

Transformational Leadership and Perceived Organizational Support on Innovative Work Behavior : The Mediating Role of Employee Engagement at Pegadaian Dinoyotangsi Surabaya Sub-Branch

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ABSTRACT

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Transformational Leadership, Perceived Organizational Support, Innovative Work Behavior, Employee Engagement

This study aims to examine and analyze the effect of transformational leadership and perceived organizational support on innovative work behavior through employee engagement as a mediating variable at PT. Pegadaian Dinoyotangsi Surabaya Sub-Branch. Using Saturated sampling technique as many as 49 respondents. The analysis used in this research is SEM(structural equation modeling) and PLS (partial least square) with the aid of SmartPLS4 software. The result of this study explain that transformational leadership has a positive effect on innovative work behavior. Perceived organizational support has no effect on innovative work behavior. Employee engagement has a positive effect on innovative work behavior. Tranformational leadership affects employee engagement. Perceived organizational support affects employee engagement. Employee engagement does not mediate the relationship between transformational leadership and innovative work behavior. Employee engagement mediates the relationship between perceived organizational support and innovative work behavior.

INTRODUCTION

Globalization has created increasingly fierce business competition, technological changes and a rapidly increasing level of competence urge the emergence of new ideas and strategies (Yuwono F S P, 2023). For this reason, companies need and prepare human resources who have a significant influence on the progress of the company, for this reason, high-quality human resources are needed and are able to make new innovative breakthroughs (Erlina, 2023).

According to (Sulistiawan et al., 2020) innovative work behavior is employee behavior in creating, introducing and implementing these new ideas in a job that is beneficial to the company. Sudibjo & Prameswari, (2021) say the importance of employees having the ability to create and implement innovative solutions within the company.

Companies clearly have various ways to increase innovative work behavior in their employees, this is also not an easy thing for employees, it requires support from both the leader and the company organization. Leaders have an important role in providing guidance, motivation and shaping employee behavior so that they have the drive for innovative behavior processes in the company (Baharudin & Ekowati, 2022).

At Pegadaian Cabang Pembantu Dinoyotangsi Surabaya, there is a visible problem where employees are passive in providing ideas in an effort to develop the company, not actively contributing more to the company. This situation is getting worse due to the unclear direction from the leadership and also the organization, thus affecting innovative work behavior in employees. This research focuses on Pegadaian Cabang Pembantu Dinoyotangsi Surabaya, a

state-owned company engaged in financial services that serves pawn services, micro business financing, and other related services.

Based on interviews with company employees, it was found that employees prefer to follow the flow of work and carry out orders and regulations given by the leadership, even there are employees who are less enthusiastic about developing something related to the work they are responsible for. In addition, the existence of management support that is still relatively low is shown through the key performance indicator outlet by target system where there are still many employees who do not achieve work targets because they feel the lack of support provided both from the leadership and from the organization. This has an impact on inhibiting the emergence of innovative work behavior owned by employees.

Transformational leadership is believed to be important in influencing innovative work behavior. Quoted in research (Laeli, 2017) transformational leadership is able to support the progress of employee performance, support a new, greater innovation, motivate its employees. This leadership is known to be a supporter of risk taking and inspires other individuals to develop company innovation, so that innovative work behavior is needed by employees to be able to face challenges at work and be responsible for the authority given by superiors.

Previous research shows a positive effect of transformational leadership on innovative work behavior (Alheet et al., 2021); Afsar et al., (2019) although there are several studies that did not find this relationship Sudibjo & Prameswari, (2021); Santoso & Nugraheni (2022). In addition, perceived organizational support has a close relationship with innovative work behavior, where if the organization provides support, appreciation and recognition it will indirectly increase self-confidence and show innovative behavior (Utomo et al., 2023). So that there is a finding of positive results from previous research on the relationship between perceived organizational support and innovative work behavior (Fawwaz & Nasution, 2023), besides that there are also research results that are inversely proportional, namely there is no influence (Ranihusna et al., 2021).

