







“Transformational leadership and innovative work behavior: The sequential mediating role of knowledge sharing and creative self-efficacy”

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TRANSFORMATIONAL LEADERSHIP AND INNOVATIVE WORK BEHAVIOR: THE SEQUENTIAL MEDIATING ROLE OF KNOWLEDGE SHARING AND CREATIVE SELF-EFFICACY

Abstract

This study aims to examine the influence of transformational leadership on innovative work behavior by investigating the sequential mediation of knowledge sharing and creative self-efficacy among five-star hotel employees in Bali, Indonesia. An important issue is employees' limited exploration of new ideas, driven by low initiative, routine dependence, and a lack of support for creative thinking. This study surveyed 377 hotel employees, selected using the Krejcie and Morgan (1970) formula. Data collected from December 2024 to February 2025 were analyzed using structural equation modeling with a partial least squares approach. Results show that transformational leadership significantly influences innovative work behavior both directly and indirectly. It positively affects knowledge sharing ($\beta = 0.630, p < 0.05$), creative self-efficacy ($\beta = 0.303, p < 0.05$), and innovative work behavior ($\beta = 0.333, p < 0.05$). Knowledge sharing also predicts creative self-efficacy ($\beta = 0.223, p < 0.05$) and innovative work behavior ($\beta = 0.360, p < 0.05$), while creative self-efficacy influences innovative work behavior ($\beta = 0.263, p < 0.05$). A significant sequential mediation was confirmed ($\beta = 0.037, p < 0.05$). These findings reveal that transformational leadership encourages knowledge sharing, which in turn enhances creative self-efficacy, ultimately encouraging employees to engage more actively in innovative work behavior. Transformational leadership builds social exchange relationships, while social cognitive theory views behavior as being shaped by personal, environmental, and behavioral interactions.

Keywords leadership, knowledge, self-efficacy, innovation, hotels

JEL Classification D83, J24, L25, O34

INTRODUCTION

In the post-pandemic era, human resource development has become a key focus as organizations adapt to digitalization, hybrid work, and skill enhancement (Liu et al., 2024). In Indonesia, the hospitality industry is regaining momentum, contributing 4.1% to national GDP in 2023 (WTTC, n.d.). Among Indonesia's top attractions for international travelers, Bali shines with extraordinary natural beauty that continues to capture global admiration (Williady et al., 2022). Five-star hotels, in particular, face greater service demands and adopt more sophisticated HR practices (Teng, 2019). Renowned for their premium service quality, personalized guest experiences, and world-class facilities, five-star hotels serve as benchmarks of excellence in the hospitality sector.

However, despite its prominence, the hotel industry is often less innovative compared to other service sectors, highlighting a strategic gap in innovation application (Martin-Rios & Ciobanu, 2019). Many

hotels in Bali are still experiencing low occupancy rates. In terms of quality, hotel revenues are still relatively low. A pre-survey revealed low performance in the “idea exploration” dimension of innovative work behavior, indicating limited proactiveness in seeking innovation opportunities. Transformational leadership is considered crucial to foster innovation in response to increasingly complex business environments (Aliane et al., 2023). While several studies confirm the positive link between transformational leadership and innovative work behavior (Iqbal et al., 2023; Safrizal et al., 2024), others report contradictory findings (Odugbesan et al., 2023; Udin & Shaikh, 2022), and most employ limited methodological approaches, typically focusing on either mediation or moderation alone (Amankwaa et al., 2022). However, transformational leadership is a complex and multidimensional phenomenon, requiring a more in-depth exploration to understand its impact holistically. This paper fills the methodological gap by incorporating a multiple mediation approach, including the rarely explored sequential mediation as a research mechanism.

The five-star hotels in developing countries such as Bali face challenges in fostering innovation due to structural rigidity, routine-based work, and limited employee proactivity. While transformational leadership is viewed as a key driver of innovation, the evidence remains fragmented and inconclusive, particularly in terms of its impact on internal employee mechanisms. This gap is important, as service innovation relies on employee creativity and initiative. Thus, further investigation is needed to clarify how transformational leadership shapes innovative work behavior in this context. Although innovative work behavior plays a vital role in maintaining competitiveness in the hotel industry, many five-star hotels in Bali continue to struggle in encouraging employees to take initiative and engage in innovation. This challenge lies in the internal psychological conditions of employees, such as low confidence in their ability to innovate.

1. LITERATURE REVIEW AND HYPOTHESES

Innovative work behavior has become a key focus in organizational research due to its critical role in maintaining competitiveness in rapidly changing environments. It encompasses a set of intentional actions by employees to search for opportunities, develop novel ideas, promote them within the organization, and implement them into practical outcomes that enhance individual and organizational performance (Jong & Den Hartog, 2010). This behavior reflects a continuous innovation process, ranging from idea exploration to execution, and is essential for sustaining long-term organizational adaptability. Supporting this view, Amankwaa et al. (2022) highlight that innovative work behavior is particularly vital among service workers. Innovative work behavior is not only about generating ideas, but also about translating them into meaningful contributions that drive service innovation and adaptability, especially in high-pressure environments such as the hospitality industry (Aliane et al., 2023). These insights affirm that fostering innovative work behavior is crucial for service organizations to remain adaptive and competitive.

