencing innovation, according to García et al. (2012). According to Samad (2012) in Chaaret all. (2020) stated that transformational leadership is considered essential for organizations because they integrate creative insights that drive change in management practices and processes. Yukl (2013) revealed that leaders elevate individuals and groups above personal interests through four different behaviors: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Idealized influence.

Transformational leadership has been recognized as one of the most critical factors influencing García et al. (2012). Transformational leadership is essential to enable organizations to foster an innovative environment where employees are given the autonomy necessary to think creatively and provide innovative solutions. Transformational leadership can be observed as a multidimensional and creative behavior that interacts between employees and organizational outcomes, according to Jung et al. (2003).

Therefore, it is assumed that transformational leaders will be able to inspire individual employees by linking their future with the organization's future. It encourages them to engage in innovative work behavior by developing a strong sense of shared vision and purpose of belonging to the organization. Transformational leaders positively influence increasing organizational innovation (Zuraik & Kelly, 2019).

Research by Goddess (2018), Khan et al. (2020), Knezovi et al. (2021) revealed a significant influence between transformational leadership and innovative work behavior. In other words, the more influential the transformational leadership, the more effective the innovative work behavior will be. Based on this description, the following hypothesis was formulated:

H1: Transformational leadership has a positive and significant effect on innovative work behavior

Transformational leadership helps identify the importance of work for followers through knowledge sharing (Rosso et al. 2010). (Xenikou & Simosi, 2006) suggest that a transformational management approach ensures continuous skills improvement through various learning platforms and sharing ideas. It has been found that knowledge sharing is highly correlated with leadership style, which motivates employees to act and challenges the process (Lin and Hsiao, 2014). Leadership charisma adds to the need to enable organizations to assimilate, disseminate, and utilize this knowledge (Garcia et al., 2012). Transformational leaders direct individuals and organizations through basic knowledge and systems (explicit and implicit),

Knowledge management and knowledge sharing are two of the most important policies that most organizations follow to survive in a competitive world. Most organizations are very concerned about the type of management for the kind of knowledge required for their advancement. Explicit or formal knowledge sharing can be done through standard compliance management. However, the fundamental reality is that most of the information is stored in the individual and collective experiences of the workforce. This kind of knowledge is known as tactical knowledge. Tactical knowledge is tacit knowledge that is often difficult to express and transfer (Bollinger & Smith, 2001). It includes lessons from practical experience, assessment of knowledge held in the minds of employees (Clarke &

Son et al. (2020) and Dwivedi et al. (2020) revealed a significant influence between transformation leadership and knowledge sharing. Evidence from these studies has shown that

transformational leadership is undoubtedly related to knowledge sharing, so the formula of the hypothesis:

H2: Transformational leadership has a positive and significant effect on knowledge sharing

Danish et al. (2014) define knowledge sharing as an opportunity for workers to learn from each other and stimulate organizational learning. Knowledge sharing is strongly influenced by the proper administrative leadership style (Alshamsi and Ajmal, 2018). Schwaer et al. (2012) define knowledge sharing as an individual's activity of sending or receiving knowledge from others to create new knowledge. It also refers to exchanging information about assignments and feedback on procedures to formulate new ideas, deal with problems, and achieve desired goals (Wang and Noe, 2010; Cummings (2004).

Hooff and Weneen (2004) in Chaar et al. (2020) knowledge sharing involves two main dimensions, namely, knowledge donating and knowledge collecting. Knowledge donation is related to individual readiness to communicate enthusiastically with others (Daroch & McNaughton, 2002). It is defined as an interactive process that communicates personal intellectual capital to coworkers (Jantunen, 2005). Knowledge donation is the process of providing knowledge by building communication between individuals (Hooff & Weenen, 2004). This indicator is measured from respondents' responses to nurses who contribute and provide new knowledge to other nurses in one organization.

Knowledge collecting involves consulting people to gain knowledge (Daroch & McNaughton, 2002). It refers to acquiring knowledge from other individuals through consultation and persuasion (Lin, 2007). This indicator is measured from respondents' responses to their skills and new things told to other nurses in the same organization. These two knowledge-sharing processes build a good reputation in the business, which enhances the relationship of potential business partners, thereby improving innovation development (Chaar et al. 2020).

