

# The Influence of Transformational Leadership, Knowledge Sharing, and Innovative Work Behavior on Millennial Employee Performance

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## ARTICLE INFO

## ABSTRACT

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**Introduction / Main Objectives:** Today's leaders a highly dynamic environment where change is a constant problem. To change effectively, employee must share the leader's vision and be willing to commit to achieving the leader's direction. This research explores the relationship between transformational leadership, knowledge sharing, and innovative work behavior on employee performance.

**Background Problems:** In a rapidly changing and dynamic atmosphere, startup companies do not yet have a clear structure for setting employee goals and expectations. This affects their employee performance.

**Novelty:** This research provides valuable novelty in designing effective leadership and knowledge management strategies to improve employee performance and overall organizational success in start up education technology.

**Research Methods:** The research method was purposive sampling with a non-random sampling technique involving 100 respondents from start up education technology employees who belonged to the millennial generation. Hypotheses were tested using SmartPLS.

**Finding/ Results:** The research results show that innovative work behavior has a significant positive impact on employee performance. However, knowledge sharing and transformational leadership have an insignificant influence on employee performance.

**Conclusion:** Innovative work behaviour has a beneficial effect in increasing employee performance. The practical implication is that leaders and managers in educational technology startup companies need to pay attention to the importance of supporting a culture of knowledge sharing and providing support for innovative work behavior to improve employee performance.

**Keywords:** Employee Performance, Innovative Work Behavior, Knowledge Sharing, Transformational Leadership.

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## INTRODUCTION

It has become a trend in recent years that start-up companies, which are generally driven by the millennial generation who have a visionary vision, have succeeded in creating new markets and attracting consumers from market niches that large companies have dominated. Startups are new companies that are growing to survive [1].

Competition among startup companies is increasing in Indonesia. According to data from StartUpRanking.com, Indonesia is listed as the 4th country in the world with the highest number of startups, namely 2,193. The development of startups in Indonesia provides opportunities for the millennial generation to contribute considering that there are similar characteristics between startups and the millennial generation, namely that they are closely related to technology because millennials were born at the same time as technology was born. However, being able to survive and compete is not an easy thing for startup companies. In many startup companies that are still in their

early stages, leadership tends to be ineffective which can result in uncertainty among employees, lack of direction, and lack of motivation. This is reinforced by the condition that a knowledge sharing culture is not supported by the company which can cause isolation between teams or departments, thus hindering effective collaboration. Fixing employee performance problems in startup companies requires a comprehensive approach, which includes building effective leadership, increasing a culture of knowledge sharing and fostering appropriate innovative work behavior for employees. In accordance with previous findings, startup companies need to encourage their employees to behave proactively and stimulate them to contribute more to their work so that startup companies gain sustainable competitive advantages [2]. In connection with these issues, researchers consider that innovative work behavior is very important in the context of start-up companies. The working dynamics of startup companies are different from conventional companies because startup companies are very dynamic and full of uncertainty [3]. Due to this, many startup business owners will look for employees who have personalities that match the entity of the startup business, apart from several general things that are needed in finding the best employees. Several important employee personalities that startup company owners look for include being creative, innovative and having high flexibility in finding solutions to problems [3].

Start-ups companies are synonymous with innovative work behavior and have different demands in the initial and continuing cycles. This shows that innovative work behavior is really needed by employees working in startup companies. De Jong and Den Hartog developed innovative work behavior (IWB), not only to explain the problem of how to generate ideas but also to develop the behavior needed to implement these ideas. The end of the innovative work behavior development process is to improve individual and organizational performance [4].

To maximize innovative work behaviour, a leader's role is needed to manage it. One leadership style that is suitable today is the Transformational Leadership Style. A transformational leader is a leader who masters the situation by conveying a clear vision of the group's goals, passion in the work and the ability to make group members feel recharged and energized [5]. Transformational leadership is effective in generating innovative behavior in members. Transformational leadership supported by work involvement will influence employee innovative behavior [6]. Previous research results show that innovative behavior can be influenced by leadership which is mediated by the psychological climate for innovation such as support for innovation and supply of resources [7].

