



Research Paper

Influence Transformational leadership, work engagement and knowledge sharing To Innovative work behavior Employee Aceh BKKBN

Ellen¹ , Husnaina Mailisa Safitri¹, Mimiasri¹

¹ Faculty of Economics, Universitas Muhammadiyah Aceh, Banda Aceh 23123, Indonesia

 ellenellen50999@gmail.com

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Universitas Abulyatama

Abstract

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The purpose in study This is for test and analyze influence Transformational leadership, Work engagement and Knowledge sharing to Innovative work behavior among BKKBN Aceh employees. Methods used that is method study quantitative. Size population and sample study This as many as 96 respondents. Research data collected through questions / questionnaires and studies documentation. Testing hypotheses use analysis multiple linear regression, F test (simultaneous) and t test (partial) are intended for now influence variables independent to variables dependent on the level 95% confidence interval ($\alpha = 0.05$). Research results show that by simultaneous testing variables Transformational leadership, Work engagement and Knowledge sharing influential to Innovative work behavior among BKKBN Aceh employees. Then in a way partial that is Transformational leadership, Work engagement and Knowledge sharing influential to Innovative work behavior of BKKBN Aceh employees.

Keywords: Transformational leadership; Work engagement; Knowledge sharing and Innovative work behavior.

1. Introduction

Agency government is organization public participation important in operate the function of the state to give service to society. Success agency government in reach goals and implement his duties are very much determined by the quality source Power human resources (HR) it has. HR in the sector public not only sued own competence technical, but also integrity, professionalism, and commitment to interest public [1]. One of agency the government in Aceh Province is the



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National Population and Family Planning Agency (BKKBN) Aceh, which has role strategic in managing development programs family, population, and family planning. The success of the Aceh BKKBN in operate his duties No let go from role employee who shows innovative work behavior (behavior innovation work). Employees who are capable explore, develop, champion, and implement new ideas will give contribution positive to improvement program quality, effectiveness services, as well as Power competition organization [2].

Innovative work behavior is behavior employees which include search opportunities, development, implementation, and struggle towards new and useful ideas for organization [3]. Behavior This Not only limited to the creation of ideas but also includes effort real in implement the idea for increase effectiveness work, repair quality services, and create mark plus for organization [4]. With Thus, innovative work behavior becomes factor important supporting success organization in face change and improve Power competitiveness, both in the sector public and private [5]. There is several influencing factors innovative work behavior (IWB) in organizations, including transformational leadership, work engagement, and knowledge sharing [1].

Transformational leadership is style capable leadership give inspiration, motivation, and clear vision to subordinate so that they pushed for beyond interest personal interests organization [6]. Leadership transformational depicted as style leadership that can arousing and motivating employees, so that can come true performance high- paying jobs exceed from what the employee estimate previously [7]. Leader transformational tend give support, build trust, and encourage creativity employee [8]. The relationship with innovative work behavior is transformational leader capable grow environment conducive work for the emergence of new ideas, facilitating employee for brave experimenting, as well as fight for idea innovative so that behavior innovation Work can develop optimally [9].

Work engagement something conditions psychological Where employee own strong attachment to his work, marked with enthusiasm, dedication, and involvement full in carry out task [10]. Employees who have high engagement rate will be more motivated for give contribution best for organization [11]. In the relationship with innovative work behavior, engagement high work push employee for more active explore ideas, develop solution creative as well as brave implement idea new to improve quality performance organization [12].

Knowledge sharing a sharing process information, experience, and knowledge between individual in organization with objective expand understanding together and create learning collective [13]. When the employee each other share knowledge, they will more easy find opportunity new, combining ideas, and finish problem in a way creative [14]. The relationship with innovative work behavior is the taller intensity share knowledge in the environment work, increasingly big opportunity emergence behavior innovation because of new ideas can formed from exchange insight and experience between employee [15].

