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The Effect of Empowering Leadership on Innovative Work Behavior: The Mediating Role of Knowledge Sharing

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KEYWORDS
empowering leadership; knowledge sharing; innovative work behavior

ABSTRACT
Institutional transformation in Indonesia changes the structure, culture, and work processes of an organization to be more responsive to change, able to innovate, and achieve high performance. Innovative work behavior has become one of the important factors for organizations to survive in the midst of a dynamic and competitive environment. In this regard, it is necessary to analyze the factors that can influence innovative work behavior so that it can be used as empirical evidence for organizational development policy recommendations and work processes. This study aims to analyze the influence between empowering leadership, knowledge sharing, and innovative work behavior. The study was conducted on 57 employees in the Secretariat Work Unit of the Ministry of State Secretariat which has a total of 447 employees. The research approach used is a quantitative positivism approach with data collection techniques through surveys using questionnaires as research instruments. The data obtained from the questionnaire results were analyzed using IBM SPSS Statistics program version 25 through the Partial T test to determine the influence between certain variables and Hierarchical Multiple Regression to test the role of mediating variables in the relationship between independent variables and dependent variables. The results showed that the relationship of empowering leadership to innovative work behavior, empowering leadership to knowledge sharing, knowledge sharing to innovative work behavior, and empowering leadership to innovative work behavior with the mediation of knowledge sharing showed a positive and significant influence relationship.

Introduction

Entering a condition where change occurs so quickly, difficult to predict, influenced by related factors that are not easy to understand, and vagueness of information that leads to subjectivity, otherwise known as the VUCA era (Volatility, Uncertainty, Complexity,

Ambiguity), is a big challenge for an organization in maintaining its survival. Organizations need to innovate in response to change and to take advantage of the opportunities offered by technology as well as changes in markets, structures, and dynamics (Baregheh et al., 2009). Not only in private sector organizations, innovation also needs to be implemented by public sector organizations (Mulgan, 2014), if in private organizations the purpose of innovation is carried out by being oriented to the benefits to be obtained, while in public sector organizations innovation aims to produce better policies and public servants.

As a form of efforts to increase public organization innovation, the Government of Indonesia carries out institutional transformation which is a systematic process carried out to change the structure, culture, and work processes of an organization to be more responsive to change, able to innovate, and achieve high performance (Patterson et al., 2005). One of the main aspects of this transformation is the simplification of the structure which is also included in the area of change in the field of Apparatus Human Resource Structuring in the Grand Design of Bureaucratic Reform for the period 2010-2025. Simplification of the structure is expected to change the work system to be more adaptive, professional and high-performance, increase collaboration between units, and improve the quality of public services (Na-Nan & Arunyaphum, 2021).

The process of simplifying the structure that applies to all public organizations in Indonesia including the Ministry of State Secretariat has resulted in significant changes. In 2020, the Ministry of State Secretariat transitioned the status of 523 structural officials of echelons III, IV, and V to functional officials consisting of 114 Associate Functional Officials, 264 Junior Functional Officials, 42 Administrator Officials, and 103 Supervisory Officials. This step not only affects the organizational structure, but also affects the work process and leadership in the Ministry of State Secretariat. Previously, work processes were tied to a complex hierarchical structure, but with the simplification of the structure, the main focus was shifted to the duties and responsibilities of functional officials to achieve optimal performance (Hassi et al., 2022).

The simplification of the structure led to changes in leadership dynamics in several work units within the Ministerial Secretariat Work Unit. Initially, the work unit consisted of several divisions led by structural officials at the III and IV echelon levels, becoming led directly by structural officials at the II echelon level / work unit leaders. In carrying out tasks both routine and assignment, the head of the work unit at the Ministerial Secretariat Work Unit forms a work team consisting of functional and executive officials. The output of task completion can be used by functional officials as a supporting document to obtain the credit score required as a condition for promotion and position.

