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The Effect of Transformational Leadership and Psychological Safety on Innovative Work Behavior Through Knowledge Sharing as a Mediation Variable at the Customs and Excise Supervision and Service Office, Type B Madya Pabean Makassar

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ABSTRACT

This study aims to examine and analyze the influence of Transformational Leadership and Psychological Safety on Innovative Work Behavior through Knowledge Sharing as a mediating variable at the Makassar Type B Customs and Excise Supervision and Service Office. The study used a quantitative approach with 126 employees as respondents. Data were collected through a questionnaire using a Likert scale and analyzed using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) method. The results showed that Transformational Leadership had a positive but insignificant effect on Innovative Work Behavior, while Psychological Safety had a positive and significant effect on Innovative Work Behavior. Knowledge Sharing had a positive and significant effect on Innovative Work Behavior. Transformational Leadership and Psychological Safety each had a positive and significant effect on Knowledge Sharing. Furthermore, Knowledge Sharing was proven to positively and significantly mediate the effect of Transformational Leadership on Innovative Work Behavior with a full mediation pattern, and positively and significantly mediate the effect of Psychological Safety on Innovative Work Behavior with a partial mediation pattern. Research findings show that strengthening innovative work behavior can be done through creating a sense of psychological safety and strengthening a culture of knowledge sharing, while Transformational Leadership will be more effective in encouraging innovative behavior when it is able to increase Knowledge Sharing among employees.

Keywords: Innovative Work Behavior, Knowledge Sharing, Transformational Leadership, Psychological Safty, SEM-PLS

NTRODUCTION

The increasingly dynamic strategic environment demands that public sector organizations adapt, improve service quality, and create more innovative ways of working. Innovation in the public sector plays a strategic role because government organizations are faced with increasingly complex issues, technological developments, demands for transparency, and

constantly changing societal needs. The OECD (2019) emphasizes that public sector innovation is necessary for government organizations to respond to various challenges, capitalize on new opportunities, and deliver better services. In this context, innovation depends not only on the policies, systems, or technologies used by the organization, but also on the behavior of employees as the primary implementers of work processes.

One form of employee behavior that supports innovation is Innovative Work Behavior. This behavior reflects an individual's ability to generate, promote, and implement new ideas that benefit both the work and the organization. Suseno et al. (2020) explain that Innovative Work Behavior is important because it enables employees to improve work processes, find alternative solutions to problems, and enhance the quality of work results. In public sector organizations, innovative behavior is increasingly needed because employees are not only required to carry out their work according to procedures but also to develop more effective work methods in the face of change.

Innovative Work Behavior does not emerge automatically but is influenced by various individual, social, and organizational factors. Suseno et al. (2020) showed that job characteristics, organizational social support, and employee proactiveness can influence the emergence of innovative behavior. Employees are more motivated to generate and implement new ideas when they receive support, have space to participate, and work in an environment that allows for learning and knowledge exchange. These conditions demonstrate the importance of Transformational Leadership, Psychological Safety, and Knowledge Sharing in explaining the formation of innovative work behavior.

The relationship between variables in this study can be explained through Social Exchange Theory. This theory explains that relationships within an organization are formed through social exchanges between employees and their leaders, coworkers, and the organization. When employees receive support, trust, a sense of security, and positive treatment from the work environment, they tend to respond positively in the form of behaviors that benefit the organization (Cropanzano et al., 2017). In the context of this study, Transformational Leadership and Psychological Safety can be forms of social support that encourage employees to share knowledge and ultimately demonstrate Innovative Work Behavior.

Transformational leadership is one factor that can encourage innovative work behavior. Tamunomiebi and David (2021) explain that transformational leadership is a leadership style that encourages followers to achieve results beyond expectations through changes in attitudes, beliefs, and values. This leadership is reflected through idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Through these characteristics, leaders can provide role models, build motivation, encourage creative thinking, and pay attention to employee development needs.

Conceptually, transformational leaders can encourage employees to generate new ideas because they provide space for them to think differently and challenge existing work patterns. Korku and Kaya (2023) found that transformational leadership influences innovative work behavior. Saif et al. (2024) also demonstrated a relationship between transformational

leadership and innovative work behavior, while Vu et al. (2025) demonstrated that this influence can develop through psychological encouragement and employee engagement. However, Sudibjo and Prameswari (2021) found different results, namely that transformational leadership does not have a direct positive influence on innovative work behavior, but its influence emerges through knowledge sharing. These differences in findings indicate an empirical gap regarding the effectiveness of transformational leadership's direct influence on innovative behavior.

Besides leadership, psychological safety is a crucial factor that can encourage employees to engage in innovation. Psychological safety describes a state in which employees feel safe expressing ideas, opinions, questions, and mistakes without fear of negative interpersonal consequences. Newman et al. (2017) demonstrated that psychological safety plays a role in fostering openness, learning, and various positive work outcomes within an organization. Psychological safety is crucial for innovation because the creation and implementation of new ideas always involve uncertainty and the risk that the ideas presented may be rejected.