Employee engagement also affects innovative work behavior, with most studies identifying a positive relationship between the two (Khan & Dukhaykh, 2022). There is inconsistency in the findings regarding the relationship between transformational leadership, perceived organizational support and employee engagement with innovative work behavior. Some studies identified a positive relationship between transformational leadership and employee engagement (Widjaja et al., 2019), while others reported no such effect (Santoso & Nugraheni, 2022). Similarly, the effect of perceived organizational support on innovative work behavior and employee engagement varies, with some studies showing a positive relationship (Fawwaz & Nasution, 2023), and others with no relationship (Pancasasti, 2023).

This study aims to bridge the gap by examining the relationship in the context of Pegadaian Cabang Pembantu Dinoyotangsi. This research contributes by exploring the relationship between transformational leadership, perceived organizational support, employee engagement and innovative work behavior in the context of the public service sector in Indonesia.

The novelty of the study lies in the corporate focus of Pegadaian, a state-owned enterprise, and the holistic approach to examining the complex interactions between these variables, especially in addressing the lack of encouragement of innovative work behavior from suboptimal leadership as well as the lack of perceived organizational support.

The importance of this study lies in understanding how transformational leadership and organizational support influence innovative work behavior, as well as how employee engagement bridges leadership and innovative behavior towards innovative work behavior, in order to determine the optimal level of employee engagement with the company.

LITERATURE REVIEW

Transformational Leadership on Inoovative Work Behavior

Transformational leadership is a leadership style that is able to create a good environment for employees who want to engage in innovative performance behavior, where leaders are able to influence employees to provide creative ideas to

achieve company goals (Khan et al., 2020). According to research conducted by Alheet et al., (2021), Eyamba et al., (2020), Afsar et al., (2019) revealed that there is a positive influence between the relationship between transformational leadership and innovative work behavior, but research by Sudibjo & Prameswari, (2021), Istanti et al., (2022), Santoso & Nugraheni (2022) did not find any relationship from transformational leadership and innovative work behavior.

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

Perceived Organizational Support on Innovative Work Behavior

Perceived organizational support is the perception of organizational support felt by employees, how the assessment of the contributions made to employees, then the extent to which the organization is concerned with employee welfare (Doğru, (2018). With the support provided by the organization, it is able to influence and encourage the innovative performance behavior of an employee (Ranihusna et al., (2021). According to research by Fawwaz & Nasution, (2023), Doğru, (2018), Zaman et al., (2020) perceived organizational support has a positive relationship with innovative work behavior, but it is inversely proportional to the research of Ranihusna et al., (2021) which reveals that there is no effect of the relationship between perceived organizational support and innovative work behavior

H2: Perceived organizational support has a positive effect on innovative work behavior.

Employee Engagement on Innovative Work Behavior

Employee engagement has a relationship with innovative work behavior such as research conducted by Khan & Dukhaykh (2022). explained that employee engagement is an important factor in building innovative work behavior in employees. If the company provides a comfortable work environment, builds good relationships between leaders and employees, encourages employees' proactive personalities, then employees feel supported by the company employees will contribute more and employees will show innovative work

behavior. Based on the results of research from previous researchers conducted by Fawwaz & Nasution, (2023), Santoso & Nugraheni (2022), Hapsari et al., (2019) revealed that there is a positive influence between employee engagement on innovative work behavior.

H3: Employee engagement has a positive effect on innovative work behavior.

Transformational Leadership on Employee Engagement

According to research conducted by Thanh & Quang, (2022) Transformational leadership is considered the right leadership style to increase employee engagement because this leadership can achieve two goals at once, the first is that the leader can achieve leadership goals and the second is that employees are motivated and increase work performance beyond expectations. This leadership is also able to provide satisfaction and intellectual stimulation to employees who often produce high performance, indirectly employees will trust and provide loyalty to the company by binding to the company. Based on previous research Yulianti et al., (2018), and (Widjaja et al., 2019) revealed that there is a positive influence between transformational leadership on employee engagement. However, it is not the same as Santoso & Nugraheni's (2022) research which reveals that there is no influence between these variable relationships.

