

## THE INFLUENCE OF JOB STRESS, TRANSFORMATIONAL LEADERSHIP, AND KNOWLEDGE SHARING TOWARD INNOVATIVE WORK BEHAVIOR AT THE TOURISM OFFICE OF THE PROVINCE OF WEST SUMATRA

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### ABSTRACT

Entering the era of globalization with various challenges that exist requires us to be able to adjust. One way to be able to adjust to dynamic changes is to innovate. Innovation is changing for the better. As one of the agencies that require innovation is the West Sumatra Tourism Office in order to boost the Indonesian economy, one of which is in the tourism sector. This study aims to examine and build a conceptual model of the influence of Job Stress, *Transformational Leadership*, and *Knowledge sharing towards innovative work behavior* on ASN employees of the West Sumatra Provincial Tourism Office. This study used a *non-probability sampling* technique with a sample used of 58 ASNs through the distribution of questionnaires. The data analysis technique used is path analysis using Smart PLS software. Research hypothesis testing uses T-statistical tests obtained through the bootstrapping process. The results show that Job stress, Transformational Leadership are not able to directly affect innovative work behavior. Job stress affects knowledge sharing directly. Transformational leadership affects Knowledge sharing, and knowledge sharing affects innovative work behavior. The West Sumatra Tourism Office has not been able to implement Innovative work behavior without going through knowledge sharing. This is evidenced by the absence of a direct influence of job stress and transformational leadership on Innovative work behavior. This is because the employees of the West Sumatra Tourism Office have been working for a long time and have more experience and the ability to manage job stress. So that the existence of job stress does not affect the innovative work behavior of employees because they have a high ability to manage job stress on Innovative work behavior.

**Keywords:** *Job stress, Transformational leadership, Knowledge sharing, knowledge sharing, innovative work behavior*

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### INTRODUCTION

In the era of globalization, with various challenges that exist, it requires us to be able to adapt. One way to be able to adjust to dynamic changes is to innovate. Innovation changes for the better. Even in the pandemic era, innovation is mentioned as an effort to survive (Kemenpanrb, 2020). One of the efforts made by the Government of Indonesia to increase competitiveness is by launching the Bureaucratic Reform movement by issuing Presidential Regulation of the Republic of Indonesia Number 81 of 2010 concerning the Grand Design of Bureaucratic Reform 2010 to 2025. The regulation explains that the vision of Bureaucratic Reform is "The Realization of Government World class." World-class government can be understood as a government that is professional, has integrity, is able to provide quality services to the community, and implements a democratic government. It aims to answer the challenges of the 21st century in 2025 through good governance.

In Bureaucratic Reform, innovation is one of the important principles. And for that, the Government provides various incentives for government agencies to innovate in governance,

knowledge exchange, and best practices in an effort to produce better performance. HR in government organizations is called the State Civil Apparatus (ASN). ASN is one of the assets for the bureaucracy which is expected to be able to realize the ideals of world-class government in 2024 as stated in the Bureaucratic Reform road map. In the 2020 ASN Inspiration Talk event, it was stated that ASN must be able to prepare themselves to face an increasingly complex future world, including globalization, digitalization, information technology, competition between countries, information overload, high collaboration, and the challenges we are currently facing. currently facing the Covid-19 pandemic (Kemenpanrb, 2020). The following is a change in data from the 2016 to 2020 Global Innovation Index for Indonesia.

**Table 1.1**  
**Global Innovation Index/GII Indonesia 2016-2020**

No	Years	Ranking / Index Points	Score/IndexPoints
1	2016	88	29,07
2	2017	87	30,1
3	2018	85	29,8
4	2019	85	29,72
5	2020	85	26,49

Source: (DPR RI, 2021)

Table 1.1 explains that Indonesia's ranking in the Global Innovation Index/GII is in position 85 out of 131 countries in 2020. That position has not changed since 2018. However, based on the score, Indonesia's index value has actually decreased. In 2020, the Indonesian index was 26.49 points, whereas last year it was 29.72 points. This means that the level of innovation in Indonesia has decreased from year to year. Therefore, innovative behavior is needed in improving Indonesia's Global Innovation Index.