Innovation is translated as a process in which economic or social value is extracted from knowledge through the transformation of knowledge to produce new products or processes that society can use (Raykov, 2014).

Innovation is a competitive advantage for the survival of the company. The service industry needs continuous innovation to maintain its customer base. It is also proven that employees with higher education and knowledge directly affect the organizational capacity to implement innovation (Raykov, 2014). Nonetheless, contemporary organizations have tried to maintain their market competitiveness by leveraging more innovative knowledgeable human resources. Finally, the study focuses on the need for human capital and a knowledgeable workforce to meet productivity and innovation-related organizational challenges.

Mura et al. (2013) found knowledge sharing contributes positively to innovative work behavior. In addition, however, knowledge sharing enables employees to impart knowledge to other workers and allows others to acquire helpful knowledge (Kuo et al., 2014).

Research conducted by Laily et al. (2020), Akram et al. (2019), Munir (2019), Maulana et al. (2018), and research conducted by Abukhait et al. (2018) revealed that there is a positive and significant influence between knowledge sharing on innovative work behavior. Therefore, it proposes that knowledge contribution and knowledge gathering have a positive impact on the creative work behavior of individuals in organizations. so that researchers can formulate the following hypotheses:

H3: Knowledge sharing has a positive and significant effect on innovative work behavior

Kleysen and Street (2001) in Purwanto et al. (2021) define innovative work processes as the overall behavior of individuals that leads to the implementation of new and profitable things. Innovation work behavior is an individual's ability to make some changes. Innovation work behavior is also defined as individual actions to create new ways of completing their work. Gaynor (2001) in Purwanto et al. (2021). Jong and Hartog (2008) in Purwanto et al. (2021) describes four aspects of innovative work behavior: Opportunity Exploration, Idea Generation, Champion, and Application.

Leaders who encourage employees to integrate new knowledge and support them to use this knowledge in internal processes enable them to apply changes that significantly affect innovation (Birasnav et al., 2013). According to Ratih et al. (2016), building a culture that supports knowledge can increase the willingness of colleagues to contribute understanding which affects the quality of the company's innovation ability. In addition, providing organizational members with skills and knowledge enables them to use them to adopt new practices (García et al. 2012).

Providing knowledge management arrangements to extract and exploit knowledge to achieve organizational goals is essential for an innovative climate (Ramezani et al., 2017). Ribiere & Sitar (2003) in Chaar et al. (2020) stated that supporting the implementation of knowledge activities in organizations and supporting knowledge sharing processes play an essential role in increasing innovation. Improving the quality of employees' interactive abilities will encourage them to acquire new knowledge (Yli et al. 2001). Likewise, inspiring staff creativity by sharing a vision will increase knowledge sharing (Haase et al., 2015). Leaders, through their support, can encourage alliances and the creation of cohesive work teams that stimulate knowledge sharing for further organizational innovation (Bettis-Outland, 2012).

Research conducted by Afsaret all. (2019) and research conducted by Chaar (2020) revealed a positive and significant relationship between transformational leadership and innovative work behavior mediated by knowledge sharing. Based on these arguments, the researcher can formulate the following hypothesis:

H4: Knowledge sharing mediates the relationship between transformational leadership and innovative work behavior

From the formulation of the hypothesis, the conceptual framework can be described as follows:



Figure 1. Conceptual Framework

Research Methods

This research was conducted at the R. Soedjono Public Hospital, Selong District, East Lombok Regency, West Nusa Tenggara Province. The object of this research has similarities with researchers regarding the variables studied, such as transformational leadership, innovative work behavior, and knowledge sharing. The sample of this study was 191 nurses who provided direct services to patients.

Measurement of Transformational leadership adopted from the concept proposed by Yukl (2013) and Northhouse (2013) consisting of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. The measurement of Innovative work behavior is adopted from the concept proposed by Janssen (2000), with indicators that are creating ideas (idea generation), sharing ideas (idea promotion), and realization of ideas (idea realization). Finally, the measurement of

Knowledge sharing is adopted from the concept proposed by Hooff and Weneen (2004), which consists of Donating and Collecting Knowledge.

Inferential statistical testing is done by testing Partial Least square (PLS). PLS is a variant-based structural equation analysis that can simultaneously try the measurement model and test the model (Abdillah & Jogiyanto, 2015). PLS is an analytical method that is not based on many assumptions. With the PLS method, the model being tested can be used to believe that the data material does not have to be normally distributed (Ghozali and Latan, 2015).

