










# “Transformational leadership, emotional intelligence, and innovative work behavior: Mediating roles of knowledge sharing at public hospitals in Indonesia”

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# TRANSFORMATIONAL LEADERSHIP, EMOTIONAL INTELLIGENCE, AND INNOVATIVE WORK BEHAVIOR: MEDIATING ROLES OF KNOWLEDGE SHARING AT PUBLIC HOSPITALS IN INDONESIA

## Abstract

Innovative behavior refers to the deliberate engagement in activities to generate and embrace novel ideas, concepts, or approaches to execute and accomplish tasks effectively. This study aims to investigate the impact of transformational leadership and emotional intelligence on innovative work behavior through knowledge sharing. The research population was employees in several public hospitals in Medan, North Sumatra, Indonesia. This quantitative study used survey methodology by sending questionnaires to administrative employees of public hospitals. The samples for this study consisted of 129 administrative employees with a minimum of one year of service at various public hospitals. The investigation employed a Likert scale questionnaire to gather data, which were subsequently analyzed utilizing SEM-PLS in conjunction with SmartPLS 4.0 software. The findings of this study indicate the influence between transformational leadership and emotional intelligence on knowledge sharing ( $p < 0.05$ ) and innovative work behavior ( $p < 0.05$ ). In addition, knowledge sharing affects innovative work behavior ( $p < 0.05$ ). Knowledge sharing mediates the influence of transformational leadership on innovative work behavior ( $p < 0.05$ ), and knowledge sharing mediates the influence of emotional intelligence on innovative work behavior ( $p < 0.05$ ).

**Keywords** innovative work behavior, SEM-PLS, public hospitals, Indonesia

**JEL Classification** C91, D23, O31

## INTRODUCTION

Businesses and organizations must adapt to rapid and dynamic change in the current highly competitive service industry. In addition to technological advancements, businesses require innovations to remain competitive. Innovation is anticipated to satisfy market demands so that businesses may remain competitive. Therefore, innovation is an imperative determinant of success for contemporary dynamic and competitive organizations. Numerous organizations consider innovation to be an essential strategic priority when it comes to meeting community demands or delivering services. To accomplish this, businesses necessitate service innovations that ensure sustainability, development, and competitiveness. Innovation can only be achieved within an organization if employees or human resources actively engage in innovative work behavior.

The sustainable development of an organization is permanently impacted by the innovative work behavior exhibited by its employees, which significantly impacts the organization's viability and efficiency.

The distinction between creativity and innovative work behavior lies in their lifetimes: creativity is confined to idea generation, whereas innovative work behavior remains viable until the concept can be operationalized. Employees can transform novel concepts and viewpoints into innovations when they exhibit innovative work conduct. The success of generating, implementing, and applying ideas to enhance agency services may be enhanced by fostering employees' innovative capacities. To attain optimal outcomes, the implementation of innovative human resources necessitates knowledge sharing. The development of novel strategies requires organizations to possess knowledge. Improving the performance of an organization requires knowledge as a strength and asset. Human resources must, therefore, oversee, store, and maintain information. By encouraging knowledge-sharing behavior among all staff members, it is possible to enhance services and performance.

## 1. LITERATURE REVIEW AND HYPOTHESES

Innovative work behavior pertains to the deliberate endeavors of an individual to instigate and implement original, valuable concepts, methodologies, goods, or processes (Farrukh et al., 2023). According to Afsar and Umrani (2020), innovative work behavior generates, disseminates, and executes novel and practical concepts to enhance operational processes, offerings, and products. McGuirk et al. (2015) define innovative work behavior as discovering novel business models, management techniques, strategies, and organizational structures. Innovative behavior emphasizes the capacity to generate original ideas, necessitates tangible outcomes as a manifestation of potential ideas, and involves the application of novel ideas to work methodologies (Birdi et al., 2016). Robbins and Judge (2017) divide innovative behavior into individual, group, and organizational behavior. Innovative work behavior in organizations is found at the organizational system level and is included in organizational culture. Innovative behavior on the job is crucial for an organization's continued existence and achievement. Therefore, the manifestation of innovative work behavior occurs when members of a company, group, or organization generate or produce novel concepts or products that have the potential to be implemented and yield advantages for the entity. This is particularly true in organizational environments characterized by rapid change, where employees generate and execute innovative concepts in reaction to workplace modifications (Pieterse et al., 2010). Both internal and external factors influence innovative work behavior. Internal factors include interaction with superiors (leadership) and interaction with colleagues. Meanwhile, external fac-