**Table 1.2**  
**Target and Realized Performance Tourism Office of the Province of West Sumatra 2021**

No	Strategic Target	Performance Indikator	Target	Realization	%	Description
1	Increased visits of domestic and foreign tourists to Indonesia West Sumatra.	Percentage increase in the number of foreign tourists visiting (through the immigration gate)	1,00 %	-100%	-10.000	Fail
		Percentage increase in the number of domestic tourists visiting	2,50%	-47,79%	-1.912	Fail

No	Strategic Target	Performance Indikator	Target	Realization	%	Description
2	Increased length of stay of tourists	Average length of stay of tourists	1,24 days	1,45 days	116,94	Very good
3	Increased growth of the West Sumatra tourism industry	Percentage of tourism business growth	2,00%	4,04 %	202	Very good
		Percentage of creative economy business growth	10%	68,29 %	628,9	Very good
4	Improved organizational governance	Performance accountability evaluation value	A(81)	B (65,16)	80,44	Well
<b>Average performance achievement = - 1.813,95 %</b>						<b>Fail</b>

*Source:* (Government tourism office, 2021)

From table 1.2, it can be seen that there are two performance indicators that failed to meet the target, namely the percentage increase in the number of foreign tourists visiting (via immigration gates) and the percentage increase in the number of domestic tourists visiting the target of increasing domestic and foreign tourist visits to West Sumatra. Meanwhile, the other four indicators achieved the target very well. The inhibiting factor for achieving these performance indicators is the COVID-19 pandemic, which has a huge impact on the tourism sector and the creative economy because they have to face a very vulnerable, uncertain situation with rapid and dynamic changes. This situation makes it difficult for the West Sumatra Tourism Office to determine performance targets so that the achievement of realization does not match the set targets. Thus, innovative employee work behavior is needed to increase tourism growth in West Sumatra. The following is the data for Tourist Visits by Regency/City in West Sumatra Province 2019 to 2021.

Innovation is a strategic priority for the West Sumatra Tourism Office in boosting tourism interest and improving the community's economy. Efforts to achieve this require new innovations in service, introduction and application of ideas, in order to remain relevant, by maintaining competitive advantage, development, and survival in the long term. The realization of an innovation, if employees or human resources of the organization are involved in innovative work behavior. The West Sumatra Tourism Office is also required to be creative and innovative in increasing public interest in traveling after the COVID-19 pandemic.

There are several factors that influence an employee's work behavior, namely job stress, transformational leadership and knowledge sharing. Job stress can affect an employee's ability to perform tasks, inefficient decision-making, poor concentration and lack of motivation lead to poor work performance and unusual mistakes (Wolor et al., 2020). Knowledge sharing plays an

important role in improving employee competence. Knowledge sharing is sharing knowledge between individuals who have concrete knowledge, experience, techniques, and opinions, and expect other individuals to apply that knowledge in the workplace (Vandavasi et al., 2020).

Transformational leaders are leaders who have integrity and can inspire their members to achieve achievement and performance at the highest level. According to Mohammadi and Boroumand (2016) said that transformational leadership and employee involvement tend to give positive results on the effect of employee knowledge sharing.

The current research will use objects on employees in the public sector or government agencies. So that the West Sumatra Provincial Tourism Office is used as the object of current research. The West Sumatra Provincial Tourism Office is part of the structure of regional development whose task is to assist the Governor in carrying out tasks in the fields of culture and tourism in West Sumatra. The province of West Sumatra is awarded the inherent beauty of nature and culture as well as delicious culinary delights. This potential has become the main attraction for domestic and foreign tourists who visit this place in West Sumatra. Thus the human resources of the West Sumatra Tourism Office must be qualified and required to be creative and innovative in order to increase economic growth in West Sumatra.

Therefore, the authors are interested in conducting further research on the effect of job stress, transformational leadership, and knowledge sharing on the Innovative Work Behavior of employees at the West Sumatra Provincial Tourism Office.

## **METHOD**

The research design used is a quantitative research method in the form of an explanatory approach with survey instruments, namely to find out the influence and cause-effect relationship between the independent variable and the dependent variable. This study also conducted hypothesis testing. The hypothesis is a statement that can be tested with the aim of seeing a certain relationship between variables (Sekaran and Bougie, 2016). The purpose of this quantitative approach is to examine the relationship between the independent variable, the mediating variable, and the dependent variable in order to determine whether the variable has a significant effect on other variables. Based on the research objectives, this research uses hypothesis testing. Hypothesis testing describes the existence of a certain relationship or identifies differences between groups or the independence of two or more variables in a situation (Sekaran & Bougie, 2016).

This study uses a causal study. Causal research is used to examine causality between variables with other variables, where researchers are interested in finding one or more variables that cause a problem (Sekaran & Bougie, 2016). Based on the time horizon, this research adapts one-shot or cross-sectional. One-shot or cross-time research is data collection collected in a certain period of days, weeks, or months (Sekaran and Bougie, 2016). This research was conducted at at the tourism office of the Province of West Sumatra having their address at Jln. Khatib Sulaiman No. 7 Padang.

According to Sekaran and Bougie (2016), the population is the total number of participants in the object under study. Researchers will distribute online questionnaires and socialize them to employees to fill out questionnaires using social media platforms such as WhatsApp, and directly distributing questionnaires to employees. In this study, the research population will be all permanent employees of the tourism office of the Province of West Sumatra, amounting to 58 employees.

