



# INTERNATIONAL JOURNAL OF CREATIVE RESEARCH THOUGHTS (IJCRT)

An International Open Access, Peer-reviewed, Refereed Journal

## THE EFFECT OF TRANSFORMATIONAL LEADERSHIP AND WORK ENGAGEMENT ON INNOVATIVE WORK BEHAVIOR WITH KNOWLEDGE SHARING AS A MEDIATOR : RESEARCH PROPOSAL

<sup>1</sup>Siska Arisandi, <sup>2</sup>Dr. Pantius Drahen Soeling, M.Si

<sup>1</sup>Graduate Program Scholar, <sup>2</sup>Associate Professor, pantiusdrahen@gmail.com

<sup>1</sup>Faculty of Administrative Science,

<sup>1</sup>Universitas Indonesia

**Abstract:** Innovation plays a major role in the sustainability of the organization. The role of human resources is very important to improve innovative work behavior. Many factors influence innovative work behavior. Researchers used four variables according to the locus of research conducted at Palembang Metropolitan Police Station. The variables are transformational leadership, work engagement, knowledge sharing, and innovative work behavior. There are eight hypotheses proposed in this study as empirical research that aims to determine the effect of transformational leadership and work engagement on innovative work behavior with knowledge sharing as a mediator. The research was conducted in the public sector, namely the Indonesian National Police (POLRI), precisely at the Palembang city Police Resort. Respondents in this study will be distributed to 350 personnel of Palembang city Police Resort as a plan. The research method used was SEM-PLS. The data calculation was carried out by using SMART PLS 3.

**Keywords:** Transformational Leadership, Work Engagement, Knowledge Sharing, Innovative Work Behavior

### I. INTRODUCTION

Science Technology has changed civilization in such a way and provided many significant impacts. Many things that were previously considered impossible, have now been transformed into things that are beneficial for humans. Therefore, the success of an institution or organization is highly dependent on the quality of its human resources. Mathis and Jackson (2006) define HR as an arrangement of various formal systems that aim to maintain that HR talents and interests can be used effectively and efficiently so that the goals and objectives of an organization are realized. Superior human resources can be judged by their ability to adapt to all existing conditions. One example is the situation of the COVID-19 pandemic which is currently a frightening specter globally. This pandemic situation has caused many shifts, such as the lockdown system, changes in habits, lifestyle changes, and others. It is possible that because of this situation, big challenges will arise in the future that must be faced. Thus, innovative human resources are needed so that survival continues to run well.

Based on global innovation index data from 2018 to 2020, it is known that Indonesia still occupies the same position from year to year, which is at number 85. This position is still far below the position of neighboring countries such as Singapore. Singapore in this case managed to rank 8 (eight) in 2020. This indicates that innovation from the Indonesian nation is still low. For this reason, there is a need for awareness and support from all parties in Indonesia, including government and private officials and all Indonesian people. The hope is the creation of competent and competitive human resources so that they can catch up. One of the most influential government apparatus in this regard is the POLRI. The reason is that POLRI is a public organization whose duties cover all lines of society. Therefore, POLRI needs to move quickly to adapt to the existing situation. In addition, it is also hoped that their main duties as the personnel of the POLRI can be carried out optimally and are well received by the community.

Innovation is a form of transformation effort considering that innovation is a step that aims to market the products and services of an organization to the public so that the organization can continue to survive and be accepted by the environment and compete with other organizations (Sechermy, Meyer and Dammer, 2013). Scott and Bruce (1994) emphasize that the will and actions of employees or human resources are the keys to achieving organizational innovation. This shows that the role of HR is very influential in creating innovation in an organization. One thing that needs to be focused on is to always keep abreast of changes, namely through the innovative

work behavior (IWB) of the POLRI HR itself. This is because every person or individual in an organization has a contribution to organizational development (Janssen, 2000).