Research Result

Measurement Model

Testing with the PLS approach is practical because this test is not limited by the fulfillment of normally distributed data and limitations on the number of data samples. Data analysis with the PLS approach was carried out by evaluating the measurement model and structural model. The value of composite reliability and Cronbach's alpha from the research model can be seen in Table 1.

Table 1. Quality Criteria

Variable	AVE	Composite Reliability	Cronbach's Alpha
Transformational Leadership	0.576946	0.981911	0.981009
Innovative Work Behavior	0.765345	0.958013	0.948779
Knowledge Sharing	0.576568	0.937322	0.926372

It can be seen in Table 4.15. that the composite reliability value of each variable is more significant than 0.70 as the cut-off value. Likewise, the value of Cronbach's alpha follows the recommended value (> 0.70). Therefore, the internal consistency is concluded to have been fulfilled.

Discriminant Validity

The following condition that must also be fulfilled is that the square root value of the AVE of each variable must be greater than the correlation value with other variables.

Table 2. Latent Variable Correlation

Variable	<i>Innovative Work Behavior</i>	<i>Knowledge Sharing</i>	<i>Transformational Leadership</i>
Transformational Leadership	0.863885	0.756479	0.75957*
Innovative Work Behavior	0.87484*		
Knowledge Sharing	0.705778	0.759321*	

The correlation value between these indicators has met discriminant validity. Based on the stages of testing the measurement model, it has been proven that the research model has fulfilled all the stages of testing. Therefore, the structural model test phase can be carried out. A structural model test is used to determine whether the proposed hypothesis is accepted.

Determination

The value of determination (Q^2) resulting from the evaluation of this research model is 0.894, meaning that the diversity of data that can be explained by Transformational Leadership and Knowledge

Sharing in influencing the Innovative Work Behavior of Nurses is 89.4%. In contrast, the rest is explained by other variables not included in this research model, such as leadership, work culture, and personality.

The hypothesis will be supported at a significance level of 0.05 (5%). The results of the significance level test can be seen in table 3.

Table 3. Structural Model Test Results

Effect Between Variables	Coefficient	T-Statistics	P- Value	Information
<i>Transformational Leadership -> Innovative Work Behavior</i>	0.864	38.812	0.000	Significant
<i>Transformational Leadership -> Knowledge Sharing</i>	0.757	22.981	0.000	Significant
<i>Knowledge Sharing -> Innovative Work Behavior</i>	0.122	1.409	0.080	Not significant
<i>Transformational Leadership -> Knowledge Sharing -> Innovative Work Behavior</i>	0.092	32.384	0.000	Significant

The first hypothesis (H1) in this study states, "The transformational leadership has a positive and significant influence on the innovative work behavior of nurses at R. Soedjono Public Hospital." Through hypothesis testing with PLS with test results showing that the coefficient value is 0.864 with a P-value of 0.000. When compared with a significance level of 0.05 (5%), then $P\text{-value} > \text{Significance Level}$, which is significant, concludes that the second hypothesis is accepted.

The second hypothesis (H2) in this study states, "The transformational leadership has a positive and significant influence on the knowledge sharing of nurses at R. Soedjono Public Hospital." Through hypothesis testing with PLS with test results showing that the coefficient value is 0.757 with a P-value of 0.000. When compared with a significance level of 0.05 (5%), then $P\text{-value} > \text{Significance Level}$, which means it is significant, concludes that the second hypothesis can be accepted.

The third hypothesis (H3) in this study states, "The knowledge sharing has a positive and significant influence on the innovative work behavior of nurses at R. Soedjono Public Hospital." Through hypothesis testing with PLS with test results showing that the coefficient value is 0.122 with a P-value of 0.080. When compared with a significance level of 0.05 (5%), then the $P\text{-value} > \text{Significance Level}$ is significant, concluding that the third hypothesis is not accepted/rejected.

The fourth hypothesis (H4) in this study states, "The transformational leadership has a positive and significant influence on the innovative work behavior of nurses mediated by knowledge sharing at R. Soedjono Public Hospital." Through hypothesis testing with PLS, the test results show that the coefficient value is 0.092 with a P-value of 0.000. When compared with the significance level of 0.05 (5%), the $P\text{-value} < \text{Significance Level}$, which means significant, concluding that the fourth hypothesis is accepted.