2. Method

Object study about Innovative work behavior, transformational leadership, and work engagement at the Aceh BKKBN. The research method used in study This is method studies empirical with approach study causality. Study method empirical is method study to fact empirical data obtained based on observation, where object of research more emphasis on events Actually than people's perceptions about events. Category designed questions in questionnaire given mark score 1-5 with category that is very unlikely agree to strongly agree.

Amount population in study This that is all ASN of the National Population and Family Planning Agency of Aceh Province with total of 654 civil servants Civil Servants (ASN). Of the

654 ASN at the National Population and Family Planning Agency of Aceh Province, 87 people are from employee chosen as sample study with use proportional stratified sampling technique.

For obtain data regarding transformational leadership, work engagement and knowledge sharing to innovative work behavior done data collection with method as questionnaire, is technique data collection with give sheet question in written list form that has been prepared to respondents. Primary data testing and analysis were carried out with use SPSS Version 26 device with formulation multiple linear regression [16]. Data analysis techniques used in study This that is multiple linear regression [17].

3. Results and Discussion

Validity and Reliability Data Test Results

Testing the validity of the data in this study was carried out statistically, namely by using the *Pearson test. product moment coefficient of correlation analysis* using SPSS. All statements have correlation values above the 5% critical value, namely above 0.213, indicating that these statements are significant and valid. The results of the validity test in this study can be seen in Table 1.

Table 1. Validity Test Results

No questions asked	Variables	Coefficient correlation	Critical value 5% (N= 87)	Note
1 A1	Innovative Work Behavior	0.869	0.213	Valid
2 A2		0.892	0.213	Valid
3 A3		0.897	0.213	Valid
4 A4		0.824	0.213	Valid
5 B1	Transformational Leadership	0.875	0.213	Valid
6 B2		0.878	0.213	Valid
7 B3		0.810	0.213	Valid
8 B4		0.864	0.213	Valid
9 B5		0.765	0.213	Valid
10 C1	Work Engagement	0.911	0.213	Valid
11 C2		0.841	0.213	Valid
12 C3		0.866	0.213	Valid
13 C4		0.812	0.213	Valid
14 C5		0.911	0.213	Valid
15 C6		0.797	0.213	Valid
16 D1	Knowledge Sharing	0.962	0.213	Valid
17 D2		0.884	0.213	Valid
18 D3		0.962	0.213	Valid
19 D4		0.885	0.213	Valid

Source: Processed data (2025)

Based on the table above, it can be explained that all variables used in this study are declared valid, because they have a correlation coefficient above the critical value of the product correlation. moment, which is 0.213, so that all questions contained in this research questionnaire are declared valid for further in-depth research. Testing Reliability done with internal *consistency* or degrees accuracy answer. For testing This used Statistical Packaged for Social Sciences (SPSS) version 27. After do testing reliability for now consistency results A answer about response

respondents. For do testing reliability writer using the SPS S program. The results of the reliability test can see in Table 2.

Table 2. Reliability Test Research Variables (Alpha)

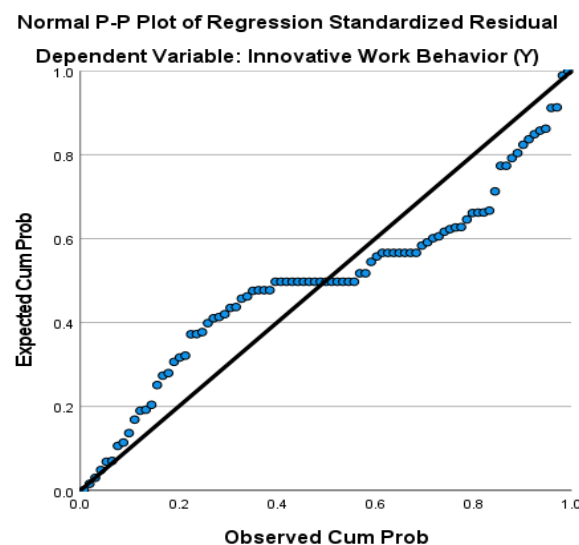
No	Variables	Reliability Value	Alpha Value	Reliability
1.	Innovative Work Behavior (Y)	0.60	0.945	Reliable
2.	Transformational Leadership (X_1)	0.60	0.940	Reliable
3.	Work Engagement (X_2)	0.60	0.853	Reliable
4.	Knowledge Sharing (X_3)	0.60	0.869	Reliable