tors include competitive and social-political pressures (Nijenhuis, 2015).

Wang and Noe (2010) explain that knowledge sharing is an endeavor to furnish others with task-related information and expertise to facilitate collaboration and problem-solving, idea generation, and the implementation of new policies and procedures. Knowledge sharing pertains to an individual's capacity to elucidate, systematize, and convey knowledge to fellow employees and work groups throughout the institution. Individuals, teams, organizational units, and organizations can share knowledge (Glassop, 2002). Knowledge sharing facilitates the dissemination of task-related information and expertise, enabling individuals to assist and collaborate with others in problem-solving, idea generation, and implementing novel policies or procedures (Wang & Noe, 2010). Thus, knowledge sharing is a social interaction-based process in which members of an organization create new knowledge by exchanging information or knowledge in both directions through their expertise and experience. Knowledge sharing is essential in creating work-related tacit knowledge among organizational members. It includes employee activities for sharing knowledge with others and their behavior in exchanging relevant information with colleagues throughout the organization (Mustika et al., 2022). The act of sharing knowledge is of paramount importance in enhancing individual competence within an organization. This is because tacit and explicit knowledge can be effectively disseminated, implemented, and further developed through knowledge sharing (Trivellas et al., 2015).

A leader is an individual who has skills and strengths in something so that he can influence other people to carry out certain activities to

achieve common goals jointly (Qalati et al., 2022). Cleavenger and Munyon (2013) explain that leadership is the art of a leader influencing the behavior of his subordinates so that they can work together and be productive to achieve organizational goals. Transformational leadership increases awareness of prioritizing shared interests between organizational members and helps employees achieve common goals (Lee et al., 2023; Jufrizen et al., 2023). At the same time, Yukl and Gardner (2020) explain that transformational leadership is often defined by its impact on increasing attitudes of cooperation and trust, collective self-advancement, and team learning. According to Afsar et al. (2014), transformational leadership refers to a leader's capacity to inspire and engage followers by critically evaluating decisions, tackling complex tasks, prioritizing organizational objectives, and offering encouragement and motivation to instill confidence in their abilities. Transformational leadership is a kind of leadership that emphasizes social orientation and a commitment to collective welfare (Nothouse, 2013). For the benefit of others, these socially transformational leaders set aside their interests.