The data analysis technique uses the Partial Least Square (PLS) approach, which is a component-based Structural Equation Modeling (SEM) equation model. The use of PLS has several evaluations of structural models (inner models) and measurement models (outer models). Evaluation of the measurement model, testing convergent validity, discriminant validity, composite reliability, and Average Variance Extracted (AVE) is carried out. In the evaluation of structural models, the R-squared test ( $R^2$ ) and the path coefficient estimation test are carried out. The bootstrapping procedure generates a t- statistical value for each relationship path used to test the hypothesis. Those t-statistical values will be compared with the t-table values. Research using a 95% confidence level so that the level of precision or inaccuracy limit ( $\alpha$ ) = 5% = 0.05, the value of the t-table value is 1.96. If the t-statistical value is found to be smaller than the table t value (statistical  $t < 1.960$ ), then  $H_0$  is accepted, and  $H_a$  is rejected. If the value of statistical t is greater than or equal to t of the table (of statistics  $> 1,960$ ), then  $H_0$  is rejected, and  $H_a$  is accepted (Ghozali & Latan, 2015). The research hypothesis can be stated to be accepted if the value of P-Values  $< 0.05$ . The hypothesis of this study is as follows:

H1: It is suspected that job stress has a negative and significant relationship with Innovative work behavior (Y).

H2: The effect of transformational leadership (X2) positively and not significantly influences on to Innovative work behavior (Y).

H3: The effect of job stress (X1) negatively influences Knowledge sharing (Z)

H4: The effect of that transformational leadership (X2) positively influences on Knowledge sharing(Z)

H5: The effect of knowledge sharing (Z) positively influences Innovative work behavior (Y)

H6: Knowledge sharing mediates the relationship between job stress and innovative work behavior

H7: Knowledge sharing mediates the relationship between transformational leadership and Innovative work behavior(Y).

## **RESULTS AND DISCUSSION**

### **Characteristics of Respondents**

Based on Gender, there were 31 female respondents with a percentage of 53.45%, while 27 male respondents with a percentage of 46.55%. In other words, the respondents in this study were dominated by female employees. Based on age, the researcher found that the most respondents were in the range  $> 50$  years, namely 19 people with a percentage of 32.76%. While the respondents aged 26-30 and 31-35 years were at least 2 people with a percentage of 3.45%. Furthermore, the age range of respondents at the age of 36-40 years was 12 people with a percentage of 20.69%. Then the age range of respondents 41-45 years as many as 11 people with a percentage of 18.96%. And lastly, the age range of respondents is 46-50 years as many as 12 people with a percentage of 20.69%. The resulting data can be concluded that the respondents in the Tourism Office of West Sumatra Province have a productive age for each of their employees. Based on Last Education, the researchers concluded that the respondents' last education was dominated by a bachelor's as many as 30 people with a percentage of 51.72%. The last education of the second most respondents was Masters as many as 14 people with a percentage of 24.14%. Furthermore, there are 8 employees who graduated from SMA/The same level with a percentage of 13.79%. Finally, as many as 6 people or 10.35% of respondents had education up to Diploma.

Based on work unit, that the respondents who dominated in this study were from the secretariat sector as many as 17 people with a percentage of 29.31%, then from the Tourism Marketing Sector as many as 11 people with a percentage of 18.97%, then from the Destinations & Tourism industry, Field of creative economy development and Development of tourism resources & creative economy as many as 10 people with a percentage of 17.24% for each sector. Based on grade, it can be seen that the respondents in this study came from group II as many as 5 people with a percentage of 8.62%, then respondents from group III were 44 people with a percentage of 75.86% and respondents from group IV were 9 people with a percentage of 15.52%. Finally, based on income, the range of income for West Sumatra tourism office employees varies, including income < 2,000,000 as many as 1 person with a percentage of 1.73%. Then for an income of around 2,000,001-3,000,000 as many as 21 people with a percentage of 36.20%, then for an income of 4,000,001-5,000,000 there are 4 people with a percentage of 6.90%, and > 5,000,000 as many as 5 people 8.62%. Based on this, the researchers concluded that the lowest nurse's income was around < 2,000,000 and the highest was > Rp 5,000,000.

### **Convergent Validity and Discriminant Validity**

Based on the validity of convergence, it can be seen from the correlation between each indicator score and its construct score. Individual reflective measures are said to be high if they correlate more than 0.70 with the construct to be measured (Ghozali, 2014).