H4: Transformational leadership has a positive effect on employee engagement.

Perceived Organizational Support on Employee Engagement

In the opinion of Fawwaz & Nasution, (2023), organizational support provided to employees can be shown through providing feedback or evaluation, employees who feel that the organization is willing to provide good feedback and have received positive support from superiors, then employees will work very well for the company and employees are more engaged with the company. According to research by Khan & Dukhaykh (2022), Fawwaz & Nasution, (2023) perceived organizational support has a positive effect on employee engagement, but there are different findings reported by Pancasasti, (2023).

H5: Perceived organizational support has a positive effect on employee engagement.

Transformational Leadership on Innovative Work Behavior through Employee Engagement

Transformational leadership is able to raise employee awareness by providing motivation, the existence of employee attachment to the company and work will provide benefits to the company or organization, employees will have a desire to be more attached which can lead to passion for their work, high loyalty and willing to contribute more to the company by showing an increase in their performance and employees will further optimize the formation of innovative work behavior in themselves (Santoso & Nugraheni, 2022). Santoso & Nugraheni's research (2022) revealed that it did not find the role of employee engagement that mediated the relationship between transformational leadership and innovative work behavior.

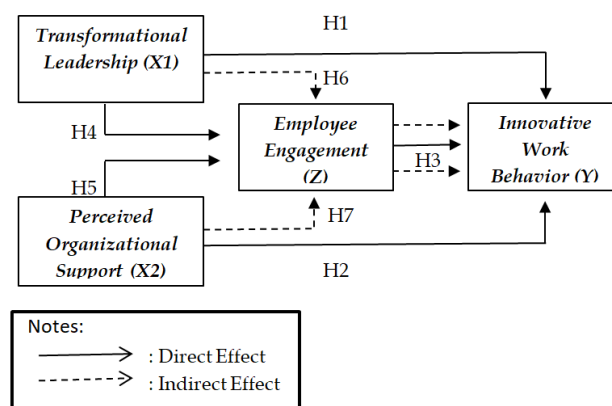
H6: Employee engagement mediates transformational leadership on innovative work behavior.

Perceived Organizational Support on Innovative Work Behavior through Employee Engagement

. Support from the organization can also be shown through providing reciprocity and evaluating employee performance, employees who feel that superiors are willing to give reciprocity or praise both to employees who are able to meet work targets and employees feel that they have positive support from their superiors, employees will work well and contribute more to the company by having an attachment relationship with the company (Fawwaz & Nasution, 2023). Khan & Dukhaykh (2022) revealed that there is a positive influence of employee engagement mediation in the relationship between perceived organizational support and innovative work behavior.

H7: Employee engagement mediates Perceived organizational support on innovative work behavior.

Figure 1. Research Framework



METHOD

Data Analysis

This study uses a quantitative approach to analyze the effect of transformational leadership and perceived organizational support on innovative work behavior through employee engagement. The population in this study consisted of employees of PT Pegadaian Dinoyotangsi Surabaya Sub-Branch. The sample of this study was 49 all employees of PT Pegadaian Dinoyotangsi Surabaya Sub-Branch who were selected using non-probability sampling technique with saturated sampling type. Data were collected using a Likert scale from 1 (strongly disagree) to 5 (strongly agree) through distributing questionnaires. This research was conducted using the Structural Equation Model (SEM) approach with the Partial Least Squares (PLS) analysis method, utilizing the Smart-PLS 4 program (Ghozali, 2018).