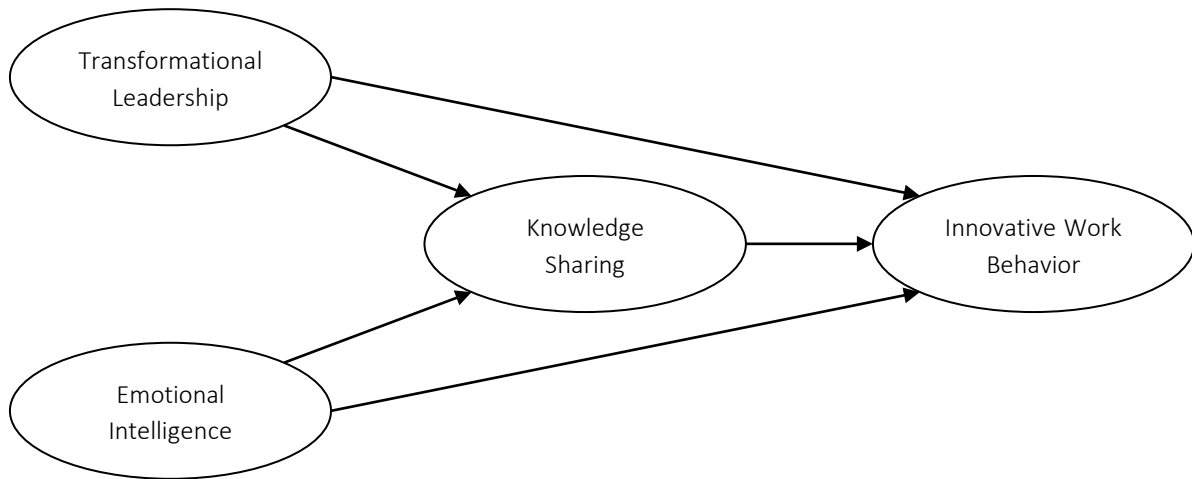
Furthermore, Li et al. (2019) state that transformational leadership involves guiding or motivating followers toward predetermined objectives by providing clear guidance on roles and task requirements. Fundamentally, transformational leadership pertains to stimulating or invigorating a collective to take action in pursuit of a shared objective. A group member with the personality and ability to inspire others to follow in their footsteps is a leader (Guillén et al., 2015). Therefore, it can be inferred that transformational leadership is a style of leadership that inspires or motivates subordinates to undergo personal growth to diligently strive toward attaining shared objectives.

Cherniss (2000) states that emotional intelligence encompasses the capacity to perceive and articulate emotions, integrate emotions into one's reasoning, comprehend and reason with emotions, and control one's and others' emotions. Emotional intelligence is the capacity to sense and comprehend the emotions of others and to exert influence over them through regulating and applying one's own emotions (Prati et al., 2003). Meanwhile, according to Deeter-Schmelz and Sojka (2003), emo-

tional intelligence is defined as the capacity of an individual to accurately perceive, evaluate, and respond to the emotions of another. Emotional intelligence refers to the ability to identify, understand, and effectively employ the influence and insight of emotions as a vital, sentimental, rapport-building, and influential human resource (Robbins & Judge, 2017). Emotional intelligence is an emotional capacity that consists of self-control and the capacity to persevere in the face of adversity (Zhu et al., 2016). Thus, emotional intelligence is the ability to control feelings and emotions by focusing on them to build good relationships with mutual understanding. There are many models of emotional intelligence with their criteria, generally referred to as emotional quotient. Goleman (2001) calls it emotional intelligence, a multifaceted form encompassing perceptual and cognitive capabilities. It significantly influences personnel performance and contributes to favorable outcomes for organizations.

This study aims to investigate the impact of transformational leadership and emotional intelligence on innovative work behavior through knowledge sharing at public hospitals in Medan, North Sumatra, Indonesia (Figure 1). The research hypotheses are as follows:

- H1: *Transformational leadership affects knowledge sharing.*
- H2: *Emotional intelligence affects knowledge sharing.*
- H3: *Transformational leadership affects innovative work behavior.*
- H4: *Emotional intelligence affects innovative work behavior.*
- H5: *Knowledge sharing affects innovative work behavior.*
- H6: *Knowledge sharing mediates the effect of transformational leadership on innovative work behavior.*
- H7: *Knowledge sharing mediates the effect of emotional intelligence on innovative work behavior.*



**Figure 1.** Conceptual model

## 2. METHODOLOGY

Measurement of the transformational leadership variable is adapted from Astuty and Udin (2020) using eight items (for example, “The leader always maintains the work environment so that there is a sense of brotherhood between each employee”). Measurement of the emotional intelligence variable is adapted from Goleman (2001) using nine items (for example, “I can control and master my behavior and feelings without the help of others”). Measurement of the knowledge-sharing variable is adapted from De Vries et al. (2006) and Lu et al. (2006) using a scale of eight items (for example, “If I learn new skills or knowledge, then I will share it with my colleagues”). Measurement of the innovative work behavior variable is adapted from De Jong and Den Hartog (2010) using an eight-item scale (for example, “I consistently seek opportunities to enhance my performance”).

