

TRANSFORMATIONAL LEADERSHIP & KNOWLEDGE SHARING AS AN ANTECEDENT FOR PSYCHOLOGICAL EMPOWERMENT IN IMPROVING INNOVATIVE WORK BEHAVIOR

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Abstract

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Employee innovative work behavior has become a critical factor in improving organizational performance and supporting public sector reform. This study examines the effects of transformational leadership and knowledge sharing on innovative work behavior, with psychological empowerment serving as a mediating variable among employees of the Regional Development Planning Agency (BAPPEDA) of Pesawaran Regency. The research employed a quantitative explanatory design involving 58 employees selected through a saturated sampling technique. Primary data were collected using structured questionnaires measured on a five-point Likert scale and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS. The analysis included assessments of the measurement model and structural model, followed by hypothesis testing through bootstrapping procedures. The findings reveal that transformational leadership and knowledge sharing have positive and significant effects on psychological empowerment and innovative work behavior. Psychological empowerment also has a significant positive effect on innovative work behavior and partially mediates the relationships between transformational leadership and innovative work behavior, as well as between knowledge sharing and innovative work behavior. These findings support Social Cognitive Theory, suggesting that organizational environmental factors and employees' cognitive perceptions jointly influence innovative behavior in public organizations. The study contributes to the literature by integrating transformational leadership, knowledge sharing, and psychological empowerment into a comprehensive model of innovative work behavior within the public sector. Practically, the findings suggest that public organizations should strengthen transformational leadership practices, promote knowledge-sharing cultures, and enhance employees' psychological empowerment to foster sustainable organizational innovation.

INTRODUCTION

The development of the digital era has encouraged public sector organizations to transform from institutions that focus on administrative functions to organizations that are adaptive, innovative, and able to respond quickly to changes in the strategic environment. In the framework of smart governance, the State Civil Apparatus (ASN) has a central role as a driver of the realization of effective, efficient governance, and utilizes technology as the main support. Therefore, Innovative Work Behavior (IWB) is one of the important elements that determines organizational capacity in dealing with the complexity of development challenges. The concept of Innovative Work Behavior not only refers to the ability of individuals to create new ideas or ideas, but also includes the process of introducing, developing, and implementing these ideas into innovations that provide added value to the organization. Thus, the innovative work behavior of employees is a strategic asset in improving the quality of public services while strengthening the sustainability of the organization in the era of digital transformation (Fatmawaty et al., 2023)

The Industrial Revolution 4.0 followed by developments towards the Society 5.0 era has changed the way public organizations carry out their functions and management. The government is required to be able to provide services that are increasingly faster, transparent, integrated, and data-based. This condition requires ASN to have a high adaptability to change while being able to produce various innovations in the implementation of their duties. In this context, Innovative Work Behavior plays a role as a factor that supports improving bureaucratic efficiency, public policy quality, and competitiveness of government organizations. Therefore, strengthening the innovative work behavior of ASN needs to be a strategic priority for every government agency, including institutions responsible for regional development planning (Rahmi & Desiana, 2023)

The year 2026 is an important momentum for local governments in accelerating the implementation of digital transformation in various aspects of government administration. The use of information technology is directed to support the process of planning, budgeting, monitoring, and evaluating development more effectively. In this process, the Regional Development Planning Agency (BAPPEDA) plays a strategic role as an institution responsible for formulating the direction of regional development in a sustainable manner. The role of BAPPEDA is no longer limited to the preparation of planning documents, but also includes functions as a center for data integration, cross-sector coordination, and evidence-based policy-based decision-making. Therefore, the success of digital transformation at the local government level is greatly influenced by the ability of BAPPEDA employees to develop and implement innovative work behaviors (Jhoni Arwan S et al., 2026).

As one of the regions that is developing digital-based development, Pesawaran Regency faces challenges in realizing modern, effective, and responsive governance. The implementation of the smart city concept, digitization of public services, and the demands of efficient budget use require the Pesawaran Regency BAPPEDA to be supported by human resources who are able to adapt quickly to changes. Employees are required to have the ability to integrate various sources of information, conduct comprehensive data analysis, and produce innovations that can support the regional development process.

This condition shows that innovative work behavior is an important prerequisite for the organization to be able to respond optimally to changes in the external (Yasa et al., 2021).