Transformational leadership is a leadership approach in which leaders stimulate change by communicating a clear vision, encouraging intellectual development, and offering individualized support, thereby motivating followers to exceed expected performance (Bass & Avolio, 2004). Khaola and Musiwa (2021) emphasize that such leaders foster affective commitment and a sense of fairness, which are essential for promoting employee innovation. In the hospitality industry, Lin (2023) further conceptualizes transformational leadership as a process in which leaders build strong identification with employees by articulating a meaningful vision, empowering open communication, and creating a psychologically safe environment that supports change and innovation. The clarity and persuasiveness of a shared vision are central to transformational leadership, as they reinforce leader influence and encourage innovation (Liu et al., 2024). Taken together, these perspectives underscore transformational leadership as a powerful driver of employee motivation, trust, and readiness for innovation.

To further explain the mechanisms through which transformational leadership fosters innovative behavior, it is important to consider the theoretical

frameworks that underpin this relationship. One of the most widely used is social exchange theory (SET) (Blau, 1964). Social exchange theory refers to the mutual transfer of resources considered valuable by the parties involved that are expected to provide mutual benefits for both parties. Based on social exchange theory, transformational leadership applies managerial practices that shape followers' positive psychological states, which in turn significantly enhance their innovative work behavior (Sharif et al., 2021). This theory has been widely applied to explain how leader–follower interactions grounded in trust, support, and mutual obligation can lead to positive behavioral outcomes, including innovation (Khaola & Musiiwa, 2021; Sharif et al., 2024). In this context, transformational leaders who demonstrate support, recognition, and intellectual stimulation may foster employees' willingness to reciprocate through innovative contributions that benefit the organization.

However, SET lacks consideration of cognitive factors that affect the way individuals interpret information, develop perceptions, and determine actions within the organizational environment. This is where social cognitive theory (SCT) (Bandura & National Inst of Mental Health, 1986) plays a role, as it emphasizes that individual behavior is also shaped through social learning processes, self-efficacy, and observation of the surrounding environment. Sharma and Kumra (2024) empirically confirmed that transformational leaders can significantly elevate creative self-efficacy by fostering psychological empowerment and emotional support within the workplace. SCT provides a strong theoretical foundation for proposing the mediating effect of creative self-efficacy in channeling the impact of leadership practices on employee innovation. A highly influential form of leadership plays a crucial role in fostering innovative behavior among employees (Zhao & Zhang, 2024). Transformational leaders are individuals who can shift their followers' focus from temporary personal interests to a larger shared vision while inspiring them to go beyond their primary responsibilities (Maria et al., 2022). This motivational process can strengthen employees' belief in their creative capabilities.

The core principle of knowledge management lies in the notion that knowledge is a resource

that can be shared among individuals or organizations (Nonaka & Takeuchi, 1995). Effectively managing knowledge is essential, as it is regarded as one of an organization's most valuable assets (Arsawan et al., 2020). Several researchers emphasize that knowledge exchange enhances employee learning, enabling them to engage more actively through engaging in creative efforts and driving innovation by addressing intricate organizational challenges at work (Gerlach et al., 2020). Among various factors, knowledge sharing stands out as a crucial driver of innovation and organizational competitiveness. It represents a core component of knowledge management, occurring prior to the application of knowledge (Kmieciak, 2020). Thus, promoting knowledge-sharing behavior is key to sustaining continuous innovation within organizations.

The essential contribution of transformational leadership lies in enhancing knowledge dynamics within organizations (Herlina et al., 2024). Transformational leadership has been proven to create a knowledge-rich environment by positively influencing knowledge sharing. Transformational leadership can stimulate followers to become more actively involved in sharing knowledge. Research findings consistently indicate that transformational leadership is recognized as a key factor in fostering knowledge-sharing practices within organizations (Chen et al., 2024; Hoang & Le, 2024; Sharif et al., 2024). This leadership approach ultimately cultivates a collaborative culture that supports continuous learning and innovation.

Transformational leadership can provide regular and adequate feedback to employees, enhancing how individuals perceive their own creative capabilities, specifically their creative self-efficacy (Sürücü et al., 2022). This notion is further supported by the findings of Maria et al. (2022) and Sharma and Kumra (2024), which confirm that transformational leaders are able to foster employees' creativity and independent thinking by strengthening their creative self-efficacy.