The study collected 140 responses from administrative personnel in various Medan, North Sumatra, Indonesia public hospitals. Out of these, 129 questionnaires were deemed suitable for analysis. They possessed extensive experience ranging from five to ten years working in hospitals. The age range of the individuals was from 25 to 50 years, with an average age of 35. Out of 129 administrative employees, 55 were male and 74 were female. Data were collected using Google Forms to facilitate the questionnaire distribution employing a Likert scale. A scale consisting of the following values was utilized to rank the constructs: one (strongly disagree), two (disagree), three (neutral),

four (agree), and five (strongly agree). The decision to employ the partial least squares (PLS) method was driven by its consistent application in situations involving non-normal data distributions, small sample sizes, and the development of novel ideas (Hair et al., 2014).

## 3. RESULTS

Discriminant validity is assessed to ascertain whether the values of the variables or indicators utilized in the research are distinct and solely associated with those variables or indicators and not with unanticipated or unrepresented variables or indicators. The cross-loading value and the Fornell-Larcker criterion value were utilized to evaluate the research model’s discriminant validity. One approach is to implement the cross-loading value. Discriminant validity is considered to be established when the cross-loading value of an indicator on a particular variable exceeds that of other variables’ cross-loading values.

Table 1 demonstrates that each variable’s discriminant validity or loading factor value correlates more strongly with its corresponding variable than the other variables. In a similar vein, it is essential to take into account the signals for each variable. Observation presents empirical support for the accuracy of the placement of indicators on each variable.

The Fornell-Larcker criterion is applied to the second method of evaluating discriminant validity, which specifically involves comparing each con-



struct's root mean absolute variance (AVE) to the correlation between constructs in the research model. The paper considers the scenario where each construct's root mean absolute variance (AVE) value is greater than the correlation value between constructs, as determined by the Fornell-Larcker criterion calculation. Consequently, the discriminant validity is deemed to be valid.

**Table 1.** Cross-loading

Indicator	EI	IWB	KS	TLD
TLD.1	0.748	0.747	0.737	0.751
TLD.2	0.725	0.768	0.705	0.826
TLD.3	0.463	0.586	0.542	0.671
TLD.4	0.718	0.715	0.771	0.811
TLD.5	0.573	0.581	0.556	0.725
TLD.6	0.591	0.602	0.624	0.821
TLD.7	0.485	0.501	0.449	0.696
TLD.8	0.514	0.543	0.513	0.739
EI.1	0.850	0.748	0.770	0.676
EI.2	0.780	0.767	0.714	0.597
EI.3	0.795	0.729	0.750	0.671
EI.4	0.761	0.627	0.647	0.499
EI.5	0.845	0.813	0.821	0.712
EI.6	0.825	0.735	0.740	0.556
EI.7	0.865	0.812	0.844	0.672
EI.8	0.737	0.803	0.772	0.656
EI.9	0.754	0.802	0.735	0.812
IWB.1	0.829	0.834	0.824	0.629
IWB.2	0.766	0.770	0.734	0.566
IWB.3	0.824	0.855	0.843	0.688
IWB.4	0.761	0.785	0.734	0.743
IWB.5	0.754	0.802	0.735	0.812
IWB.6	0.543	0.672	0.624	0.669
IWB.7	0.675	0.789	0.691	0.672
IWB.8	0.756	0.764	0.710	0.575
KS.1	0.831	0.828	0.856	0.612
KS.2	0.719	0.727	0.730	0.579
KS.3	0.684	0.693	0.750	0.818
KS.4	0.531	0.549	0.632	0.620
KS.5	0.776	0.790	0.839	0.669
KS.6	0.684	0.722	0.763	0.600
KS.7	0.710	0.766	0.799	0.697
KS.8	0.857	0.798	0.866	0.618

Note: TLD = transformational leadership; EI = emotional intelligence; IWB = innovative work behavior; KS = knowledge sharing.