Measurement

In this study, 27 statement items were presented. Transformational Leadership is measured using 4 indicators according to Erlina, (2023), which include Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration. Perceived Organizational Support is measured using 3 indicators according to Septiani & Frianto, (2023), which include Fairness, Supervisor Support, and Organizational Rewards and Job Conditions. Innovative Work Behavior is measured using 3 indicators according to Fawwaz & Nasution, (2023), which include Idea Generation, Idea Promotion, and Idea Realization. Employee Engagement is measured using 3 indicators according

to Hapsari et al., (2019), which include Vigor, Dedication, and Absorption. To analyze the relationship between these constructs, statistical equations are used using the Structural Equation Model (SEM) approach with Partial Least Squares (PLS).

RESULT

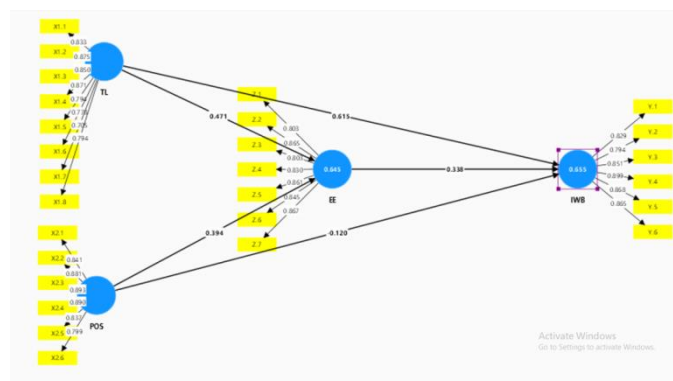
Responden Description

According to Hair et al. (2014), a sample size of 49 provides a strong basis for estimation. Therefore, the sample size in this study ($n = 49$) was considered adequate to use PLS-SEM to test the proposed hypotheses, as five components were presented using frequency tests. The four components are gender, age, tenure, and status. The results showed that there were 30 males (61.2%) and 19 females (38.8%). For age, 12 people (24.5%) were under 25 years old, 23 people (46.9%) were between 25 and 35 years old, and 14 people (28.6%) were over 35 years old. In terms of work experience, 9 people (18.4%) have less than 2 years of work experience, 18 people (36.7%) have 2-5 years of work experience, and 22 people (44.9%) have more than 5 years of work experience. As for status, 19 people are single (38.8%) and as many as 30 people are married (61.2%).

Measurement Model

During the first step, we ran the measurement model in SmartPLS 4 to ensure that the constructs correlate well based on the proposed variance. Therefore, convergent and discriminant validity were assessed to evaluate the measurement model in this study. To assess convergent validity, the factor loading of each item was examined in the first stage. According to Ghozali & Latan (2015), all indicators can be said to be valid if they meet a correlation value greater than 0.50. As seen in Figure 2, for all indicator variables in this study, the factor loading seen through the outer loading value of each item is greater than 0.50. This indicates the validity of the statement items for each variable in this study.

Figure 2. Measurement Model



Composite reliability (CR) was assessed to check for internal consistency in this study. Hair et al. (2020) recommend a threshold value of 0.70 for CR. In this study, the CR for all items ranged from 0.924 to 0.932, exceeding the recommended value of 0.70. Furthermore, Cronbach's alpha (CA) can strengthen the reliability test results obtained from CR. It can be said that the CA value is used to evaluate internal consistency. The CA value in this study ranged from 0.924 to 0.930, which is above 0.70. Finally, Average Variance Extracted (AVE) was examined to establish convergent validity in this study. According to Hair et al. (2020), the AVE represents the overall mean square of the indicators associated with the research constructs. An AVE value of 0.50 indicates that 50% of the items provide sufficient explanation for the construct (Hair et al., 2020). In this study, the AVE values for all constructs ranged from 0.814 to 0.858, which exceeds the recommended value of 0.50. The specific Measurement Model can be seen in Table 1.