Therefore, POLRI needs a lot of human resources (HR) who have Innovative Work Behavior (IWB) so those creative ideas can be created. Through the IWB, their role as state apparatus is expected to be able to provide excellent service to the community and carry out their main tasks and realize the vision and mission of the Indonesian National Police optimally. As stated by Nonaka and Takeuchi (1995), it is mentioned that innovative work behavior (IWB) generally occurs at the individual level because individuals can generate new ideas that regularly reflect broad shifts in perspective and reorientation of existing activities (Naveh and Erez, 2004).

Many variables support the realization of innovative work behavior. In this case, the researcher chose transformational leadership, work engagement, and knowledge sharing. The consideration is that this variable has been adjusted to the locus of research conducted at Polrestabes Palembang. Transformational leadership has a positive role in innovative work behavior which is in line with research conducted by Choi et al., (2015). In his research, it was found that Transformational Leadership (TL) affects Knowledge sharing and Innovative Behavior. Similarly, the research conducted by Woocheol Kim and Jiwon Park (2017) found that Knowledge Sharing affects Innovative Behavior. Research conducted by Suk Bong Choi, et al (2014) also shows that Transformational Leadership (TL) has a significant influence in shaping Innovative Work Behavior (IWB). The results of his research revealed that knowledge sharing and POS positively moderate the relationship between Transformational Leadership (TL) and Innovative Work Behavior (IWB). Meanwhile, Woocheol Kim, et al. (2017) in their research showed that Employee Work Engagement increases employee knowledge sharing and Innovative Work Behavior (IWB). Knowledge sharing in their research is also known to increase Innovative Work Behavior (IWB). In this correlation mechanism, employee work engagement and knowledge sharing act as significant mediators.

Referring to the results of several previous studies, it can be seen that Innovative Work Behavior is mostly carried out in private organizations, thus encouraging researchers to conduct the same research but in public organizations. The selected public organization in this case is the POLRI institution. The target object is POLRI personnel on duty at Polrestabes Palembang. The focus of the study in this research is the influence of Transformational Leadership (TL) and Work Engagement (WE) on Innovative Work Behavior (IWB) through Knowledge Sharing (KS) as a mediator. This characteristic is the main difference between this study and previous studies.

## II. THEORETICAL FRAMEWORK

The variables of this study consisted of the dependent variable, the intervening variable, and the independent variable. This study used innovative work behavior as the dependent variable and knowledge sharing as the intervening variable. Transformational leadership and work engagement were taken as independent variables.

### 2.1 Transformational Leadership

Transformational leadership according to Burn (1978) is leadership that occurs when there is a relationship between the leader and his followers in such a way that a relationship arises to lift each other to the level of motivation and morality. According to Burn (1978), Transformational Leaders are also able to teach members or followers to become leaders for themselves and encourage them to be active in the change movement. This transformational leadership was later developed by Bass so that he (1985) explained that transformational leadership will be realized when leaders prioritize the interests of their employees so that they generate motivation and encouragement from themselves to be loyal and provide optimal performance for the benefit of the organization. Bass (1990) also states that Transformational Leadership (TL) does not recognize an exchange, give and take relationship between leaders and subordinates, but rather to inspire and motivate employees or to do more than what the organization expects. According to Luthans (2006), on the one hand, transformational leadership is defined as leadership whose approach is not coercive and rigid, but rather an effort to change the way of thinking and awareness to arouse the enthusiasm of the employees. Thus, it is hoped that they will optimize their performance to achieve organizational goals.

### 2.2 Work Engagement

Engagement is an emotional, cognitive and behavioral state that focuses on the choice of organizational outcomes (Shuck and Wollard, 2010). The term work engagement (WE) was first introduced by William Kahn in 1990. Khan explained that work engagement (WE) is a condition in which employees are not only bound and focused only on their work but also emotionally attached to their organization. Khan (1990) also explained that there are three aspects of work engagement (WE), which consist of cognitive, emotional, and behavioral aspects. Employees with a high level of engagement in their organization will have concern for the operational environment, carry out their work enthusiastically, speak positively and be able to work together with other employees and do more than what the organization expects.