**Table 2.** Fornell-Larcker criterion

Variable	EI	IWB	KS	TLD
EI	0.803			
IWB	0.951	0.786		
KS	0.945	0.949	0.783	
TLD	0.815	0.854	0.827	0.757

Note: TLD = transformational leadership; EI = emotional intelligence; IWB = innovative work behavior; KS = knowledge sharing.

The results in Table 2 suggest that, according to the Fornell-Larcker criterion, the discriminant validity value exhibits a stronger correlation with each variable than the remaining variables. A comparable analysis should be applied to the indications of each variable.

The final discriminant validity test examines the heterotrait-monotrait ratio (HTMT) value. The required HTMT ratio must be smaller than 0.90 so that it can be said to meet the validity assessment (Juliandi, 2018).

**Table 3.** Heterotrait-monotrait ratio (HTMT)

Variable	EI	IWB	KS
EI			
IWB	0.825		
KS	0.818	0.838	
TLD	0.871	0.834	0.808

Note: TLD = transformational leadership; EI = emotional intelligence; IWB = innovative work behavior; KS = knowledge sharing.

Table 3 presents each variable's discriminant validity values or heterotrait-monotrait ratio (HTMT), indicating that all correlations are below 0.90.

Internal consistency reliability of multiple-item scales is assessed using Cronbach's alpha, stipulating that the value must be greater than 0.70. Observing composite reliability, a statistical method utilized to validate variables' true value, is another approach to assessing reliability. This method requires that the composite reliability value consistently exceeds Cronbach's alpha.

**Table 4.** Cronbach's alpha and construct reliability

Variable	Cronbach's Alpha	Composite Reliability
EI	0.930	0.942
IWB	0.911	0.928
KS	0.908	0.926
TLD	0.893	0.914

Note: TLD = transformational leadership; EI = emotional intelligence; IWB = innovative work behavior; KS = knowledge sharing.

Table 4 shows that the composite reliability value for emotional intelligence is 0.942, innovative work behavior is 0.928, knowledge sharing is 0.926, and transformational leadership is 0.914. Furthermore, Cronbach's alpha for emotional intelligence is 0.930, innovative work behavior is

0.911, knowledge sharing is 0.908, and transformational leadership is 0.893. The four variables obtained Cronbach's alpha and composite reliability values of 0.70, so all factors have good reliability or dependability as measuring instruments.

The concept of average variance extracted (AVE) pertains to the extent to which the variance in a set of items can be accounted for by the items themselves concerning the variance attributable to measurement error. According to the established criterion, a construct possesses satisfactory convergent validity when its Average Variance Extracted value exceeds 0.50 (Cheung et al., 2023).

**Table 5.** Average variance extracted

Variable	AVE
EI	0.644
IWB	0.617
KS	0.613
TLD	0.573

Note: TLD = transformational leadership; EI = emotional intelligence; IWB = innovative work behavior; KS = knowledge sharing.

Table 5 shows that the AVE value for emotional intelligence is 0.644, innovative work behavior is 0.617, knowledge sharing is 0.613, and transformational leadership is 0.573. The observed AVE exceeds 0.50, indicating that the construct has sufficient convergent validity.

After carrying out the reflective measurement test, the paper evaluates the structural (inner) model. The R-squared value is utilized in structural model testing to forecast the structural model's strength based on the latent variables.

**Table 6.** R-square

Variable	R - Square	Adjusted - R Square
IWB	0.937	0.936
KS	0.902	0.901

Note: TLD = transformational leadership; EI = emotional intelligence; IWB = innovative work behavior; KS = knowledge sharing.

