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The Influence of Transformational Leadership, Interpersonal Trust, P-O Fit on Innovative Work Behavior and Knowledge-sharing Behavior as mediation

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Abstract: Public organizations must continue to develop efficient and adaptive public services as their competitive advantage. One important strategy in this effort is to increase employee innovative work behavior. The purpose of this research is to explore the factors that influence Innovative Work Behavior of government employees, including Transformational Leadership, P-O Fit, and Interpersonal Trust with Knowledge-sharing Behavior as mediation. The research uses a quantitative approach using the SEM model and smartPLS application to analyze data from 292 functional employees at the Directorate General of Customs and Excise. The results of the analysis show that Transformational Leadership and P-O Fit are positively related to IWB. Meanwhile, Interpersonal Trust does not have a direct influence on IWB but has a positive impact through Knowledge-sharing Behavior as a mediator. One application of this managerial research is to increase Knowledge-sharing Behavior. This can be achieved through development strategies that involve active employee participation, expanding their access to knowledge that can trigger creativity and innovation, and building information systems with open access to all employees. Suggestions for further research are to consider organizational factors that are responsive to change (agile organization) in model analysis so that it can provide a more comprehensive understanding of the factors that influence Innovative Work Behavior in the context of the dynamics of organizational change.

Keywords: Transformational Leadership, Interpersonal Trust, Person Organization Fit, Knowledge Sharing Behavior, Innovative Work Behavior

INTRODUCTION

Innovative behavior in the government sector is quite challenging because the majority of public sector innovation is influenced by many challenging aspects such as government policy and effectiveness Suseno *et al.* (2020), likewise with other aspects such as the need to gain trust and legitimacy (Vries *et al.*, 2016). Innovative behavior is known to be able to produce and implement new ideas that are beneficial for organizational growth and development (Niesen *et al.*, 2018). Innovativeness is the characteristic of creative employees

who can provide a comprehensive view so that the organization is able to respond to a trend or challenging situation quickly and precisely (Zhu *et al.*, 2023). The grand theory underlying this research is the concept of organizational behavior explained by Robbins & Judge (2013). One of the main aspects is innovative work behavior, which is the result of interactions between work processes and organizational processes that are able to improve performance and develop organizational competence.

Sethibe & Steyn (2017) and Raja *et al.* (2018) explained that appropriate leadership is a factor that is able to motivate innovative behavior in organizations. Meanwhile Srirahayu *et al.* (2023) argue that transformational leadership style in organizations has an important influence on the innovative process, and according to Gunawan *et al.* (2020) can realize a knowledge management system and increase HR effectiveness. Transformational leadership is also known as the leadership model that most influences innovative work behavior by Sudibjo & Prameswari (2021), this is in line with Hansen & Pihl-thingvad (2019) who stated that the majority of research on innovative behavior refers to transformational leadership as one of the antecedents of work behavior innovative.

Interpersonal trust is a factor that is also believed to play a role in influencing innovative work behavior. The higher employee trust, the better the level of innovative behavior (Lee, 2008). In interpersonal relationships, mutual trust will bring openness which can create a collaborative atmosphere and control uncertainty (Lei *et al.*, 2019). The formation of a collaborative atmosphere will strengthen the exploitation of knowledge and experimentation in supporting innovation (Afsar *et al.*, 2020). Apart from trust, employees tend to be motivated to behave in innovative work behavior if they feel they are compatible with the organization (Afsar & Badir, 2016; S. Kim, 2012). Therefore, employees who are “fit” to the organizational environment are the key to the success of an organization (Lam *et al.*, 2018). Employees with high P-O Fit are better able to improve cognitive and proactive attitudes in the organization than employees with low P-O Fit (Wahyudi *et al.*, 2019). P-O Fit takes an important role in public organizations because it has a vision and mission related to service and the public interest, so it requires individuals who are aligned with the organization.