Recent studies have increasingly emphasized the importance of transformational leadership in encouraging innovative work behavior. This is affirmed by Khaola and Musiiwa (2021), who studied 535 managers across 11 subsidiaries of finan-

cial institutions in South Korea. Their research found that, out of the three independent variables assessed, transformational leadership had the strongest influence on innovative work behavior and was the only factor with a significant and consistent impact. Furthermore, Khan et al. (2020), who studied 160 heads of departments at six public universities in Khyber Pakhtunkhwa, Pakistan, found a significant influence of transformational leadership on innovative work behavior.

Similar results were reported by Sharif et al. (2021), who examined employees of three-star hotels in Pakistan, showing that transformational leaders are able to inspire, motivate, and encourage employees to generate and apply new ideas in their work. In the same vein, Lin (2023), who investigated frontline employees and managers in 145 hotels across four provinces in southeast China, found that transformational leaders inspire and enhance employees' innovative behavior. Fatmawaty et al. (2023), who studied 640 SME managers, highlighted that transformational leadership contributes positively and significantly to enhancing innovative work behavior among employees in SMEs, with a higher level of innovative work behavior associated with greater benefits. However, research that delves into how knowledge sharing and creative self-efficacy mediate this relationship, particularly in high-end hotel settings like five-star hotels, is still limited.

Self-efficacy is a crucial psychological construct that influences how individuals approach goals, tasks, and challenges. According to Bandura (1977) self-efficacy refers to an individual's overall confidence in their ability to achieve particular objectives desired outcomes and encompasses fundamental characteristics. When applied to creativity, it becomes creative self-efficacy in producing innovative ideas (Tierney & Farmer, 2002). Studies show that creative self-efficacy enhances innovative work behavior (Kafeel et al., 2024; Jan et al., 2021). The notion of creative self-efficacy emerges when self-efficacy is directed toward one's confidence in accomplishing creative tasks (Kafeel et al., 2024). Tierney and Farmer (2002) expanded upon previous research to develop the concept, which describes an individual's confidence in their ability to produce creative and valuable ideas. According to Yoon et al. (2023), knowledge sharing significantly influences individuals' beliefs in their creative abilities.

According to the concept of SET, knowledge sharing relates to exchanging information, sharing experiences, and increasing employees' awareness regarding their job responsibilities. It is an intangible resource that serves as a foundation for competitive advantage and enhances both employee and organizational efficiency in a production environment (Almulhim, 2020). For example, Phung et al. (2019) discovered that knowledge sharing practices significantly boost innovative work behavior among academic staff in Vietnam's public universities. Similarly, Asurakkody and Kim (2020) identified a strong positive association between engaging in knowledge-sharing activities and the innovative behavior shown by nursing students in Sri Lanka's public nursing institutions. These findings highlight the crucial function of knowledge sharing in fostering innovation-driven behavior. Knowledge sharing relates to innovative work behavior, where the process plays a key role in stimulating innovation among employees (Srivastava et al., 2024). Knowledge-sharing behavior plays a crucial role in driving employees' engagement in innovative work behavior (Elamin et al., 2024). Additionally, the flow of knowledge within organizations supports the generation of new ideas, ultimately contributing to improved innovation outcomes.

On the other hand, a strong belief in creative self-efficacy can inspire employees to innovate at work which means that creative self-efficacy plays a vital role in bringing out the tendency of employees' innovative work behavior (Wijayanti, 2024). Therefore, by promoting a positive self-concept and providing support mechanisms, employers can further enhance employees' innovative work behavior, ultimately leading to increased adaptability and the ability to remain competitive in an ever-changing business environment. Evidence of this can be seen from studies carried out by Cheung et al. (2023), and Supardi et al. (2024), who reinforce the role of creative self-efficacy as a key predictor of employees' engagement in innovation-related activities.

The present study emphasizes the significance of comprehending how transformational leaders influence employees in terms of creative self-efficacy (Sürücü et al., 2022). Given the substantial role of transformational leadership in enhancing employees' creative self-efficacy (Maria et al., 2022; Sharma & Kumra, 2024), this leadership style is believed to be instrumental in shaping innovative behavior within

the workplace and is expected to influence employee behavior by strengthening their perspective on knowledge sharing. This indicates that knowledge sharing serves an essential mediating function, allowing leaders to exert influence over their subordinates in enhancing creative self-efficacy within the organizational environment.

A supportive environment enhances employees' innovative potential (Khan et al., 2020). To foster innovative work behavior among employees, transformational leaders should lead by example, providing motivation and encouraging participation in sharing ideas, insights, and knowledge (Arsawan et al., 2022). Leaders who can inspire, motivate, show individual consideration, support personal and professional development, and cultivate a learning culture will create an environment where employees are motivated and feel at ease to share their knowledge, which in turn enhances their innovative work behavior.