Apart from the role of the leader concerned, several studies have also found that knowledge sharing can maximize innovative work behavior. Knowledge sharing behavior in companies is considered important because it can help in achieving productive competition [8]. The role of knowledge sharing behavior in companies is not only to prevent the loss of knowledge that is important for company productivity, knowledge sharing behavior can also help in increasing innovation in companies [9, 10]. There is research that shows the relationship between knowledge sharing behavior and innovative behavior through the addition of other variables that accompany knowledge sharing behavior, such as team culture, characteristics of co-workers, and work performance [11, 12].

In increasing innovation in the company, knowledge sharing behavior implemented by employees provides new insights that can help and enrich work results. Insights and new knowledge obtained from the results of knowledge sharing behavior help individuals find new ways and products that can benefit the company. Innovation that is influenced by the knowledge sharing behavior process is not only limited to products, but can also be seen in the services shown by employees to consumers.

## LITERATURE REVIEW

### 2.1 Employee Performance

Employee performance leads to increased efficiency and productivity of organizational processes as a whole [13]. The importance of employee performance has become increasing over the last few years, as it has become a major and important variable in any organization [14]. Employee performance has an important and visible role in the progress of every organization and its development because employees contribute to its success and effectiveness [15]. In a corporate environment, continuous efforts to improve employee performance have become the main goal of human resource management [16]. Human resources are important to be managed professionally to create alignment between the interests of employees and the interests of the organization in an effort to advance the organization [17]. Organizations should analyze and study employee performance factors and strive to develop them, because employee performance is the main outcome that employees contribute to their productivity [18].

## 2.2 Transformational Leadership

Burns (1978) is one of the experts who promotes the concept of transformational leadership. Transformative leaders are those who can influence their followers by enhancing conventional goals and helping them increase their self-confidence at work [19]. Transformational leadership is identified through: (a) idealized influence which is the charisma possessed by a leader which makes him a role model for members of the organization; (b) inspirational motivation, namely the ability of a leader to motivate members and provide inspiration for organizational members in achieving common goals; (c) intellectual stimulation is a transformative leader character that seeks to encourage subordinates to think about innovation, creative methods or new ways of achieving goals; (d) individual consideration is the leader's ability to identify, understand, and handle members' needs and treat them well [20].

Transformational leadership theory is a popular leadership theory, because of its great influence on organizational progress. Transformative leaders are able to make employees prioritize the interests of the organization above personal interests and have a strong commitment to achieving the organization's vision [21]. These positive things will ultimately be positively correlated with individual and organizational performance [22, 23].

## 2.3 Knowledge Sharing

One of the important organizational assets that is rarely realized is knowledge, but having knowledge alone is not enough, further mechanisms are needed to make that knowledge more useful for the organization. One of the vital activities in maintaining and developing knowledge is knowledge sharing behavior. Various knowledge is a social interaction in terms of the exchange of knowledge, experience and skills of employees throughout departments or organizations [24]. Knowledge sharing can also be interpreted as a process in which individuals exchange knowledge and try to create new knowledge from the results of this knowledge exchange [25]. Through knowledge sharing activities, the knowledge possessed by each individual can be shared with other members of the organization, so that this knowledge becomes organizational knowledge [26].

There are two important activities in the knowledge sharing process, namely contributing knowledge and collecting knowledge [25]. In knowledge contributing activities, individuals communicate their intellectual capital or personal knowledge to others, while information gathering activities are characterized by a consultation process with colleagues to encourage sharing of their intellectual capital. The ideal knowledge sharing process at least shows that there is a balance between the process of donating and collecting knowledge, because if this does not happen it will be detrimental to one party, especially the party who only provides knowledge, without being able to collect knowledge.