Organizations that encourage knowledge sharing among employees tend to facilitate innovative capabilities (Castaneda & Cuellar, 2020). Thus, knowledge sharing behavior is a process of transferring skills and abilities between employees (Lin, 2007). Implementing a culture of knowledge sharing in an organization provides advantages and makes it more competitive (Firdaus & Ahman, 2020). However, researchers believe this depends on the level of individual willingness to share knowledge. That individuals tend to retain knowledge and do not want to share knowledge because of concerns about losing ownership of knowledge and losing influence or even power (Alsharo *et al.*, 2017; Kankanhalli *et al.*, 2005).

Several previous studies have documented mixed results regarding the influence of transformational leadership style on innovative work behavior, research by Afsar *et al.* (2014), Eisenbeiß & Boerner (2010) and Hui *et al.* (2018) found a positive influence on innovative behavior, but previously Basu & Green (1997) showed a negative influence, while Jaussi & Dionne (2003) did not find an influencing relationship. Research by Sudibjo & Prameswari (2021) and Wahyuningtias & Nugroho (2023) shows that transformational leadership has a positive influence but through mediating factors. Furthermore, research related to P-O Fit on innovative behavior found no effect (Huang *et al.*, 2005; Jin *et al.*, 2016). But Wojtczuk-Turek & Turek (2016) and Afsar *et al.* (2018) shows that P-O Fit has a positive effect on innovative work behavior.

The inconsistent results of several studies mentioned above indicate that there are research gaps, and have implications that are still not comprehensive, as is the case in the research of Afsar *et al.* (2018) where the research object was carried out in the health sector as well as research by Sudibjo & Prameswari (2021) and Wahyuningtias & Nugroho (2023) in the

education sector. Next, the researcher tries to overcome the existing research gaps by developing the previous research model or framework and adding new variables, namely interpersonal trust and compiling them in a new model framework as well as conducting research on different types of objects, namely public organizations in the state tax revenue sector at the Directorate General of Customs and Excise (DGCE).

Referring to the description above, the aim of this research is to fill the gap in previous research, to find out and analyze whether transformational leadership, P-O Fit and interpersonal trust have a positive effect on innovative work behavior and whether knowledge sharing behavior acts as a mediator of the positive influence on innovative work behavior in public organizations. vertical. In the scientific context of organizational management, this research is expected to contribute to the development and theoretically deeper understanding of the variables being studied and is also able to provide positive managerial implications for the management of innovative behavior in the public sector. It is also hoped that this research can help organizations in mapping and developing factors that can form or develop innovative behavior of civil servants to increase effective and efficient performance in providing innovative and satisfying public services.

LITERATURE REVIEW

Relationship Between Variables

Transformational Leadership and Innovative Work Behavior.

Research by Afsar *et al.* (2014) show that transformational leadership has a positive influence on innovative behavior, and encourages creative thinking, creating new ideas, and implementing these ideas. Likewise, research conducted by Amankwaa *et al.* (2019) and Choi *et al.* (2016) confirmed the existence of a positive correlation between transformational leadership and innovative work behavior, so the researchers proposed the following initial hypothesis:

H1: Transformational Leadership has a positive effect on Innovative Work Behavior.

Transformational Leadership and Knowledge Sharing Behavior.

Research conducted by Choi *et al.* (2016) shows that according to employee perceptions, there is a positive correlation between transformational leadership and knowledge sharing behavior, which means that employees led by transformational leaders tend to be more active in sharing knowledge, so based on this the researchers proposed the following initial hypothesis:

H2: Transformational Leadership has a positive effect on Knowledge Sharing.

Interpersonal Trust and Knowledge Sharing Behavior.

Trust is a crucial factor in a work group or organization to provide an environment that supports knowledge sharing behavior. Trust is a pre-requisite for knowledge sharing (Wickramasinghe & Widyaratne, 2012). Previous research shows that interpersonal trust has a positive effect on knowledge sharing behavior (E. Kim & Park, 2021; Lei *et al.*, 2019). This means that if interpersonal trust is high, the willingness to carry out knowledge sharing activities within the organization will increase, so based on the explanation above, the researcher proposes the following initial hypothesis:

H3: Interpersonal Trust has a positive effect on Knowledge Sharing Behavior.

Interpersonal Trust and Innovative Work Behavior.