Social cognitive theory (SCT) provides a useful framework for understanding how individual beliefs mediate the effects of external influences, such as leadership, on behavior. In this context, the principles of SCT (Bandura & National Inst of Mental Health, 1986) lay a strong foundation for proposing that creative self-efficacy serves as a pathway through which leadership behavior impacts employee innovation. Creative self-efficacy has been linked to both individual innovative work behavior and team-level innovation outcomes. According to Jan et al. (2021), those with high levels of creative self-efficacy tend to be more confident in their skills and understanding, which enhances their capacity to generate and apply new ideas and actively participate in innovative work behavior. To build upon existing research and address gaps in the literature, the present study expands on Lin's (2023) work by examining whether knowledge sharing and creative self-efficacy act as mediators in the link between transformational leadership and innovative work behavior.

Several studies based on empirical evidence have examined initiatives taken by organizations to boost creative self-efficacy among employees (Kafeel et al., 2024). Individuals possessing strong creative self-efficacy are generally better at producing impactful and innovative ideas (Elamin et al., 2024), particularly in driving innovative work behavior. As highlighted by Chen et al. (2024),

along with Hoang and Le (2024) and Sharif et al. (2024), enhancement of knowledge sharing serves as a contributing factor to creative self-efficacy, which not only strengthens employee engagement but also helps them recognize innovation opportunities, design creative solutions, and effectively implement innovative ideas.

Transformational leadership plays an essential function in fostering employees' innovative behavior at work (Khan et al., 2020). However, this influence can be strengthened through mediation mechanisms, where knowledge sharing facilitates the transfer of ideas and experiences (Srivastava et al., 2024). Additionally, employees who process elevated creative self-efficacy levels are generally more self-assured when formulating and executing creative solutions (Wijayanti et al., 2024). These factors collectively highlight the critical role of both cognitive and relational processes in enhancing the impact of leadership on innovation.

This study aims to assess the relationship between transformational leadership and innovative work behavior among employees of five-star hotels in Bali, Indonesia. In addition, this paper attempts to address gaps in previous studies by examining the sequential mediating roles of knowledge sharing and creative self-efficacy, which have rarely been explored together in the context of five-star hotel employees in Bali, Indonesia.

Based on prior theoretical and empirical studies and the conceptual framework (Figure 1), this study proposes the following hypotheses:

H₁: Transformational leadership significantly influences knowledge sharing.

H₂: Transformational leadership significantly influences creative self-efficacy.

H₃: Transformational leadership significantly influences innovative work behavior.

H₄: Knowledge sharing significantly influences creative self-efficacy.

H₅: Knowledge sharing significantly influences innovative work behavior.

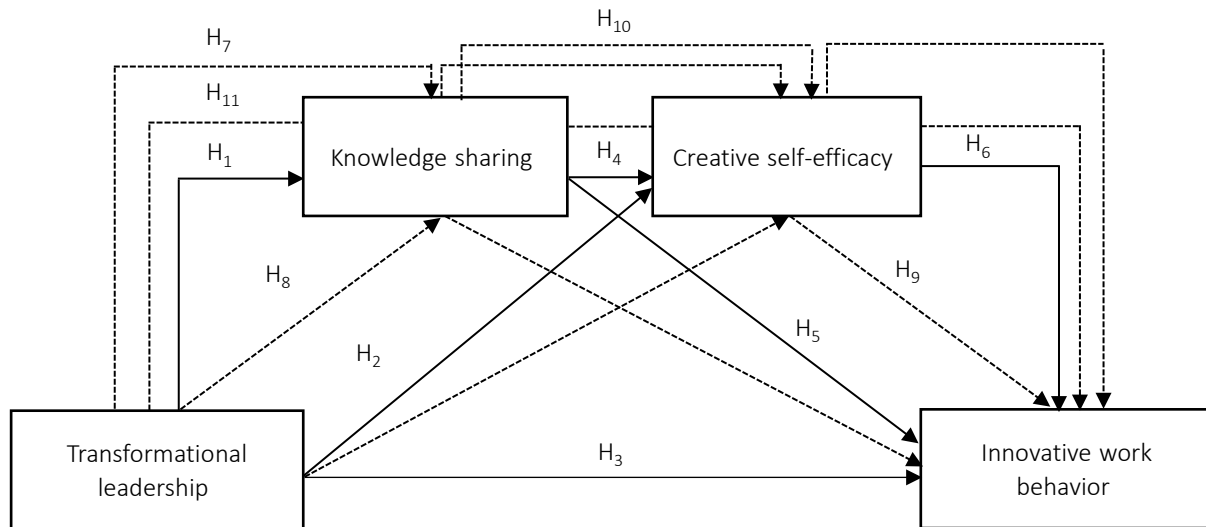


Figure 1. Conceptual framework

H_6 : Creative self-efficacy significantly influences innovative work behavior.

H_7 : Knowledge sharing mediates the relationship between transformational leadership and creative self-efficacy.

H_8 : Knowledge sharing mediates the relationship between transformational leadership and innovative work behavior.

H_9 : Creative self-efficacy mediates the relationship between transformational leadership and innovative work behavior.