### 2.3 Knowledge Sharing

Nonaka & Takeuchi (1995) convey the definition that knowledge sharing is an exchange of knowledge possessed by an individual with joy or voluntarily without any coercion from others where he then understands the process. The purpose of the process of exchanging knowledge and skills involving individuals and organizations is to create and disseminate knowledge to generate new ideas. This new idea will then be processed into products and services that will be combined with technology. The purpose of this is the goal that the organization can operate more efficiently. The understanding of knowledge sharing according to Liebowitz (2001) is to stimulate organizations to create or realize knowledge which will then be transformed into greater power. Knowledge sharing is also

defined as a culture of social interaction that includes the exchange of knowledge, experience, and expertise of employees through the organization (Hogel et al., 2003).

## 2.4 Innovative Work Behavior

Many researchers stated that creativity and innovation are two different concepts where creativity involves new ideas while innovation is the generation and implementation of new ideas (Amabile, 1996; Pieters et al., 2010). Scott and Bruce (1994) on the one hand explained this as a multistage process in which Innovative Work Behavior (IWB) is an effort or action to seek, develop and realize new ideas and solutions that are adapted to current conditions. Janssen (2000) adds that Innovative Work Behavior (IWB) is creating a new idea on purpose where the idea will then be introduced to the public, and then applied to colleagues, groups, or organizations for the benefit of groups and organizations. De Jong & De Hartog (2008) also define Innovative Work Behavior (IWB) as an individual activity that aims to introduce a new thought that has usefulness which is then implemented into a work process or product which can be in the form of goods or methods of work procedures.

Based on the research resources from Kunter and Scott & Bruce, De Jong and Hartog (2008), they stated that there are 4 (four) dimensions of Innovative Work Behavior ( IWB ), some of them are: 1.Opportunity Exploration namely the ability of individual/employee in exploring opportunity and identifying the issues. Opportunity exploration can become an inspiration to find alternatives ( farr & Ford, 1990 in De Jong and De Hartog, 2008). 2.Idea Generation namely making a concept from an idea that has appeared in the starting dimension, further the idea is used to solve the problem / improve the performance. The concept is processed in the form of product and service or new process as a solution to overcome the problem that has been identified (Kanter, 1988; Van de Ven, 1986;Amabile, 1988). 3.Championing the idea namely according to Kleysen & Street (2001) explained that championing is a person's behaviour in trying to carry out his creative idea. In implementing the idea, a person does not need support and coalition but also he should trust his idea will succeed so that it can be implemented and potential. 4.Idea Realization (Application) namely braveness of the idea creator to be able to implement the his idea result for routine work activities and it can be realized by building, testing, developing, and promoting the idea of product, service and process offered (Van de ven, 1986;Kanter ,1988).

## III. HYPOTHESES DEVELOPMENT

### 3.1 The Effect of Transformational Leadership on Knowledge Sharing

Generally Transformasional Leadership (TL) is people who always behave positively and tend to support their subordinates to do things that can advance the organization. According to a research conducted by Suk Bong Choi, et al. (2017) they found that Transformational Leadership (TL) gives strong effect in forming Innovative Work Behavior ( IWB ) to the employees. Moreover, in this study, it is found that Transformational leadership (TL) has positive effect on knowledge sharing (KS) .

H1 : Transformational Leadership (TL) has positive and significant effect on Knowledge Sharing (KS) .

### 3.2 The Effect of Work Engagement on Knowledge Sharing

The definition of Work Engagement (WE) experiences fast development in this decade, and the most popular one is the definition that is developed by Schaufeli et al., that describes Work Engagement (WE) directs to positive thing related to the work indicated by vigor, dedication and absorption. Some previous researches as it was carried out by Woocheol Kim, et al. (2017) shows that Work Engagement (WE) has significant and positive effect on employees' intention for Knowledge Sharing (KS). And Knowledge Sharing (KS) itself is a behavior that motivates us to be proactive and tend to share the idea related to the work with their colleagues only if they are dedicated and enthusiastic with their job. It is also found in the study conducted by Kwangho Lee and Hae-Deok Sonk (2020) which stated that Work Enggagement (WE) has positive and significant effect on Knowledge Sharing (KS), as the employee has a bond with an organization then he will share his knowledge for organizational advancement.

