

The Influence Of Work Engagement, Transformational Leadership, And Knowledge Sharing On Innovative Work Behavior Of Mataram Police Traffic Unit

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ABSTRACT

This research aims to analyze (1) the influence of Work Engagement on Innovative Work Behavior. (2) the influence of Transformational Leadership on Innovative Work Behavior. (3) The influence of Knowledge Sharing on Innovative Work Behavior. The type of research is Associative Causal. The data collection method uses the saturated sampling method, which is a sample determination technique when all members of the population are used as samples. Those sampled were all Mataram Police Traffic Unit personnel, totaling 60 people. The data collection tool used was a questionnaire. The data analysis tool uses SEM-PLS analysis. The research results show that (1) Work Engagement has a positive and significant effect on Innovative Work Behavior of Personnel in the Mataram Police Traffic Unit. (2) Transformational Leadership has a positive and significant effect on the Innovative Work Behavior of Personnel in the Mataram Police Traffic Unit. (3) Knowledge Sharing has a positive and significant effect on Innovative Work Behavior of Personnel in the Mataram Police Traffic Unit.

Keywords: Work Engagement, Innovative Work Behavior, Transformational Leadership, Knowledge Sharing.

INTRODUCTION

Competition is currently getting tougher, one of the things that every organization must do is innovate (Nurjanah, 2015). Innovation carried out in a planned and sustainable manner will produce quality work, this will have an impact on increasing the competitiveness of the organization and can guarantee the organization's sustainability in increasingly fierce competition (Dewanto & Fasial, 2017). The study of innovation in organizations cannot be separated from the perspective of human resources, because one of the main factors that carry out the innovation process in organizations is human resources (Muliawaty, 2019).

Initially, innovative work behavior was thought to be genetic, but the research results of Dyer, Gregersen, & Christensen (2011) show that innovative work behavior is something that can be trained

and influenced by certain factors. One of the determinants that is considered to influence employee innovative work behavior is work engagement. Swarnalatha and Prasanna (2013) concluded that work engagement has a positive effect on employees' innovative work behavior. Different findings put forward by Alangkajeng, Asmony, & Saufi (2022) found that the work engagement variable had a positive but not significant effect on employees' innovative work behavior. These different findings indicate that work involvement has not been able to increase innovative work behavior.

Another factor that can increase innovative work behavior is transformational leadership. Transformative leaders can gain trust, loyalty, and high respect from their members, even members in the organization voluntarily do more than what they are supposed to do (Avolio & Bass, 1995). Kresnandito (2012), Hidayat & Hilmiana (2020), and Rahman, Asmony, & Nurmayanti (2023) show that transformational leadership has a significant influence on innovative work behavior. Different research results presented by Nardo et al. (2018) that transformational leadership has no significant effect on innovative work behavior. This shows that transformational leadership does not make a significant contribution to increasing employee innovative work behavior.

Another factor that is predicted to increase innovative work behavior is knowledge sharing. Knowledge sharing is a process of exchanging knowledge between individuals in an organization that allows the creation of knowledge and even new solutions to existing problems (Vries, Hooff, & Ridder, 2006). Mura, Lettieri, Radaelli, & Spiller (2013), show that knowledge sharing has a positive influence on innovative work behavior. Devi made different findings (2021) where Knowledge sharing has a positive but not significant influence on innovative work behavior. This means that knowledge sharing has proven unable to increase employee innovative work behavior.

As is the case with the National Police institution which expects its employees to be innovative in their work. The National Police has become a separate institution directly under the president as stated in the People's Consultative Assembly Decree No. VI/MPR/2000 concerning the Separation of the Indonesian National Army and the Indonesian National Police. Based on Law No. 2 of 2002 concerning the State Police of the Republic of Indonesia, Article 5 explains that the State Police of the Republic of Indonesia is a state instrument that plays a role in maintaining security and public order, enforcing the law, as well as providing protection, guidance, and service to the community to maintain security in the country.