H_{10} : Creative self-efficacy mediates the relationship between knowledge sharing and innovative work behavior.

H_{11} : Knowledge sharing and creative self-efficacy sequentially mediate the relationship between transformational leadership and innovative work behavior.

ing to 21,306 people. Through calculations using Krejcie and Morgan's (1970) method, a sample size of 377 employees was determined. Data were collected from December 2024 to February 2025 via a questionnaire distributed online via Google Forms.

This study has undergone an ethical approval process, obtaining permission from the Faculty of Economics and Business, Brawijaya University, Dinas Pelayanan Terpadu Satu Pintu in Bali Province and the management of the participating five-star hotels. All procedures were carried out in accordance with the principles of social research ethics, including voluntary consent, anonymity, and the confidentiality of respondent information. The questionnaire included three items structured as follows: 1) respondent identity, 2) instructions for respondents in completing the questionnaire, and 3) a list of statements for the variables of transformational leadership, knowledge sharing, creative self-efficacy, and innovative work behavior.

2. METHOD

This study analyzes the relationship between two or more variables using associative research methods and statistical methods to test the theory. This analysis uses quantitative data as its main form of information. The population comprised 5-star hotel employees in Bali Province, Indonesia, amount-

This study reveals that a large proportion of the respondents were male, accounting for 51.46%, with an age range of 31 to 40 years at 38.20%. Furthermore, the most common position is guest service and front desk operations at 21.22%, with 58.36% of participants having attained a bachelor's degree as their highest educational qualification, and work experience of more than five years at 57.82%.

Table 1. Respondent characteristics

Profile	Description	Frequency	%
Gender	Male	194	51.46
	Female	183	48.54
Age	Below 30 years	121	32.10
	31 to 40 years	144	38.20
	41 to 50 years	60	15.92
	Above 50 years	52	13.79
Current Position	Technical and Maintenance Department	40	10.61
	Finance and Accounting Department	34	9.02
	Food Production and Service	42	11.14
	Guest Service and Front Desk Operations	80	21.22
	Housekeeping Services	29	7.69
	Human Capital Management	68	18.04
	Marketing	52	13.79
	Security	12	3.18
	Spa and Wellness	20	5.31
Education Level	Senior High School	137	36.34
	Diploma	7	1.86
	Bachelor's degree	220	58.36
	Postgraduate	13	3.45
Job Tenure	3 years	118	31.30
	4–5 years	41	10.88
	> 5 years	218	57.82

The Likert scale measures indicators in questions and statements submitted to respondents. This paper uses a weighting criterion ranging from strongly agree to disagree. A pilot test was conducted on 30 participants with similar characteristics to the target population to identify weaknesses in the questionnaire, review the use of sentences and words, and improve construct validity (Nguyen & Petchsawang, 2024). This study used an online survey, which was then distributed to potential participants through email and Messenger, targeting individuals working in various types of businesses to minimize common method bias. In order to reach the intended respondents, we sought permission from HR leaders. The questionnaire for this study can be viewed at Suliati (2025).

The transformational leadership construct was measured using eight items developed by Bass and Avolio (2004), with an example item “The leader makes employees feel proud to be associated with him/her”. Knowledge sharing adopted four items from van den Hooff and de Ridder (2004), with an example item “When I learn something new, I share it with my colleagues”.

Creative self-efficacy was assessed using four items developed by Tierney and Farmer (2002), with an example item “I believe I am good at generating new ideas”. Innovative work behavior was evaluated through ten items adapted from Jong and Den Hartog (2010), with an example item “Pay attention to issues that are not part of the daily work”. These instruments were chosen because of their concise structure and frequent use in similar studies, allowing for efficient responses while maintaining theoretical reliability. The number of items was intentionally limited to ensure clarity, avoid respondent fatigue, and maintain statistical reliability during structural equation modeling.

Structural equation modeling (SEM) was used for data analysis, specifically by adopting the partial least squares approach, using SmartPLS 4.0 software. Techniques used in the analysis include algorithmic procedures to assess the validity and reliability of the constructs, while the bootstrapping method was applied to test the hypotheses, both for direct relationships and mediation (Hair et al., 2019).