**Table 4. 13**  
**Outer Loading Results After Deleting**

	<b>Innovative work behavior (Y)</b>	<b>Job Stress (X1)</b>	<b>Knowledge Sharing (Z)</b>	<b>Transformational Leadership (X2)</b>
<b>IWB1</b>	0.892			
<b>IWB2</b>	0.829			
<b>IWB3</b>	0.601			
<b>IWB4</b>	0.758			
<b>IWB6</b>	0.737			
<b>IWB7</b>	0.759			
<b>IWB8</b>	0.794			
<b>IWB9</b>	0.693			
<b>JS1</b>		0.695		
<b>JS10</b>		0.844		
<b>JS11</b>		0.720		
<b>JS12</b>		0.712		
<b>JS13</b>		0.831		
<b>JS2</b>		0.630		
<b>JS4</b>		0.741		
<b>JS5</b>		0.916		
<b>JS7</b>		0.858		
<b>JS8</b>		0.882		
<b>KS1</b>			0.812	
<b>KS10</b>			0.767	

	<b>Innovative work behavior (Y)</b>	<b>Job Stress (X1)</b>	<b>Knowledge Sharing (Z)</b>	<b>Transformational Leadership (X2)</b>
<b>KS11</b>			0.724	
<b>KS2</b>			0.809	
<b>KS3</b>			0.785	
<b>KS4</b>			0.770	
<b>KS5</b>			0.785	
<b>KS6</b>			0.844	
<b>KS7</b>			0.757	
<b>KS8</b>			0.663	
<b>KS9</b>			0.759	
<b>TL1</b>				0.766
<b>TL2</b>				0.724
<b>TL3</b>				0.653
<b>TL4</b>				0.763
<b>TL7</b>				0.696
<b>TL8</b>				0.839
<b>TL9</b>				0.810

Source: SmartPLS 4.0 data processing results (2022)

Based on the above, it can be seen that all outer loading values for each of these indicators have a value of  $> 0.50$ , so it can be concluded that the indicators are valid and meet the requirements for research data validity. To further strengthen that the indicators above are valid, it can be seen the results of the AVE values for the indicators that have been retested. The AVE value on the results of this retest is as follows:

**Table 4.14**  
**Average variance extracted (AVE) after correction**

	<b>Average variance extracted (AVE)</b>
<b>Innovative Work Behavior (Y)</b>	0.581
<b>Job Stress (X1)</b>	0.621
<b>Knowledge Sharing(Z)</b>	0.596
<b>Transformational Leadership (X2)</b>	0.566

Based on the table above, it can be seen that the AVE values of all variables are above 0.50, which means that the values meet the standards for convergent validity. In addition to evaluating the cross loading value, discriminant validity testing can be determined from the Fornell-Larcker Criterion results. The condition of this test is that the correlation of the variable with itself must be greater than the correlation of the variable with other variables. The output of the Fornell-Larcker criterion is shown below.

**Table 4. 16**  
**Fornell-Larcker Criterion results**

	<b>Innovative Work Behavior (Y)</b>	<b>Job Stress (X1)</b>	<b>Knowledge Sharing (Z)</b>	<b>Transformational Leadership (X2)</b>
Innovative Work Behavior (Y)	0.762			
Job Stress (X1)	-0.068	0.788		
Knowledge Sharing (Z)	0.57	-0.416	0.772	
Transformational Leadership (X2)	0.254	-0.094	0.271	0.753

Based on the table above, the discriminant validity test in this study met the requirements for the next testing stage. The indicators used to measure variables are higher than the correlation of these indicators with other variables, so it can be concluded that each variable has high validity.

### 1. Results of Structural Model Analysis

The t-statistical value and p-value indicate whether the hypothesis is rejected or accepted. If the t-statistic value is more than the t-table, 1.96 to be precise, and the p-value is less than 0.05, then the hypothesis is accepted. While the value of the path coefficient can be used to determine whether the relationship of a variable has a positive or negative influence. If the path coefficient value is positive, then the influence is unidirectional. That is, if the value of the exogenous variable increases, so does the value of the endogenous variable also increases. Meanwhile, if the path coefficient value is negative, then the effect is in the opposite direction. In other words, when the value of the exogenous variable increases, the value of the endogenous variable decreases.

	<b>Original sample (O)</b>	<b>Sample mean (M)</b>	<b>Standard deviation (STDEV)</b>	<b>T statistics ((O/STDEV))</b>	<b>P values</b>	<b>Conclusion</b>
Job Stress (X1) -> Innovative Work Behavior(Y)	0.203	0.206	0.148	1.376	0.169	<b>Unsupported</b>
Job Stress (X1) -> Knowledge Sharing (Z)	-0.394	-0.419	0.109	3.610	0.000	<b>Supported</b>
Knowledge Sharing (Z)-> Innovative Work Behavior(Y)	0.626	0.631	0.100	6.234	0.000	<b>Supported</b>
Transformational Leadership (X2) -> Innovative Work Behavior(Y)	0.104	0.122	0.119	0.873	0.383	<b>Unsupported</b>
Transformational Leadership (X2) ->	0.234	0.265	0.098	2.381	0.017	<b>Supported</b>

	<b>Original sample (O)</b>	<b>Sample mean (M)</b>	<b>Standard deviation (STDEV)</b>	<b>T statistics ( O/STDEV)</b>	<b>P values</b>	<b>Conclusion</b>
Knowledge Sharing (Z)						