The loss of organizational boundaries encourages employees to interact more, share information and resources, seek innovative work solutions, and explore new ideas to improve performance. One of them is through knowledge sharing which is a potential source of new ideas and stimulates critical thinking so as to improve or facilitate innovative employee behavior (J. Wang et al., 2017). When knowledge sharing is done among employees, they are more likely to elaborate, integrate, and translate information rather than simply passing it on to recipients, which encourages engagement in innovative work behavior.

To consistently deliver high-quality performance, it is important that employees feel empowered to create and implement creative ideas (Sharma & Kirkman, 2015). Giving control to employees in determining how they do work can encourage employees to show innovative work behavior in the work environment, because employees need

space to try various alternatives in an effort to approach new ones that are more suitable for themselves and can benefit the organization (De Spiegelaere et al., 2015). On the other hand, prevailing leadership must be able to facilitate its members to build a sense of autonomy, confidence, and more meaning of work so that individuals can overcome every job challenge, which is the spirit of empowering leadership (Zhang & Bartol, 2010).

Various efforts are made to develop innovative work behavior, one of which is by understanding the factors that have an influence on innovative work behavior (Zennouche et al., 2014). Based on the research of (Rao Jada et al., 2019) empowering leadership positively affects innovative work behavior because this type of leadership provides sufficient authorization and resources for effective operations while supporting and improving employees to think freely and create new work methods. The results of the study also show the influence of knowledge sharing in the relationship between empowering leadership and innovative work behavior through examples given by a leader who freely shares knowledge. This is in line with (Nonaka & Takeuchi, 2007) who stated that knowledge sharing contributes to innovation by generating collective learning and synergistic benefits that can increase the knowledge resources available to organizations.

Based on the description above, simplification of the structure in the Work Unit of the Ministerial Secretariat through adjustments to work processes and leadership, is expected to encourage the creation of innovative work behavior. However, until now no evaluation activities have been carried out that can provide empirical evidence on this matter. Through this research, there are research objectives to be achieved, namely (1) analyzing the influence of empowering leadership on innovative work behavior, (2) analyzing the influence of empowering leadership on knowledge sharing, (3) analyzing the influence of knowledge sharing on innovative work behavior, and (4) analyzing the influence of empowering leadership on innovative work behavior by mediating knowledge sharing. The results of the research are expected to be used as empirical evidence of organizational development policy recommendations and work processes specifically for the Ministerial Secretariat Work Unit and in general for other public sector organizations.

Research Methods

The study was conducted in April 2024 to 57 employees within the Secretariat Work Unit of the Ministry of State Secretariat or 13% of the total population of 447 people. Data collection is obtained through surveys using questionnaires as research instruments. The questionnaire contains closed questions that refer to indicators of the variables studied using the Likert scale. The questionnaire's answer choices used six answer choices showing that 1 = strongly disagree, 2 = disagree, 3 = somewhat disagree, 4 = somewhat agree, 5 = agree, and 6 = strongly agree. The questions in the questionnaire are derivatives of the dimensions and indicators of each variable used in this study by referring to the research of (Arnold et al., 2000)) on empowering leadership variables composed of leading by example, participative decision making, coaching, informing, and showing concern; (Z. Wang & Wang, 2012) on knowledge sharing variables composed of explicit knowledge and tacit knowledge dimensions; and (Janssen, 2000) on innovative work behavior variables composed of the dimensions of idea generation, idea promotion, and idea implementation.

Analysis of data obtained from the results of the questionnaire was carried out using the IBM SPSS Statistics program version 25 consisting of:

1. Test validity to ensure the research instruments used can measure precisely and carefully;
2. Reliability tests to measure the reliability and consistency of questionnaires;
3. Partial T Test to determine the effect of independent variables on the dependent variable by assuming the other independent variables are constant;
4. Test F to determine the significance of the influence of independent variables on the dependent variable together;
5. Coefficient of determination (R2) to determine how much influence the independent variable has on the dependent variable; and
6. Hierarchical Multiple Regression to examine the role of mediating variables in the relationship between the independent variable and the dependent variable.