## 2.4 Innovative Work Behavior

Innovative behavior is individual behavior that aims to explore and promote new and useful ideas, processes, products or procedures [27]. Innovative behavior can also be interpreted as individual activity oriented towards the creation, process and implementation of ideas related to relatively new products, technology, procedures or work processes to increase organizational effectiveness and achievements [28].

There are four dimensions in the study of innovative behavior [27], namely as follows; (a) Idea exploration is a process carried out to look for opportunities to improve conditions or threats that require an immediate response. The idea of exploration is reflected in efforts to look for opportunities to improve the quality of products, services and work processes with different approaches. (b) Idea generation, is a process carried out to produce new ideas based on the exploration of existing opportunities and threats. (c) Idea Championing, is an effort made to promote innovation ideas to other people and convince people to implement the innovation. (d) Idea implementation, is an effort made to implement ideas that have been proposed and is responsible for implementing the innovation.

Innovative behaviour is positive behaviour aimed at employees in the workplace. This positive behavior has a positive correlation with innovation output, contributes to improving organizational performance [29, 30], and has an impact on organizational sustainability [31, 32].

### DEVELOPMENT OF HYPOTHESES

#### 3.1 The Effect of Transformational Leadership on Employee Performance

The leader's ability to approach employees is considered capable of developing high work morale. Armed with high work enthusiasm causes work performance to increase. Transformational leadership is seen as a form of approach that accommodates all points of view of employees' work. The transformational leadership approach is considered to pay attention to employee capabilities, situations faced by employees, and other psychological aspects so that employees will feel more touched by their enthusiasm through the transformational leadership approach [33]. There was a significant influence between transformational leadership on employee performance. The transformational leadership approach is considered capable of having a positive impact on increasing employee performance [34].

Based on the relationship between these variables, the proposed research hypothesis is as follows:

H<sub>1</sub> = Transformational leadership has a positive impact on employee performance

#### 3.2 The Effect of Knowledge Sharing on Employee Performance

The knowledge gained by individuals in the organization will increase with knowledge sharing. The potential ability (IQ) and reality ability (knowledge and skills) are factors that influence employee performance [35]. Knowledge is very important for every employee in carrying out their duties, because by embedding knowledge in each employee, the employee can carry out their respective duties in accordance with the expectations of the organization, so that it will have a good impact on the employee's performance. The influence of knowledge sharing behavior on employee performance.

Based on the relationship between these variables, the proposed research hypothesis is as follows:

H<sub>2</sub> = Knowledge sharing has a positive impact on employee performance

#### 3.3 The Effect of Innovative Work Behavior on Employee Performance

Innovative work behavior has a positive influence on employee performance. The role of superiors in fostering and encouraging the team by sharing ideas will create an innovation environment that continues to develop in an effort to improve employee performance [36]. Innovative behavior has a positive and significant impact on employee performance. The existence of a guidance program between managers and employees can improve the quality of relationships and successfully improve employee abilities [37]. Innovative behavior has a positive and significant impact on employee performance. Organizational innovation needs to be stimulated to drive performance. Leader support for innovation is very important both inside and outside the organization to support employee performance. Innovative work behavior is able to mediate the relationship of organizational culture to employee performance [38].

Based on the relationship between these variables, the proposed research hypothesis is as follows:

H<sub>3</sub> = Innovative work behavior has a positive impact on employee performance

From the exploration of the formulation of the hypotheses above, the proposed research framework is as follows:

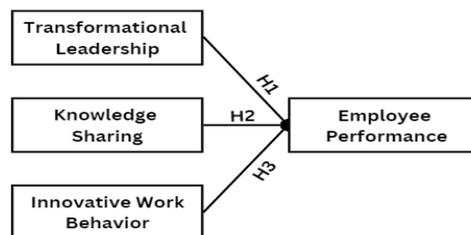


Figure 1. Research Framework

### METHOD, DATA, AND ANALYSIS

#### 4.1 Data Collection

In this method, purposive sampling is a non-random sampling technique where the researcher determines sampling by determining special characteristics that are in accordance with the research objectives so that it is hoped that they

can answer the research problem. The population of this study was 988 permanent employees of the millennial generation who worked at start-up companies in the education technology sector in Jakarta. To determine the minimum sample size, Slovin formula with an error tolerance limit of 10% were utilized resulting in 100 millennial employee sample size.