The table above shows the direct influence between exogenous variables and endogenous variables. Based on the table it can be concluded that:

1. Job stress has a positive and insignificant effect on Innovative Work Behavior because the p-value is 0.169 or  $> 0.05$ . While the original sample value of 0.203 means that the direction of influence of the variable relationship is positive.
2. Job Stress has a negative and significant effect on knowledge sharing because the p-value obtained is 0.000 or  $< 0.05$ . While the original sample value obtained was -0.394, meaning that the direction of influence of the variable relationship was negative.
3. Knowledge sharing has a positive and significant effect on Innovative Work Behavior because the p-value obtained is 0.000 or  $> 0.05$ . While the original sample value obtained is as large as it means the direction of the influence of the variable relationship is positive.
4. Transformational Leadership has a positive and insignificant effect on Innovative Work Behavior because the p-value obtained is 0.383 or  $> 0.05$ . While the original sample value obtained was 0.104, which means that the influence of the variable relationship is positive.
5. Transformational Leadership has a positive and significant effect on Knowledge sharing because the p-value obtained is 0.017 or  $< 0.05$ . While the original sample value obtained was 0.234, which means that the influence of the variable relationship is positive.

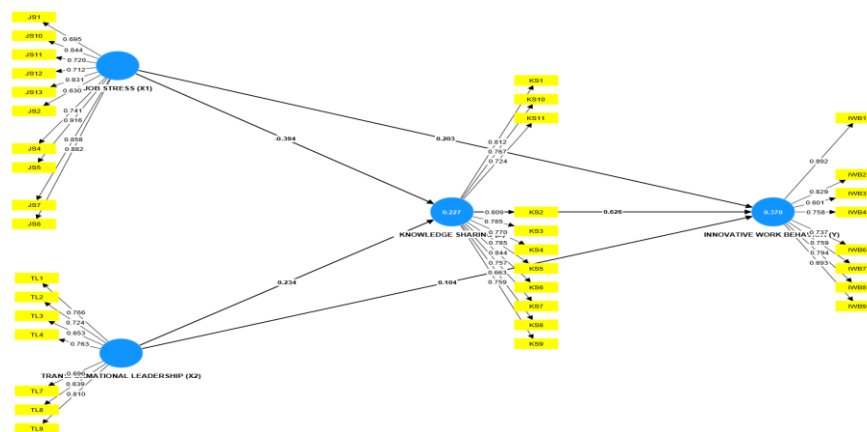


Figure 1. Structural Research Model

The figure 4.2 above is the result obtained after deleting several indicators that were considered invalid and re-testing 10 times the drop. Based on the picture above, it can be seen that all outer loading values for each of these indicators have a value of  $> 0.50$  and t-statistic value is more than the t-table, 1.96. It can be concluded that the indicators are valid and meet the requirements for research data validity.

**2. Test the Effects of Mediation**

The VAF value is calculated by assessing the mediating effect based on the VAF value, the provisions for the VAF value:

- a.  $VAF > 80\%$  = The mediation variable is full mediation
- b.  $20\% \leq VAF \leq 80\%$  = The mediation variable is partial mediation
- c.  $VAF < 20\%$  = the mediating variable is not a mediator

The VAF formula is as follows:

1. VAF influence of job stress on Innovative work behavior through knowledge sharing

$$VAF = \frac{\text{Indirect effect}}{\text{Indirect effect} + \text{Direct effect}}$$

$$VAF = \frac{\text{Indirect effect}}{\text{Indirect effect} + \text{Direct effect}}$$

$$VAF = \frac{(JS-KS \times KS-IWB)}{(JS-KS \times KS-IWB)+2.447}$$

$$VAF = \frac{(3.610 \times 6.234)}{(3.610 \times 6.234)+2.447}$$

$$VAF = \frac{22.504}{22.504+2.447}$$

$$VAF = \frac{22.504}{24.951}$$

$$VAF = 0,90 = 90\% = \text{Full Mediation}$$

Based on the results of the calculation of variance accounted for (VAF) in the total mediating effect provided by Knowledge sharing in the relationship between job stress and innovative work behavior, which is equal to 90% and is included in the full mediation category. That is, job stress that has created knowledge sharing will increase innovative work behavior by 90%. In this study the Knowledge sharing variable as a mediating variable is able to influence the independent variables and the dependent variable in full mediation. So in this study it can be seen that Knowledge sharing mediates the relationship between Job stress and Innovative work behavior.