One of the National Police institutional units that always makes innovative efforts to provide services to the community is the Mataram Police Traffic Unit. The Mataram Police Traffic Unit has carried out various innovations in its operations. The Mataram City traffic police have put up banners along the KTL (Traffic Orderly Zone) roads which contain traffic rules that must be obeyed by two-wheeled vehicle users when traveling in Mataram City. Apart from that, the Mataram Police Traffic Unit also provided outreach by giving brochures to the public containing traffic rules. The socialization and campaign activities were carried out as an introduction and understanding of traffic to schools through the holding of Polsanak (Children's Friend Police),

The program at the kindergarten and elementary school levels mentioned above is realized by inviting the Sector Police Chief to be the supervisor of the flag ceremony with the assistance of his members, especially members of the traffic police, to practice traffic movements every Monday at the beginning of the month to provide outreach. Meanwhile, at the secondary school level, the police are also the supervisors of the ceremony, then When giving the mandate, the police as the supervisor of the ceremony provide knowledge about orderly and safe traffic. So that every accident or violation that might occur in traffic can be avoided. Such as using a helmet when driving, bringing complete documents, and checking the condition of the vehicle when you want to use it.

Traffic police are known to have high work engagement in their scope of work. This is to the findings of Muhammad, Suryatni, & Nurmayanti (2021) who also said that as personnel in the traffic

sector, you really need full concentration at work, have an enthusiastic attitude and be proud of your work, and always feel inspired and challenged by the work you do. Muhammad, Suryatni, & Nurmayanti (2021) explained that traffic police have to deal with various situations when dealing with traffic-related cases such as violations, minor or serious accidents, or accidents that cause fatalities. They must be prepared 24 hours a day because they must work immediately if various types of incidents occur.

Apart from that, the leadership at the Mataram Police has implemented a leadership transformation in the form of directing their subordinates at every morning assembly by providing the best service, especially now that every morning the roads around Mataram are congested. Leadership elements always take to the streets with personnel to enforce control on every very busy road section. Apart from that, leadership elements also often direct their subordinates to be proactive in carrying out traffic engineering because many international activities have been held in Lombok since the inauguration of the Mandalika Lombok circuit (www.fianosa.com, 2022).

In the aspect of knowledge sharing, in the police sector, it can be said to be high. In police terms, this knowledge sharing is very visible in the establishment of an atmosphere of mutual love and care for personnel which is usually known as a foster family. All police institutions implement this atmosphere, including the Mataram Police. The foster family itself is a tradition passed down from generation to generation which is carried out every year by cadets at the Police Academy (Akpil). This tradition is an election that aims to find prospective foster siblings who will later join the foster siblings in a foster family consisting of junior-level cadets to senior-level cadets (www.fianosa.com, 2022). This foster family then becomes a place for the cadets, both foster siblings and foster siblings, to nurture each other, love, and care between junior cadets and senior cadets. This foster family relationship will continue to exist until the time of assignment and will carry over until retirement (www.fianosa.com, 2022). Every senior who has worked at the Mataram Police institution for a long time is obliged to guide juniors under him, including all members so that they are always focused in their work so that the targets set can be achieved.

LITERATURE REVIEW

Innovative work behavior

De Jong, et al (2008) stated that Innovative Work Behavior (IWB) is individual behavior that aims to reach the introduction stage or tries to introduce ideas, processes, products, or procedures that are new and useful in work, groups, or organizations. Innovative work behavior is defined as the creation, introduction, and implementation of new ideas or thoughts in a job, group, or organization to improve the role performance of that individual, group, or organization (Janssen, 2000).

Innovative work behavior is also defined as an action taken to create and adopt new ideas, thoughts, or methods to be applied in the implementation and completion of work (Gaynor, 2002). McGruirk, Lenihan, and Hart (2015) define innovative work behavior as the creation of business models, management techniques, strategies, and organizational structures outside of existing ones. Innovative work behavior refers to the ability to create an original idea, use work results as a potential idea, and apply new ideas to work practices (Birdi, Leach, & Magadley, 2016)

Based on the explanations of several figures above, it can be concluded that innovative work behavior is the action of individuals who can create new ideas in solving problems, seeking support, and ending with application to work practices. In more detail, the Innovative Work Behavior Indicators from Janssen (2000) are idea generation, idea promotion, and idea implementation.

Work Engagement

Work Engagement refers to company involvement, satisfaction, and commitment (Mujiasih and Ratnaningsih, 2012). Schaufeli, Salanova, Gonzales-Roma, and Bakker defined Work Engagement as positivity, fulfillment, and work from a characterized center of mind (Schaufeli et al., 2002). Schaufeli, et al. (2002) define Work Engagement as a strong agreement regarding the implementation of work and other matters related to work. According to Gallup (2013), Engaged members will work with enthusiasm and feel a deep connection with the company where they work, they encourage innovation and drive the company's progress.