#### 4.2 Measures and Methodology

The method used in this research is a survey method with a correlational research approach. Data was collected by distributing questionnaires to millennial generation employees of startup companies in Jakarta, Indonesia. The instrument used to measure transformational leadership [39], knowledge sharing [40], and innovative work behaviour [41] were adapted from previous methods. The questionnaire was designed to be closed except for questions/statements regarding the respondent's identity which were in the form of a semi-open questionnaire. Each closed question/statement item is given five answer options, namely: strongly agree (SS) score 5, agree (S) score 4, disagree (KS) score 3, disagree (TS) score 2, and strongly disagree (STS) score 1.

Research data was analyzed using SEM-PLS (Partial Least Squares-Structural Equation Modeling) with SmartPLS3. SEM-PLS analysis consists of two sub models, namely the measurement model (measurement model) or called the outer model and the structural model (structural model) or called the inner model. The measurement model shows how the manifest variables represent the latent variables to be measured, while the structural model shows the strength of estimates between latent variables or constructs. There are 2 measurement models used in SEM-PLS analysis, namely;

##### 1. Measurement model (Outer model)

Evaluation of the measurement model (outer model) in SEM-PLS is carried out to test the validity and reliability of research data. Validity testing can be done by looking at two things, namely:

- Convergent validity. Measurements can be categorized as meeting convergent validity if the loading indicator value is  $>0.70$ .
- Discriminant validity (discriminant validity). Discriminant validity is determined by looking at the square root of the average variance extracted (AVE), which is greater than the correlation between constructs, and the indicator loading to the construct being measured is greater than the loading to other constructs.

In the reliability test, it can be seen from two things as follows:

- Cronbach alpha. A statement item can be declared reliable if the Cronbach alpha value is  $> 0.60$ .
- Composite reliability. A statement item is declared reliable if the Composite reliability value is  $>0.70$ .

##### 2. Structural model (inner model)

Evaluation of the inner model is carried out to see the influence between latent variables, and is used to measure the significance of hypothesis support. To see the influence between latent variables, you can do this by looking at the value of  $R^2$  (R-square). The greater the  $R^2$  value, the greater the direct influence of the exogenous latent variable on the endogenous variable. The significance of hypothesis support can be done by looking at the structural model which consists of the hypothesized relationships between latent constructs in the research model. SEM-PLS analysis can obtain path coefficients, which can then be used by researchers to assess the statistical significance of research models by testing hypotheses for each relationship path. The research hypothesis can be accepted if P-values  $\leq 0.05$ .