Table 2. Research indicators

Variable	Indicator (manifest variable)
Transformational leadership	TL1. The leader makes employees feel proud to be associated with him/her
	TL2. The leader encourages employees to be more creative
	TL3. The leader articulates important goals in a clear and simple manner
	TL4. The leader inspires employees to view difficult problems from a new perspective
	TL5. The leader encourages employees to reconsider ideas they once thought were perfect
	TL6. The leader challenges employees to re-evaluate their assumptions and previously accepted ideas
	TL7. The leader gives praise when employees perform well
	TL8. The leader gives personal attention to employees when they need it
Knowledge Sharing	KS1. When I learn something new, I share it with my colleagues
	KS2. I share the information I have with my colleagues
	KS3. I ask my colleagues about their expertise when I need to learn something
	KS4. When a colleague is skilled at something, I ask them to teach me how to do it
Creative Self-Efficacy	CSE1. I believe I am good at generating new ideas
	CSE2. I am confident in my ability to solve problems creatively
	CSE3. I have a talent for developing other people's ideas
	CSE4. I am good at finding creative ways to solve problems
Innovative Work Behavior	IWB1. Pay attention to issues that are not part of the daily work
	IWB2. Wondering how things can be improved
	IWB3. Looking for new working methods
	IWB4. Generating original solutions to problems
	IWB5. Finding new approaches to carrying out tasks
	IWB6. Make organizational members enthusiastic about innovative ideas
	IWB7. Trying to convince people to support an innovative idea
	IWB8. Systematically introduce innovative ideas into work practices
	IWB9. Contribute to the implementation of new ideas
	IWB10. Trying to develop new things

3. RESULTS

Based on the analysis presented in Table 3, the findings demonstrate that all four constructs (transformational leadership, the exchange of knowledge, belief in one's creative abilities, and engagement in innovative tasks) have an average score above 4.0 on the Likert scale, indicating a highly positive perception or attitude among respondents. Knowledge sharing recorded the highest score (4.369) in the "strongly agree" category, suggesting that the culture of knowledge sharing within the organization is very strong.

Table 3. Descriptive statistics

Constructs	Mean	Category
Transformational Leadership	4.327	Strongly agree
Knowledge Sharing	4.369	Strongly agree
Creative Self-Efficacy	4.209	Agree
Innovative Work Behavior	4.221	Strongly agree

The validity and reliability analysis results indicate that all latent constructs (transformational leader-

ship, knowledge sharing, creative self-efficacy, and innovative work behavior) exhibit excellent validity and reliability. The outer loading values for each indicator across all constructs exceed 0.70, ranging from 0.751 to 0.923, demonstrating that these items strongly represent the measured constructs. Furthermore, the AVE values for all constructs are above 0.5, with composite reliability surpassing 0.7 and Cronbach's alpha likewise exceeding the 0.7 threshold.

Table 4. Validity and reliability

Latent Variables	Loading	AVE	CR	A
TL1	0.810	0.680	0.937	0.921
TL2	0.847			
TL3	0.827			
TL4	0.836			
TL5	0.817			
TL6	0.856			
TL7	0.775			
TL8	0.787			
KS1	0.878	0.750	0.923	0.889
KS2	0.864			
KS3	0.893			
KS4	0.828			

Table 4 (cont.). Validity and reliability

Latent Variables	Loading	AVE	CR	A
CSE1	0.906	0.817	0.947	0.925
CSE2	0.900			
CSE3	0.886			
CSE4	0.923			
IWB1	0.751	0.732	0.965	0.959
IWB2	0.798			
IWB3	0.849			
IWB4	0.825			
IWB5	0.866			
IWB6	0.905			
IWB7	0.898			
IWB8	0.909			
IWB9	0.885			
IWB10	0.859			

Table 5 displays the findings of the HTMT applied to assess the discriminant validity of the constructs investigated in this study. The HTMT values involving transformational leadership and other variables are outlined. As indicated in Table 5, all HTMT values are below the recommended threshold of 0.90 (Hair et al., 2019).

Table 5. Heterotrait-monotrait ratio (HTMT)

Constructs	TL	KS	CSE	IWB
Transformational Leadership				
Knowledge Sharing	0.691			
Creative Self-Efficacy	0.479	0.453		
Innovative Work Behavior	0.718	0.733	0.595	

Hypothesis testing using the bootstrap technique (Table 6) reveals that H1 is supported, with a path

Table 6. Direct and indirect effect testing

Path	Coefficient	T-Statistic	p-values	Result
Direct Testing				
Transformational Leadership → Knowledge Sharing	0.630	13.694	0.000	Significant
Transformational Leadership → Creative Self-Efficacy	0.303	3.796	0.000	Significant
Transformational Leadership → Innovative Work Behavior	0.333	7.131	0.000	Significant
Knowledge Sharing → Creative Self-Efficacy	0.223	3.127	0.002	Significant
Knowledge Sharing → Innovative Work Behavior	0.360	6.843	0.000	Significant
Creative Self Efficacy → Innovative Work Behavior	0.263	5.855	0.000	Significant
Indirect Testing				
Transformational Leadership → Knowledge Sharing → Creative Self-Efficacy	0.141	2.970	0.003	Significant- Partial Mediation
Transformational Leadership → Knowledge Sharing → Innovative Work Behavior	0.227	6.141	0.000	Significant- Partial Mediation
Transformational Leadership → Creative Self-Efficacy → Innovative Work Behavior	0.080	3.358	0.001	Significant- Partial Mediation
Knowledge Sharing → Creative Self-Efficacy → Innovative Work Behavior	0.059	2.611	0.009	Significant- Partial Mediation
Transformational Leadership → Knowledge Sharing → Creative Self-Efficacy → Innovative Work Behavior	0.037	2.545	0.011	Significant- Partial Mediation