Hughes *et al.* (2018) explained that trust between team members provides "lubricant" for individuals to jointly develop new plans and actions. With the bond of trust that employees have, collaborative discussions and debates will develop so that they can stimulate new, useful

thoughts and ideas (Yu *et al.*, 2018). In empirical research confirming the significant relationship between trust and innovative behavior Afsar *et al.* (2020) and Yu *et al.* (2018), so the researcher proposed the next hypothesis as follows:

H4: Interpersonal Trust has a positive effect on Innovative Work Behavior.

P-O Fit and Knowledge Sharing Behavior.

Employees with a strong sense of P-O Fit tend to have higher cognitive and proactive abilities and influence knowledge sharing behavior, which involves the active exchange of ideas, experiences and knowledge between colleagues to create shared knowledge that is beneficial to the organization (Razak *et al.*, 2016). Research conducted by Afsar (2016) and Wahyudi *et al.* (2019) shows that P-O Fit has a positive effect on knowledge sharing behavior, thus the researchers again put forward the initial hypothesis as follows:

H5: P-O Fit has a positive effect on Knowledge Sharing Behavior.

Relationship between P-O Fit and Innovative Work Behavior.

The higher the level of P-O Fit in employees, the higher the innovative behavior shown. This is because employees feel they have values that are in line with the organization, which encourages them to be committed and show good performance by seeking innovation as an effort to achieve organizational goals (Pudjiarti & Hutomo, 2020). Based on the explanation above, the researcher proposed the following initial hypothesis:

H6: P-O Fit has a positive effect on Innovative Work Behavior.

Knowledge Sharing Behavior and Innovative Work Behavior.

Research by Afsar (2016) and Choi *et al.* (2016) show that knowledge sharing has a positive relationship to innovative behavior. Knowledge sharing is a best practice that can drive support and adoption of new ideas. Thus, an organization that is able to encourage knowledge sharing behavior between employees, teams within the organization, is expected to be able to produce new ideas and thoughts Tuan (2017), thus the researcher again proposes the following initial hypothesis:

H7: Knowledge Sharing Behavior has a positive effect on Innovative Work Behavior.

The mediating role of Knowledge Sharing Behavior

Research by Afsar *et al.* (2019) noted that under Transformational Leadership, Knowledge Sharing Behavior plays a role in the form of knowledge contribution and collecting knowledge sharing norms which will encourage employees to have Innovative Work Behavior, as well as in research Choi *et al.* (2016) in the mediating role of Knowledge Sharing Behavior. Then in Kmiecik (2021) research, it was found that the mediating role of Knowledge Sharing Behavior in the relationship between Interpersonal trust and Innovative Work Behavior had a significant influence between horizontal trust on idea generation through knowledge donating and knowledge collecting. Meanwhile, Knowledge Sharing Behavior in the relationship between P-O Fit and Innovative Work Behavior in previous research, Afsar (2016) and Sudibjo & Prameswari (2021) found that Knowledge Sharing Behavior was able to increase the influence of P-O Fit and Innovative Work Behavior. Based on the explanation above, the researcher proposed an initial hypothesis regarding the mediating role of knowledge sharing behavior as follows:

H8a: Transformational Leadership has a positive effect on Innovative Work Behavior through Knowledge Sharing Behavior.

H8b: Interpersonal Trust has a positive effect on Innovative Work Behavior through Knowledge Sharing Behavior

H8c: P-O Fit has a positive effect on Innovative Work Behavior through Knowledge Sharing Behavior

Figure 1 below describes the research model based on the preceding hypothetical framework.

