

THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP, ORGANIZATIONAL FIT, KNOWLEDGE SHARING BEHAVIOR ON INNOVATIVE WORK BEHAVIOR IN EMPLOYEES OF THE BANTUL DISTRICT YOUTH EDUCATION AND SPORTS OFFICE

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Abstract: The aim of this research is to determine the influence of transformational leadership, organizational suitability, knowledge sharing behavior on innovative work behavior at the Bantul Regency Youth and Sports Education Service. The population and sample in this research were employees of the Bantul Regency Education, Youth and Sports Department, totaling 80 employees using purposive sampling techniques. The data collection method uses questionnaire distribution. This research uses data quality tests, classical assumption tests, hypothesis tests. Data analysis used multiple linear regression with data processing using SPSS version 25. The results of this research show that transformational leadership has a positive and significant effect on innovative work behavior. Organizational suitability has a positive and significant effect on innovative work behavior. Knowledge sharing behavior has a positive and significant effect on innovative work behavior. Transformational leadership, organizational suitability, knowledge sharing behavior simultaneously have a positive and significant effect on innovative work behavior. Researchers used several previous studies with the same topic and theory but with different subjects as references. Based on the results of this research, it can be used as input for related agencies, in order to increase knowledge for improvements in establishing good relationships between leaders and their members, this can create good organizational suitability and knowledge sharing behavior between employees for innovative work behavior.

Keywords: Transformational Leadership, Organizational Suitability, Knowledge Sharing Behavior, Innovative Work Behavior

1. Introduction

The Education, Youth and Sports Office of Bantul Regency as a Regional Apparatus Organization (OPD) was formed based on Bantul Regency Regional Regulation Number 12 of 2016 concerning the Establishment and Structure of Regional Apparatus of Bantul Regency dated 23 September 2016. Based on this regional regulation, an organizational arrangement of regional apparatus has been carried out which organizes government affairs in the field of education and government affairs in the field of youth and sports. Details of the duties, functions and work procedures of the Education, Youth and Sports Service of Bantul Regency are regulated in Bantul Regent Regulation Number 108 of 2016 concerning the Position, Organizational Structure, Duties and Functions, and Work Procedures of the Education, Youth and Sports Service of Bantul Regency. Then on October 26, 2021, Bantul Regency Regional Regulation Number 5 of 2021 concerning the Second Amendment to Bantul Regency Regional Regulation Number 12 of 2016 concerning the Establishment and Structure of Bantul Regency Regional Apparatus was stipulated.

To continue to develop organizational functions, the Bantul Regency Education, Youth and Sports Office needs to strive to increase employee innovation. The lack of innovation in the

work unit, the Education, Youth and Sports Agency of Bantul Regency, results in the low quality of services and the lack of good cooperation within the Education, Youth and Sports Agency of Bantul Regency. The role of leaders who are less than optimal in coordinating subordinates and the lack of communication between workers which causes the level of employee innovation to be low.

It is important for organizations to always reflect innovative and positive organizational behavior in the eyes of the public. Therefore, the organization has the right to demand employees for their innovative behavior with the aim of developing the organization to be more advanced. This includes the development of new product ideas or technologies as well as changes to administrative procedures aimed at improving working relationships or the implementation of ideas. (Tico et al., 2023). Transformational leadership has a role where leaders provide reactions or encouragement to the performance of subordinates or followers such as providing motivation, inspiration, enthusiasm, or facilities to improve the performance of subordinates or followers (Catherine & Sentoso, 2022). According to Aditianto & Amir, (2022) transformational leadership as a process of engagement between leaders and followers in a process that mutually elevates each other to higher levels of morality and motivation. Wartini et al., (2023) defines organizational fit as a feeling of compatibility that exists between individuals and organizations and is a mutual attraction when there is a match between the two, which has an influence on employee recruitment activities and employee attitudes in choosing a job. Cooperation between employees can foster an attitude of various knowledge possessed, or commonly referred to as knowledge sharing. Knowledge sharing is an activity of interaction and communication between two or more people as a process to increase knowledge and efforts to improve self-development. (Meylasari & Qamari, 2017).

2. Literature Review

Transformational leadership

According to Shalahuddin, (2016) Leadership is generally defined as a close relationship between a person and a group of people because they have a common interest. Leaders are tasked with directing their members to forms of change and focusing on change policies to motivate individual behavior, including innovative behavior (Aditianto & Amir, 2022). According to Handayani, (2023) transformational leadership as a process of engagement between leaders and followers in a process that elevates each other to higher levels of morality and motivation. Transformational leaders implement more than just transactional exchanges and always try to inspire subordinates to prioritize the interests of the larger group over the individual (Aditianto & Amir, 2022).