Discussion

The Effect of Transformational Leadership on Innovative Work Behavior

The results showed that Transformational Leadership significant effect Innovative Work Behavior. Transformational Leadership felt by nurses at R. Soedjono Public Hospital can improve the innovative work behavior of nurses at work, meaning that the more effective Transformational Leadership is, the higher the Innovative Work Behavior of nurses. On the other hand, the more ineffective the

Transformational Leadership, the lower the Innovative Work Behavior of nurses at R. Soedjono Public Hospital.

According to Robbin (2008), transformational leadership is a leader who inspires his followers to put aside their interests for the organization's good, and they can have a tremendous influence on their followers. They pay attention to the self-development needs of their followers, change their followers' awareness of existing issues by helping others see old problems in new ways, and be able to please and inspire followers to work hard to achieve common goals.

This finding is consistent with the statement that leaders who support organizational change by communicating a clear vision lead to more significant product innovation (Liao et al., 2017). In addition, leaders who demonstrate inspirational motivation create an environment that promotes inspiration and the ability of organizational members to be innovative, which in turn provides them with direction to successfully develop new products and processes (Zheng et al. 2016).

The results of this study are in line with the results of research conducted by Khan et al. (2020), the revealed that Transformational leadership has a significant positive effect on innovative work behavior. Robbins (2003) states that leadership style is a strategy or ability to influence a group towards achieving goals. Chaar et al. (2020) 's research results also revealed that transformational leadership positively influences innovation.

The Effect of Transformational Leadership on Knowledge Sharing

The results showed that Transformational Leadership significant effect on Knowledge Sharing of nurses at R. Soedjono Public Hospital. Transformational Leadership felt by nurses at R. Soedjono Public Hospital can increase Knowledge Sharing at work, meaning the more effective Transformational Leadership is the higher Knowledge Sharing. On the other hand, the less effective Transformational Leadership is, the lower the Knowledge Sharing of nurses at R. Soedjono Public Hospital.

According to Carmeli et al. (2011), Ugurlu and Kizildag (2013) that leaders who can intellectually stimulate followers will strengthen the process of knowledge sharing and problem-solving. Furthermore, according to Cheung and Wong (2011) and Yaghoubi et al. (2016), leaders' concerns can encourage knowledge-sharing practices and the transfer of knowledge among employees. Furthermore, according to Yaseen (2010), leaders can understand the needs of their subordinates and spend time teaching to develop their strengths.

The results of this study are in line with the findings of Lin (2007), who emphasized that leadership support makes employees eager to share knowledge. Transformational leadership forms a culture in consent of employee knowledge-sharing behavior. An organizational culture that focuses on knowledge sharing paved the way for realizing ability sharing among employees (Le & Lei, 2017: 483).

This result is also supported by previous research conducted by Baytok et al. (2014), which shows that leaders who strengthen respect among employees can maintain norms that promote a culture of knowledge sharing.

The Effect of Knowledge Sharing on Innovative Work Behavior

The results showed that Knowledge Sharing positive but had no significant effect on Innovative Work Behavior. Therefore, knowledge-sharing among nurses at R. Soedjono Public Hospital has not been able to improve nurses' innovative work behavior comprehensively. However, it means that there is knowledge sharing or not for nurses at R. Soedjono Public Hospital; Innovative Work Behavior remains high.

The results of this study are not in line with the results of research conducted by Nguyen et al. (2020), which revealed that donating knowledge has a positive effect on innovative work behavior and the process of gathering knowledge has a positive impact on creative work behavior.

This finding is in line with the research of Kamasak and Bulutlar (2010), which concluded that the contribution of knowledge had an insignificant relationship with exploratory innovation, and the findings of Wang and Rode (2010), which showed that implicit knowledge was not associated with creation, while explicit knowledge had a positive relationship. With quality and speed of innovation. However, these findings also coincide with those of Akram et al. (2017), which state that knowledge sharing plays a positive role in creating, encouraging, and implementing new ideas beneficial to the organization. Furthermore, this finding agrees with Mura et al. (2013), who argue that organizations that support their employees in sharing knowledge can expect to generate new thinking, thereby enabling innovative activities.

