

TRANSFORMATIONAL LEADERSHIP, KNOWLEDGE SHARING, AND TASK PERFORMANCE EFFECTS ON INNOVATIVE WORK BEHAVIOR AMONG GARUDA EMPLOYEES

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Abstrak

Penelitian ini bertujuan untuk memberikan bukti empiris pengaruh *transformational leadership*, *knowledge sharing*, dan *task performance* terhadap *innovative work behaviour* pada karyawan PT Garuda Indonesia (Persero) Tbk. Penelitian ini merupakan penelitian kuantitatif dengan 384 responden yang terlibat dan dianalisis menggunakan aplikasi statistik SPSS versi 20. Hasil penelitian menunjukkan bahwa *transformational leadership* dan *task performance* berpengaruh positif signifikan terhadap *Innovative Work Behaviour* Pada Karyawan PT Garuda Indonesia (Persero) Tbk. Sedangkan *knowledge sharing* berpengaruh negatif signifikan terhadap *Innovative Work Behaviour* Pada Karyawan PT Garuda Indonesia (Persero) Tbk.

Kata Kunci: *Transformational Leadership, Knowledge Sharing, Task Performance, Innovative Work Behaviour*

Abstract

This study aims to provide empirical evidence of the influence of transformational leadership, knowledge sharing, and task performance on innovative work behavior among employees of PT Garuda Indonesia (Persero) Tbk. This quantitative study involved 384 respondents and was analyzed using the statistical application SPSS version 20. The results showed that transformational leadership and task performance had a significant positive effect on Innovative Work Behavior among Employees of PT Garuda Indonesia (Persero) Tbk. Meanwhile, Knowledge Sharing had a significant negative effect on Innovative Work Behavior among Employees of PT Garuda Indonesia (Persero) Tbk.

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

A. INTRODUCTION

Business competition in the era of globalization and the Industrial Revolution 5.0 requires organizations to continuously innovate in order to maintain their existence and competitive advantage. Innovation is no longer considered an option but has become a necessity for companies in dealing with an increasingly complex and uncertain business environment. Under these conditions, employees' ability to generate, promote, and implement new ideas has become one of the important foundations for organizations to remain adaptive and competitive. Therefore, organizations need to create working conditions that encourage innovative behaviour through inspirational leadership, organizational support, and a work culture that is open to change (Fahrezi et al., 2025; Lukiyana et al., 2026).

One important aspect in responding to these demands is Innovative Work Behaviour (IWB). IWB refers to employees' ability to generate, promote, and implement new ideas that provide value to the organization. This behaviour is increasingly important in industries facing technological changes, consumer demands, and intense competition. In the aviation industry, innovative behaviour plays an important role in improving service quality, operational safety, and companies' ability to adapt to technological developments and market changes (Fitriandani & Ramadhi, 2025; Lukiyana et al., 2026). Thus, IWB is positioned as the dependent variable because it reflects employees' ability to make innovative contributions to support the achievement of organizational goals.

PT Garuda Indonesia (Persero) Tbk faced a financial crisis in 2021–2022, which led to restructuring through the PKPU mechanism with approximately IDR 142 trillion in debt. The restructuring affected human resources through workforce efficiency measures, the loss of experienced employees, and challenges in leadership and knowledge transfer. After the completion of the PKPU process, Garuda Indonesia entered a strategic transformation phase that required innovative contributions from its employees. Through the values of *The Garuda Way* and the spirit of *Because You Matter*, the company sought to rebuild optimism and an innovative spirit; however, its success still requires leadership capable of encouraging innovation and knowledge-sharing processes between senior and junior employees (Fang & Yu, 2023).

Based on this phenomenon, the study selected Transformational Leadership as one of the independent variables. Transformational Leadership is a leadership style that emphasizes leaders' ability to inspire, motivate, and empower employees so that they can overcome existing limitations and are encouraged to create and generate innovations in pursuit of the organizational vision (Vu et al., 2025). This variable was selected because transformational leadership is considered one of the strong predictors of innovative work behaviour. Its selection is also consistent with the condition of Garuda Indonesia, which is undergoing transformation and requires leaders capable of mobilizing employees to face change and create innovations.

