



The Influence of Transformational Leadership, Knowledge Sharing, and Job Satisfaction on Innovative Work Behavior of Telkom Witel Bandung Employees: A Conceptual Paper

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ABSTRACT

Innovation in the world of work is a key factor in increasing the competitiveness of companies, especially in the dynamic telecommunications industry. This study aims to analyze the effect of transformational leadership, knowledge sharing, and job satisfaction on innovative work behavior in Telkom Witel Bandung employees. The research method used is quantitative with purposive sampling technique, involving 80 employees as respondents. Data collection was carried out through questionnaires which were then analyzed using SmartPLS 4. Based on the results of the study, it shows that transformational has a significant effect on knowledge sharing. Knowledge sharing has a significant effect on job satisfaction. Knowledge sharing has a significant effect on innovative work behavior. Job satisfaction has a significant effect on innovative work behavior.

INTRODUCTION

In this era of rapid globalization and digitalization, innovation has become a key factor for companies to maintain competitiveness and relevance in the market. Employees' innovative work behavior which includes the creation, introduction, and implementation of new ideas at work plays a crucial role in driving organizational innovation. Several factors can influence this behavior, including transformational leadership, knowledge sharing, and job satisfaction. This study aims to analyze the influence of these three factors on the innovative work behavior of employees at Telkom Witel Bandung.

The telecommunications industry has undergone significant changes in line with technological advancements and evolving consumer needs. Telecommunication companies are required to continually innovate in their services and products to meet the ever-growing expectations of the market. Innovation is not limited to new product development but also includes improvements in business processes, customer service, and business models. In this context, employees' innovative work behavior becomes a valuable asset for companies in achieving competitive advantage.

Telkom Witel Bandung is one of the strategic operational regions under PT Telkom Indonesia. Faced with increasing regional competition and high customer expectations, this unit is under significant pressure to continuously innovate in service delivery. As part of Telkom Indonesia's Regional II unit, Telkom Witel Bandung faces various challenges in maintaining competitiveness and plays a vital role in supporting digital transformation, particularly in the Bandung area and its surroundings. Bandung is known for its rapidly growing innovation ecosystem, with numerous universities, tech communities, and digital startups. Confronting fierce competition and rapid technological changes, Telkom Witel Bandung can focus on enhancing employee satisfaction and promoting innovation to remain competitive in the telecommunications industry.

Job satisfaction is one of the main factors influencing employee motivation and commitment to the company. According to (Azhar et al., 2020), job satisfaction is an expression of a person's feelings of well-being in performing their job. This attitude stems from an individual's perception of their work, where perception is a cognitive process that gives meaning and helps one interpret and understand other individuals' perspectives on the same issue in different ways. Job satisfaction is also an interesting and important issue because it has been shown to provide substantial benefits to individuals, organizations, and society at large. At Telkom Witel Bandung, job satisfaction is a top priority as it directly relates to human resource productivity and loyalty. According to Telkom's 2024 Annual Report, the Employee Net Promoter Score (eNPS) increased from 60% to 62%, reflecting a positive trend in employee perceptions of the company's work environment.

As one of the largest telecommunications companies in Indonesia, PT Telkom Indonesia plays a strategic role in providing communication services to the public. The Bandung Telecommunication Regional Office (Witel Bandung) is one of the operational units responsible for services in the Bandung area and its

surroundings. In facing intense competition and dynamic market demands, Telkom Witel Bandung is required to continuously innovate in its services and operations.

Innovative work behavior refers to employees' ability to generate new ideas, improve work processes, and contribute to the development of innovative products or services. Innovation is the modification or discovery of ideas for continuous improvement and development to meet customer needs (Yumhi, 2021). Employees can submit their ideas through the corporate culture program, in which every Telkom employee must contribute to the Idea Box. The Idea Box is one of Telkom Indonesia's platforms used as a social innovation media for employees to share ideas and collaborate on their development.

The rapid changes in the telecommunications industry require companies to have a workforce that is not only competent but also productive in fulfilling their duties and responsibilities. In a service-oriented business such as Telkom Witel Bandung, innovation is one of the key success factors in delivering the best service to customers. In the midst of intense competition, the ability to innovate becomes a critical factor in determining the company's success. Knowledge sharing plays an important role in promoting innovative behavior by inspiring, supporting, and empowering employees.