Organizational fit

Organizational fit is the fit between organizational values and individual values (Amalia & Wulansari, 2017). Organizational fit is defined as the general fit of an individual's values with those of the organization as a whole (Nurali, 2021). Employees who have compatibility with the organization, including with leaders and colleagues, will feel comfortable and calm in the midst of this environment, so that employees have a passion for work and complete their tasks well which in turn can increase the productivity of the employees concerned (Amalia & Wulansari, 2017).

Knowledge sharing behavior

According to Hanapi et al., (2020) Knowledge sharing is a learning concept while information is a communication concept. Knowledge sharing is essentially an organizing principle, which lays the foundation for capturing the potential knowledge held within an organization (Aritonang et al., 2023). Knowledge sharing plays an active role in improving individual innovation capabilities, because sharing knowledge helps human resources to reuse and rejuvenate existing knowledge in an organization, so that indirectly in the end the innovation capabilities of human resources will increase (Nurchahyo & Wikaningrum, 2020). Because through knowledge sharing, tacit and explicit knowledge can be disseminated, implemented and developed properly (Safitri et al., 2018). This is in accordance with the statement (Meylasari & Qamari, 2017) which states that knowledge sharing is an activity of interaction and communication between two or more people as a process to increase knowledge and efforts to improve self-development.

Innovative work behavior

Innovation is a way that organizations can survive and compete in today's global competition (Etikariena, 2020). Innovation is considered as an organization's competitiveness, one of which can be achieved with the participation of its employees. According to Santoso & Nugraheni, (2022) By encouraging employees' innovative behavior, organizations can gain maximum effectiveness and efficiency while providing other necessary resources. According to Janssen in Primarisanti, (2019) Innovative behavior is a complex behavior consisting of activities related to the generation or introduction of new ideas, either from oneself or adopted from others and realized or implemented in new ideas. Innovative work behavior provides beneficial outcomes, such as perceived job demands and worker resources, increased job satisfaction, and better interpersonal communication (Tespani et al., 2023). Innovation aims to develop pre-existing products, ways, or ideas so that it can be interpreted as the process of making or creating new ways of doing things (Aditianto & Amir, 2022). This is in accordance with the statement Hoirunnisak & Izzati, (2022) that all employees who are able to innovate and produce creative ideas make the business more successful and prosperous and that human resources have an essential role in the sustainability of the company's development.

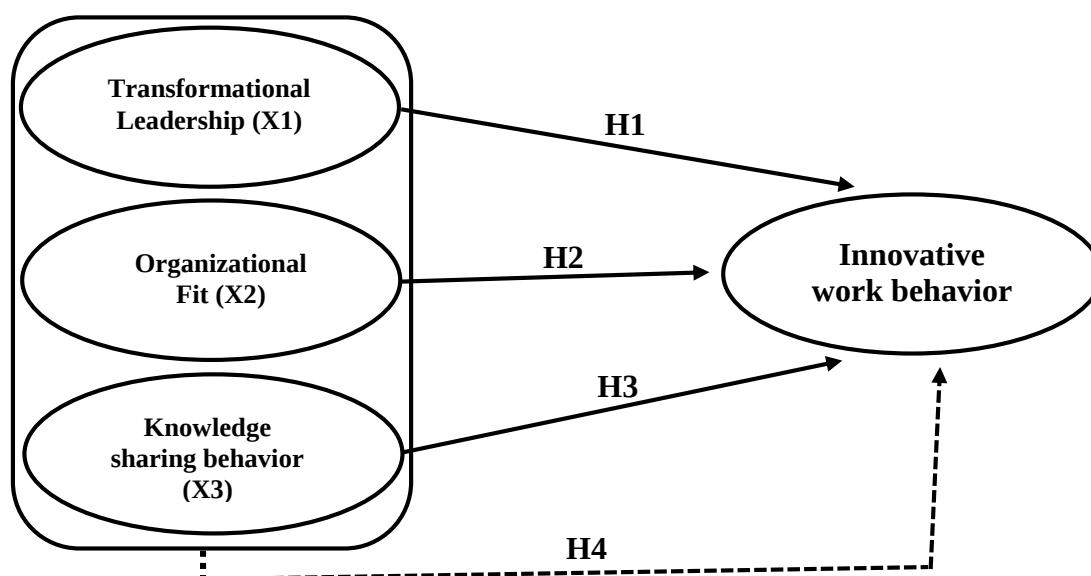


Figure 1. Thinking Framework

3. Method

This research uses quantitative methods. Data collection using questionnaire distribution. Research adoption for transformational leadership variables (Bass, 2011), organizational fit (Astuti, 2010), knowledge sharing behavior (Yeboah, 2023), innovative work behavior (Mufti & Pudjiarti, 2022). The data source in this study was employees at the Bantul Regency Education, Youth and Sports Office with a sample of 80 employees. The sampling technique used is purposive sampling technique. Purposive sampling is sampling according to the considerations in the selected research, before sampling is carried out, it will be determined regarding the limitations of the sample to be taken (Wiyono, 2020). The criteria for sampling are that respondents are employees of the Education, Youth and Sports Service of Bantul Regency who are CPNS and have a work period of at least 6 months. Data analysis used multiple linear regression with data processing using SPSS version 25.