The hypotheses tested in this study are as follows.

H1. Empowering leadership has an influence on innovative work behavior
H2. Empowering leadership has an influence on knowledge sharing
H3. Knowledge sharing has an influence on innovative work behavior
H4. Knowledge sharing can mediate the influence of empowering leadership on innovative work behavior

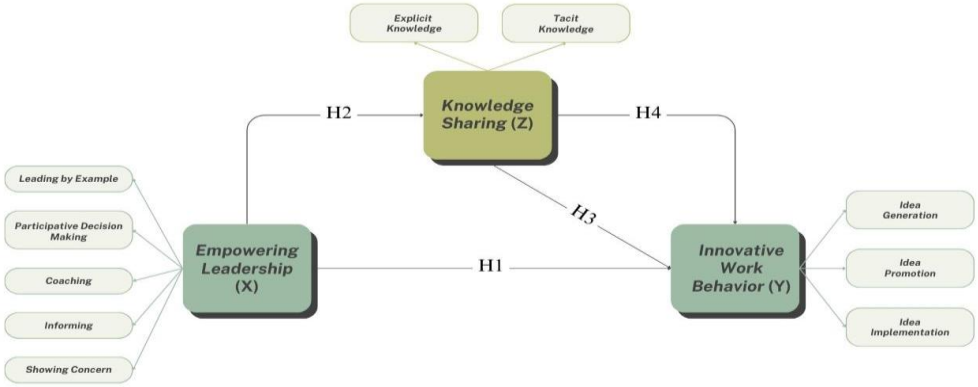

Figure 1 Analysis Model

(Source: Processed by Researchers, 2024)

Results and Discussions

Validity Test

The variables in this study consist of dependent variables, namely empowering leadership consisting of 15 indicators, independent variables, namely innovative work behavior consisting of 9 indicators, and mediating variables, namely knowledge sharing consisting of 13 indicators. The validity test was carried out on the results of filling out questionnaires by 57 respondents.

Based on the results of the analysis in table 1, it shows that all question items in each variable have an r-count value greater than the r-table so that the research instrument is declared valid and can be used for research. The calculation of the r-table value is obtained using the significance level for the two-way test of 5%.

Table 1. Validity Test Results

Variable	Indicator	r-count	r-table	Information
Empowering Leadership (X1)	X.1	0,802	0,256	Valid
	X.2	0,898	0,256	Valid
	X.3	0,826	0,256	Valid
	X.4	0,770	0,256	Valid

Variable	Indicator	r-count	r-table	Information
	X.5	0,755	0,256	Valid
	X.6	0,808	0,256	Valid
	X.7	0,892	0,256	Valid
	X.8	0,814	0,256	Valid
	X.9	0,882	0,256	Valid
	X.10	0,804	0,256	Valid
	X.11	0,764	0,256	Valid
	X.12	0,817	0,256	Valid
	X.13	0,909	0,256	Valid
	X.14	0,899	0,256	Valid
	X.15	0,834	0,256	Valid
Innovative Work Behavior (Y)	Y.1	0,851	0,256	Valid
	Y.2	0,832	0,256	Valid
	Y.3	0,777	0,256	Valid
	Y.4	0,847	0,256	Valid
	Y.5	0,807	0,256	Valid
	Y.6	0,840	0,256	Valid
	Y.7	0,826	0,256	Valid
	Y.8	0,866	0,256	Valid
	Y.9	0,801	0,256	Valid
Knowledge Sharing (Z)	Z.1	0,819	0,256	Valid
	Z.2	0,819	0,256	Valid
	Z.3	0,700	0,256	Valid
	Z.4	0,829	0,256	Valid
	Z.5	0,564	0,256	Valid
	Z.6	0,700	0,256	Valid
	Z.7	0,757	0,256	Valid
	Z.8	0,819	0,256	Valid
	Z.9	0,813	0,256	Valid
	Z.10	0,785	0,256	Valid
	Z.11	0,714	0,256	Valid
	Z.12	0,855	0,256	Valid
	Z.13	0,790	0,256	Valid