Knowledge sharing is the process through which employees exchange information, experiences, and skills to improve individual and team performance. At Telkom Witel Bandung, knowledge sharing is essential to enhance innovation capacity and accelerate data-driven decision-making. Knowledge becomes more valuable when shared with other members of the organization (Suci et al., 2020). A knowledge-sharing culture within the organization is also a determining factor in fostering innovation at Telkom Witel Bandung. When employees share information and experiences with one another, they can learn and develop new ideas that can be applied in their work. Encouraging knowledge-sharing practices through discussion forums, internal training, and collaboration platforms can enhance employees' innovation capabilities

Transformational leadership has been widely recognized as an effective leadership style for fostering innovation. Transformational leaders inspire and motivate employees to go beyond their personal interests to achieve higher organizational goals. They encourage creativity, provide intellectual challenges, and support employees' personal development. In the context of Telkom Witel Bandung, the role of leaders is crucial amidst the challenges of digitalization and operational efficiency. Leaders who can push employees to exceed targets, inspire through example, and provide space for creative thinking will foster renewed enthusiasm in the workplace. Various initiatives, such as leadership bootcamps, digital competency-based leadership training, and tiered coaching, reflect Telkom's efforts in shaping visionary leaders who are responsive to change.

LITERATURE REVIEW

Transformational Leadership

Transformational leadership is a leadership style that focuses on inspiring, empowering, and motivating employees to achieve larger organizational goals. According to Ariyani and Hidayat (2018), transformational leadership has a positive impact on employee performance in manufacturing companies in Indonesia. Transformational leadership or can be said Transformational leadership or is an important factor for leaders in developing an organization. Transformational is said to be a leadership style that identifies the changes needed, develops a vision that will pave the way for the changes to be made and implements the plans needed for the changes to occur (Sulhan et al., 2023).

Knowledge Sharing

According to Lin (2007), knowledge sharing is influenced by organizational culture, leadership, and information technology factors. Meanwhile, according to Prasetio and Mulyani (2020), knowledge sharing has a positive impact on improving employee performance and innovation in the creative industry. In addition, research by Wang and Noe (2010) concluded that intrinsic motivation and a conducive work environment play an important role in increasing knowledge sharing in organizations.

Job Satisfaction

Job Satisfaction is job satisfaction that includes how a person feels about aspects of their job, including coworkers, salary, promotions, and working conditions Robbins and Judge (2021). According to Li, Zhang, and Wu (2021), job satisfaction plays an important role in encouraging innovative work behavior, especially when employees feel appreciated and have control over their work.

Innovative Work Behavior

Innovative work behavior is an individual's behavior in generating, developing, and implementing new ideas in the workplace (Janssen, 2000). According to De Jong and Den Hartog (2010), innovative work behavior involves exploring opportunities, generating ideas, and implementing innovations. According to Putra and Handayani (2021), it shows that a work environment that supports creativity contributes to increasing innovative work behavior in the technology sector.

Transformational Leadership to Knowledge Sharing

The results of this study indicate that transformational leadership has a significant positive effect on knowledge sharing within organizations. Transformational leaders through inspirational motivation, intellectual stimulation, and individualized consideration create an environment that fosters trust, openness, and collaboration. These leadership traits empower employees to willingly share their ideas, experiences, and tacit knowledge with others (Al-Kurdi et al., 2020).

When employees perceive that their leaders support creativity and personal development, they are more likely to engage in knowledge sharing

behavior. This relationship is essential in knowledge-intensive organizations like Telkom Witel Bandung, where innovation depends on effective knowledge flow. Sofi and Devanadhen (2022) also support this view, showing that transformational leadership directly encourages knowledge-sharing practices among team members.

H1: Transformational leadership has a positive influence on knowledge sharing.

Knowledge Sharing to Job Satisfaction

Knowledge sharing has been found to significantly impact job satisfaction. When employees are part of a culture that encourages mutual learning and collaboration, it leads to greater engagement, self-efficacy, and a sense of accomplishment (Kim & Park, 2020). Sharing knowledge not only helps in solving complex problems but also increases employees' feelings of value and contribution within the organization.

The workplace becomes more meaningful when knowledge flows freely, thereby enhancing individual satisfaction with their roles and responsibilities. Pham et al. (2021) also confirm that knowledge sharing improves interpersonal relationships at work, which is a key factor contributing to overall job satisfaction.

H2: Knowledge sharing has a positive influence on job satisfaction.

Knowledge Sharing to Innovative Work Behavior

This study supports the notion that knowledge sharing significantly fosters innovative work behavior. Employees who regularly exchange information and experiences are better equipped to develop creative ideas and novel solutions (Hussain et al., 2021). The free flow of knowledge stimulates critical thinking, supports experimentation, and fuels innovation.

Wang and Wang (2021) highlight that knowledge sharing helps transform individual knowledge into collective organizational innovation, especially when employees are encouraged to contribute and take initiative.

H3: Knowledge sharing has a positive influence on innovative work behavior.