Table 1. Specified Measurement Model

Variabel and scale item	AVE	CR	CA	Mean
Innovative Work Behavior	0,852	0,924	0,924	3,39
Employee Engagement	0,839	0,930	0,930	3,49
Transformational Leadership	0,814	0,929	0,927	3,79
Perceived Organizational Support	0,858	0,932	0,928	3,85

Respondents' answers were then interpreted using the 5-box method by Simamora (2005). Based on the Likert scale answer selection criteria, the five ranges should be divided into three, resulting in the

following ranges: 1.00 (1.00 - 1.80) = very low; 1.81 - 2.60 = low; 2.61 - 3.40 = medium; 3.41 - 4.20 = high; 4.21 - 5.00 = very high. This range is then used as a criterion for selecting Likert scale answers. Based on respondents' assessment of the research variables (Transformational leadership = 3.79; Perceived organizational support = 3.85; Innovative work behavior = 3.39; Employee engagement = 3.49), three variables fall into the high category and one variable falls into the medium category.

Structural Model Assessment

It has been suggested to report path coefficients, p-values, and t-statistics in the structural model to evaluate the significance of the hypothesis (Rahman et al., 2020). The structural model was assessed by examining the significance values to determine the influence between variables through bootstrapping. Table 2 presents the results of hypothesis testing for direct and indirect effects.

Table 2. Hypothesis Testing for Direct Effect and Indirect Effect

Relationship	Coefficient	T-Stats	P-Value
Direct Effect			
Transformational Leadership→Innovative Work Behavior	0,615	4,209	0,000
Perceived Organizational Support→Innovative Work Behavior	-0,120	0,667	0,505
Employee Engagement→Innovative Work Behavior	0,338	2,578	0,010
Transformational Leadership→Employee Engagement	0,471	3,116	0,002
Perceived Organizational Support→Employee Engagement	0,394	2,988	0,003
Indirect Effect			
Transformational Leadership→Employee Engagement→Innovative Work Behavior	0,159	1,870	0,000
Perceived Organizational Support→Employee Engagement→Innovative Work Behavior	0,133	2,126	0,000

Discussion of H1 shows that transformational leadership has a significant positive effect on innovative work behavior. The results of path analysis show a relationship ($\beta = 0.615$, t-statistic = 4.209, $p < 0.05$), so H1 is accepted. H2 shows that there is no significant influence between perceived organizational support on innovative work behavior. The path analysis results show ($\beta = -0.120$, t-statistic = 0.667, $p > 0.05$), so H2 is rejected. Hypothesis 3 shows a significant positive effect of employee engagement on innovative work behavior. The results of path analysis show a relationship ($\beta = 0.338$, t-statistic = 2.578, $p < 0.05$), so H3 is accepted. Hypothesis 4 is also supported because there is a positive and significant relationship between transformational leadership and employee engagement. The results of the path analysis show a relationship ($\beta = 0.471$, t-statistic = 3.116, $p < 0.05$), so H4 is accepted. Hypothesis 5 shows a positive and significant relationship between perceived organizational support and employee engagement. The path analysis results show ($\beta = 0.394$, t-statistic = 2.988, $p > 0.05$), so H5 is accepted. H6 shows that employee engagement does not mediate the effect of transformational leadership on innovative work behavior. The path analysis results show ($\beta = 0.159$, t-statistic = 1.870, $p < 0.05$), so H6 is rejected. H7 shows that employee engagement mediates the effect of perceived organizational support on innovative work behavior. The path analysis results show ($\beta = 0.133$, t-statistic = 2.126, $p > 0.05$), so H7 is accepted.

DISCUSSION

The overall objective of this study is to analyze the effect of transformational leadership and perceived organizational support on innovative work behavior through employee engagement at PT Pegadaian Cabang Pembantu Dinoyotangsi Surabaya. We found no significant relationship between transformational leadership and innovative work behavior through job satisfaction. In addition, we found a positive significant relationship between perceived organizational support and innovative work behavior through employee engagement.