Table 6 shows that the R-square value of the innovative work behavior variable is 0.937, which indicates that the effect of knowledge sharing, emotional intelligence, and transformational leadership is 93.7%; the model with the endogenous variable innovative work behavior has a model strength at a strong level.

In this examination, the path coefficients of the structural model are ascertained. This study categorizes testing hypotheses as either direct or indirect influence. Due to data processing performed with the intelligent PLS 4.0 program, it generates images of direct and indirect effect hypothesis testing.

**Table 7.** Path coefficients

Hypotheses	Path	T-Statistics	P-Values	Decision
H1	TLD → KS	2.580	0.010	Accepted
H2	EI → KS	14.178	0.000	Accepted
H3	TLD → IWB	2.993	0.003	Accepted
H4	EI → IWB	5.719	0.000	Accepted
H5	KS → IWB	5.139	0.000	Accepted

Note: TLD = transformational leadership; EI = emotional intelligence; IWB = innovative work behavior; KS = knowledge sharing.

Table 8 shows the full data set Smart PLS analysis results. These results indicate that knowledge sharing is influenced by transformational leadership ( $t = 2.580, p = 0.010$ ) and innovative work behavior ( $t = 2.993, p = 0.003$ ). Therefore, H1 and H2 are accepted. Additionally, emotional intelligence positively and significantly affects knowledge sharing ( $t = 14.178, p = 0.000$ ) and innovative work behavior ( $t = 5.719, p = 0.000$ ). So, H3 and H4 are accepted. Furthermore, knowledge sharing affects innovative work behavior ( $t = 5.139, p = 0.000$ ), so H5 is accepted.

**Table 8.** Indirect effects

Hypotheses	Path	T-Statistics	P-Values	Decision
H6	TLD → KS → IWB	2.354	0.019	Accepted
H7	EI → KS → IWB	4.500	0.000	Accepted

Note: TLD = transformational leadership; EI = emotional intelligence; IWB = innovative work behavior; KS = knowledge sharing.

The analysis conducted in Table 8 examines the mediation effect, revealing the relationship between transformational leadership and innovative work behavior when mediated by knowledge sharing ( $t = 2.354, p = 0.019$ ), so H6 is accepted. Through knowledge sharing, emotional intelligence influences innovative work behavior ( $t = 4.500, p = 0.000$ ), so H7 is accepted.

## 4. DISCUSSION

The analysis of the first hypothesis (H1) reveals that transformational leadership has a favorable and statistically significant influence on knowl-

edge sharing ( $t = 2.580$ ,  $p = 0.010$ ). This indicates that effective transformational leadership will increase employee knowledge sharing; therefore, the organization's policies regarding knowledge-sharing activities can be based on transformational leadership. The transformational leadership style must be tailored to the specific circumstances and conditions of the organization because every company has its unique employee attributes. The leadership role of collaborative team activities is highly significant in promoting knowledge sharing among management team members (Tseng, 2017). Leaders assume a critical role in fostering knowledge exchange within their organizations. Leadership support is essential for an organization to establish and sustain a positive culture of knowledge sharing (Le & Lei, 2018). Several previous studies have determined that knowledge sharing is influenced by transformational leadership. The results of this investigation support and validate these conclusions. Le and Lei (2018) state that transformational leadership highly influences and improves knowledge sharing. Trust in superiors and trust among colleagues significantly impact this influence. Xiao et al. (2017) also showed that transformational leadership positively and significantly affects knowledge sharing. Mohammadi and Boroumand (2016), Son et al. (2020), Jufrizen and Sitompul (2023), and Udin and Shaikh (2022) showed that transformational leadership increases knowledge sharing.