Knowledge sharing is the process of sharing knowledge among individuals that is important in supporting innovation (Welia & Tannady, 2026). This variable was selected because Garuda Indonesia's restructuring resulted in the departure of senior employees, creating a risk of knowledge loss. Meanwhile, task performance refers to employees' ability to complete tasks effectively according to organizational standards. This variable was selected because Garuda Indonesia employees are not only required to generate innovative ideas but also to perform their tasks properly in accordance with aviation regulations and safety standards (Supardam & Bunahri, 2023).

The selection of these three variables is also supported by previous studies that have shown diverse results. Saif et al., (2024) in a study conducted at higher education institutions in Khyber Pakhtunkhwa, Pakistan, found that knowledge sharing mediated the relationship between transformational leadership and task performance but did not significantly mediate the relationship between transformational leadership and innovative work behaviour. Meanwhile, (Santoso & Nugraheni, 2022) in a study of auditors at the Audit Board of the Republic of Indonesia (BPK RI) Representative Office of Central Java Province, found that transformational leadership had no significant effect on innovative work behaviour, whereas knowledge sharing had a significant effect. Different results were found by Dewi & Wati (2024) who studied employees of PT Sai Apparel Industries Semarang and found that knowledge sharing significantly affected innovative behaviour, both directly and through

absorptive capacity. These differences indicate that the effects of these variables on IWB remain contextual and need to be examined in different research settings.

In addition to the differences in previous research findings, there is a research gap in terms of the research context. Previous studies have mainly been conducted in educational institutions, auditing, manufacturing companies, and the hospitality industry, while studies specifically examining transformational leadership, knowledge sharing, and task performance as independent variables affecting innovative work behaviour in a national airline in Indonesia have not yet been identified by the researcher. Differences in organizational culture, superior-subordinate relationships, hierarchical structures, and collectivist culture in Indonesia also mean that findings from other countries or sectors cannot be directly generalized. Therefore, examining the context of PT Garuda Indonesia is important to provide empirical evidence that is more appropriate to the characteristics of the Indonesian aviation industry.

This research was conducted at the headquarters of PT Garuda Indonesia (Persero) Tbk in Jakarta, with active employees as the research subjects. Garuda Indonesia was selected because of the company's ongoing strategic transformation, the diversity of its employees in terms of generation, education, and job functions, as well as its position as a strategic state-owned enterprise in the aviation sector. The three independent variables were selected because they are closely related to the company's conditions: transformational leadership is needed to drive change and innovation, knowledge sharing is needed to address the risk of knowledge loss following restructuring, while task performance is important because work in the aviation industry involves high performance, regulatory, and safety demands. By integrating these three variables, this study is expected to provide a more comprehensive understanding of the factors that drive innovative work behaviour among employees of PT Garuda Indonesia (Persero) Tbk and contribute to the development of human resource management and the company's transformation strategy.

Grand Theory & Hypothesis Study

Social Exchange Theory

Social Exchange Theory (SET) explains the reciprocal relationship between individuals and organizations, where support, rewards, and positive treatment from the organization encourage employees to reciprocate through positive attitudes and behaviors (Blau, 1964; Ramadhani & Frianto, 2026). In this study, SET is relevant because transformational leadership, knowledge sharing, and good task performance can encourage PT Garuda Indonesia employees to reciprocate organizational support through increased innovative work behavior (Muharomi et al., 2026).

Transformational Leadership

Transformational leadership is a leadership style that inspires and motivates employees to go beyond personal interests to achieve higher organizational goals, which was developed from the concepts of Burns in 1978 and Bass in 1985. This leadership includes idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, so that it is able to build trust and encourage employees to produce new ideas (Saif et al., 2024; Vu et al., 2025).

Knowledge Sharing

Knowledge sharing is the process of exchanging information, experience, expertise, and tacit and explicit knowledge to create new knowledge or solutions, while simultaneously supporting a culture of innovation and creativity (Dewi & Wati, 2024; Saif et al., 2024). Knowledge sharing consists of knowledge donating and knowledge collecting, which are important in driving innovation, especially through the transfer of tacit knowledge from experienced employees to other employees (Lukiyana et al., 2026; Welia & Tannady, 2026).

Task Performance

Task performance is an employee's ability and efficiency in completing core tasks according to standards and job descriptions, reflecting a direct contribution to achieving organizational goals. This performance encompasses work quality, timeliness, technical skills, and efficiency, and can serve as a foundation for employees to contribute further through innovative behavior (Saif et al., 2024).