4. Result and Discussion

Validity and reliability test

The validity test results presented in table 1 show the corrected item-total correlation value > from r-table (0.220) or valid. Cronbach's alpha value based on std. > 0.60 or reliable.

Table 1. Data Validity and Reliability Test

Transformational Leadership (X1)		Organizational fit (X2)		Knowledge Sharing Behavior (X3)		Innovative Work Behavior (Y)	
X1.1	0,384	X2.1	0,745	X3.1	0,335	Y1	0,512
X1.2	0,541	X2.2	0,472	X3.2	0,618	Y2	0,443
X1.3	0,498	X2.3	0,718	X3.3	0,617	Y3	0,480
X1.4	0,381	X2.4	0,711	X3.4	0,661	Y4	0,472
X1.5	0,322	X2.5	0,695	X3.5	0,623	Y5	0,411
Cronbach's Alpha		Std.					
0,669		0,855		0,787		0,707	

Source: Primary data processed, 2024

Respondent characteristics

The characteristics of the respondents showed that most of the respondents were male (57%). The majority of respondents are 41-50 years old (41%). The majority of respondents' last education was D3 / Diploma III (38%) and as many as (35%) respondents stated that they had worked for more than 5 years.

Table 2. Respondent Characteristics

Characteristics	Frequency	percent
Gender		
Men	46	57
Women	34	43
Age		

Less than 30 years	6	7
30-40 years	24	31
41-50 years	33	41
More than 50 years	17	21
Last Education		
SLTP/SMP	6	7
SLTA/SMA	13	17
S1/SASTRA 1	31	38
D3/DIPLOMA III	30	37
Length of Work		
Less than 2 years	10	12
2-3 years	16	20
4-5 years	26	33
More than 5 years	28	35

Source: Primary data processed, 2024

Classical assumptions

The table shows that it has fulfilled multicollinearity (VIF and tolerance), heteroscedasticity (Glejser test) with a sig value. > 0.05 , and normality (Kolmogorov-Smirnov test) results in an asymp sig. value of $0.051 > 0.05$.

Table 3. Classical Assumptions

Model	Var.		Multikolinearitas		Heterokedas tistas
	Free	Bound	<i>Tol.</i>	<i>VIF</i>	<i>Sig.</i>
1	X1	PK	0,925	1,081	0,188
2	X2	PK	0,973	1,028	0,598
3	X3	PK	0,914	1,094	0,263

Source: Primary data processed, 2024

Table 4. Normality Test Results

Unstandardized Residual		
N		80
Normal Parameters ^{a,b}	Mean	.0000000
	Std.	1.89807788
	Deviation	
Most Extreme Differences	Absolute	.099
	Positive	.068
	Negative	-.099
Test Statistic		.099
Asymp. Sig. (2-tailed)		.051 ^c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Source: Primary data processed, 2024

Multiple linear regression

Based on Table 5, the regression equation in this study is:

$$Y = 4.854 + 0.270X_1 + 0.146X_2 + 0.312X_3 + e$$

The regression coefficient on the transformational leadership variable (X1) is 0.270. The regression coefficient on the work environment variable (X2) is 0.146. The regression coefficient on the work discipline variable (X3) is 0.312.

Table 5. Multiple Linear Regression Analysis Results

Model	B	Std. Error	Beta	t	Sig.
(Constant)	4.854	2.751		1.764	.082
Transformational Leadership	.270	.109	.251	2.473	.016
Organizational Fit	.146	.064	.225	2.273	.026
Knowledge Sharing Behavior	.312	.105	.303	2.971	.004

Source: Primary data processed, 2024

TEST T

Based on table 5, the results of the t test on the transformational leadership variable (X1) obtained a sig value. 0.016 is smaller than 0.05. The t test results on the work environment variable (X2) obtained a sig value. 0.026 is smaller than 0.05. The t test results on the work discipline variable (X3) obtained a sig value. 0.004 is smaller than 0.05.

Determination Test (R²)

Based on Table 6, the Adjusted R Square value is 0.249 or 24.9%. This shows that the transformational leadership variable, organizational fit, knowledge sharing behavior on innovative work behavior is 24.9%. The remaining 75.1% (100% - 24.9%) is influenced by other variables outside of this study.