H2 :Work Engagement (WE) has positive and significant effect on Knowledge Sharing.

### 3.3 The Effect of Transformtional Leadership on Innovative Work Behavior

Transformational leadership will be able to give inspiration to the employee to do Innovative Work Behavior ( IWB ). The study by Bilar Afsar (2018) found that Transfarmational Leadership has positive and significant effect on Innovative Work Behavior ( IWB ). The same thing is also uttered by the previous researcher namely Sung Bong Choi, et al. (2015) that in the research that they carried out towards the employees in a Korean manufacture enterprisefound that transformational leadership has effect on Innovative Work Behavior ( IWB ).

H3 :Transformational Leadership has positive and significant effect on Innovative Work Behavior ( IWB ).

### 3.4 The Effect of Work Engagement on Innovative Work Behavior

An employee that has engagement towards his organization will be motivated to give ideas or innovation for his organizational advancement. According to the research carried out by Wooheol Kim and Jiwon Park (2017) it was found that Work Engagement (WE) has effect on Innovative Work Behavior ( IWB ). It is in line with the study carried out by Upasna A. Agarwal ( 2013).

H4 : Work Engagement (WE)has positive and significant effect on Innovative Behavior.

### 3.5 The Effect of Knowledge Sharing on Innovative Work Behavior

The previous researchers found that Knowledge Sharing (KS) has positive and significant effect on Innovative Work Behavior ( IWB ). It is in line with the study carried out by Woocheol, et al. another study carried out by Sung Bong Choi, et al. (2015) also stated the same thing that Knowledge Sharing (KS) has positive and significant effect on Innovative Work Behavior (IWB). Thus, it is obtained hypothesis as below.

H5 : Knowledge Sharing has positive and significant effect on Innovative Behavior.

### 3.6 The Effect of Transformational Leadership (TL) on Work Engagement (WE)

Transformational Leadership (TL) plays an important role in Work Engagement (WE). Bass (1985) said that Transformational Leadership (TL) has strong correlation on engagement construct. Further, the previous researchers carried out by Segers, De Prins & Brouwers (2010) shows that transformational leadership has positive effect on engagement, and also the leader can create an environment that can improve his subordinates' engagement directly and indirectly. Positive leaders create and strengthen the positive effect on work effectiveness and engagement level. A research conducted by Saul, et al. (2014) stated that transformational leadership gives positive effect that is significant to work engagement.

H6 : Transformational Leadership (TL) has positive and significant effect on Work Engagement (WE)

### 3.7 The Effect of transformational leadership on Innovative Work Behavior ( IWB ) through knowledge sharing as mediator.

Transformational Leadership emphasizes on employees' trust building that promote knowledge sharing between employees and leader in an organization (Bass, 1985). Some previous researchers thought that knowledge sharing is a requirement for innovation (Brown and Eisenhard, 1995). And in the research carried out by Sung Bong Choi, et al. (2015) it was found that Transformational Leadership has positive and significant effect on Innovative Work Behavior ( IWB ) through Knowledge Sharing.

H7 : Transformational Leadership has positive and significant effect on Innovative Work Behavior ( IWB ) through Knowledge Sharing.