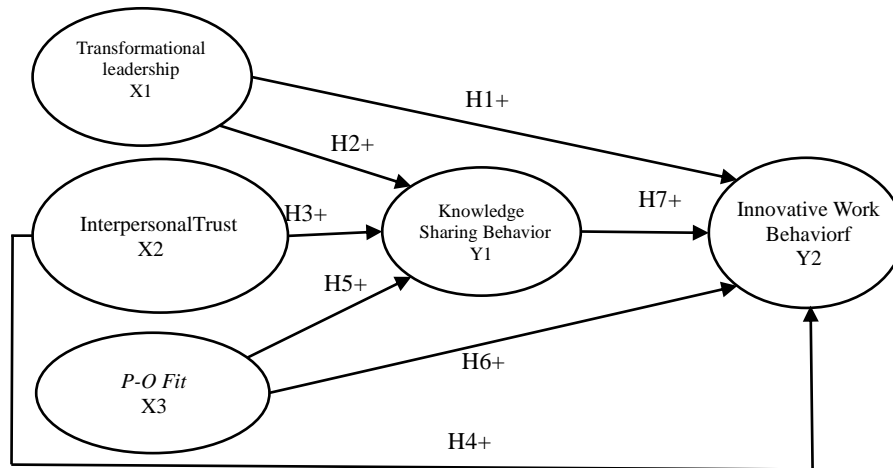


figure 1. research model/framework

METHOD

Data measurement in this study uses a questionnaire adapted from previous research, such as measuring transformational leadership variables with 12 questions adapted from research by Indradewa & Dewi (2021), measuring P-O Fit with 17 questions from research by Piasentin & Chapman (2007), but the operational questions were adapted by changing the original question with the translation "The philosophy underlying this organization reflects what I value in a company" to "The values and goals of this organization are similar to my own values and goals", as well as other questions in the words "Company" was adjusted to "organization", this was done to avoid discrepancies in the meaning or perception of respondents. Furthermore, by adapting research from Kmiecik (2021) which measures interpersonal trust with 6 questions and 8 questions for knowledge sharing behavior and 6 questions for innovative work behavior and all items are measured using a 1-5 Likert scale where a score of 1 is Strongly Disagree, while a score of 5 means Strongly Agree. The total number of adapted measurements is 49 questions.

The data collection technique in this research uses a survey method by distributing questionnaires online via a fillout-form application which is filled in by respondents independently, with the research population being civil servants in the field of state tax revenue and the research sample taken from functional employees who work at the Directorate General of Customs and Excise (DGCE). This research is quantitative deductive research using the Structural Equation Models (SEM) method. Model evaluation in SEM consists of evaluating the measurement model, structural model and model suitability.

RESULTS AND DISCUSSION

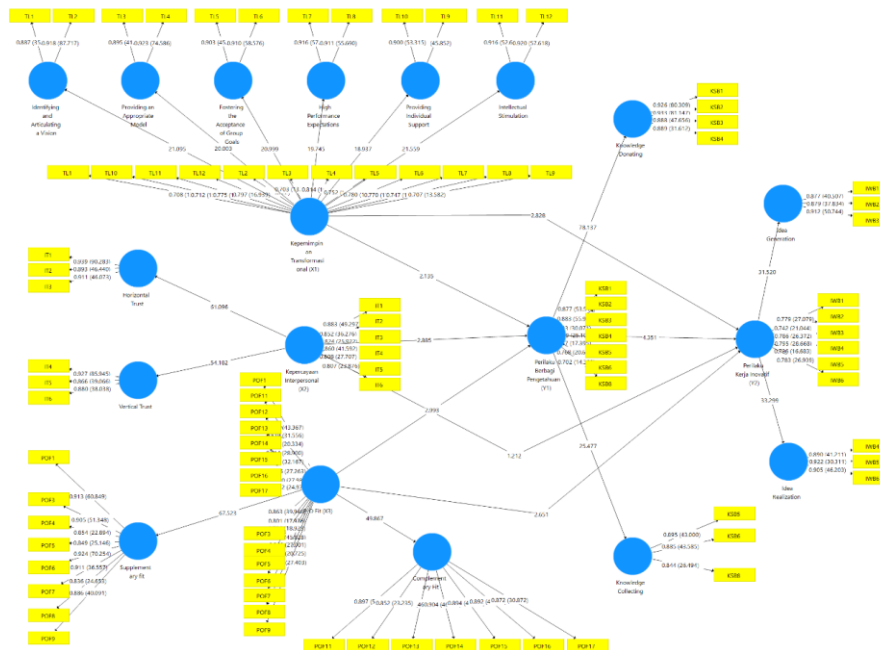
After pretest, researchers tested 292 survey data using the SmartPLS 3.0. The profile respondents are civil servants in the state tax revenue sector who work at the Directorate General of Customs and Excise (DGCE) throughout Indonesia in the Customs and Excise Inspector Function (CEIF) with the characteristics and demographics of respondents as presented in table 5, appendix 4.