The conclusion that can be drawn from the theoretical description above regarding Work Engagement is the attitude and behavior of the level to which members at work can express themselves totally both physically, cognitively, effectively, and emotionally. Members find meaning in work, pride in being part of the company where they work, and working to achieve the overall vision and mission of a company. Members will go the extra mile and put effort into the job above what is expected in both time and energy.

Work engagement is a positive thing, which is related to a state of mind characterized by vigor, dedication, and absorption (Song et al., 2012). Vigor or enthusiasm reflects a readiness to devote effort to one's work, an effort to remain energetic while working, and a tendency to keep trying in the face of task difficulties or failure. Dedication refers to strong identification with one's work and includes feelings of enthusiasm, inspiration, pride, and challenge. Absorption is characterized by someone enjoying their work, over a certain period they will find it difficult to forget themselves from their work.

Transformational Leadership

Transformational leaders are leaders who can stimulate their followers to do more than what is expected by motivating them intrinsically. Transformational leaders can induce their followers, through intellectual stimulation, to re-evaluate potential problems and their work environment, so that innovative ideas can develop (Reuvers, Van Engen & Wilson, 2008). Transformational leadership can also be defined as a leader who can motivate, encourage change, foster innovation, and instill a desire to work beyond expectations (Fischer, 2016). Antonakis, Avolio, and Sivasubramaniam (2003) define transformational leadership as a proactive behavior,

Transformational leadership is a leader who encourages his followers to change their motives, beliefs, values, and abilities so that the followers' interests and goals can be aligned with the organization's vision and goals (Goodwin, Wofford & Whittington, 2001). Leaders with a transformational style inspire their followers not to prioritize personal interests for the good of the organization and leaders with a transformational style have a great influence on their followers (Bass, 1997).

Based on several definitions put forward by several figures, it can be concluded that transformational leadership is a type of leadership that is proactive and emphasizes how subordinates can innovate by providing motivation and inspiration. A leader with a transformational leadership type is also able to unite ideas from thought to be in line with the company's vision and mission and make his followers work beyond their limits. According to Bass and Avolio (1994), there are four components of transformational leadership, namely Idealized Influence, Inspirational Motivation, Intellectual Stimulation, Individualized Consideration,

Knowledge Sharing

Ling et al. (2009) Knowledge sharing is the process of spreading information and knowledge between individuals or organizations. According to Cyr & Chun (2010), knowledge sharing is the

behavior of individuals who voluntarily share their knowledge and share their experiences with others. According to Khesal et al. (2013), "Knowledge sharing is the degree to be able to share the knowledge which relates to a person's skill to communicate her or his social behavior".

Mulyana et al. (2015) stated that knowledge sharing is an action related to providing information services for employees using knowledge networks within the organization. A similar statement made by Lumbantobing (2011) defines knowledge sharing as a systematic process of sending and distributing knowledge from individual to individual, from organization to other organizations that need it by utilizing various media and methods. Hoof and Rider (in Tung, 2018) define knowledge sharing as a process between individuals exchanging knowledge, both tacit knowledge and explicit knowledge, to produce new knowledge.

Based on the definitions above, it can be concluded that Knowledge Sharing is a social interaction within an organization that allows for the exchange of information to increase experience and knowledge at work so that the work implementation process becomes easier. According to Swift & Hwang (2013), there are three indicators of knowledge sharing, namely sharing voluntarily, communicating with everyone, and getting all information easily and freely. According to Lumbantobing (2011), there are two dimensions to knowledge sharing, namely Tacit Knowledge and Explicit Knowledge. Tacit Knowledge Sharing is knowledge gained from individual experience that is difficult to communicate and is personal. The experience gained by each individual varies depending on unpredictable circumstances. Explicit Knowledge Sharing is the knowledge that can be learned and can be communicated in oral or written form.