Table 6. Test Results of the Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.527 ^a	.278	.249	1.935

Source: Primary data processed, 2024

Discussion

Based on the results of hypothesis 1 test, it states that transformational leadership has a positive and significant effect on innovative work behavior. This result can be seen from the t test analysis with a sig value. $0.016 < 0.05$ and the calculated t value of $2.473 > 1.991$ t table, meaning that the first hypothesis is accepted. This study shows that transformational leadership is able to inspire employees through a strong vision and motivate them to contribute more in their work. This encourages employees to think more creatively and look for new ways to improve their performance. Transformational leadership also often supports employees' personal and professional development. By providing opportunities for training and development, employees are more likely to feel supported in trying new and innovative

approaches in their work. These results are in line with research conducted by Sinaga & Sibagariang (2024); Gusmayanti et al., (2023); Setyaningrum et al., (2023) which states that transformational leadership has a positive effect on innovative work behavior.

Based on the results of hypothesis 2 testing, it states that organizational suitability has a positive and significant effect on innovative work behavior. This result can be seen from the t test analysis with a sig value. $0.026 < 0.05$ and the calculated t value of 2.273, meaning that the second hypothesis is accepted. This research shows that employees who feel in accordance with the organization tend to be more satisfied and comfortable in their work. This sense of comfort can create a work environment that supports the exploration of new ideas and the application of innovative approaches in their daily work. Employees who feel they fit in with their organization usually show higher commitment and loyalty. This commitment encourages them to contribute more, including in terms of innovation, because they feel part of the organization and want to see it succeed. This result is in line with research conducted by Widiyastuti & Nurmaya, (2022) dan Nurali, (2021) which states that organizational fit has a positive effect on innovative work behavior.

Based on the results of hypothesis 3 testing, knowledge has a positive and significant effect on innovative work behavior. This result can be seen from the t test analysis with a sig value. $0.004 < 0.05$ and the calculated t value of 2.971, meaning that the third hypothesis is accepted. This study shows that knowledge sharing creates a culture of continuous learning in the organization. When employees share knowledge with each other, they continue to learn and update their skills. This learning is important for innovation because it encourages employees to apply new knowledge in their work and create new ways to complete tasks. The process of knowledge sharing can also increase trust among employees, which in turn encourages openness and better communication. A trusting environment allows employees to be more comfortable in sharing their ideas, including ideas of an innovative nature. This result is in line with research conducted by Anggraini & Mansyur, (2024); Aristana et al., (2024); Widiyastuti & Nurmaya, (2022); Rizal & Akmal, (2021) which states that knowledge sharing has a positive effect on innovative work behavior.

Based on the results of hypothesis 4 testing, transformational leadership inspires employees to go beyond the boundaries of their work and encourages them to be more creative. Transformational leaders set a strong vision and provide motivation to achieve common goals, which encourages innovative behavior. When employees feel that their personal values align with those of the organization, they are more likely to feel motivated to innovate. Good organizational fit creates a higher sense of engagement and commitment to their work. Knowledge sharing among employees encourages closer collaboration and continuous learning. The combination of strong leadership, value congruence, and knowledge sharing creates a highly supportive environment for innovation. Employees feel supported, inspired, and equipped with the necessary tools and information to innovate. When these three factors work simultaneously, their influence on innovative work behavior becomes even stronger and more significant. Employees are not only encouraged to innovate, but they also feel safe and supported to try new things and take the necessary risks to achieve those innovations. These results are consistent with research conducted by (Widiyastuti & Nurmaya, 2022) which states that transformational leadership, organizational fit and knowledge sharing simultaneously have a positive and significant effect on innovative work behavior.

5. Conclusion

Based on the results of data analysis from research that has been conducted on employees of the Education, Youth and Sports Service of Bantul Regency, it can be concluded as follows. Transformational leadership variables have a positive and significant effect on innovative work behavior. Organizational fit variables have a positive and significant effect on innovative work behavior. Knowledge sharing behavior variable has a positive and significant effect on innovative work behavior. Transformational leadership variables, organizational suitability, knowledge sharing behavior have a simultaneous effect on innovative work behavior.

Based on the results of this study, it is used as input for related agencies, in order to increase knowledge for improvement in establishing good relationships between leaders and their members, this can create good organizational fit and knowledge sharing behavior among employees for innovative work behavior.

The limitations contained in this study are the limitations of the relatively few respondents in this study and the time delay at the time of distributing questionnaires because yesterday the distribution of questionnaires was carried out in August so that employees of the Bantul Regency Education, Youth and Sports Office had only many activities or events.

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