This research with construct variables that have dimensions, so construct validity testing is carried out through two stages of analysis (second order analysis), where the first

stage is analysis of the dimensional construct to its indicators and the second stage is analysis of the construct variable to its dimensional construct. Testing the validity and reliability of dimensional constructs in the reflective measurement model was carried out based on Hair *et al.* (2017), with the results that two indicators had a loading factor < 0.7 , namely KSB7 (0.496), POF2 (0.656) and were declared invalid, so these two indicators were removed from the research model and then retested, the results showed that all indicators (46 items) have a loading factor > 0.7 , Average Variance Extracted (AVE) > 0.5 , Composite Reliability (CR) > 0.7 and Cronbach's Alpha (CA) > 0.7 on the construct dimensions, thus measuring the validity and reliability of the first stage (first order) dimension construct has met the requirements, likewise in the second stage of testing, where the outer loading, AVE, CR and CA values were > 0.7 , as well as in discriminant validity testing using the Fornell-Larcker Creation and HTMT approaches, where the HTMT value was < 0.9 so that the second stage of testing was declared to have met the discriminant validity requirements. More information about validity and reliability tests can be seen in tables 6 to. table 14, figure 4, figure 5 appendix 5B, and appendix 5C. Next, the researchers also identified multicollinearity with the results of the Variance Inflation Factor (VIF) with a maximum output value of 1.312, so the level of multicollinearity between variable categories was low (< 5) according to the recommendations of Hair *et al.* (2017). Further multicollinearity test results are presented in Table 15 of Appendix 5D.

In testing the structural model, the results show the R-Square value of Knowledge Sharing Behavior (Y1) = 0.238, which means that Transformational Leadership (X1), Interpersonal Trust (X2), P-O Fit (X3) can explain or influence Knowledge Sharing Behavior (Y1) amounting to 23.8 percent the remaining 76.2 percent was influenced by other factors outside this research. The next result is the R-Square value of Innovative Work Behavior (Y2) = 0.355, which means Transformational Leadership (X1), Interpersonal Trust (X2), P-O Fit (X3), Knowledge Sharing Behavior (Y1) can explain or influence Innovative Work Behavior (Y2) was 35.5 percent the remaining 64.5 percent was influenced by other factors outside this research. Meanwhile, in testing the Goodness of Fit Model, SRMR value of = 0.070 (< 0.1), it is concluded that the model is fit. Furthermore, based on the Q Square Redundancy value, it is also concluded that the exogenous variables of this research have predictive relevance to endogenous variables as well as the conclusions on the PLS Predict output which shows that the PLS model built with the data in this research has high predictive power referring to Hair, Risher, *et al.* (2019). The complete data is presented in table 17, table 18, table 19, and table 20 of Appendix 5E.

Based on the test output results using smartPLS with the bootstrapping method, the structural model image complete with t-value values is presented in the figure 2 below:



Based on the t-Value Path Diagram in the image above, the results of research hypothesis testing are as follows:

Table 1. Hypothesis Testing of Research Model

| Hypothesis | Hypothesis Statement | t-Value | P-Value | Description |
|------------|--|---------|---------|---------------|
| H1 | Transformational Leadership has a positive effect on Innovative Work Behavior | 2,828 | 0,005 | Supported |
| H2 | Transformational Leadership has a positive effect on Knowledge-sharing Behavior | 2,135 | 0,033 | Supported |
| H3 | Interpersonal Trust has a positive effect on Knowledge-sharing Behavior | 2,885 | 0,004 | Supported |
| H4 | Interpersonal Trust has a positive effect on Innovative Work Behavior. | 1,212 | 0,226 | Not Supported |
| H5 | P-O Fit has a positive effect on Knowledge-sharing Behavior | 3,993 | 0,003 | Supported |
| H6 | P-O Fit has a positive effect on Innovative Work Behavior | 2,651 | 0,008 | Supported |
| H7 | Knowledge-sharing Behavior has a positive effect on Innovative Work Behavior | 4,351 | 0,000 | Supported |
| H8a | Transformational Leadership has a positive effect on Innovative Work Behavior through Knowledge-sharing Behavior | 2,078 | 0,038 | Supported |
| H8b | Interpersonal Trust has a positive effect on Innovative Work Behavior through Knowledge-sharing Behavior | 2,248 | 0,025 | Supported |
| H8c | P-O Fit has a positive effect on Innovative Work Behavior through Knowledge-sharing Behavior | 2,317 | 0,021 | Supported |