Source: processed data, 2025

From the results of the reliability test above, it can be seen that the reliability is based on the reliability test of the instrument, it is known that the results of the test of the Innovative *variable* work behavior, transformational leadership, work engagement and knowledge sharing all of them are reliable because they exceed 0.60.

Results of the Classical Assumption Test

For data normality testing, in this study, it will only be detected through graphical analysis generated through regression calculations with SPSS. data normality can see in Figure 1. as following:



Source: Research Results, 2025 (Data processed)

Figure 1. Normality Test Results

Based on Figure 1. can concluded that the data used show normal indication. Analysis from chart on seen dot, dot, dot spread around the diagonal line, and its distribution follow direction of the diagonal line. "If the data is spread around the diagonal line and following direction of the diagonal line, then the regression model fulfil assumptions normality, and vice versa when data is spread Far from diagonal lines and/ or No follows the diagonal line, then the regression model No fulfil assumptions normality". Then the regression model worthy used for predicting Innovative work behavior based on input variables independent.

Multicollinearity test aims to determine whether a correlation exists between independent variables in the regression model. The multicollinearity test in this study examines the Variance value. Inflation Factor (VIF). The results of the multicollinearity test can be seen in Table 3.

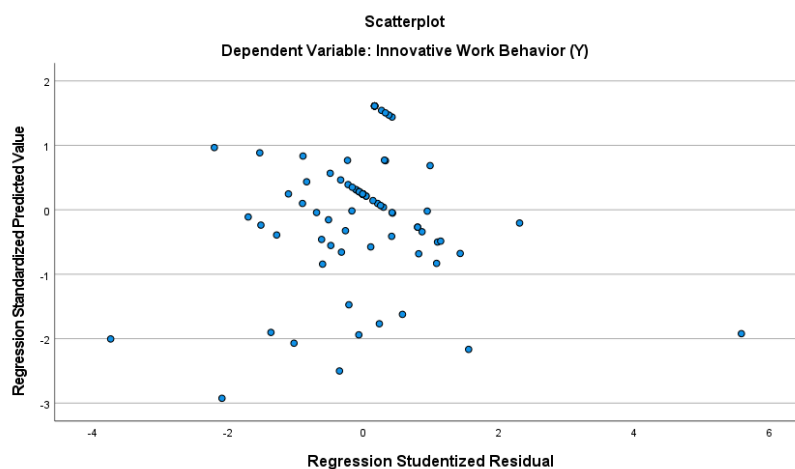
Table 3. Multicollinearity Test Results

No	Variables Free	Tolerance	VIF	Information
1	Transformational leadership	0.832	1,202	Non- Multicollinearity
2	Work engagement	0.512	1,952	Non- Multicollinearity
3	Knowledge sharing	0.504	1,984	Non- Multicollinearity

Source: Research Results, 2025 (Data processed)

Based on Table 3 then can show that No There is one independent variable that has low tolerance value from 0.10 means No There is correlation between variables independent. Calculation results The Variance Inflation Factor (VIF) value also shows the same thing No There is One variable independent who has VIF value is higher out of 10. So, you can conclude that No There is multicollinearity between variables independent in the regression model in the study This.

Heteroscedasticity test aims to determine whether in a regression there is an inequality of residual variance from one observation to another. If the residual variance from one observation to another remains constant, it is called homoscedasticity, and if the variance is different, it is called heteroscedasticity. A good regression model is one that does not experience heteroscedasticity. The results can be seen in Figure 4.2.