Normatively, Pesawaran Regency BAPPEDA employees are expected to be able to produce various new ideas, build productive collaboration, share knowledge, and actively participate in solving regional development problems through a creative approach. On the other hand, organizational leaders have a responsibility to create a work climate that is conducive to the growth of innovation by providing motivation, inspiration, and opportunities for employees to develop their potential. Such a change-oriented leadership model is known as transformational leadership. Various studies show that transformational leadership is able to increase the creativity, commitment, and innovative work behavior of employees so that organizations are better prepared to face the dynamics of change that continue to evolve (Cahya Cahya et al., 2025).

Various public sector organizations still face various challenges in developing innovative work behaviors of their employees. One of the obstacles that is often encountered is the still strong bureaucratic culture and sectoral work patterns that give rise to information silos between work units. This condition reduces the effectiveness of collaboration while hindering the process of knowledge exchange which should be the foundation in producing innovation. Employees tend to carry out tasks according to their respective functions without the support of adequate knowledge integration, so that the opportunities for new ideas to be born are increasingly limited. As a result, the innovation process is less than optimal and organizations have difficulty responding to environmental changes quickly (Fernando & Sama, 2025).

In addition to bureaucratic culture, leadership patterns that still emphasize compliance with procedures and administrative control are also obstacles in encouraging innovative work behaviors. In many government organizations, leaders focus more on complying with the rules rather than creating space for employees to be creative or take initiative. As a result, employees tend to be reluctant to try new approaches because they are worried about making mistakes or facing certain consequences. In fact, the application of transformational leadership characterized by intellectual stimulation, inspirational motivation, idealized influence, and individualized consideration has been proven to be able to create a work environment that is more conducive to the growth of innovation (Yen & Diep, 2025).

Another factor that plays an important role in supporting the creation of innovative work behaviors is Knowledge Sharing. In an organization that is oriented towards knowledge management, the ability of employees to share experiences, information, and expertise with each other is the main foundation in producing sustainable innovation. Through Knowledge Sharing, the collective learning process can take place more effectively so that the solution of various problems becomes faster and produces more creative solutions. However, its implementation still often faces various obstacles, such as internal competition culture, low levels of trust between employees, and the lack of organizational mechanisms that are able to facilitate optimal knowledge exchange. As a result, the knowledge possessed by individuals cannot be fully utilized to support the achievement of organizational goals (Muallidin et al., 2022).

In addition to transformational leadership and Knowledge Sharing, Psychological Empowerment is also an important determinant in encouraging the emergence of innovative work behaviors. This concept describes the employee's perception of the meaning of the work carried out, the level of competence possessed, the flexibility in

making decisions, and the belief that he is able to influence the results of the organization's work. Employees with a high level of Psychological Empowerment generally have better confidence, are proactive, and dare to take risks in developing new ideas and work methods. On the other hand, a low level of psychological empowerment will make employees more passive and only focus on completing routine tasks without being encouraged to innovate or continuously improve (Sinaga, et al., 2023).

The phenomenon that is still widely found in public sector organizations shows that the decision-making process tends to take place centrally, so that the opportunity for employees to participate in producing innovations is relatively limited. In these conditions, employees often carry out their role as policy implementers rather than as parties involved in the delivery of ideas and constructive ideas. This situation has the potential to reduce the sense of belonging to the organization while hindering the development of innovative work behaviors. Therefore, strengthening Psychological Empowerment is an aspect that needs attention because it can increase courage, confidence, and motivation for employees to actively contribute to supporting organizational development (Sinaga, 2023)

Accelerating bureaucratic transformation towards smart and responsive governance requires local governments to have a higher level of digital maturity and adaptability. Within the Pesawaran Regency Government, these efforts are realized through the implementation of the SIAP Application which functions to support performance management, discipline, and apparatus administration. In addition, local governments also implement the Regional Government Information System of the Republic of Indonesia (SIPD RI) as the main platform in the preparation of the Regional Government Work Plan (RKPD). As an institution responsible for the planning, control, and evaluation process of development, BAPPEDA Pesawaran Regency plays a strategic role in ensuring that the implementation of these various digital systems can run optimally.

Results of preliminary observations conducted at BAPPEDA Pesawaran Regency show that there is a discrepancy between the government's digitalization demands and the actual conditions of Innovative Work Behavior of employees. Although various digital platforms, such as the SIAP Application and SIPD RI, have been implemented in daily work activities, their implementation is still faced with a number of operational obstacles. These problems include suboptimal data synchronization between fields, technical problems in the system, and ineffective coordination in the preparation of regional planning documents. The pre-survey findings of ten employees also show that most of the respondents consider that the cross-field Knowledge Sharing process has not taken place optimally, especially in resolving various technical obstacles in the use of SIPD RI and the SIAP Application. In addition, some employees said that the opportunity to convey ideas and proposals for improvements to the digital-based work process is still relatively limited.