Source: Data Processing

Based on the table of hypothesis test results above, it is known that 7 of the 8 hypotheses have a t-value > 1.96 and p-value < 0.05 so that the data supports the 7 hypotheses that were built. Meanwhile, hypothesis H4 with t-value = 1.212 (< 1.96) and p-value = 0.226 (> 0.05), stated that the data does not support the hypothesis.

DISCUSSION

With the hypothesis results presented in the table, the results of hypothesis testing show that transformational leadership has a positive effect on innovative work behavior. This can be explained that transformational leaders will encourage an environment that facilitates creativity, innovation and collaboration. In this environment, employees will tend to feel more motivated and encouraged to participate actively in the creative process and the creation of new ideas (idea generation). Characteristics of transformational leaders such as the ability to portray a clear vision, provide inspiration, be a good example, provide individual support, and stimulate intellectual stimulus in employees will contribute to creating a work environment that promotes innovative work behavior (Ferozi & Chang, 2021). This is consistent with Mayastinasari & Suseno (2023), who concluded that transformational leaders play a major role in stimulating innovative work behavior.

Apart from innovative work behavior, research results also prove that transformational leadership increases knowledge sharing behavior. This means that transformational leaders have a significant role in facilitating the practice of knowledge sharing behavior. Transformational leaders with their distinctive attributes in the variable dimensions of this research, such as the ability to articulate a vision, individual support and intellectual stimulation will stimulate creative thinking and create conditions that support collaboration, open communication and knowledge exchange among employees. Apart from that, with a vision that supports knowledge sharing and inspiration, transformational leaders will motivate employees to actively participate in sharing knowledge Fatmawaty *et al.* (2023), so they understand how their contributions can help make that vision a reality. Thus, this research provides empirical evidence that transformational leadership not only has an impact on increasing innovative work behavior but also on knowledge sharing behavior within the organization. This also supports the proposed hypothesis and is in line with previous research such as Sudibjo & Prameswari (2021), and Afsar *et al.* (2019).

In the third test, it was revealed that Interpersonal Trust had a positive impact on Knowledge Sharing Behavior. This influence is predominantly related to evaluation of the level of trust in the work unit and the importance of a conducive work atmosphere in supporting knowledge sharing behavior. An inspiring work atmosphere creates an environment where employees feel safe and comfortable. When employees feel comfortable in the work environment, they are more inclined to communicate, interact, and share knowledge with coworkers without fear or worry (Hasche *et al.*, 2021). Thus, a positive work atmosphere in the context of interpersonal trust has a significant role in facilitating knowledge sharing practices in organizations.

In contrast to the results of previous hypothesis testing, testing the hypothesis of Interpersonal Trust in Innovative Work Behavior shows that the data from this research do not support the hypothesis that was developed. In other words, there is insufficient evidence from research data that shows a significant relationship between Interpersonal Trust and Innovative Work Behavior. It may be that an employee has trust in his co-workers, but this trust is not a reason to practice innovative work behavior. And research data shows this, namely that trust between colleagues does not always encourage innovative work behavior. Because interpersonal trust is also influenced by ability or skills in managing risk (Hughes *et al.*, 2018). Likewise, the relationship is with increasing innovative work behavior, where this behavior is also influenced by many factors, including motivation, creativity, problem-solving abilities and

leadership and organizational support. And trust may be only one aspect of the factors that may influence it, which in this study does not directly correlate with the level of innovation behavior (Srirahayu *et al.*, 2023). Furthermore, these results also support research by Kmiecik (2021) in analyzing in detail the relationship between Interpersonal Trust and Innovative Work Behavior, where, the relationship between horizontal trust and vertical trust on idea realization then the relationship between horizontal trust and idea generation is stated to have no direct influence.