The results of this study indicate the average age of the respondents ranged from 27 years to 37 years. This age is a productive age that always wants change or something new in innovations. Therefore, they need transformational leadership that can encourage and motivates them in managing the completion and achievement of tasks so that organizational goals can be achieved. In addition, at that age, a person sometimes feels inexperienced, so they need more leadership direction in achieving organizational goals in line with the opinion of Spisak et al. (2013), who found that younger respondents were more passionate about change while older respondents were more inclined towards stability.

The Effect of Transformational Leadership on Innovative Work Behavior with Knowledge Sharing as a mediating variable

The results showed that Transformational Leadership significant effect Innovative Work Behavior through Knowledge Sharing. Transformational Leadership perceived by nurses at R. Soedjono Public Hospital can improve the innovative work behavior of nurses working through Knowledge Sharing. It means that the higher the Knowledge Sharing, the more influential the Influence of Transformational Leadership on the Innovative Work Behavior of Nurses at R. Soedjono Public Hospital.

The results of this study are in line with research conducted by Chaar et al. (2020) revealed that knowledge sharing mediates the association of transformational leadership and innovation; in addition, these findings are consistent with the findings of the study by Paulsen et al. (2013) that a supportive and encouraging climate will help every member of the workplace to feel comfortable exchanging knowledge which ultimately leads to innovation.

Similarly, Alnesr & Ramzani (2019) show that transformational leadership promotes and encourages knowledge sharing among employees, thereby helping to foster innovation. Anh et al. (2019) revealed that transformational leaders encourage knowledge sharing through experimentation, communication, and dialogue because followers feel challenged to find innovative solutions.

Conclusion

The conclusions that can draw are:

1. Transformational Leadership has a positive and significant effect on the Innovative Work Behavior of nurses at R. Soedjono Public Hospital. Transformational Leadership felt by nurses at R. Soedjono Public Hospital can improve nurses' innovative work behavior at work.
2. Transformational Leadership has a positive and significant influence on the Knowledge Sharing of nurses at R. Soedjono Public Hospital. In addition, transformational Leadership felt by nurses at R. Soedjono Public Hospital can improve nurses' innovative work behavior at work.

3. Knowledge Sharing has a positive but not significant effect on the Innovative Work Behavior of nurses at R. Soedjono Public Hospital. It means that the presence or absence of knowledge and experience sharing between nurses in innovative work behavior remains high because it is influenced by several factors, including Education, Motivation, Work Experience, Compensation/Incentives, Self Confidence/Self Efficacy, and Organizational Climate.
4. Transformational Leadership significant effect on Innovative Work Behavior through Knowledge Sharing. Transformational Leadership felt by nurses at R. Soedjono Public Hospital can improve the innovative work behavior of nurses working through Knowledge Sharing. It means that the higher the Knowledge Sharing, the more influential the Influence of Transformational Leadership on the Innovative Work Behavior of nurses at R. Soedjono Public Hospital.

Recommendation

Based on the conclusions above, the suggestions that can be submitted are as follows:

1. Researchers hope that this research can be considered for organizations and leaders in improving human resources.
2. R. Soedjono Public Hospital should be able to maintain and improve the type of transformational leadership to enhance nurses' innovative work behavior.
3. R. Soedjono Public Hospital is expected to apply a transformational leadership style, namely, leadership that can motivate followers to be more innovative in realizing their interests continue to translate the organization's mission and vision.
4. Hospital leader R. Soedjono Public Hospital must create a knowledge-friendly environment to promote sharing experiences and knowledge by encouraging and facilitating teamwork and community practice.
5. Hospital leader R. Soedjono Public Hospital should provide a nurturing and supportive climate that motivates staff to engage in knowledge-sharing activities such as sessions, conferences, workshops, and social events outside the workplace.

Research Implications

After doing research and testing the analysis of the theory built in this study, it was found that the idea is accurate and proven. Therefore, if the leader wishes to improve Innovative Work Behavior, the leader must pay attention to Transformational Leadership and Knowledge Sharing. In addition, the existence of a Knowledge Sharing variable as a variable that can be influenced by Transformational Leadership, and can affect innovative work behavior variables, then Knowledge Sharing can be used as a mediating or intervening variable.

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