The development of innovative work behavior in BAPPEDA Pesawaran Regency still faces obstacles related to the suboptimal culture of Knowledge Sharing between fields. The interaction between employees is still dominated by formal communication, so the exchange of information has not taken place openly. In addition, sectoral egos that are still seen in several fields, such as the Planning, Control and Evaluation Sector, the Infrastructure Sector, and the Socio-Cultural Sector, also limit the collaboration process and information disclosure. This condition is exacerbated by the lack of informal

discussion spaces and mechanisms that support the knowledge transfer process. As a result, various problems, especially those related to the implementation of digital systems, are more solved independently by each field without comprehensive synergy.

In addition to barriers to knowledge sharing, bureaucratic characteristics that are hierarchical also affect the level of Psychological Empowerment of employees, especially in non-structural staff groups. Some employees still feel that the space to make decisions and manage a variety of tasks independently is not fully available. On the other hand, the level of self-efficacy in proposing creative ideas or offering alternative methods to optimize the use of the SIAP Application and SIPD RI is still at a moderate level due to concerns about exceeding the limits of their authority. These phenomena show that the success of digital transformation is not only determined by technological readiness, but also highly depends on the presence of transformational leadership that is able to inspire change, a strong Knowledge Sharing culture, and an increase in employee Psychological Empowerment so that public service innovation can develop sustainably.

Based on various phenomena found in the field, there are several main problems that require attention. First, Innovative Work Behavior of employees has not developed optimally so that it is not fully able to support the organization's digital transformation process. Second, the implementation of Knowledge Sharing between fields still faces various obstacles that hinder the organizational learning process. Third, the transformational leadership that is implemented has not been able to maximally encourage employee creativity and innovation. Fourth, the level of Psychological Empowerment is still relatively low as a result of the dominance of centralistic decision-making patterns. Fifth, the demands of implementing smart governance and digitizing local government require a higher organizational innovation capacity than the current conditions.

In addition to being based on various empirical phenomena found in the field, the implementation of this research is also driven by the research gap that is still seen in various previous studies. The gap shows that there are still aspects that have not been able to be explained comprehensively so that further studies are needed. In this study, the research gap is analyzed through three main perspectives, namely the empirical gap, the theoretical gap, and the contextual gap, each of which provides an important foundation for the development of research models (Barusman & Virgawenda, 2019).

The empirical gap in this study is reflected in the incompatibility between the digitalization policy of the local government and the actual conditions that occur in the Pesawaran Regency BAPPEDA. On the one hand, the implementation of the SIAP and SIPD RI Applications is required as part of efforts to increase the effectiveness and efficiency of digital-based government administration. However, on the other hand, employee innovation capacity and psychological readiness to support these changes have not developed optimally. The rigid bureaucratic pattern and high level of centralization of decision-making cause the space for employees to take initiative and innovate is limited. In addition, suboptimal cross-field coordination further strengthens the gap between the demands of digital transformation and the actual state of the organization.

From the perspective of theoretical gaps, various previous studies still show inconsistent results regarding the factors that affect Innovative Work Behavior. A number of studies, such as those conducted by (Sueb Sueb & Sopiah Sopiah, 2023), prove that transformational leadership has a positive and significant effect on innovative work behavior. However, other studies have found that these influences do not always appear

directly because they are influenced by individual psychological conditions or organizational characteristics. Similar inconsistencies were also found in the relationship between Knowledge Sharing and Innovative Work Behavior, where some studies stated that knowledge sharing practices do not necessarily result in innovative behaviors in the absence of supporting internal factors. These differences in results indicate that the psychological mechanisms of employees are still not fully explained. Therefore, this study places Psychological Empowerment as a mediation variable that is expected to be able to explain the relationship mechanism between transformational leadership, Knowledge Sharing, and Innovative Work Behavior more comprehensively.