Conceptual Framework and Hypothesis

The following presents the conceptual framework of the research,

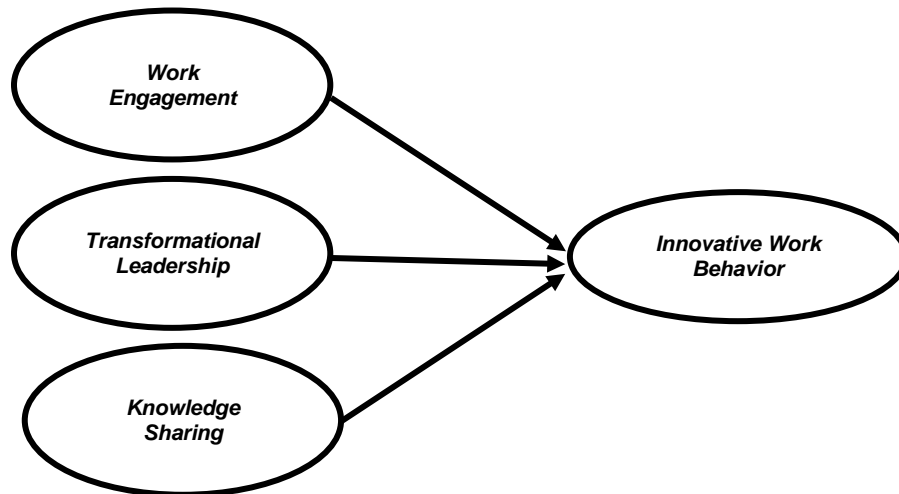


Figure 1. Conceptual Framework

Based on the theoretical study and conceptual framework above, the research hypothesis is as follows:

- H1: Work engagement has a positive and significant effect on Innovative Work Behavior. The higher the Work Engagement, the higher the Innovative Work Behavior.
- H2: Transformational leadership has a positive and significant effect on Innovative Work Behavior. The more effective Transformational Leadership is, the higher the Innovative Work Behavior.

H3: Knowledge Sharing positive and significant effect on Innovative Work Behavior. The better the implementation of Knowledge Sharing, the higher the Innovative Work Behavior.

METHODS

The type of research used is causal. According to Silalahi (2010), Causal research is research that aims to determine the causal relationship of two or more variables. This research was carried out at the Mataram Police Traffic Unit. The sampling technique used in this research is saturated sampling which is included in non-probability sampling. Saturated sampling is a sampling technique in which all members of the population are used as samples. Another term for saturated sampling is a census, where all members of the population are sampled (Sugiyono, 2011). The entire population became research personnel, namely 60 Mataram Police Traffic Unit personnel.

The data collection used is a questionnaire. A questionnaire is a list of questions/statements that are logically related to the research problem, and each question/statement is an answer that has meaning in testing the hypothesis (Nazir, 2005). The questionnaire used is a printed questionnaire that is given directly to personnel. Each question/statement in the questionnaire studied was measured by adopting a Likert Scale (scoring form). According to Sugiyono (2011), the Likert scale is used to measure the attitudes, opinions, and perceptions of a person or group of people about social phenomena. Each question/statement in the questionnaire studied was measured by adopting a Likert Scale (scoring form). According to Sugiyono (2011), the Likert scale is used to measure the attitudes, opinions, and perceptions of a person or group of people about social phenomena. Each question/statement in the questionnaire studied was measured by adopting a Likert Scale (scoring form). According to Sugiyono (2011), the Likert scale is used to measure the attitudes, opinions, and perceptions of a person or group of people about social phenomena.

Data analysis and hypothesis testing for this research were carried out using the Partial Least Square (PLS) approach using SmartPLS software version 3.0. PLS is a component or variance-based equation model. According to Ghazali & Latan (2012), PLS is an alternative approach that shifts from a covariance-based approach to a variance-based approach. Covariance-based models generally test causality or theory, while PLS is more of a predictive model (Ghazali & Latan, 2012).

RESULT

Data analysis using the PLS approach was carried out by evaluating the measurement model (Outer Model) and structural model (Inner Model). The following describes the results of the analysis.