Source: Research Results, 2025 (Data processed)

Figure 2. Test Results Heteroscedasticity

From Figure 2, the heteroscedasticity test shows that the points are spread randomly, do not form a clear pattern, and are spread both above and below the number 0 on the Y axis. This means that heteroscedasticity does not occur.

Hypothesis Testing Results

Hypothesis state that factors transformational leadership (X1), work engagement (X2) and knowledge sharing (X3) have an influence on Innovative work behavior among BKKBN Aceh employees. The model used for suspect influence the can see in Table 4.

Table 4. Analysis Results Multiple Linear Regression and Partial Test

No.	Variable name	B	Std Error	t _{count}	t _{table}	Sig.
1	Constant	0.321	0.274	1,170	1,989	0.245
2	Transformational leadership (X ₁)	0.116	0.054	2,147	1,989	0.035
3	Work engagement (X ₂)	0.609	0.084	7,252	1,989	0,000
4	Knowledge sharing (X ₃)	0.195	0.087	2,245	1,989	0.027

Source: Research Results, 2025 (Data processed)

Based on the computer output results through the SPSS program as seen in the table above, then the multiple regression equation obtained is as follows,

$$Y = 0.321 + 0.116X_1 + 0.609X_2 + 0.195X_3$$

From the regression equation above, the following research results can be seen:

- In the research, the constant value is 0.321, which means that if *the* transformational leadership (X₁), work engagement (X₂) and knowledge sharing (X₃), is considered constant, then innovative work *The* behavior of BKKBN Aceh employees is 0.321 on a Likert scale.
- Transformational regression coefficient leadership (X₁) of 0.116. This means that every change in the transformational *variable* leadership will increase innovative work behavior of BKKBN Aceh employees is 0.116 with the assumption of the work *variable* engagement (X₂) and knowledge sharing (X₃) is considered constant.
- Work regression coefficient engagement (X₂) of 0.609. This means that every change in the work *variable* engagement will relatively increase innovativeness work behavior of BKKBN Aceh employees is 0.609% with the assumption of transformational *variables* leadership (X₁), and knowledge sharing (X₃) is considered constant.
- Knowledge regression coefficient sharing (X₃) of 0.195. This means that every change in the knowledge *variable* sharing will relatively increase innovativeness work behavior of BKKBN Aceh employees is 0.195 with the assumption of transformational *variables* leadership (X₁) and work engagement (X₂), is considered constant.

Discussion

Partial Test (t-Test)

To test the transformational *effect* leadership, work engagement and knowledge sharing of innovative work behavior of BKKBN Aceh employees., the t-statistic test (t-test) was used. If the calculated t- value > t_{table} value, then H₀ is rejected and H_a is accepted, conversely, if the calculated t value < t_{table} value, then H₀ is accepted and H_a is rejected. The results of partial hypothesis testing can be seen in Table 1. You can find out the value of the calculated t value. of each variable independent in this study. The calculated t value of each independent variable will compared with the t-_{table} value using a confidence *interval* of 95% or $\alpha = 0.05$.

- Transformational Influence leadership (X₁). Influence transformational leadership (X₁) towards variables innovative work behavior (Y) in a way partial can see in Table 1. value t_{count} (2.147) bigger from t_{table} (1.989) and the value significance 0.035, then his decision is to accept H_a and reject H₀. From the results of the significance test in a way partial that

transformational leadership influences innovative work behavior of BKKBN Aceh employees.

2. Influence Work engagement (X_2). Influence work engagement to variables innovative work behavior (Y) in a way partial can see in Table 1. value t_{count} (7.252) is greater than t_{table} value (1.989) value $t_{\text{count}} > \text{mark } t_{\text{table}}$ and value significance 0.000, then his decision is to reject H_0 and accept H_a . This means Work engagement influences innovativeness work behavior of BKKBN Aceh employees.
3. Influence Knowledge sharing (X_3). The influence of knowledge sharing to variables innovative work behavior (Y) in a way partial can see in Table 1. value t_{count} as big as 2,245 and value significance 0.027, whereas mark t_{table} at level 9.5 % confidence is 1.989. therefore, t_{count} (2.245) is greater from t_{table} (1.989) then rejects H_0 and accepts H_a . This means that the Knowledge factor sharing influential positive and significant to innovative work behavior of BKKBN Aceh employees.