2. VAF influence of Transformational Leadership on Innovative work behavior through knowledge sharing

$$VAF = \frac{\text{Indirect effect}}{\text{Indirect effect} + \text{Direct effect}}$$

$$VAF = \frac{(TL-KS \times KS-IWB)}{(TL-KS \times KS-IWB)+1.316}$$

$$VAF = \frac{(2.381 \times 6.234)}{(2.381 \times 6.234)+ 1.316}$$

$$VAF = \frac{14.843}{14.843+ 1.316}$$

$$VAF = \frac{14.843}{16.159}$$

$$VAF = 0,918 = 91.8\% = \text{Full Mediation}$$

Based on the results of the calculation of variance accounted for (VAF) in the total mediation effect provided by Knowledge sharing in the relationship between Transformational Leadership and innovative work behavior, which is equal to 91.8% and is included in the full mediation category. This means that Transformational Leadership which has created knowledge sharing will increase innovative work behavior by 91.8%. In this study the Knowledge sharing variable as a mediating variable is able to influence the independent variables and the dependent variable in full

mediation. So in this study it can be seen that Knowledge sharing mediates the relationship between Transformational Leadership on Innovative work behavior.

## **Discussion**

### **1. The Effect of Job Stress on Innovative work Behavior**

This is supported who stated that there is a positive relationship between job stress and innovative work behavior. Stress has a positive effect when it creates a challenge, such as a tight deadline. Overwork and tight deadlines have also been shown to lead to more positive feelings in workers about their jobs and their employers. So, according to these findings, work stress does not always have negative consequences. Stress, in some circumstances, can make employees more competitive and encourage them to generate new ways of thinking and behaving to overcome challenges. So that the existence of this job stress can arouse employee morale and motivate employees to carry out Innovative work Behavior.

From the results of a descriptive analysis of research on civil servants at the Tourism Office of West Sumatra Province, the dominant age is in the range > 50 years, namely as many as 19 people with a percentage of 32.76% and predominantly have worked for more than 6 years. So that in this case the employees have been working for a long time and have more experience and have the ability to manage job stress. So that employees have the ability to manage high job stress not always caused by the presence of Innovative work Behavior, but there are other influences that can affect the innovative work behavior. So that the existence of this job stress can arouse employee morale and motivate employees to carry out Innovative work Behavior. This stress is categorized as stress that can be handled by employees who experience it. So, stress has a positive or negative effect depending on one's condition. performance. This is in line with the results of this study which support the researcher's argument that there is a positive relationship between job stress and Innovative work Behavior, which means that the better the management of one's job stress, the better the Innovative work Behavior produced by West Sumatra Tourism Office employees.

### **2. The Effect of Transformational Leadership on Innovative work Behavior**

The existence of transformational leadership does not necessarily provide a significant effect in creating innovative work behavior. After conducting interviews with several employees of the West Sumatra Tourism Office, it was found that there were obstacles to carrying out this innovative behavior. One of them is the lack of initiative from the employees themselves. This means that there are other factors that influence innovative work behavior, namely the willingness and initiative of the employees themselves. How good transformational leaders are in motivating employees to increase Innovative work behavior will not be able to have a significant influence if there are individual factors that influence, namely the employees themselves who lack the initiative to innovate.

Civil servants who occupy strategic positions with their transformational leadership at the West Sumatra Provincial Tourism Office are dominantly aged > 50 years, namely 19 people with a percentage of 32.76%. This means that the majority of strategic positions at the West Sumatra Tourism Office have been filled by groups aged >50 years. At that age ASN tends to be in their comfort zone and often reject new technology. Then the lack of human resources in West Sumatra Tourism Office employees. The number of employees is only 58 people with a lot of work and targets every year. So this requires additional resources for West Sumatra Tourism Office employees because this can influence employee innovative behavior. This is also supported who

state that individuals perform better in terms of innovative work behavior under transformational leadership when they feel sufficient support for innovation in terms of the availability of organizational resources, motivation, and recognition. The lack of availability of these resources can hinder the occurrence of employee innovation behavior. This research is supported by Rosyiana., (2019) who states that there are two factors that can influence the formation of innovative behavior in employees, namely individual factors and environmental factors. Individual factors include organizational support and perceived job aptitude, while environmental factors include an innovative culture and psychological contract of employees. In addition, there is a lack of competent human resources for the West Sumatra Tourism Office, especially in the field of information technology. So this can affect the innovative behavior of employees.

### **3. The Effect of Job stress on Knowledge sharing**

This research is supported by Robbins (2001) who states that there is a negative and significant relationship between job stress and knowledge sharing. Stress affects physiological, psychological, and behavioral symptoms, where psychological symptoms include anxiety, depression, and lower job satisfaction. Behavioral symptoms of job stress include changes in productivity, absence from work and even resignation. Based on the results of the descriptive analysis of the knowledge sharing variable research, the lowest average is found in statements on the KS 4 indicator with an average value of 4.28 with the statement "There are operational standards in handling tasks in my department" meaning operational standards in the West Sumatra Tourism Office department unclear in order to assist the handling of a task. So knowledge sharing is needed to help employees carry out their duties in accordance with established operational standards.