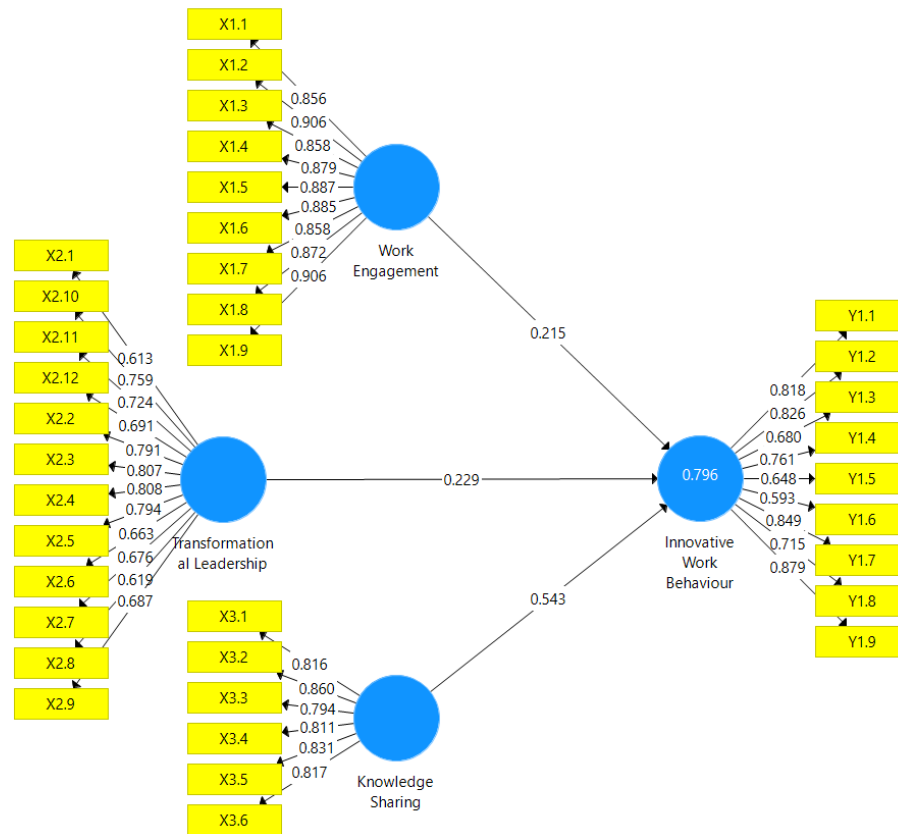


Figure 2. Outer Model Output

The measurement model built based on reflection indicators is evaluated with composite reliability (Ghozali, 2011: 24). The values can be seen in Table 1.

Table 1. Reliability

Variable	AVE	Composite Reliability	Cronbach's Alpha	Information
<i>Work Engagement</i>	0.639	0.951	0.943	Reliable
<i>Transformational Leadership</i>	0.717	0.968	0.964	Reliable
<i>Knowledge Sharing</i>	0.554	0.881	0.838	Reliable
<i>Innovative Work Behavior</i>	0.503	0.923	0.909	Reliable

This can be seen in Table 4.13. that the composite reliability value for each variable is greater than 0.70 as the cut-off value. Likewise, the Cronbach's alpha value is by the recommended value (> 0.70). Therefore, internal consistency (goodness of fit) is concluded to have been fulfilled.

Discriminant Validity

In this research, the indicators for each variable are reflective. Measured using discriminant validity which is assessed based on the AVE value. The explanation is based on the table below,

Table 2. Discriminant Validity

Variable	<i>IWB</i>	<i>TL</i>	<i>WE</i>	<i>K.S</i>
<i>IWB</i>	0.851			
<i>TL</i>	0.779	0.841		
<i>WE</i>	0.694	0.523	0.813	
<i>K.S</i>	0.792	0.859	0.544	0.899

In this test, the condition that must be met is that the square root value of the AVE of each variable must be greater than the correlation value with other variables. Table 4.14. created to show that the square root value of the AVE (the number in the diagonal position) of each variable is greater than the correlation value with other variables (the number whose position is in one row and one column with the AVE of the corresponding variable). Thus, the research model has met discriminant validity.

R Square (R²)

The goodness of Fit Model was measured using R-square of the dependent latent variable with the same interpretation as regression. The standards for determining R2 for endogenous latent variables are as follows:

- a) The R2 value of 0.67 is categorized as substantial,
- b) The R2 value of 0.33 is categorized as moderate,
- c) The R2 value of 0.19 is categorized as weak
- d) An R2 value of > 0.7 is categorized as strong (Chin, 1988).

The determination value (R2) produced as a result of evaluating this research model can be seen in the following table.

Table 3. Model Determination Values

No.	Variable	R Square Adjusted
1	Innovative Work Behavior	0.796

Based on the results, the coefficient of determination was obtained at 0.796, meaning that the diversity of data in this research model is in a strong category. Apart from that, the value of 0.796 shows that Work Engagement, Transformational Leadership, and Knowledge Sharing have an influence on the Innovative Work Behavior of Personnel in the Mataram Police Traffic Unit by 79.6 percent, while the rest is influenced by other variables outside the variables included in this research.