Meanwhile, the contextual gap is based on the fact that most research on the linkages of transformational leadership, Knowledge Sharing, and Psychological Empowerment is still dominated by private sector organizations or commercial companies. Research conducted on public sector organizations, especially regional development planning institutions such as BAPPEDA, is still relatively limited. In fact, government agencies have different characteristics from business organizations because they operate in a formal bureaucratic system, strong hierarchical structures, and more complex government regulations. These differences in characteristics allow the emergence of psychological dynamics, knowledge sharing patterns, and innovative behaviors that are not the same as those of private sector organizations. Therefore, research in the context of BAPPEDA is important to enrich the development of theories while providing empirical evidence to the public sector.

Based on the integration of the three forms of research gap, this study positions Psychological Empowerment as a mediation mechanism that plays a role in strengthening the influence of transformational leadership and Knowledge Sharing on Innovative Work Behavior. This research model is expected to be able to provide a more comprehensive explanation of the process of forming innovative work behaviors in public sector organizations, especially within the Pesawaran Regency BAPPEDA. Based on empirical phenomena and various research gaps that have been described, this research was prepared with the title "Transformational Leadership and Knowledge Sharing as an Antecedent of Psychological Empowerment in Improving Innovative Work Behavior".

RESEARCH METHODS

This study employed a quantitative research design with an explanatory approach to examine the relationships among transformational leadership, knowledge sharing, psychological empowerment, and innovative work behavior among employees of the Regional Development Planning Agency (BAPPEDA) of Pesawaran Regency. The study was conducted in June 2026, involving all employees of BAPPEDA as the research population. Using a saturated sampling technique, 58 employees participated as respondents.

Primary data were collected through a structured questionnaire using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The measurement indicators for transformational leadership were adopted from Bass and Avolio (1994), knowledge sharing from Van den Hooff and De Ridder (2004), psychological empowerment from Spreitzer (1995), and innovative work behavior from Janssen (2000) and De Jong and Den Hartog (2010). Secondary data were obtained from books, scientific articles, and relevant literature supporting the research framework.

Data analysis was performed using Structural Equation Modeling based on Partial Least Squares (PLS-SEM) with SmartPLS software. The analysis consisted of two stages: evaluation of the measurement model (*outer model*) and evaluation of the structural model (*inner model*). The measurement model was assessed through indicator reliability, convergent validity, discriminant validity, composite reliability, and Cronbach's alpha. Subsequently, the structural model was evaluated using the coefficient of determination (R^2), predictive relevance (Q^2), effect size (f^2), and bootstrapping procedures to test the significance of direct and indirect relationships among variables. This analytical approach was selected because PLS-SEM is suitable for predictive research models involving mediation effects and relatively small sample sizes.

RESULTS AND DISCUSSION

The respondent profile indicates that the majority of participants had considerable work experience, enabling them to possess a comprehensive understanding of regional development planning processes and organizational operations within BAPPEDA of Pesawaran Regency. This characteristic suggests that the respondents were well qualified to evaluate transformational leadership, knowledge sharing, psychological empowerment, and innovative work behavior within the organization. Furthermore, their extensive involvement in organizational activities and decision-making processes enhances the credibility and validity of the responses collected in this study.

Prior to hypothesis testing, the measurement model was evaluated through validity and reliability assessments. The results demonstrate that all measurement indicators exceeded the recommended threshold for factor loadings, while the values of Average Variance Extracted (AVE), Composite Reliability (CR), and Cronbach's Alpha satisfied the recommended criteria. These findings confirm that all constructs exhibited adequate convergent validity and internal consistency, indicating that the measurement model was sufficiently robust for subsequent structural model analysis.

The evaluation of the structural model indicates that the proposed research model possesses substantial explanatory power in describing the relationships among the study variables. The coefficient of determination (R^2) reveals that psychological empowerment and innovative work behavior are substantially explained by transformational leadership and knowledge sharing. Moreover, the predictive relevance (Q^2) values demonstrate that the model has satisfactory predictive capability, suggesting that the proposed causal relationships are appropriate for explaining employees' innovative work behavior in the public sector.

The hypothesis testing results indicate that transformational leadership has a positive and significant effect on psychological empowerment. This finding suggests that leaders who provide inspiration, intellectual stimulation, individualized consideration, and exemplary behavior are capable of enhancing employees' self-confidence, competence, and autonomy in performing their duties. From the perspective of Social Cognitive Theory, the work environment created by leadership behaviors functions as an external factor that shapes employees' beliefs in their own capabilities, thereby strengthening psychological empowerment. These findings support the transformational leadership theory proposed by Bass and Avolio, which argues that transformational leaders not only improve organizational performance but also foster employees' intrinsic motivation through empowerment.