### 3.8 The Effect of Work Engagement (WE) on Innovative Work Behavior ( IWB ) through knowledge sharing as mediator.

An organization can improve innovation by promoting and strengthening their employees' Innovative Work Behavior ( IWB ) through knowledge sharing. In the previous research that was conducted by Kim dan Park (2017), it was found that employee work engagement has positive effect on knowledge sharing and Innovative Work Behavior ( IWB ). Besides, it was also found that knowledge sharing has positive effect on Innovative Work Behavior ( IWB ). As well as a study that was carried out by Kwangho Lee and Hae-Deok Song (2020), it was found that Work Engagement (WE) influences Innovative Work Behavior ( IWB ) and knowledge sharing also influences Innovative Work Behavior ( IWB ). Thus, from some previous researches are obtained hypothesis as follows:

H8 : Work Engagement (WE) has positive and significant effect on Innovative Work Behavior ( IWB ) through Knowledge Sharing.

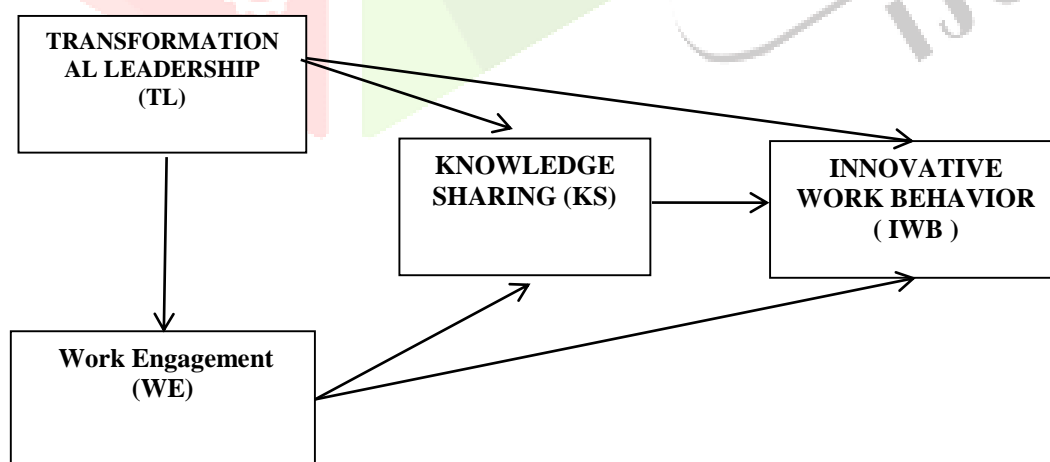


Figure 1. Model Analysis

## IV. CONCLUSION

Human resources that have innovative work behavior are very needed by an organization to maintain the continuity of the organization itself. The more human resources that have innovative work behavior the better innovation created and it means the organizational objectives will be easily achieved. *Polri* (the National Police) as one of container in a public organization has great duty and responsibility towards the society so that they are demanded to be able to fulfil all society's expectation in realizing society's order and safety.



Based on literature review transformational Leadership (TL) helps the employees to obtain their strength and their uniqueness and provide opportunity to the employees to develop their knowledge and cooperative competency in creating and improving Innovative Work Behavior (IWB) in the level of personal and institution's innovation (Bass, 1999; Bass et al., 2003; Bass dan Riggio, 2006). It is in line with the research conducted by Sung Bong Choi, et al (2015), in the research it is found that transformational leadership has effect on Innovative Work Behavior (IWB). Meanwhile, work engagement (WE) refers to the condition of positive and satisfied thought and related to work indicated by using vigor, dedication and absorption (Schaufeli et al., 2002). The previous researchers mentioned that Work Engagement (WE) gives positive contribution towards the employees' intention to do Knowledge Sharing (KS). Knowledge Sharing (KS) is a behaviour that motivates ourselves and being proactive to share the idea and skill to colleagues and employees tend to be willingly share their knowledge and skill to their colleagues if they are dedicated and enthusiastic with their job (Chen et al., 2011). Another research also shows that Employee Engagement influences employees' Innovative Behavior (Agarwal et al., 2012; Spiegelaere et al., 2016).