Furthermore, Person Organization Fit (P-O Fit) was found to have a positive effect on Knowledge Sharing Behavior. This means that when someone feels that their values, 'image' or individual goals are in line with the organization, they will feel more connected to the mission and vision of the organization. This creates a strong emotional bond with the organization and motivates individuals to participate in activities that support shared goals including knowledge sharing (Kristof-Brown *et al.*, 2023). Because when individuals feel emotionally connected to the organization, it will be more likely for them to contribute their knowledge to advance common goals, likewise with the complementary suitability criteria, this research found that individuals who have unique characteristics in the form of skills or abilities that are considered special and different, but valuable to the organization will tend to feel more useful and valuable to the organization. This conformity will also increase individual motivation to participate in behavior that supports the exchange of knowledge and experience as a way to increase organizational efficiency and effectiveness (Afsar, 2016). This fact is in line with the research results of Sudibjo & Prameswari (2021) and Wahyudi *et al.* (2019).

Apart from having an impact on knowledge sharing behavior, good P-O Fit also has a positive influence on innovative work behavior. The level of fit between the individual and the organization (P-O Fit), which has been proven in this research to have a significant influence on innovative work behavior, illustrates that a good fit between the individual and the organization can increase employee innovative behaviour (Hasche *et al.*, 2021). In addition, high P-O Fit can also increase employee motivation and involvement in their work (Kristof-Brown *et al.*, 2023). When employees feel valued by the organization and supported to try new things, they tend to be more enthusiastic and engaged in creating innovative solutions. This creates a dynamic work environment and reinforces a positive cycle where innovative work behavior is encouraged and rewarded, thereby improving overall organizational performance. This is one of the main drivers of employee innovative work behavior in contributing more to increasing innovative behavior for the organization (Afsar & Badir, 2016; Sudibjo & Prameswari, 2021).

Next, the results of testing the influence of knowledge sharing behavior on innovative work behavior were confirmed to have a positive effect. This means that employees who are active in knowledge sharing behavior tend to have higher levels of innovative work behavior and effectively carry out knowledge donating by providing or sharing their information and experiences with fellow colleagues (Kmiecik, 2021; Wang & Noe, 2010). This helps in filling knowledge gaps between colleagues, increasing mutual understanding and expanding collective capabilities (Mayastinasari & Suseno, 2023). On the other hand, knowledge sharing behavior in this research also stimulates knowledge collecting, where someone actively stimulates other people to collect the knowledge conveyed, integrate it with existing knowledge, and apply it in the work context. However, the research results show that this is not the case, the resulting active knowledge collecting behavior value is quite good but not better than knowledge donating, so improvements are needed in knowledge collecting to strengthen knowledge sharing behavior. This research also shows that the direct influence of Knowledge Sharing Behavior is a good predictor for increasing Innovative Work Behavior, this is proven by the largest influence value among other predictor variables even though the effect size is still at a moderate level of influence according to interpretation of (Hair, Risher, *et al.*, 2019) Hair, Black, *et al.* (2019).

The results of testing the mediating variable Knowledge Sharing Behavior show the positive influence of transformational leadership, interpersonal trust and P-O Fit on innovative work behavior, respectively. However, the research fact is that the influence value of the mediating role on the transformational leadership hypothesis on innovative work behavior and P-O Fit on innovative work behavior is smaller than the influence on the direct relationship, thus mediating Knowledge Sharing Behavior is ineffective in increasing the influence between Transformational Leadership and P-O fit towards Innovative Work Behavior. This condition can be influenced by factors related to the unique characteristics and dynamics of the organization, where the object is a government agency under the Ministry of Finance based on semi-military service which in achieving its task objectives prioritizes loyalty to its leadership, so that the direct influence of Transformational Leadership and P-O fit on behavior Innovative Work can be considered more relevant and significant in increasing employee Innovative Behavior. Next, the mediating role of knowledge sharing behavior on the relationship between interpersonal trust and innovative work behavior, where the results obtained support Kmiecik (2021) research in Poland. Knowledge sharing behavior with the dimensions of knowledge donating and knowledge collecting is able to positively mediate the relationship between Interpersonal Trust and Innovative Work Behavior. This fact also proves that in facilitating innovative behavior, knowledge sharing has an important role because it is a special employee behavior (Bednall *et al.*, 2018). Knowledge Sharing Behavior acts as a full mediator in mediating Interpersonal Trust towards Innovative Work Behavior, this is according to the interpretation of Hair *et al.* (2017).