coefficient of 0.630, a *t*-value of 13.694, and a statistically significant *p*-value of $0.000 < 0.05$. This confirms that transformational leadership has a significant effect on knowledge sharing. Additionally, the relationship between transformational leadership and employees' creative self-efficacy is found to be both positive and statistically significant, with a path coefficient value of 0.303, a *t*-statistic of 3.796, and a *p*-value of 0.000, supporting H2. Regarding H3, the analysis yields a path coefficient value of 0.333, a *t*-statistic of 7.131, and a *p*-value of 0.000, therefore confirming its acceptance.

Furthermore, the research findings indicate a path coefficient of 0.223, a *t*-value of 3.127, and a *p*-value of 0.002, supporting H4. This means that knowledge sharing has a significant influence on creative self-efficacy. In addition, the results show a path coefficient of 0.263, a *t*-value of 5.855, and a *p*-value of 0.000, confirming H5. This suggests that knowledge sharing has a positive and significant influence on innovative work behavior. Meanwhile, the analysis for H6 reveals a path coefficient of 0.360, a *t*-value of 6.843, and a *p*-value of 0.000: H6 acceptance shows that creative self-efficacy significantly contributes to innovative work behavior.

Our study tested five mediation pathways. First, we conclude that knowledge sharing acts as a partial mediator between transformational leadership and creative self-efficacy, with a path coefficient of 0.141, a *t*-statistic of 2.970, and a *p*-value of 0.003. Thus, H7 is accepted. Simultaneously, the analysis

confirmed that knowledge sharing acts as a partial mediator in the relationship between transformational leadership and innovative work behavior, evidenced by a path coefficient of 0.227, a *t*-value of 6.141, and a *p*-value of 0.000. As a result, H8 is supported. Moving forward, H9 was tested and validated, showing that creative self-efficacy serves as a partial mediator between transformational leadership and innovative work behavior, with a path coefficient of 0.080, a *t*-statistic of 3.358, and a *p*-value of 0.001. These findings confirm the acceptance of H9. Additionally, the test for H10 yields a path coefficient of 0.059, a *t*-value of 2.611, and a *p*-value of 0.009, supporting the idea that creative self-efficacy serves as a partial mediator between transformational leadership and innovative work behavior.

Finally, H11 is accepted; the pathway analysis also identified a more sequential mediation pathway: transformational leadership → knowledge sharing → creative self-efficacy → innovative work behavior. The results show a path coefficient of 0.037, a *t*-value of 2.545, and a *p*-value of 0.011. These results suggest that inspirational leadership encourages the creation of a knowledge-sharing environment, which subsequently boosts employees' belief in their creative capabilities. As their creative self-efficacy increases, employees become more motivated to engage in innovative activities. This emphasizes the crucial mediating role of both knowledge sharing and creative self-efficacy in linking transformational leadership with innovation behavior.

4. DISCUSSION

This study aimed to analyze the influence of transformational leadership on innovative work behavior, also investigating the mediation effect of knowledge sharing and creative self-efficacy among five-star hotel employees in Bali, Indonesia. This paper provides a significant contribution to the existing literature in human resource management by examining the sequential mediation process through which transformational leadership drives innovative work behavior, especially within the frameworks of SET and SCT. It enriches the body of research regarding transformational leadership by inves-

tigating the influence of transformational leadership and knowledge sharing, aligning with previous studies (Chen et al., 2024; Hoang & Le, 2024; Sharif et al., 2024). These findings suggest a stronger direct relationship compared to some previous studies that focused more on indirect or moderating effects. Therefore, employees need to understand that knowledge sharing plays a crucial role in the organization's knowledge management practices.

Recognizing that transformational leadership has the capacity to boost creative self-efficacy is also essential. This is supported by Maria et al. (2022) and Sharma and Kumra (2024). Different from previous research, this study focuses specifically on employees in the five-star hotel industry in Bali, a condition that has been underexplored in previous research. This study provides insight that transformational leaders who offer emotional support, motivate through a clear vision, and encourage learning and experimentation enable employees to feel more confident in exploring new ideas.

The presence of transformational leadership meaningfully shapes employees' tendency to engage in innovative work practices, aligning with previous evidence (Khan et al., 2020; Khaola & Musiiwa, 2021; Sharif et al., 2021; Fatmawaty et al., 2023; Lin, 2023). Specifically, transformational leadership effectively engages subordinates through social exchange based on continuous reciprocity with their leaders, strong identification, interpersonal trust, and mutual loyalty.