## REFERENCES

- [1] Abdillah, W., Hartono. (2015). Partial Least Square (PLS). Penerbit Andi. Yogyakarta.
- [2] Amabile, T. M. (1993). Motivational synergy: toward new conceptualizations of intrinsic and extrinsic motivation in the workplace. *Hum. Res. Manag. Rev.* 3, 185-201. doi: 10.1016/1053-4822(93)90012-S.
- [3] Akhavan P., Hosseini S.M., Abbasi M., & Manteghi M. 2015. Knowledge-Sharing Determinants, Behaviors, and Innovative Work Behaviours, *Aslib Journal of Information Management*. Vol. 67(5). 562-591.
- [4] Ariyani, N., & Hidayati, S. (2018). Influence of transformational leadership and work engagement on innovative behavior. *Etikonomi*, 17(2), 275-284.
- [5] Agarwal, U. A., Datta, S., Blake-Beard, S., & Bhargava, S. (2012). Linking LMX, innovative work behaviour and turnover intentions. *Career development international*.
- [6] Arikunto, S. 2010. *Prosedur Penelitian Suatu Pendekatan Praktik*. Jakarta: Rineka Cipta.
- [7] Augusty Ferdinand. 2006. *Metode Penelitian Manajemen : Pedoman Penelitian Untuk Penulisan Skripsi, Tesis, dan Disertasi Ilmu Manajemen*. Semarang: Badan Penerbit Universitas Diponegoro.
- [8] Aditya, D.N.R. & Ardana, K. 2016. "Pengaruh Iklim Organisasi, Kepemimpinan Transformasional, Self Efficacy terhadap Perilaku Kerja Inovatif". *E-Jurnal Manajemen Unud*. Vol. 5 (3): 1801-1830.
- [9] Avolio, B.J., Bass, B.M. and Jung, D.I. (1999), "Re-examining the components of transformational and transactional leadership using the multifactor leadership", *Journal of Occupational and Organizational Psychology*, Vol. 72 No. 4, pp. 441-462.
- [10] Bambang Prasetyo dan Lina Miftahul Jannah, 2010, *Metode Penelitian Kuantitatif: Teori dan Aplikasi*, Jakarta: PT Raja Grafindo persada
- [11] Blaxter, Loraine., Christina Hughes and Malcolm Tight. (2001). *How to Research* (second Edition). Buckingham: Open University press.
- [12] Bass, Bernard M. dan Ronald E. Riggio. (2006). *Transformational Leadership Second Edition*. Mahwah, New Jersey London: Lawrence Erlbaum Associates, Publishers.
- [13] Bass, Bernard M. (1985). Leadership: Good, better, best. *Organizational Dynamics*, Vol. 13, pp. 59-80.
- [14] Bass, B.M. 1990. *Bass and Stogdill's Handbook of Leadership: Theory, Research and Managerial Applications*, 3rd ed. New York: Free Press.
- [15] Basu, R., & Green, S.G., 1997. Leader Member Exchange and Transformational Leadership; An Empirical Examination of Innovative Behaviors in Leader Member Dyads, *Journal of Applied Social Psychology*, 27: 477-499.