Job Satisfaction to Innovative Work Behavior

Job satisfaction significantly influences employees' engagement in innovative work behavior. When employees are satisfied with their work environment, tasks, and interpersonal relationships, they are more motivated to contribute beyond their formal duties and introduce new ideas (Lee et al., 2022).

In knowledge-based companies like Telkom Witel Bandung, job satisfaction creates a foundation of psychological safety and motivation that is essential for innovation. Radaelli et al. (2020) found that satisfied employees are more willing to take risks and engage in behaviors that drive innovation and continuous improvement.

H4: Job satisfaction has a positive influence on innovative work behavior.

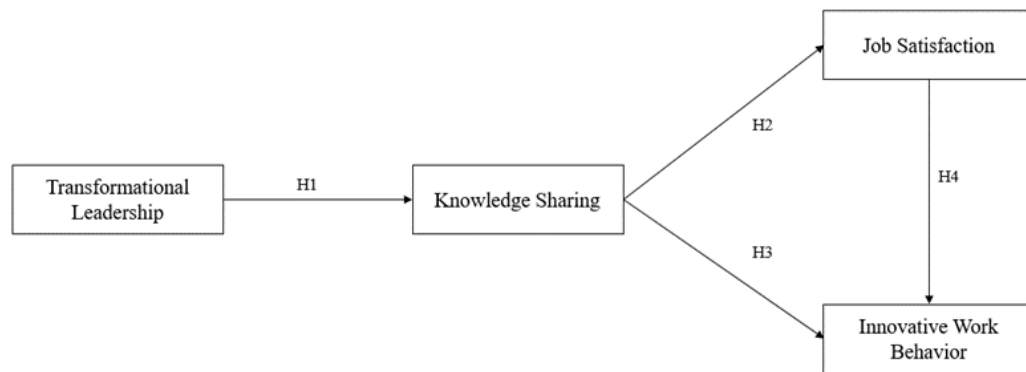


Figure 1. Conceptual Framework

METHODOLOGY

This study uses a quantitative method that aims to test a previously established hypothesis. Quantitative research is a research method that uses a numerical approach or quantitative data to explain, test, or predict certain phenomena. The population and sample of this study were all employees of Telkom Witel Bandung as many as 80 people. To support the data in this study, the researcher used three data collection techniques, namely, interviews, questionnaires, and direct observation in the field. The data analysis technique used in this study is using Structural Equation Modeling (SEM) Partial Least Square with SmartPLS 4 software.

RESEARCH RESULT

The findings of this study demonstrate that transformational leadership, knowledge sharing, and job satisfaction each have a significant and positive influence on innovative work behaviour among employees at Telkom Witel Bandung. Notably, transformational leadership was found to exert a strong positive impact on knowledge sharing, indicating that when leaders demonstrate inspirational motivation, intellectual stimulation, and individualized consideration, employees are more willing to share their knowledge openly and collaboratively. Furthermore, the analysis confirmed that knowledge sharing plays a crucial mediating role between transformational leadership and two key outcomes: job satisfaction and innovative work behavior. Employees who actively engage in knowledge sharing tend to feel more competent, valued, and connected within the organization, which in turn enhances their job satisfaction. This satisfaction then further contributes to higher levels of innovative behavior at work, as employees feel more secure and supported in expressing novel ideas and approaches.

The study also confirmed that job satisfaction has a significant effect on innovative work behavior. Satisfied employees are more likely to go beyond routine tasks and contribute to creative and process-improving initiatives. This result is consistent with existing literature that underscores the psychological empowerment and intrinsic motivation driven by positive job experiences. These findings have strategic implications for organizational development at Telkom Witel Bandung. To cultivate an innovative workforce, management should focus on fostering transformational leadership styles at all levels, promoting a culture

of knowledge exchange, and maintaining a work environment that supports employee satisfaction. Initiatives such as leadership development programs, peer-learning platforms, and employee feedback systems can be instrumental in achieving these goals. In summary, this study highlights a virtuous cycle where transformational leadership enhances knowledge sharing, which improves job satisfaction and ultimately drives innovative behaviour creating a strong foundation for sustainable organizational innovation.

DISCUSSION

A successful organization is one that is able to optimally manage its human resources by paying attention to leadership style, work environment, and a continuous learning system. It is important for organizations such as Telkom Witel Bandung to develop leadership models that can encourage collaboration and learning in the workplace. In this context, the role of transformational leadership becomes very important in shaping a work climate that supports collaboration and innovation. Transformational leaders have the ability to motivate, inspire, and guide employees to share knowledge and work beyond expectations.