Knowledge sharing plays an essential role in enhancing creative self-efficacy, in line with the findings of Yoon et al. (2023). Different from previous studies, which emphasize the important role of supervisors in sharing knowledge as a strategy to foster creativity, this study emphasizes the important role of employees as strategic drivers in promoting creativity. Knowledge sharing tends to foster a greater sense of emotional support and trust among employees. It facilitates employee involvement in innovation by supplying the needed support and resources (Almulhim, 2020). This finding provides insight from previous research that employees engaged in knowledge exchange through employee

discussions promote psychological empowerment, which in turn facilitates the creation and application of novel ideas. This, in turn, enhances their skills, independence, and professional performance.

Creative self-efficacy plays a crucial role in shaping innovative behavior at work. This study's findings are in line with previous research, which has consistently shown that individuals with higher creative self-efficacy tend to be more engaged in innovation-related activities (Cheung et al., 2023; Supardi et al., 2024). The distinct contribution of this study lies in its emphasis on how a stronger belief in one's creative ability significantly increases the likelihood of engaging in innovative actions in the workplace.

Knowledge sharing mediates the effect of transformational leadership on creative self-efficacy. Transformational leadership plays a crucial role in enhancing employees' beliefs in their creative abilities (Maria et al., 2022; Sharma & Kumra, 2024), as it can shape employee behavior by reinforcing their attitude toward sharing knowledge. This finding adds insight to previous research, which suggests that knowledge sharing serves as a bridge that enables leaders to effectively influence their subordinates in developing creative self-efficacy, a concept that has been underexplored. This study highlights its strategic function in nurturing employees' internal beliefs in their creative capacity, an often-overlooked psychological mechanism in the leadership-knowledge sharing relationship.

These findings affirm that a work environment that encourages knowledge exchange has the potential to amplify the beneficial impact of transformational leadership on individuals' innovative capacity within an organization. Knowledge sharing functions as an intermediary mechanism linking transformational leadership to employees' innovative behaviors. This aligns with the view of Khan et al. (2020), who stated that a supportive environment that encourages knowledge sharing and learning is essential for maximizing employees' innovative potential. This study adds that as the level of knowledge exchanged throughout the organization increases, the beneficial effects of transformational leadership on employees' tendencies to engage in innovative practices become more pronounced.

Additionally, creative self-efficacy plays a crucial role in channeling leadership initiatives into innovative outcomes among employees. The findings further suggest that creative self-efficacy functions as a linking mechanism between transformational leadership and innovative employee behavior. According to Jan et al. (2021), those with elevated creative self-efficacy tend to exhibit high self-assurance in their competencies and expertise, making them more capable of generating and implementing ideas and engaging in innovative work behavior. This is consistent with the perspective of Khan et al. (2020), who add insight and emphasize that a supportive work environment that fosters self-efficacy is essential in optimizing transformational leadership toward employee innovative potential.

Active knowledge-sharing enhances transformational leadership and reinforces innovation through creative self-efficacy. This finding extends the insights of Yoon et al. (2023), Elamin et al. (2024), and Supardi et al. (2024). In contrast to previous studies, this study highlights that knowledge sharing serves as a contributing factor to creative self-efficacy, which not only strengthens employee engagement but also helps them recognize innovation opportunities, design creative solutions, and implement innovative ideas effectively.

This study makes a novel contribution by empirically testing the sequential mediation of knowledge sharing and creative self-efficacy, a pathway that has not been explored in previous research. The findings suggest that transformational leadership encourages knowledge sharing among employees, which in turn enhances their creative self-efficacy, ultimately leading to greater engagement in innovative work behaviors. Creative self-efficacy plays a significant role in mediating the influence of leadership practices on innovation outcomes by strengthening employees' confidence in generating and implementing creative ideas at work. Supporting this, Kafeel et al. (2024) emphasized that creative self-efficacy can also mediate the relationship between knowledge sharing and innovative actions, as individuals with high creative self-efficacy tend to generate more original and impactful ideas.

CONCLUSION

This study aimed to examine the influence of transformational leadership on innovative work behavior by investigating the sequential mediation of knowledge sharing and creative self-efficacy among five-star hotel employees in Bali, Indonesia. The results confirm all proposed hypotheses, providing strong empirical support for the model. The findings indicate that transformational leadership promotes innovative behavior both directly and indirectly, by encouraging knowledge sharing and employees' creative self-efficacy. This highlights the dual role of social and psychological mechanisms in linking leadership to innovation. Theoretically, this study enriches the literature by validating a rarely tested sequential mediation model in a service context. Practically, it underscores the need for leadership practices that build a knowledge-sharing culture and enhance employees' belief in their creative capacity.

Future research should consider potential moderators such as innovation climate or organizational culture, adopt longitudinal designs to capture behavioral dynamics over time, and explore this framework across industries to assess its broader applicability. Such efforts will further strengthen the theoretical robustness and practical relevance of leadership-driven innovation models.

AUTHOR CONTRIBUTIONS

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