The second hypothesis (H2) results confirm a favorable and statistically significant correlation between emotional intelligence and knowledge sharing ( $t = 14.178$ ,  $p = 0.000$ ). This indicates that an increase in the effectiveness of transformational leadership correlates with a greater capacity to promote knowledge sharing among employees. In the world of work, emotional intelligence is the basis for forming a solid and collaborative team. It is necessary to transfer knowledge between team members to strengthen and increase the capacity of each team member. Employees with a heightened capacity to perceive and internalize their emotions and those of others will demonstrate enhanced situational awareness. Therefore, they can evaluate the circumstances when enforcing knowledge-sharing conduct (Obermayer-Kovács et al., 2015). Gurbuz and Araci (2012) state that it will be easier to change the tendencies of knowl-

edge owners and stimulate them to share knowledge if they have high emotional intelligence. The outcomes of this study are corroborated by prior investigations (Mahmood & Toker, 2021; Malik, 2021; Tamta & Rao, 2017) that show that emotional intelligence improves knowledge-sharing significantly.

The empirical examination of the third hypothesis (H3) indicates a positive and statistically significant association between transformational leadership and innovative work behavior ( $t = 2.993$ ,  $p = 0.003$ ). Implementing effective transformational leadership practices will significantly enhance employees' propensity to engage in innovative work behavior. Transformational leadership provides intellectual stimulation to re-evaluate organizational problems and work environments so that employees can develop creative ideas (Reuvers et al., 2008). Furthermore, companies seeking to increase employee innovative behavior can implement transformational leadership. Transformational leadership fosters a culture of innovation among employees, thereby enhancing the organization's growth and long-term viability. Li et al. (2019), Sharifirad (2013), Grošelj et al. (2021), and Karimi et al. (2023) demonstrate that transformational leadership is positively correlated with innovative work behavior.

The results of testing the fourth hypothesis (H4) indicate a positive and significant influence of emotional intelligence on innovative work behavior ( $t = 5.719$ ,  $p = 0.000$ ). This indicates that the higher the emotional intelligence, the higher the innovative work behavior. These results are supported by Jena and Goyal (2022), who showed that leaders positively influence emotional intelligence with innovative work behavior. Experts also explain that these two variables are critical in achieving business success. To do this, people involved in the business world must work together effectively. This may happen with a person's emotional intelligence, namely identifying, assessing, and controlling the emotions of oneself, other people, and groups so that they can act according to the conditions. The results also are strengthened by Binsaeed et al. (2023), Malik (2022), and Tang et al. (2020), who concluded that emotional intelligence affects innovative work behavior.



The results of testing the fifth hypothesis (H5) indicate that knowledge sharing positively and significantly affects innovative work behavior ( $t = 5.139$ ,  $p = 0.000$ ). This implies that enhanced knowledge-sharing initiatives will result in a corresponding rise in the level of innovative work conduct exhibited by agency personnel, given that the fundamental objective of knowledge-sharing among staff is the transfer of expertise into the assets and resources of the organization. In this case, public hospitals can implement innovation behavior, manifested in discovering new ideas, new operating methods, more developed socialization service activities, and respecting employee creativity. Likewise, knowledge sharing will be successful if good relationships are created within the organization between members, making them feel happy to help others receive support from leaders and remuneration for knowledge sharing. If co-workers get new knowledge, they will consult other co-workers without being asked. Likewise, they receive new knowledge from co-workers without asking. The results are also strengthened by Kmieciak (2021), Osmanaj et al. (2022), and Sudibjo and Prameswari (2021), who concluded that knowledge sharing influences innovative work behavior positively and substantially.

The examination of the sixth hypothesis (H6) suggests that knowledge sharing mediates a significant relationship between transformational leadership and innovative work behavior ( $t = 2.354$ ,  $p = 0.019$ ). This implies that the implementation of transformational leadership has the potential to enhance knowledge-sharing behavior, thereby leading to an increase in innovative work behavior. Organizational leaders who apply transformational leadership daily can trigger employee comfort at work. Employees will be free to express their ideas because organizational leaders give them trust and support. To add and develop employees' ideas, it is necessary to share the knowledge of leaders or colleagues so that the innovations carried out can run optimally. In this way, it can increase employees' innovative behavior. Suhana et al. (2019), Sudibjo and Prameswari (2021), and Udin and Shaikh (2022) concluded that knowledge sharing acts as a mediator for innovative behavior in transformational leadership.