The research findings reveal that transformational leadership has a significant positive effect on innovative work behavior. This finding is in line with the research of Alheet et al., (2021), Zhanga et al.,

(2020), Afsar et al., (2019), Naqvi, (2017) and Grošelj et al., (2020) which say that the relationship between transformational leadership and innovative work behavior has a significant positive effect. Based on these results, transformational leadership is able to influence employees to have innovative behavior. This is because employees of PT Pegadaian Cabang Pembantu Dinoyotangsi Surabaya feel that their leaders are able to provide direction, evaluation and work motivation. This shows that leaders can increase innovative work behavior. This is evidenced by the increase in the company's ranking, which was initially at the bottom to second place in East Java under the current leadership.

The second finding is that perceived organizational support does not have a significant effect on innovative work behavior. This finding supports research conducted by Ranihusna et al., (2021) which states that there is no significant influence regarding perceived organizational support on innovative work behavior. Employees tend to do work according to their respective tupoksi, this makes employees feel no loss because they tend to be comfortable working to follow the flow without contributing more, employees feel that the company's responsibility to them is sufficient, so that employee innovation is not disturbed because they are only focused on the work targets set by the company.

The third finding is that employee engagement has a significant positive effect on innovative work behavior. This finding reinforces research conducted by Santoso & Nugraheni, (2022), Hapsari et al., (2019), Khan & Dukhaykh, (2022) and (Ariyani & Hidayati, 2018) which show the results that there is a positive and significant effect on employee engagement on innovative work behavior. This is supported by interviews where the company will give SP to employees who often do not meet targets, with the demands of this job indirectly employees maximize efforts to meet job targets through the innovations created.

The fourth finding is that transformational leadership has a significant positive effect on employee engagement. This finding is supported by research (Thanh & Quang, 2022), Yulianti et al., (2018) and (Widjaja et al., 2019) which reveal the results of a significant positive influence between transformational leadership on employee engagement. This is because leaders provide motivation, trust, build enthusiasm and a strong

mentality to employees, and this has a positive impact by achieving various work targets. Employees who are proud of their success indirectly have a sense of comfort and enthusiasm when working and contribute more to the progress of the company.

The Fifth Finding reveals that perceived organizational support has a significant positive effect on employee engagement. This finding is supported by research by Fawwaz & Nasution, (2023), Khan & Dukhaykh, (2022) which reveals that perceived organizational support has a significant positive effect on employee engagement. The company has fulfilled its responsibilities and welfare to employees, by providing appropriate and appropriate salaries, providing health facilities, providing additional incentives for employees who work beyond the limit of working hours, as well as providing rewards for employees who excel as a form of appreciation and encouragement for other employees to be more persistent in doing work, holding family gatherings that can strengthen relationships between company employees. With this, employees feel fully supported by the company so that employees provide reciprocity in the form of engagement with the company.

Further findings highlight that employee engagement does not mediate the relationship between transformational leadership and innovative work behavior. This is consistent with previous research Santoso & Nugraheni, (2022) which states that employee engagement does not successfully mediate the relationship between transformational leadership and innovative work behavior.

The last finding highlights that employee engagement mediates the relationship between perceived organizational support and innovative work behavior. This finding is in line with Khan & Dukhaykh, (2022) who prove that perceived organizational support through employee engagement has an indirect effect on innovative work behavior.

CONCLUSION

Transformational leadership and perceived organizational support play a very important role in maintaining and increasing innovative work behavior in employees, especially employees at PT Pegadaian Cabang Pembantu Dinoyotangsi. This study examines the effect of transformational leadership and perceived organizational support on innovative

work behavior through employee engagement. The results revealed that transformational leadership has a positive and significant effect on innovative work behavior, if through employee engagement there is no influence on employees of PT Pegadaian Dinoyotangsi Surabaya Branch.

However, perceived organizational support has no significant effect on innovative work behavior, if through employee engagement a significant positive relationship is found in these employees.

Future researchers can add other variables that may influence innovative work behavior in accordance with the references found, as well as expand the population and sampling, and take different objects outside those used in this study.

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