(Source: Researcher, 2024)

Reliability Test

Furthermore, reliability tests were carried out by comparing Cronbach's alpha value on each variable with a limit value of 0.6. Based on the results obtained in table 2, reliability tests of empowering leadership variables, innovative work behavior variables, and knowledge sharing variables produce Cronbach's alpha value that is greater than the limit value, so that it can be stated that all variables are reliable.

Table 2. Reliability Test Results

Variable	Cronbach'sAlpha	Item	Information
Empowering Leadership (X)	0,968	15	Reliable
Innovative Work Behavior (Y)	0,941	9	Reliable
Knowledge Sharing (Z)	0,938	13	Reliable

(Source: Researcher, 2024)

Normality Test

The normality test aims to find out whether the data is normally distributed or not normally distributed. From the results of data processing in the SPSS application carried out through the kolmogorov-Smirnov test, an asymp value was obtained. GIS of 0.200 or greater than the significance value of 0.05. This indicates that the distribution of data is normally distributed.

Multicollinearity Test

The variables in this study consist of dependent variables, namely empowering leadership consisting of 15 indicators, independent variables, namely innovative work behavior consisting of 9 indicators, and mediating variables, namely knowledge sharing consisting of 13 indicators. The validity test was carried out on the results of filling out the questionnaire by 57 respondents with the results as in table 3.

Table 3. Multicollinearity Test Results

Variabel (*Constant*)	*Collinearity Tolerance*	*Statistic* VIF
Empowering Leadership (X)	0,662	1,511
Knowledge Sharing (Z)	0,662	1,511

(Source: Researcher, 2024)

Linearity Test

The linearity test was carried out according to the hypothesis that had been formulated, namely the correlation of variables between the empowering leadership variable (X) to the innovative work behavior variable (Y), the empowering leadership variable (X) to the knowledge sharing variable (Z), and the knowledge sharing variable (Z) to the innovative work behavior variable (Y). The results of the linearity test in table 4 show that each model has a significance value greater than α 0.05. In addition, the calculated F value of all three models results in a value that is smaller than the F value of the table. This reinforces the conclusion that there is a linear relationship between the variables.

Table 4. Linearity Test Results

Linearity Test	Value Sig.	F Count	F Table	Information
X to Y	0,882	0,615	1,873	Linear relationships
X to Z	0,887	0,609	1,873	Linear relationships
Z to Y	0,270	1,257	1,878	Linear relationships

(Source: Researcher, 2024)

Partial Test (Test t)

Based on the results of the partial test analysis (t) in table 5, it can be explained as follows:

1. The relationship between the empowering leadership variable to innovative work behavior obtained a calculated t value of 4.849 greater than the table t of 2.01 and a significance value smaller than α 0.05. This shows that H1 is accepted, namely empowering leadership has an influence on innovative work behavior.
2. The relationship between the empowering leadership variable and knowledge sharing obtained a calculated t value of 5.303 greater than the table t of 2.01 and a significance value smaller than α 0.05. This shows that H2 is accepted, namely empowering leadership, has an influence on knowledge sharing.

3. The relationship between the knowledge sharing variable and innovative work behavior obtained a calculated t value of 6.306 greater than the table t of 2.01 and a significance value smaller than α 0.05. This shows that H3 is accepted, namely knowledge sharing has an influence on innovative work behavior.