The results of this study show that transformational leadership has a significant influence on knowledge sharing. This indicates that the higher the leader's ability to inspire, motivate, and set a positive example, the higher the tendency of employees to share knowledge with one another. Previous research by (Hastari & Netania Emilisa, 2023) states that transformational leadership has a direct impact on creating a work culture that supports collaboration and knowledge transfer among employees. A work environment filled with a spirit of sharing makes knowledge an asset not only possessed individually but also as part of the organization's collective strength.

The results of this study also show that knowledge sharing has a significant effect on job satisfaction. In other words, employees who actively share knowledge not only contribute to team performance but also experience higher satisfaction in their work. This occurs because the knowledge-sharing process gives meaning to their work, strengthens relationships among coworkers, and increases self-confidence and self-actualization. This finding aligns with the research by (Haryoko, 2024), which shows that knowledge sharing can increase job satisfaction through improved competence, social support, and recognition of individual contributions within the team.

Furthermore, knowledge sharing is also proven to have a significant influence on innovative work behavior. In a work environment where new ideas are valued and knowledge is openly distributed, employees are more encouraged to experiment, improve work processes, and create innovative solutions to problems faced. Previous research by (Wahyuni & Fadli, 2023) found that knowledge sharing affects innovative work behavior.

On the other hand, the analysis results also show that job satisfaction has a significant effect on innovative work behavior. This means that employees who feel satisfied with their jobs tend to exhibit more innovative work behavior. Job satisfaction creates a positive emotional atmosphere and increases commitment to the organization, which ultimately encourages employees to give their best

contributions, including in the form of new ideas and innovations. This finding supports (Wiranto et al., 2020), who concluded that job satisfaction is one of the main driving factors behind innovative work behavior.

The results of this study confirm that organizational success in fostering innovative work behavior among employees is greatly influenced by the synergy between transformational leadership, knowledge-sharing practices, and levels of job satisfaction. Leaders who are able to create an inspiring and collaborative work environment will encourage high knowledge-sharing practices, which in turn increase job satisfaction and innovative behavior. Therefore, for organizations like Telkom Witel Bandung, investment in leadership development and knowledge management systems is not only a human resource management strategy but also a foundation to drive long-term growth and competitiveness through employee innovation.

CONCLUSIONS AND RECOMMENDATIONS

This paper concludes that transformational leadership is a key driver in fostering knowledge sharing within the workplace. Leaders who are visionary, inspiring, and exemplary have a significant influence in creating an organizational culture that encourages open knowledge exchange. Furthermore, knowledge sharing not only enhances job satisfaction but also plays a crucial role in promoting innovative work behaviour among employees. Additionally, job satisfaction itself significantly influences innovative behavior, indicating that employees who feel valued, psychologically fulfilled, and comfortable in their work environment are more likely to contribute creative ideas and support organizational growth.

The conceptual framework developed in this study highlights the synergistic relationship between leadership style, knowledge sharing practices, and employee well-being in shaping innovative behaviors. These findings are particularly relevant for organizations operating in highly competitive and dynamic industries such as technology and telecommunications.

For practitioners, especially management at Telkom Witel Bandung, the results suggest the importance of developing transformational leadership programs through leadership training, coaching, and instilling inspirational values across the organization. Moreover, a structured knowledge management system supported by digital tools should be strengthened to create an effective ecosystem for knowledge exchange. Enhancing job satisfaction can be achieved by implementing fair recognition systems, creating a supportive work environment, and encouraging employee involvement in decision-making processes. These strategic efforts will lay a strong foundation for fostering sustainable innovation within the organization.

ADVANCED RESEARCH

In this study, the sample is limited to employees of Telkom Witel Bandung, which may affect the generalizability of the results to other organizations or regions. Additionally, this research uses a cross-sectional design, which limits the ability to infer causality between variables. Future studies are suggested to use a longitudinal approach to better understand the dynamic relationships between transformational leadership, knowledge sharing,

job satisfaction, and innovative work behavior. Moreover, incorporating other moderating or mediating variables such as organizational culture or employee engagement could provide deeper insights into the mechanisms influencing innovative work behaviour. As this paper is still in the conceptual phase, empirical data to support the theoretical framework has not yet been collected. Therefore, future research is encouraged to conduct quantitative or mixed-methods studies to validate the proposed model using a larger and more diverse sample within Telkom Group or similar telecommunications companies. Researchers may also consider including moderating variables such as organizational culture, digital capability, or leadership tenure to further understand the nuances of the relationships explored. In addition, longitudinal studies could provide insights into how these variables interact over time, especially in response to organizational change or technological advancement. Every research is subject to limitations this, you can explain them here and briefly provide suggestions to further investigations.

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