According to Lan (2000), the effects of stress on individuals and organizations are absenteeism, poor interpersonal interaction and low knowledge sharing, all of which have an impact on an organization. So that job stress is proven to have a negative effect on psychological functioning, knowledge sharing behavior and cognition. In his research, there is a negative relationship between job stress and knowledge sharing. Job stress has been considered as a barrier to knowledge sharing. Job stress can result in the release of knowledge sharing. Because well-being at work is often a requirement for sharing knowledge.

### **4. The Effect of Transformational Leadership on Knowledge sharing**

According to Purwanto (2020) states that there is a positive and significant relationship between transformational leadership and knowledge sharing. Transformational leadership can encourage knowledge sharing because a transformational leader can change followers. attitudes and behavior as well as growing value for a change. Transformational leadership, one of the key leadership styles in management practice, has been shown to have a positive impact on the attitudes, behavior and individual development of followers. By engaging in these transformational leadership behaviors, a leader can change the attitudes and behavior of followers, cultivating value for change.

Employees usually do not want to share knowledge with others without strong motivation because they perceive their personal knowledge as a source of advantage and strength (Nguyen et al., 2021). With a new vision or change of ideas for a better future, followers are more willing to accept the transformational leader's call to share their knowledge with other group members so that they can work together to change the status quo and further achieve a better future for the organization. and each individual member. By supporting and inspiring individuals,

transformational leaders can stimulate knowledge sharing Dong et al (2017) and encourage organizational learning (Dodgson, 1993). Transformational leadership can create a favorable climate for knowledge sharing and influence individual knowledge sharing behavior. In addition, under transformational leadership, knowledge-sharing individuals become more resourceful in developing advanced ideas (Afsar et al., 2019).

### **5. The Effect of Knowledge sharing on Innovative work behavior**

These results are relevant to the behavioral research of Kang & Lee, (2017) which states that there is a positive and significant relationship between knowledge sharing and innovative work behavior (Usmanova et al., 2021). Participants involved in knowledge sharing first translate knowledge into a form that can be understood. This ability can increase the ability of contributors to generate new ideas, which is the basis of innovative work behavior (Yasir et al., 2021). Knowledge sharing helps promote communication and mutual trust among employees when they exchange experiences and knowledge, which positively increases employee innovative work behavior and improves organizational performance (Rafique et al., 2022).

Knowledge sharing not only allows employees to convey knowledge to other workers but also allows others to acquire valuable knowledge which facilitates generating, promoting and implementing new ideas. Knowledge sharing is suggested to help individuals to broaden their range of individual knowledge and improve problem-solving abilities. Positive energy, in the form of sharing knowledge, reduces the negative effects of a bad work environment and leads to innovative work behavior. Therefore, in this knowledge-intensive era; knowledge sharing is an important learning strategy for higher innovative performance. Wang & Hu (2020), confirms that the target level of performance cannot be achieved without high-level knowledge sharing in organizations where innovative performance is strongly driven by effective and efficient knowledge sharing. If individuals have the appropriate knowledge, information, tools and ideas at work, they are more likely to act innovatively. Many studies support the idea that knowledge sharing has a positive impact on the innovative work behavior of employees.

### **6. The Influence of Job stress on Innovative work behavior mediated by Knowledge Sharing**

This research is supported by Damian (2017), which states that there is a mediating relationship between job stress and innovative work behavior. A stressful environment can create anxiety, depression, and anger in the workplace, which can hinder employees' innovative abilities. Therefore, knowledge sharing is needed to mediate the relationship between job stress and innovative work behavior. However, crisis experiences can lead to creative adaptation, disrupt ordinary ways of thinking, and speed up the detection of new perspectives, thereby providing a productive basis for creating innovative ideas. This study is based on the theory of stress, which states that knowledge sharing functions as a vital coping behavior that supports employees in dealing with stress and thereby increases their innovation. According to this theory, effective coping behavior directs employees to carry out change-oriented struggles that make organizational achievements.

### **7. The Influence of Transformational Leadership on Innovative work behavior mediated by Knowledge Sharing**

The results of this study are supported by Bednall, et al. (2018) and Van der Schaaf (2010), namely that knowledge-sharing variables can mediate the relationship between transformational leadership and innovative work behavior. The knowledge-sharing variable has a role as a full mediation between transformational leadership and innovative work behavior. This means that a leader who can display transformational leadership behavior will be able to encourage his employees to display knowledge-sharing behavior. The behavior of sharing knowledge of employees will be able to promote innovative work behavior of West Sumatra Tourism Office employees. Knowledge is the foundation of any innovation process. Leaders play an important role in building a Knowledge sharing environment, where they have more opportunities to receive suggestions and creative ideas to work on for better results (Rafique et al., 2022). Knowledge sharing can help identify existing problems and future challenges leading employees to creative solutions in the workplace. Knowledge sharing is related to the mutual exchange of information and experience or giving workers extra awareness about tasks (Montani & Staglianò, 2022). Knowledge sharing can increase individual job satisfaction, which leads to innovation in the workplace (Jnaneswar & Ranjit, 2021).