- [16] Bilal Afsar and Mariam Masood, Waheed Ali Umran, 2019. The role of job crafting and knowledge sharing on the effect of transformational leadership on innovative work behavior.
- [17] Bilal Afsar, 2015. The impact of person-organization fit on innovative work behavior The mediating effect of knowledge sharing behavior.
- [18] Burns, J. M. (1978). *Leadership*. New York: Harper & Row.
- [19] Bani-Melhem, S., Zeffane, R., & Albaity, M. (2018). Determinants of employees' innovative behavior. *International Journal of Contemporary Hospitality Management*.
- [20] Chen, Ching-Wen. (2011). Modeling and initiating knowledge management program using FQFD: a case study involving a healthcare institute. *Qual Quant* 46(889-915).
- [21] Cheng Ming-Yu, Jessica Sze-Yin Ho, dan Pei Mey Lau. 2009. "Knowledge Sharing in Academic Institutions: a Study of Multimedia University Malaysia". *Electronic Journal of Knowledge Management Volume 7 Issue 3*, (Hal: 313 – 324) (Online), (<http://www.ejkm.com/volume7/issue3/p313>)
- [22] Choi, H. J. & Kim, J. N. (2015). The Effects of Balance Training and Ankle Training on The Gait of Elderly People Who Have Fallen. *Journal of Physical Therapy Science*, 27(1), 139-142. <http://doi.org/10.1589/jpts.27.139>.
- [23] Choi, S. B., Kim, K., Ullah, S. E., & Kang, S. W. (2016). How transformational leadership facilitates innovative behavior of Korean workers. *Personnel Review*.
- [24] Cooper, D.R. dan Schindler, P.S. (2014). *Business Research Methods*. McGraw-Hill, New York.
- [25] Creswell, Jhon W. 2016. *Research Design Pendekatan Kualitatif, Kuantitatif, dan Mixed*. Yogyakarta: Pustaka Pelajar.
- [26] De Jong, J.P.J. & Den Hartog, D. 2008. "Innovative Work Behavior Measurement and Validation". EIM Research Report. Zoetermeer
- [27] Etikariena, A. (2018). Perbedaan Perilaku Kerja Inovatif Berdasarkan Karakteristik Individu Karyawan. *Jurnal Psikologi*, 17(2), 107- 118.
- [28] Fornell, C and Larcker, D. F. 1981. Evaluating Structural Equation Models with Unobservable Variables and Measurement Error. *Journal Of Marketing Research*, 18 (1): 39-50
- [29] Garg, S., & Dhar, R. (2017). Employee service innovative behavior. *International Journal of Manpower*.
- [30] Gibson, J.L., Ivancevich, & John M. (2006). *Organizations Behavior Structure Processes* 12th Edition. McGraw Hill.
- [31] Ghozali, Imam, 2011, *Struktural Equation Modeling Metode Alternatif Dengan Partial Least Square (PLS) Edisi 3*, Badan Penerbit Universitas Diponegoro. Semarang.