CONCLUSION

The majority of hypotheses developed in this research were successfully proven, where Transformational Leadership (TL), P-O fit and Knowledge Sharing Behavior (KSB) had a direct influence on Innovative Work Behavior (IWB). Meanwhile, Interpersonal Trust (IS) does not have a direct influence on IWB. KSB as a mediator of three exogenous variables (TL, IS, P-O fit) on IWB was found to have a positive effect, but the value of the influence of the mediating role in hypotheses H8a and H8c was smaller than the direct effect in hypotheses H1 and H6, so that KSB in this study was insignificant in increasing the influence of TL and P-O fit on IWB. Meanwhile, KSB mediation in the relationship between IS and IWB in hypothesis H8b was found to have a positive effect and acted as full mediation. Even though in this study the results of testing the quality of the model were in the fit category, the magnitude of the influence or effect size resulting from the hypothesis test that was built was included in the structural level of low influence and only 1 hypothesis had a moderate effect size, namely KSB on IWB, thus KSB also proven to be a good predictor of increasing IWB.

This research certainly still has limitations or limitations that need further improvement. First, in public organizations, the bureaucratic system in general is relatively less dynamic and rigid, while public service demands and changes are always continuing to develop, so it is deemed necessary to accommodate organizational agility factors to determine the extent to which public organizations adapt in increasing IWB to changing situations. which continues to develop and is sensitive to change. The second limitation is that this research also focuses on the gaps identified in previous research, namely by adding and testing the concept of interpersonal trust in the research model, but the results confirm that Interpersonal Trust does not have a direct effect on IWB, but has an effect through the mediating role of KSB. Thus, this research does not offer comprehensive results regarding the direct influence related to IS on IWB, and it is recommended to further examine other dimensions of the Interpersonal Trust variable that can support Innovative Work Behavior.

Suggestions for further research are to investigate the potential influence of variables other than those used in this research model on Innovative Work Behavior so that it can be-

come a reference or other reference for increasing Innovative Work Behavior of public sector employees. Researchers also propose that this research model can be used in public organizations in other sectors so that it has more comprehensive implications in the field of organizational behavior management, especially in the public/government sector.

This research provides several managerial implications that can be applied to public organizations. First, that KSB has a fairly high influence on increasing IWB. This can be seen from the KSB factor loading value. Therefore, it is important for leaders to pay more attention to improving and developing KSB. Designing a strategy to increase KSB by involving employees themselves, providing support and expanding employee access to knowledge, experience and resources owned by other individuals that can stimulate employee creativity and innovative behavior, such as building an information system that contains knowledge sources and can be accessed openly by all members of the organization. Second, in the role as a transformational leader, leadership needs to build effective communication patterns with subordinates, this can be through one on one meeting or FGD discussion activities, then regularly provide encouragement and motivation to employees to actively participate in KSB and IWB, so that attendance and the benefits of a transformational leader can always be felt by all employees. Leaders also need to encourage the organization to provide recognition and rewards for those who actively participate in improving KSB and IWB. Third, leaders through HR management need to ensure that employee values, goals and characteristics are in line with the culture and values of the organization, because this conformity can increase individual involvement in innovative work behavior. This can be done by placing employees in tasks/departments according to their educational specialization or preferences and skills/expertise, whether obtained from formal school institutions or from official training/training. It is predicted that this suitability will encourage employees to have innovative work behavior because they feel recognized and their involvement is appropriate to their field.

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