The study also reveals that knowledge sharing has a positive and significant effect

on psychological empowerment. The exchange of knowledge among employees enables individuals to acquire new information, experiences, and problem-solving approaches that enhance their competence in performing work-related tasks. As the intensity of knowledge sharing increases, employees become more confident in making decisions and carrying out their responsibilities independently. This finding is consistent with the knowledge creation theory proposed by Nonaka and Takeuchi, which emphasizes that knowledge conversion processes enhance individual capabilities while simultaneously strengthening intrinsic motivation within organizations.

Furthermore, the results indicate that transformational leadership has a positive and significant influence on innovative work behavior. Employees who receive support, motivation, and intellectual freedom from their leaders are more likely to generate novel ideas, propose creative solutions, and implement innovations in their work. This finding suggests that transformational leadership creates a work environment conducive to creativity and innovation. The result is consistent with previous studies demonstrating that transformational leaders stimulate innovative behavior by providing a compelling vision, motivational support, and intellectual stimulation.

In addition, knowledge sharing was found to have a positive and significant effect on innovative work behavior. Continuous exchanges of knowledge and experience enable employees to gain broader perspectives in solving work-related problems, thereby enhancing their capacity to generate innovative solutions. Sustained knowledge-sharing practices also cultivate an organizational culture that encourages learning, collaboration, and openness to change. Therefore, public sector organizations should establish systematic knowledge-sharing mechanisms as part of their broader strategy to promote organizational innovation.

The findings further demonstrate that psychological empowerment has a positive and significant effect on innovative work behavior. Employees who perceive themselves as competent, experience meaningful work, enjoy autonomy, and believe that their work has a significant organizational impact are more likely to display proactive and innovative behaviors. Rather than merely adhering to established procedures, these employees actively seek more effective and efficient ways of accomplishing their tasks. This finding supports Spreitzer's theory, which conceptualizes psychological empowerment as a source of intrinsic motivation that encourages employees to engage in innovative behavior.

The mediation analysis further reveals that psychological empowerment significantly mediates the relationship between transformational leadership and innovative work behavior. This finding indicates that transformational leadership enhances innovative behavior not only through its direct influence but also indirectly by strengthening employees' confidence, competence, and autonomy. In other words, transformational leaders first cultivate a positive psychological state among employees before stimulating innovative work behavior. This evidence reinforces Social Cognitive Theory, which emphasizes cognitive factors as the primary mechanism linking organizational environments to individual behavior.

Finally, psychological empowerment was also found to mediate the relationship between knowledge sharing and innovative work behavior. Knowledge-sharing activities improve employees' capabilities and confidence in performing their work, thereby strengthening their motivation to generate and implement innovative ideas. Consequently, psychological empowerment serves as an important explanatory

mechanism through which knowledge-sharing practices foster innovative work behavior. These findings suggest that enhancing innovation in public sector organizations requires not only transformational leadership and a strong knowledge-sharing culture but also organizational initiatives that cultivate employees' psychological empowerment to support creativity, initiative, and continuous innovation.

CONCLUSION

This study demonstrates that transformational leadership and knowledge sharing are significant antecedents of innovative work behavior among employees of BAPPEDA Pesawaran Regency, both directly and indirectly through psychological empowerment. The findings confirm that transformational leaders who provide inspiration, intellectual stimulation, and individualized support are able to strengthen employees' psychological empowerment, which subsequently encourages the generation and implementation of innovative ideas. Likewise, an organizational culture that promotes knowledge sharing enhances employees' competence and confidence, thereby fostering higher levels of innovative work behavior. These findings support Social Cognitive Theory by confirming that organizational environmental factors and individual cognitive processes interact to shape innovative behavior in the public sector.

The study further establishes the mediating role of psychological empowerment in explaining how transformational leadership and knowledge sharing translate into innovative work behavior. This highlights that organizational efforts to improve employee innovation should not only focus on leadership development and knowledge management but also strengthen employees' perceptions of competence, autonomy, meaning, and work impact. Theoretically, this study extends the application of Social Cognitive Theory by integrating transformational leadership, knowledge sharing, and psychological empowerment into a comprehensive model of innovative work behavior in the public sector. Practically, the findings provide empirical evidence for government organizations to develop leadership practices and knowledge-sharing mechanisms that cultivate empowered employees and sustain organizational innovation.

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