The results of the PLS Path coefficient Beta test, which is part of seeing the level of significance, can be seen in Table 4. At a significance level of 0.05, the hypothesis will be supported if the p-value is less than the critical value, namely 0.05 (5%). The path coefficient value is obtained from the SmartPLS output which can be seen below.

Table 4. Structural Model Test Results

Influence Between Variables	Original Sample	P value	Information	Hypothesis
<i>Work Engagement</i> -> Innovative Work Behavior	0.215	0.029	Significant	Accepted
<i>Transformational Leadership</i> -> Innovative Work Behavior	0.229	0.001	Significant	Accepted
<i>Knowledge Sharing</i> -> Innovative Work Behavior	0.543	0,000	Significant	Accepted

Hypothesis testing with PLS produces positive coefficient values (influence between variables) and the p-value of the entire model is smaller than the error tolerance value of 0.05 so it can be concluded that all hypotheses are accepted.

DISCUSSION

The Influence of Work Engagement on Innovative Work Behavior

Test results show that Work Engagement has a significant positive effect on the Innovative Work Behavior of Personnel in the Mataram Police Traffic Unit. The existence of Work Engagement Personnel in the Mataram Police Traffic Unit has been proven to be able to increase the Innovative Work Behavior of Personnel in the organization significantly so it can be stated that the first hypothesis is accepted

This finding is also the opinion of Gallup (2013) that engaged members will work with enthusiasm and feel a deep connection with the company where they work, they encourage innovation and encourage the company's progress. Work Engagement is a combination of satisfaction and commitment, and satisfaction refers more to emotional or attitudinal elements, while commitment involves more motivational and physical elements (Mujiasih and Ratnaningsih, 2012). Work Engagement moves beyond satisfaction to combine various perceptions of members who collectively demonstrate high performance, commitment, and loyalty (Mujiasih and Ratnaningsih, 2012).

The results of this study are in line with the results of research conducted by Jia et al. (2022) shows that there is a positive and significant direct influence of Work Engagement on Personnel's innovative work behavior. Likewise, the research results of Swarnalatha and Prasanna (2013) show that work engagement has a significant effect on innovative work behavior.

Apart from that, this finding is also reinforced by the opinion of Bakker (2011) that individuals who have good engagement will carry out work with enthusiasm and happiness so that they will be healthier both physically and psychologically and they can channel their engagement to others personnel. Work engagement is a spirit possessed by individuals so that they can work well without experiencing difficulties or feeling tired from the work at hand. The existence of the Engagement factor in personnel makes them feel proud, enthusiastic, and inspired by their work so that they love their work without being forced by circumstances and enjoy their work without feeling burdened by the length of time they work so that individuals find it difficult to leave work unfinished and can work innovatively (Schaufeli & Bakker, 2003). Therefore, it can be concluded that Work Engagement has a significant positive influence on Innovative Work Behavior of Personnel.

The Influence of Transformational Leadership on Innovative Work Behavior

Test results show that Transformational Leadership has a positive and significant effect on Innovative Work Behavior of Personnel in the Mataram Police Traffic Unit. This means that the more

effective Transformational Leadership felt by personnel working at the Mataram Police Traffic Unit, the higher their Innovative Work Behavior will be. Conversely, if the less effective Transformational Leadership is felt by personnel at work, the lower their Innovative Work Behavior will be. So it can be stated that the second hypothesis is accepted.

This finding is in line with the theory put forward by Reuvers, Van Engen & Wilson (2008) that transformational leaders stimulate their followers to do more than what is expected by motivating them intrinsically. Transformational leaders can induce their followers, through intellectual stimulation, to re-evaluate potential problems and their work environment, so that innovative ideas can develop.

This finding is also in line with Fischer's (2016) opinion that transformational leadership is a leader who can motivate, encourage change, foster innovation, and instill a desire to work beyond expectations. Antonakis, Avolio, and Sivasubramaniam (2003) also say that transformational leadership is a proactive behavior, that increases attention to common interests, and helps followers achieve goals at the highest level.

Transformational leaders encourage their followers to change their motives, beliefs, values, and abilities so that their followers' interests and goals can be aligned with the organization's vision and goals. Leaders with a transformational style inspire their followers not to prioritize personal interests for the good of the organization and leaders with a transformational style have a great influence on their followers (Bass, 1997).