Simultaneous Test (F test)

To test the transformational *effect* leadership, work engagement and knowledge simultaneous sharing of innovative work behavior of BKKBN Aceh employees. The F Statistical test (F test) was used. If the calculated F value $> F_{\text{table}}$ value, then H_0 is rejected and H_a is accepted. On the other hand, if the F value is calculated $< F_{\text{table}}$, then H_0 is accepted and H_a is rejected. The results of the simultaneous test can be seen in the following table:

Table 5. Simultaneous Test Results

	Model	Sum of Squares	df	Mean Square	F_{count}	F_{table}	Sig.
1	Regression	39,115	3	13,038	61,879	2,716	,000 ^b
	Residual	17,489	83	0,211			
	Total	56,603	86				

Source: Research Results, 2025 (Data processed)

Based on the calculation results, the calculated F value was 61.879 with a significance of 0.000, while the F_{table} at a confidence level (*confidence interval*) of 95% or $\alpha = 0.05$ is 2.716. With compare mark F_{count} with F_{table} , so F_{count} (61.879) bigger from F_{table} (2.716). The decision is H_0 rejected and H_a accepted, meaning in a way simultaneous variables transformational leadership (X_1), work engagement (X_2) and knowledge sharing (X_3) influential and significant to innovative work behavior of BKKBN Aceh employees.

Based on the research results that transformational leadership, work engagement and knowledge sharing has a significant influence on innovativeness work behavior of BKKBN Aceh employees. This means that this research is in line with previous research, namely research stating that transformational work leadership influences innovativeness work behavior [9]The implications of this research are that a visionary, inspiring, and motivating leadership style plays a significant role in encouraging innovative employee work behavior. The leadership of the Aceh BKKBN needs to continue developing a leadership style that sets an example and builds trust.

Then the results of this study are also supported by the results of previous research which stated that work Engagement influences *innovation* work behavior [18]; [19]. The implication of this study is that the level of employee work engagement, reflected in enthusiasm, dedication, and focus on work, can increase innovative work behavior. Consequently, the Aceh BKKBN needs to create a conducive work environment, provide support, and ensure a balanced workload and rewards so that employees feel emotionally and professionally engaged in their work. Employees who are engaged tend to be more proactive in seeking new ways to improve performance [20].

Furthermore, the results of this study are also supported by the results of previous research which stated that knowledge Sharing influences *innovation* work behavior [21] These findings indicate that knowledge sharing among employees is a crucial factor in fostering innovation. The more intense the exchange of information, experiences, and ideas, the greater the opportunity for new ideas to emerge that benefit the organization. Therefore, the Aceh BKKBN needs to encourage a culture of knowledge sharing through discussion forums, internal training, and cross-disciplinary teamwork. An environment open to knowledge exchange will strengthen employees' ability to generate solutions and innovate at work.

4. Conclusion

Transformational leadership has a significant influence on innovative work behavior of BKKBN Aceh employees. Work engagement has a significant influence on innovativeness work Behavior of BKKBN Aceh employees. Knowledge sharing has a significant influence on innovativeness work behavior of BKKBN Aceh employees. Transformational leadership, work engagement and knowledge Simultaneous sharing *has a significant impact* on innovativeness work behavior of BKKBN Aceh employees.

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Authors' contributions and responsibilities

Ellen: conceptualization, methodology, writing – original draft, supervision. Husnaina Mailisa Safitri: supervision, writing – review & editing. Mimiasri: investigation, formal analysis, visualization.

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Availability of data and materials

All data are available from the authors.

Competing interests

The authors declare no competing interest.

Additional information

No additional information from the authors.

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