Innovative Work Behaviour

Innovative work behavior (IWB) is employee behavior that involves generating, promoting, and implementing new ideas that benefit the work, group, and organization. IWB encompasses three main stages: idea generation, idea promotion, and idea implementation, which are important indicators in supporting innovation and improving organizational performance (Saif et al., 2024).

The Influence of Transformational Leadership on Innovative Work Behavior of PT. Garuda Indonesia Employees.

Transformational leadership is a leadership style that inspires employees to transcend personal interests for organizational goals and encourages creativity through idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Several studies have shown a positive effect on IWB, although there are conflicting results, such as (Santoso & Nugraheni, 2022) who found an insignificant effect. Therefore, the effectiveness of transformational leadership can be influenced by organizational characteristics and context (Fang & Yu, 2023; Fitriandani & Ramadhi, 2025; Saif et al., 2024; Vu et al., 2025).

H₁ : Transformational Leadership has a positive and significant effect on Innovative Work Behavior of Employees of PT Garuda Indonesia (Persero) Tbk.

The Influence of Knowledge Sharing on Innovative Work Behavior of PT. Garuda Indonesia Employees.

Knowledge sharing is the process of sharing knowledge, expertise, experience, and insights among organizational members, which can encourage the creation of innovative ideas and behavior. Various studies have shown that knowledge sharing has a positive and significant impact on IWB in the technology, manufacturing, education, public relations, and aviation sectors (Mazidah & Laily, 2020; Welia & Tannady, 2026). Therefore, it is crucial for PT Garuda Indonesia, post-restructuring, to mitigate the risk of knowledge loss through knowledge transfer from senior to junior employees (Lukiyana et al., 2026).

H₂ : Knowledge Sharing has a positive and significant effect on Innovative Work Behavior of Employees of PT Garuda Indonesia (Persero) Tbk.

The Influence of Task Performance on Innovative Work Behavior of PT Garuda Indonesia Employees.

Task performance is an employee's effectiveness in carrying out formal tasks and responsibilities that are a core part of their job (Saif et al., 2024). Previous research has shown that task performance positively influences IWB, as task mastery can increase competence and provide cognitive resources for innovation (Galu et al., 2025; Supardam & Bunahri, 2023). Therefore, it is relevant to study PT Garuda Indonesia employees who face high performance demands and aviation regulations.

H₃ : Task Performance has a positive and significant effect on Innovative Work Behavior in Employees of PT Garuda Indonesia (Persero) Tbk.

B. METHOD

This research was conducted at PT. Garuda Indonesia in 2026. Data were obtained by administering questionnaires to company employees using a Likert scale of 1-4. This research is a quantitative study with a sample of 384 respondents. Sampling used the Lemeshow formula, which has the criteria of employees who work actively with a minimum of 1 year of service, are at least 20 years old, and have a direct supervisor. The sampling technique used a purposive sampling technique. The data obtained will be processed using the SPSS statistical application with validity tests, reliability tests, classical assumption tests, and hypothesis tests.

C. RESULTS AND DISCUSSIONS**Normality Test**

Table 1. Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		384
Normal Parameters ^{a,b}	Mean	0E-7
	Std. Deviation	0,59049126
Most Extreme Differences	Absolute	0,052
	Positive	0,037
	Negative	-0,052
Kolmogorov-Smirnov Z		1,014

Asymp. Sig. (2-tailed)	0,255
a. Test distribution is Normal.	
b. Calculated from data.	

Source: SPSS 20 data processing

Based on the table above, the Kolmogorov-Smirnov value of $0.255 > 0.05$ indicates that the data is normally distributed and suitable for testing.

Multicollinearity Test

Table 2. Multicollinearity Test Results

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Transformational Leadership (X1)	0,294	3,398
	Knowledge Sharing (X2)	0,479	2,090
	Task Performance (X3)	0,254	3,936

a. Dependent Variable: Innovative Work Behaviour

Source: SPSS 20 data processing

The test results in the table above show that all independent variables have a tolerance value > 0.10 and $VIF < 10$, so it can be concluded that there is no multicollinearity between the independent variables.

Heteroscedasticity Test

Table 3. Heteroscedasticity Test Results

Coefficients ^a			
Model		T	Sig.
1	(Constant)	3,565	0,000
	Transformational Leadership (X1)	-0,533	0,595
	Knowledge Sharing (X2)	1,021	0,308
	Task Performance (X3)	-1,677	0,094

a. Dependent Variable: Innovative Work Behaviour

Source: SPSS 20 data processing

Based on the table above, all variables have a significance value > 0.05 , namely Transformational Leadership 0.595, Knowledge Sharing 0.308, and Task Performance 0.094, so there is no heteroscedasticity.