According to Garcia, Jimenez, Barrionuevo, and Gutierrez (2012), transformational leadership refers to leadership that increases followers' emotional connection to their interests, provides higher levels of inspiration, and helps followers achieve their goals. Chen, Zheng, Yang & Bai (2016) said that transformational leadership can motivate someone to learn and behave ideally to build social capital to sharpen abilities beyond one's limits. From the explanations above, it has been theoretically proven that leaders who are oriented toward transformational leadership can increase the innovative work behavior of personnel.

The results of this research strengthen the results of research conducted by Udin & Shaikh (2022); The results show that there is a positive relationship between Transformational Leadership and Innovative Work Behavior of Personnel, namely that the higher the Transformational Leadership, the higher the innovative work behavior of the Personnel.

The transformative effectiveness carried out by the leadership is also strengthened by the length of service of the personnel most are predominantly between eleven and fifteen years of age. The work experience of personnel in carrying out tasks in an organization is very important. A worker who has more work experience will certainly understand better what to do when facing a problem that arises. Apart from that, these workers will work faster and not have to adapt to the tasks they are carrying out because they already have experience. So it will be easier for organizations/companies to achieve organizational goals because they are supported by workers who are experienced in their respective fields (Kondorura et al., 2018). Therefore, it can be concluded that Transformational Leadership has a positive and significant influence on Innovative Work Behavior Personnel.

Influence Knowledge Sharing towards Innovative Work Behavior

Test results show that Knowledge Sharing has a positive and significant effect on the Innovative Work Behavior of Personnel in the Mataram Police Traffic Unit. This means that the higher the Knowledge Sharing that personnel in the Mataram Police Traffic Unit have, the higher their Innovative Work Behavior will be in their work. So it can be stated that the third hypothesis is accepted.

This finding is also in line with the opinion expressed by Azadehdel et al (2013), namely that if the implementation of knowledge sharing is better, process innovation can increase through the use of new technology so that performance in the organization will increase. Likewise, Widodo's (2013) opinion states that knowledge sharing shows a person's behavior to disseminate or inform knowledge

with other members of an organization to create an enthusiastic environment for creating additional value.

According to Ling et al. (2009), Knowledge sharing shows the process of spreading information and knowledge between individuals or organizations. This behavior is carried out voluntarily to share the knowledge they have and share their experiences with others. This behavior will certainly encourage more innovative work behavior from personnel.

The results of this research strengthen the results of research conducted by Yeşil & Dereli (2013) showing that knowledge sharing has a positive effect on innovative work behavior. When knowledge sharing within a company is high, innovative work behavior within the company will increase. Likewise, research was conducted by Udin & Shaikh (2022) and Sudibjo & Prameswari. (2021) found that knowledge sharing positively and significantly impacts innovative work behavior. Research conducted by Ritala et al. (2015) shows that innovation is the key to increasing innovation capabilities in companies. In this research, it is explained that knowledge will encourage the creation of new ideas by personnel. This is what encourages the creation of innovation in organizations.

CONCLUSION

Work Engagement has a positive and significant effect on Innovative Work Behavior of Personnel in the Mataram Police Traffic Unit. This means that the higher the Work Engagement of the Personnel working at the Mataram Police Traffic Unit, the higher their Innovative Work Behavior will be.

Transformational Leadership positive and significant effect on Innovative Work Behavior Personnel at the Mataram Police Traffic Unit. This means that the more effective Transformational Leadership felt by personnel working at the Mataram Police Traffic Unit, the higher their Innovative Work Behavior will be.

Knowledge Sharing has a positive and significant effect on Innovative Work Behavior of Personnel in the Mataram Police Traffic Unit. This means that the higher the practice of Knowledge Sharing between personnel, the higher the Innovative Work Behavior of the Personnel.

IMPLICATIONS

The results of this research can be input and consideration for the Mataram Police Traffic Unit in improving Innovative Work Behavior Personnel by creating effective Transformational Leadership encouraging Knowledge Sharing of Personnel to remain high, and increasing Work Engagement. Practically, the results of this research can also be used as evaluation material and development material for the Mataram Police Traffic Unit so that Work Engagement, Transformational Leadership, and Knowledge Sharing of Personnel can be applied in the future and can shape and influence Innovative Work Behavior of Personnel so that organizational performance can be greatly improved. Good.

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