## RESULT

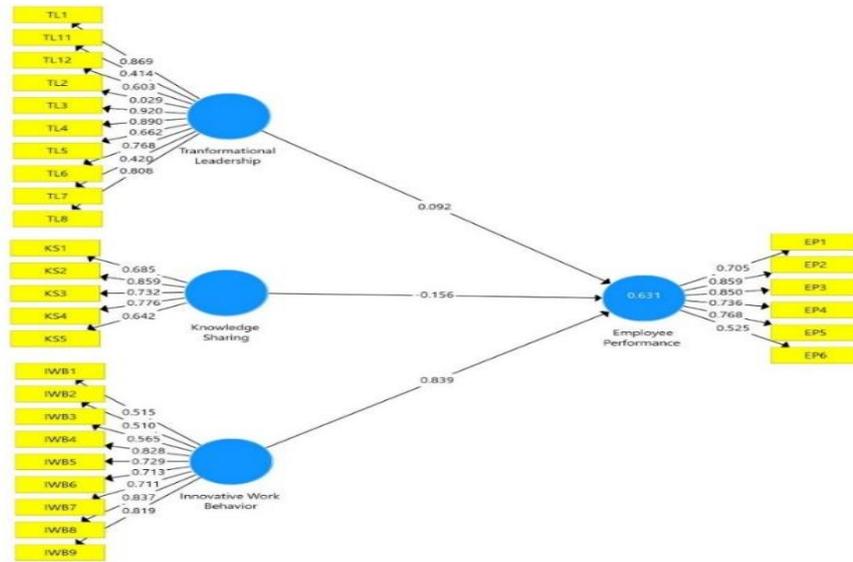
### Outer Model Testing

The measurement model testing stage includes testing Convergent Validity, Discriminant Validity and Composite Reliability. The results of PLS analysis can be used to test research hypotheses if all indicators in the PLS model meet the requirements for convergent validity, discriminant validity and composite reliability.

### Convergent Validity Testing

The convergent validity test is carried out by looking at the loading factor value of each indicator on the construct. In most references, a factor weight of 0.5 or more is considered to have validation that is strong enough to explain the

latent construct [42]. In this research, the minimum limit for the size of the loading factor accepted is 0.5, provided that the AVE value for each construct is > 0.5. The following are the estimation results of the PLS model :



**Figure 2.** Estimation Results of The PLS Model

Source: data processed, 2024

**Table 1.** Convergent Validity Testing

Variables	Indicators	Outer Loading	Information
Transformational Leadership (X <sub>1</sub> )	X <sub>1.1</sub>	0,869	Valid
	X <sub>1.2</sub>	0,029	Invalid
	X <sub>1.3</sub>	0,920	Valid
	X <sub>1.4</sub>	0,890	Valid
	X <sub>1.5</sub>	0,662	Invalid
	X <sub>1.6</sub>	0,768	Valid
	X <sub>1.7</sub>	0,420	Invalid
	X <sub>1.8</sub>	0,808	Valid
	X <sub>1.9</sub>	0,414	Invalid
	X <sub>1.10</sub>	0,603	Invalid
Knowledge Sharing (X <sub>2</sub> )	X <sub>2.1</sub>	0,685	Invalid
	X <sub>2.2</sub>	0,859	Valid
	X <sub>2.3</sub>	0,732	Valid
	X <sub>2.4</sub>	0,776	Valid
	X <sub>2.5</sub>	0,642	Invalid
Innovative Work Behavior (X <sub>3</sub> )	X <sub>3.1</sub>	0,515	Invalid
	X <sub>3.2</sub>	0,510	Invalid
	X <sub>3.3</sub>	0,565	Invalid Valid
	X <sub>3.4</sub>	0,828	Valid
	X <sub>3.5</sub>	0,729	Valid
	X <sub>3.6</sub>	0,713	Valid
	X <sub>3.7</sub>	0,711	Valid
	X <sub>3.8</sub>	0,837	Valid
	X <sub>3.9</sub>	0,819	Valid
Employee Performance (Y)	Y <sub>1.1</sub>	0,705	Valid
	Y <sub>1.2</sub>	0,859	Valid
	Y <sub>1.3</sub>	0,850	Valid
	Y <sub>1.4</sub>	0,736	Valid

Variables	Indicators	Outer Loading	Information
	Y <sub>1.5</sub>	0,768	Valid
	Y <sub>1.6</sub>	0,525	Invalid

Source: data processed, 2024

Based on the analysis results in the image above, it can be seen that several indicators have loading factors below 0.7 so they are declared invalid and must be dropped from the model. The model estimation results after the invalid indicators are dropped from the model are as follows:

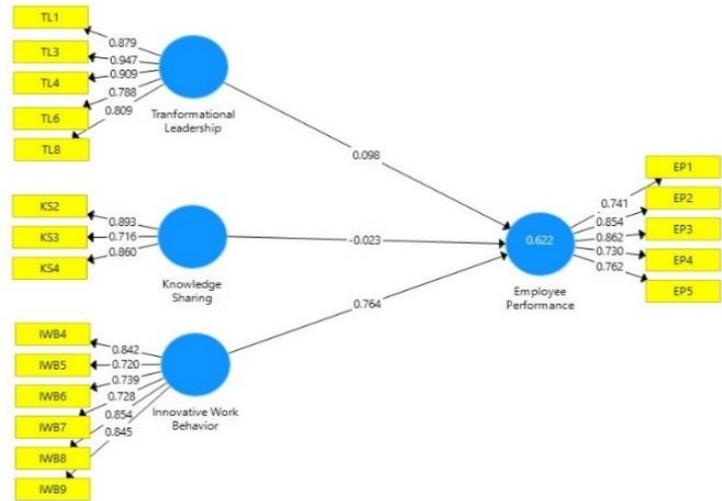


Figure 3. Results of The PLS Model

Based on the PLS model estimation results in the image above, all indicators have loading factor values above 0.7 so that the model meets the requirements for convergent validity. Apart from looking at the loading factor value of each indicator, convergent validity is also assessed from the AVE value of each construct, the PLS model is declared to have met convergent validity if the AVE value of each construct is > 0.5.

**Composite Reliability Testing**

Table 2. Construct Validity and Reliability (AVE)

	Cronbach's Alpha	Composite Reliability	AVE	Information
Transformational Leadership	0,917	0,938	0,754	Reliable
Knowledge Sharing	0,771	0,865	0,683	Reliable
Innovative work behavior	0,879	0,909	0,625	Reliable
Employee Performance	0,851	0,893	0,627	Reliable

Source: data processed, 2024

The reliability test results in the table above show that all constructs have composite reliability and Cronbach's alpha values > 0.7. In conclusion, all constructs have met the required reliability.

**Inner model testing**

Testing the inner model includes testing the significance of direct and indirect effects as well as measuring the magnitude of the influence of exogenous variables on endogenous variables. Using the booth strapping technique, the R Square value and significance test value are obtained as in the table below:

Table 3. R square Value

	R Square	R Square Adjusted
Employee Performance	0,622	0,610

Source: data processed, 2024

Based on **Table 3**, the R Square value is 0.622, which means that employee performance is influenced by transformational leadership, knowledge sharing and innovative work behavior by 62.2%, and the remaining 37.8% is influenced by other variables not examined in this research.

**Hypothesis Test**

Direct effect hypothesis testing to test the significance of all relationships or hypothesis testing. If the path coefficient value is positive, it indicates that an increase in the value of one variable is followed by an increase in the value of another variable. If the path coefficient value is negative, it indicates that an increase in the value of one variable is followed by a decrease in the value of another variable.

If the t-statistic value is >1.96 with a significance level of p-values of 0.05 (5%) and the beta coefficient is positive then the influence of the exogenous variable on the endogenous variable is significant, however if the probability value is >0.05 then the influence of the exogenous variable on endogenous variables is not significant. The significance of the estimated parameters provides very useful information about the relationship between research variables. The basis used in testing the hypothesis is the value contained in the output result for inner weight.

**Tabel 4.** Result for Inner Weights

Variables	Original Sample Estimate	Mean of Sub Sample	Standard Deviation	T-Statistics	P Values
Transformational Leadership → Employee Performance	0,098	0,098	0,103	0,950	0,343
Knowledge Sharing → Employee Performance	-0,023	-0,017	0,096	0,242	0,809
Innovative Work Behavior → Employee Performance	0,764	0,767	0,050	15,286	0,000

Source: data processed, 2024

Based on table 4 above, it is obtained;