In addition, in another study, it was stated that good leadership is one that applies a transformational leadership style to create a conducive and profitable work environment in developing employee work innovation (Soliman, 2014). With that, transformational leadership has an important role in promoting the knowledge possessed by subordinates/employees which is ultimately used to produce Innovative work behavior of employees. Therefore, this study concludes that knowledge sharing on the basis of mutually beneficial motives fosters internal cooperation for the exchange of ideas and facilitates coordinated integration among members and has a substantial effect on innovative performance through transformational leadership. Leaders with transformational behavior are also better able to inspire followers to solve problems and achieve change when organizational members experience high levels of knowledge sharing (Edwards et al., 2017).

This is also supported by Afsar et al., (2019) stating that knowledge sharing can positively mediate the influence of transformational leadership and innovative work behavior of employees. When knowledge can be shared among organizational members through donation and collection, knowledge will become available, and this will help to generate new ideas, which in turn can enhance product and process innovation (Wang et al., 2022). Therefore, this study argues that knowledge sharing plays a fully mediating role in the relationship between transformational leadership and innovation. Therefore, the transformational leadership of civil servants at the Tourism Office of West Sumatra Province requires knowledge sharing to be able to influence and realize innovative work behavior.

## **CONCLUSION**

The purpose of this study was to examine the influence of Job stress, Transformational Leadership, and Knowledge sharing could affect Innovative work behavior of West Sumatra Tourism Office employees. This research was conducted using a quantitative approach which included primary data collection, which was obtained from West Sumatra Tourism Office employees.

The following conclusions from this study are based on the results of data processing that has been done:

1. Job stress has a positive but not significant effect on innovative work behavior. So that in this study there is no direct influence between job stress and innovative work behavior because the dominant tourism agency employees are >50 years old and experienced so they have the ability to manage job stress so that it does not have a significant impact on innovative work behavior.
2. Transformational Leadership has a positive but not significant effect on innovative work behavior. So that in this study there is no direct influence between Transformational Leadership and innovative work behavior.
3. Job stress has a negative and significant effect on innovative work behavior. This indicates that as the employee's job stress increases, the employee's innovative work behavior will also decrease. The stress that arises is negative in nature and can affect enthusiasm for work so that stress is expected not to occur in employees because this is related to motivation to increase employee innovative work behavior.
4. Transformational Leadership has a positive and significant effect on innovative work behavior. This proves that the better the Transformational Leadership of employees, the more innovative work behavior of employees will also increase.
5. Knowledge sharing has a positive and significant effect on innovative work behavior. This shows that the higher the implementation of knowledge sharing, the higher the employee's innovative work behavior. If employees can freely share when they exchange experiences and knowledge with other employees, then they will be more motivated and implement their innovative ideas, which positively increases the employee's innovative work behavior.
6. Knowledge sharing is able to fully mediate the effect of work stress on innovative work behavior of employees of the West Sumatra Tourism Office. This means that if employees face many problems in their personal lives and in the company which end up experiencing work stress, it will hinder the formation of an attitude of innovative work behavior.
7. Knowledge sharing is able to fully mediate the influence of Transformational Leadership on the innovative work behavior of West Sumatra Tourism Office employees. That is, knowledge sharing in this research can strengthen the relationship between Transformational Leadership and innovative work behavior.

Based on the above, this research can put forward some suggestions that the company hopes to pay more attention to employee stress levels based on time pressure and employee work anxiety. Then the company must provide good stress management training to employees. when employees are able to manage stress well. So this will have an impact on increasing Innovative work behavior of employees. Organizations also need to improve transformational leadership and knowledge sharing within the corporate environment to create harmony at work and to achieve organizational goals. In an organization, a boss must be able to provide encouragement and enthusiasm to his employees. So that good transformational leadership is needed in leading the organization. Furthermore, the role of the employee itself is to achieve the success of an organization because employees must demonstrate innovative work behavior at work, good knowledge sharing, good performance improvement, have a cooperative attitude both with superiors and with colleagues, and have discipline and a good sense of responsibility. high on the task given.

Thus, this study suggests further research to add other variables in research development. It is hoped that the results of this study can be used to provide optimal benefits for further research objects, this research can also be used as a comparison material for further research and it is better to take research data on a wider research object and it is hoped that this research can become a reference for further researchers as a review libraries as well as a source of reference for researchers who will conduct research. Finally, It is suggested that the organization should provide space so that knowledge sharing among employees runs optimally because of its crucial role in increasing innovative work behavior of employees.

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