Table 5. Partial Test Result (t)

Model	t	Sig.
X to Y	4,849	0,615
X to Z	5,303	0,609
Z to Y	6,306	1,257

(Source: Researcher, 2024)

Test F

Test F was conducted to determine the effect of empowering leadership and knowledge sharing together on innovative work behavior. The result of the F test shows a significance value of 0.000 less than α 0.05 with a calculated F value of 23.327 is greater than the table F value of 3.168. This shows that there is a significant influence between empowering leadership and knowledge sharing simultaneously on innovative work behavior.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	750.105	2	375.052	23.327	.000[b]
	Residual	868.211	54	16.078		
	Total	1618.316	56			

a. Dependent Variable: Innovative Work Behavior

b. Predictors: (Constant), Knowledge Sharing, Empowering Leadership

Figure 1. ANOVA Table F Test Results

(Source: SPSS, 2024)

Coefficient of Determination (R2)

To determine the role of knowledge sharing mediation variables in the relationship of empowering leadership to innovative work behavior, researchers identified based on the R Square Change value in the summary model (figure 2).

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.547[a]	.299	.287	4.54011	.299	23.511	1	55	.000
2	.681[b]	.464	.444	4.00974	.164	16.512	1	54	.000

a. Predictors: (Constant), Empowering Leadership

b. Predictors: (Constant), Empowering Leadership, Knowledge Sharing

Figure 2. Model Summary of Coefficient of Determination Test Results

(Source: SPSS, 2024)

The test results showed that there was a difference in the correlation of empowering leadership to innovative work behavior between before and after adding knowledge sharing mediation variables. The presence of a mediating variable led to a decrease in R2 from 0.299 or 29.9% to 0.164 or 16.4%. The decrease shows that the knowledge sharing variable affects the relationship of empowering leadership to innovative work behavior by 13.5%.

Hierarchical Multiple Regression

Based on the ANOVA table (figure 3) it is known that the significance value in the F test is 0.000. The value is less than 0.005 so it can be concluded that the knowledge sharing variable affects the relationship of empowering leadership to innovative work behavior. The magnitude of the influence between these variables can be seen in figure 2 where R2 shows a value of 0.164 or 16.4%, meaning that the existence of knowledge sharing mediation variables affects the relationship between empowering leadership and innovative work behavior by 16.4%.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	484.621	1	484.621	23.511	.000[b]
	Residual	1133.695	55	20.613		
	Total	1618.316	56			
2	Regression	750.105	2	375.052	23.327	.000[c]
	Residual	868.211	54	16.078		
	Total	1618.316	56			

a. Dependent Variable: Innovative Work Behavior

b. Predictors: (Constant), Empowering Leadership

c. Predictors: (Constant), Empowering Leadership, Knowledge Sharing

Figure 3. ANOVA Table of Hierarchical Multiple Regression Test Results
(Source: SPSS, 2024)

Conclusion

Based on statistical tests that have been conducted, it was found that the relationship between empowering leadership on innovative work behavior, empowering leadership on knowledge sharing, knowledge sharing on innovative work behavior, and empowering leadership on innovative work behavior with the mediation of knowledge sharing shows a positive and significant influence relationship on employees. The results of the study prove that a leader with empowering leadership skills leads to participatory decision making and motivates employees to collaboratively solve problems so as to create a supportive climate for knowledge sharing among team members in the organization. This condition can give confidence to employees to take risks and try new things that encourage innovative work behavior in employees.

In connection with the results of research that show the influence between the variables used in this study, an effort to improve innovative work behavior of employees can be done through leadership capacity development that encourages the implementation of empowering leadership practices oriented to innovative work behavior among employees and compiles systematic knowledge management policies to stimulate and encourage the process of knowledge creation to provide a means to share knowledge.

There are still other factors that can influence innovative work behavior that are not revealed in this research model, such as various types of leadership styles including transformational leadership, entrepreneurial leadership, participative leadership, ethical leadership, and authentic leadership. Future research can use other leadership style variables to provide different perspectives on appropriate leadership styles in encouraging innovative work behavior.

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