- [32] Hogel, M. P. (2003). Team-level antecedents of individuals' knowledge networks. *Decision Sciences*, 34, No 4, 741-770.
- [33] Hair, Joseph E, Jr et al. 2014. *A Primer on Partial Least Square Squares Structural Equation Modeeling {PLS-SEM}*. SAGE Publications, Inc. California. USA.
- [34] Janssen, O. 2000. "Job Demands, Perceptions of Effort–Reward Fairness and Innovative Work Behaviour". *Journal of Occupational and Organizational Psychology*. Vol. 73: 287–302.
- [35] Kanter, R.M. (1988). When a thousand flowers bloom: structural collective and social conditions for innovation in organization. In B.M. Staw & L.L. Cummings (Eds.). *Research in organization behavior* (10, 93-131). Greenwich: JAI Press.
- [36] Kahn, W.A. (1990). Psychological Conditions Of Personal Engagement And Disengagement at Work. *Academy of Management Journal*. Vol 33, pp 692- 724.
- [37] Kleysen, R.F., & Street, C.T. (2001). Toward a Multi-dimensional Measure of Individual Perilaku inovatif. *Journal of Intellectual Capital*. 2, 284-296
- [38] Kwon, K., & Kim, T. (2019). An integrative literature review of employee engagement and innovative behavior: Revisiting the JD-R model. *Human Resource Management Review*, 100704.
- [39] Liebowitz, J. 2001. "Knowledge management and its link to artificial intelligence". *Expert Systems with Application*, Vol. 20, pp. 1-6.
- [40] Luthans, F. (2006). *Perilaku organisasi edisi 10*. Yogyakarta. Andi.
- [41] Mathis, R.L. & J.H. Jackson. 2006. *Human Resource Management: Manajemen Sumber Daya Manusia*. Terjemahan Dian Angelia. Jakarta: Salemba Empat.
- [42] Nonaka, Ikujiro dan Hirotaka Takeuchi. 1995. *The Knowledge-Creating Company: How Japanese Companies Create the Dynamic of Innovation*. New York: Oxford University Press.
- [43] Naveh, Eitan, Erez Miriam, (2004), "Innovation and attention to detail in the Quality improvement Paradigm", *Management Science*, 50.(11), 1576-1586.
- [44] Neuman W. Lawrence. 2000. *Sosial Research Methods: Qualitative and Quantitative, pproaches*. Boston: Allyn and Bacon.
- [45] Nisfiannoor, Muhammad. (2009). *Pendekatan Statistika Modern Untuk Ilmu Sosial*. Jakarta: Salemba Humanika.
- [46] Upasna A. Agarwal, 2013. Examining the impact of social exchange relationships on innovative work behaviour Role of work engagement.
- [47] Robinson, D., Perryman, S., & Hayday. (2004). *The Drivers of Employee Engagement Report 408*. Brington: Institute for Employment Studies.
- [48] Sekaran, Uma. 2003. *Research Method for Business A Skill – Building Approach*, 4th Edition. Salemba Empat. Jakarta
- [49] Sevilla, G Consuelo dkk. (1993). *Pengantar metode Pennelitian*. Jakarta: UI-PRESS
- [50] Schermuly, C. C., Meyer, B & Diammer, L. (2013). Leader-member exchange and innovative work behavior. *Journal of personnel Psychology*.
- [51] Schaufeli, Salanova, Gonzalez-Roma, V., & Bakker, A. B. (2002). The Measurement of Engagement and Burnout: A Two Sample Confirmatory Factor Analytic Approach. *Journal of Happiness Studies* , 3, 71-92.
- [52] Scott, & Bruce, R. A. 1994. "Determinants of Innovative behavior: A Path Model Of Individual Innovation in the Workplace". *Academy of Management Journal*.
- [53] Steenkamp, E. M. \$ H., Van-Trijp: 1991, The use of LISREL in validating marketing constructs, *International Journal of Research Marketing* 8 (4), pp. 283-299
- [54] Spiegelaere et al., (2012) "Job Design and Innovative Work Behavior: One Size Does Not Fit All Types of Employees Issue Year: 8/2012.
- [55] Segers, J., De Prins, P., Brouwers, S. (2010). Leadership and engagement : a brief review of the literature, a proposed model, and practical implications (pp. 149-158). In Albrech, S. A. (Ed.). *Handbook of work engagement: perspektif, issues, research, and practices*. Cheltenham: MPG Books Group
- [56] Van de Ven, A.H. 1986. "Central Problems in the Management of Innovation". *Management Science*. Vol. 32 (5): 590-607.
- [57] Van Den Hoof, B & De Ridder, JA. 2004. Knowledge Sharing in Context : The Influence of Organizational Commitment, Communication Climate Use on Knowledge Sharing. *Journal of Knowledge Management*, 8(6), 117 -130.
- [58] Wollard, K. K., & Shuck, B. (2011). Antecedents to Employee Engagement: A Structured Review of the Literature. *Advances in Developing Human Resources*, 13(4) 429–446 DOI: 10.1177/1523422311431220.
- [59] Woocheol Kim dan Jiwon Park, Examining Structural Relationships between Work Engagement, Organizational Procedural Justice, Knowledge Sharing, and Innovative Work Behavior for Sustainable Organizations, 2017
- [60] Wang, X. H., Fang, Y., Qureshi, I., & Janssen, O. (2015). Understanding employee innovative behavior: Integrating the social network and leader–member exchange perspectives. *Journal of organizational behavior*, 36(3), 403-420.
- [61] Zheng, J., Wu, G., Xie, H., & Li, H. (2019). Leadership, organizational culture, and innovative behavior in construction projects. *International Journal of Managing Projects in Business*.
- [62] Zhou, J. and JM. George. 2001. When job dissatisfaction leads to creativity: Encouraging the expression of voice. *Academy of Management Journal*. 44 (4): 682696