The findings from examining the seventh hypothesis (H7) indicate that knowledge sharing is the mechanism by which emotional intelligence impacts innovative work behavior ( $t = 4.500$ ,  $p = 0.000$ ). Consequently, this indicates that emotional intelligence can enhance innovative work behavior. Emotionally intelligent employees can recognize and manage their own emotions, as well as the emotions of others. The formulation of the fourth hypothesis delineates a sequence of empirical investigations that substantiate a positive correlation between innovative work behavior and emotional intelligence (Malik, 2021). Employees with emotional stability are adept at redirecting their energy toward productive endeavors that foster their cognitive growth, such as implementing innovative approaches in the workplace. Employees with high emotional intelligence are motivated to openly exchange implicit knowledge to cultivate a culture of innovative work behavior. Knowledge sharing fosters social interactions that may give personnel valuable resources to support their innovative endeavors (Hansen, 1999). Malik (2022) and Oyadiwa (2022) concluded that knowledge sharing mediates the relationship between emotional intelligence and innovative work behavior.

The findings of this study provide managerial implications as one of the considerations that need to be made by the organization to improve the existing transformational leadership style. In addition, the emotional intelligence owned by employees can also encourage increased knowledge sharing and innovative work behavior of public hospital employees. Although many studies focus on transformational leadership and emotional intelligence, their effects on knowledge sharing and innovative work behavior have yet to be fully explored. A better understanding of such issues can address the gaps in the literature for those looking from a knowledge and academic perspective. The research findings of this study hold significant practical relevance for organizational authorities, business leaders, practitioners, and knowledge-sharing behavior. They can contribute to developing knowledge-sharing behavior, innovative work behavior, and transformational leadership.

## CONCLUSION

This study examines the influence of transformational leadership and emotional intelligence on innovative work behavior through knowledge sharing among public hospital employees in Medan, North Sumatra, Indonesia. The findings of this study show that transformational leadership has a positive and significant impact on knowledge-sharing, as well as a significant and positive impact on innovative work behavior. Emotional intelligence positively and significantly impacts knowledge-sharing, just as it does innovative work behavior. Furthermore, knowledge sharing positively and significantly impacts innovative work behavior. Furthermore, knowledge sharing can positively and significantly mediate the influence of transformational leadership on innovative work behavior, as well as the influence of emotional intelligence on innovative work behavior in public hospital employees in Medan, North Sumatra, Indonesia.

Some suggestions that can be given include that the hospital still needs to increase the contribution of knowledge from employees, especially to colleagues outside the department, one of which can be done by holding sharing sessions which can be held during large meetings every month. Hospitals in Medan can create an intervention program related to efforts to increase employee knowledge sharing and innovative work behavior. These include organizing emotional intelligence training programs and transformational leadership training for management and creating work designs that stimulate employees to develop knowledge sharing and innovative work behavior. In addition, hospital management needs to increase opportunities for employees to be included in education, training, and development programs or other knowledge-sharing practices so that employees can have the opportunity to exchange information, skills, and knowledge related to their field of work so that employees can make innovations in their work. Further research is expected to test the same variables in other companies with a larger population of respondents. Additionally, it is anticipated that additional variables that can enhance employees' knowledge sharing and innovative behavior will be examined to ascertain their direct impact on these outcomes.

It is necessary to acknowledge and specify the constraints of this analysis. The primary source of information utilized in this study was a public hospital, from which all employees were recruited; consequently, no control variables were incorporated into the investigation. Future research should collect more samples of employees that differ regarding areas or characteristics and consider different variables (e.g., procedural justice, social capital, person-organization fit, and collaborative culture that are interesting to analyze). Conversely, future investigations must incorporate a stochastic element into the sampling and data selection processes to ensure that the results are not restricted to specific temporal moments.

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