1. The influence of Transformational Leadership on Employee Performance has a beta coefficient value of 0.098 and a t-statistic of 0.950. From these results it is stated that the t-statistic is not significant, because <1.96 with a p-value >0.343, it can be concluded that transformational leadership does not have a positive or less significant relationship with employee performance.
2. The effect of Knowledge Sharing on Employee Performance has a beta coefficient of -0.023 and a t-statistic of 0.242. From these results it is stated that the t-statistic is not significant, because <1.96 with a p-value >0.056, it can be concluded that knowledge sharing does not have a positive or less significant relationship with employee performance.
3. The influence of Innovative Work Behavior on Employee Performance has a beta coefficient of 0.764 and a t-statistic of 15.286. From these results it is stated that the t-statistic is significant, because <1.96 with a p-value <0.000, it can be concluded that innovative work behavior has a significant positive effect on employee performance.

**DISCUSSION AND FUTURE DIRECTION**

**Discussion**

***The Effect of Transformational Leadership on Employee Performance***

Hypothesis 1 (H<sub>1</sub>) states that transformational leadership has a significant effect on employee performance and is rejected. The results of this research are in line with previous studies [43] which suggests that transformational leadership does not have a significant impact on employee performance in countries that feature a high level of individualism. Other study also revealed that transformational leadership does not directly influence employee performance in the banking industry in Pakistan, but influences performance through mediating variables such as organizational commitment [44].

Based on research results, transformational leadership does not have a significant effect on employee performance in millennial generation employees. It is suspected that the leader may be inconsistent in implementing his transformational leadership style. At times, they are engaging and inspiring, but at other times, they are inconsistent or unfocused, which can impact employee reactions and performance. Employees may have different responses to the transformational leadership style. Some employees may respond more positively and improve their performance, while others may be unfazed or even encounter challenges in dealing with such a leadership style. It is important for leaders to understand the preferences and values of the millennial generation and adapt appropriate leadership styles. This can include a more collaborative approach, openness to innovation, support for personal development, open and transparent communication, an understanding of technology, and providing appropriate rewards and recognition. In this way, leaders can build strong relationships with the millennial generation and support their performance in an increasingly complex and dynamic work environment.

### **The Effect of Knowledge Sharing on Employee Performance**

Hypothesis 2 (H<sub>2</sub>) states that knowledge sharing has a significant effect on employee performance is rejected. The results of this research are in line with previous study which stated contradictory results that knowledge sharing has a negative effect on employee performance [45]. This means that the higher the knowledge sharing does not affect the increase in employee performance. Knowledge sharing does not have a direct effect on employee performance, but is mediated by the innovation capability and intellectual capital variables [46].

It is suspected that the organization's inability to store, manage and access shared knowledge effectively can reduce the benefits of knowledge sharing on employee performance. On the other hand, changes in market or unexpected economic conditions can significantly impact employee performance, clouding the effects of knowledge sharing practices. In addition, millennial generation employees often look for opportunities to learn and develop personally and professionally.

### **The Effect of Innovative Work Behavior on Employee Performance**

Hypothesis 3 (H<sub>3</sub>) states that innovative work behavior has a significant effect on employee performance and is accepted. The results of this research are in line with research [47] that sharing knowledge and working together is considered to be one of the driving factors in increasing innovative thinking and behavior for individuals in carrying out their performance. This is because the millennial generation tends to have strong creative skills and problem-solving abilities. Innovative work behavior gives them the opportunity to apply this creativity and problem-solving ability in the context of their work, which in turn can improve performance.

Innovative work behavior is very important for employees so that they can create new things, ideas or discoveries to improve their performance [13]. Leaders in an agency should pay more attention to innovative work behavior in their employees. This research is also supported by previous research which states that there is a strong influence on the relationship between innovative work behavior and employee performance.

### **Future Direction**

Suggestions for further research can provide deeper insight into the factors that influence the performance of millennial generation employees in technology education startup companies, which can be the basis for developing more effective management strategies and building an inclusive organizational culture, as well as conducting comparative analysis between generations. millennials with other generations, such as generation X or baby boomers, to understand how these differences affect the relationship between these variables and other variables that can influence employee performance.

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