Autocorrelation Test

Table 4. Autocorrelation Test Results

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0,965 ^a	0,930	0,930	0,59282	2,026
a. Predictors: (Constant), Transformational Leadership, Knowledge Sharing, dan Task Performance					
b. Dependent Variable: Innovative Work Behaviour					

Source: SPSS 20 data processing

Based on the results of the autocorrelation test, the Durbin-Watson value is 2.026 with $n = 384$ and $k = 3$. Because the dU value = 1.852 meets the criteria of $1.852 < 2.026 < 2.148$ ($4-dU$), it can be concluded that there is no autocorrelation in this study (Putri & Suhartono, 2023).

t-Test

Table 5 t-test results

Coefficients ^a			
Model		t	Sig.
1	(Constant)	1,576	0,116
	Transformational Leadership	34,505	0,000
	Knowledge Sharing	-5,431	0,000
	Task Performance	7,435	0,000

a. Dependent Variable: Innovative Work Behaviour

Source: SPSS 20 data processing

The results of the hypothesis test show that H1, H2, and H3 are accepted. Transformational leadership has a significant positive effect on Innovative Work Behavior (sig. 0.000; $t_{count} 34.505 > 1.966$), knowledge sharing has a significant negative effect (sig. 0.000; $t_{count} -5.431$), and task performance has a significant positive effect (sig. 0.000; $t_{count} 7.435 > 1.966$).

D. CONCLUSIONS

The Influence of Transformational Leadership on Innovative Work Behavior of PT Garuda Indonesia Employees

Based on the analysis results, transformational leadership has a positive and significant effect on innovative work behavior among PT Garuda Indonesia

employees, with a significance level of $0.000 < 0.05$, a t-value of $34.505 > t\text{-table}$ of 1.966, and a regression coefficient of 0.669, thus H1 is accepted. These results are in line with the transformational leadership theory by Burns and Bass and research (Saif et al., 2024; Vu et al., 2025). However, the results of this study are not in line with (Santoso & Nugraheni, 2022). These findings indicate that transformational leadership can encourage employees to generate and implement new ideas, so PT Garuda Indonesia needs to strengthen the implementation of The Garuda Way through leadership development, coaching, feedback, and leadership role models to build a culture of sustainable innovation.

The Influence of Knowledge Sharing on Innovative Work Behavior of PT. Garuda Indonesia Employees

Based on the analysis results, knowledge sharing has a negative and significant effect on innovative work behavior with a significance of $0.000 < 0.05$, t-test -5.431 and a regression coefficient of -0.101, thus H2 is accepted. This result differs from most previous studies that show a positive effect, such as (Dewi & Wati, 2024; Mazidah & Laily, 2020). This condition can occur because the formal knowledge sharing process or increasing the workload can take up employee time and energy that should be used for innovation, especially in the recovery conditions after Garuda Indonesia's restructuring. Therefore, the company needs to manage knowledge sharing through structured mentoring, clear time allocation, and creating a safe work climate so that knowledge sharing can support innovation without increasing employee burden.

The Influence of Task Performance on Innovative Work Behavior of PT Garuda Indonesia Employees

Based on the analysis results, task performance has a positive and significant effect on innovative work behavior with a significance level of $0.000 < 0.05$, t-test of $7.435 > t\text{-table}$ of 1.966, and a regression coefficient of 0.127, thus H3 is accepted. These results indicate that the higher an employee's task performance, the higher their tendency to generate and implement innovative ideas. This finding aligns with Social

Exchange Theory and research (Saif et al., 2024; Zyl et al., 2021), which suggests that task performance and innovative behavior can support each other. Therefore, PT Garuda Indonesia needs to maintain performance standards while providing space for employees to express ideas and make improvements, so that work competence and innovation can develop simultaneously.

E. SUGGESTIONS

Further research is recommended to add other variables such as organizational culture, psychological empowerment, employee engagement, creative self-efficacy, and organizational support, and to use mediating or moderating variables to deepen the relationships between them. Furthermore, the research object can be expanded to other companies or industries for more generalizable results, and mixed methods or in-depth interviews can be used to gain a more comprehensive understanding of the factors influencing innovative work behavior.

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