Employees with high levels of psychological safety tend to be more confident in expressing ideas, trying new approaches, and taking reasonable risks at work. Xu and Suntrayuth (2022) found that psychological safety is positively related to innovative work behavior because this sense of security encourages employees to be more open in exchanging ideas and applying new knowledge. Elsayed et al. (2023) also showed that psychological safety can increase innovative work behavior when employees feel safe in taking risks and receive support from the organizational environment. However, Han and Kim (2026) found that psychological safety did not have a significant direct effect on innovative work behavior, although it was able to increase knowledge-sharing intention. This difference suggests that psychological safety may require specific mechanisms to be translated into innovative behavior.

A relevant mechanism in explaining this relationship is knowledge sharing. Knowledge sharing is the process of exchanging knowledge, information, experience, and skills between employees so that individual knowledge can develop into a collective organizational resource. This process is strongly linked to innovation because new ideas often emerge through discussion, exchange of experiences, and collaboration. Saif et al. (2024) showed that knowledge sharing can encourage innovative work behavior because employees gain more knowledge and perspectives that can be used to generate and implement new ideas.

Knowledge sharing can also explain how transformational leadership generates innovative behavior. Transformational leaders can create conditions that encourage employees to share experiences and knowledge through motivation, intellectual stimulation, and individual attention. Saif et al. (2024) showed that knowledge sharing acts as a mediator in the relationship between transformational leadership and innovative work behavior. These results align with Sudibjo and Prameswari (2021), who demonstrated that the influence of transformational leadership on innovative behavior can occur through the process of knowledge sharing.

Similarly, psychological safety can enhance innovative work behavior through knowledge sharing. When employees feel psychologically safe, they are more open to asking

questions, expressing opinions, sharing experiences, and imparting knowledge to colleagues without fear of being blamed or judged negatively. This openness enhances the knowledge exchange process, which in turn provides new information and perspectives for innovation. Xu and Suntrayuth (2022) demonstrated that psychological safety and knowledge sharing play a role in enhancing innovative work behavior and that the knowledge sharing process can be a mechanism that translates psychological safety into innovative behavior.

The context of this research is the Makassar Type B Customs and Excise Supervision and Service Office, a public sector organization that carries out service, supervision, state revenue, and trade facilitation functions. The organization's performance shows positive developments. The Organizational Performance Score increased from 115.99 in 2023 to 116.81 in 2024 and again to 119.15 in 2025. In 2024 and 2025, all 20 Key Performance Indicators successfully achieved their targets. These achievements demonstrate that the organization has strong performance, but simultaneously faces the challenge of maintaining sustainable performance through continuous adaptation and innovation. CHAPTER I

The organization's high performance achievements do not eliminate the need for innovation. KPPBC TMP B Makassar continues to face global economic dynamics, the need for service digitalization, employee competency enhancement, strengthened coordination, work discipline, and demands for improved service quality. The organization has also developed various programs and innovations, such as the National Logistics Ecosystem, SSmQC, SiTamu Online, Export Assistance, as well as educational and collaborative activities with stakeholders. The sustainability of these innovations requires employees who are able to generate ideas, exchange knowledge, respond to change, and implement new work methods effectively. CHAPTER I

In an organizational context characterized by work that demands high levels of accuracy, compliance, and responsibility, the courage to express ideas becomes a crucial issue. Transformational leadership is needed to provide direction and stimulate creativity, while psychological safety is needed to ensure employees feel safe expressing ideas or questioning work methods for improvement. However, these two conditions may not necessarily result in innovative behavior if employee ideas and experiences are not exchanged through knowledge sharing. Therefore, the process of knowledge sharing has the potential to bridge the gap between leadership and psychological conditions and concrete innovative actions.

Based on this study, several research gaps are identified. First, there is an empirical gap because research results regarding the influence of Transformational Leadership and Psychological Safety on Innovative Work Behavior are inconsistent. Second, there is a mechanism gap because the influence of these two variables on innovative behavior is not always direct and may require Knowledge Sharing as a connecting mechanism. Third, there is a model gap because previous research has not widely integrated Transformational Leadership and Psychological Safety simultaneously as antecedents of Knowledge Sharing and Innovative Work Behavior. Fourth, there is a contextual gap because the relationship still needs to be tested

in public sector organizations that carry out service, oversight, state revenue, and customs functions.

The novelty of this research lies in the integration of Transformational Leadership and Psychological Safety as two organizational factors tested simultaneously against Innovative Work Behavior with Knowledge Sharing as a mediating variable. The model allows the research to explain not only whether leadership and psychological safety are able to encourage innovative behavior, but also how these influences work through the process of knowledge exchange between employees. The contextual novelty lies in the application of the model to KPPBC TMP B Makassar as a public organization with a high level of performance and a need for continuous innovation.

This study uses a quantitative approach with Structural Equation Modeling–Partial Least Squares (SEM-PLS) to test the direct and indirect relationships between variables. Based on the description, the study aims to test and analyze the influence of Transformational Leadership and Psychological Safety on Innovative Work Behavior, the influence of Knowledge Sharing on Innovative Work Behavior, the influence of Transformational Leadership and Psychological Safety on Knowledge Sharing, and the role of Knowledge Sharing in mediating the influence of Transformational Leadership and Psychological Safety on Innovative Work Behavior at the Makassar Type B Customs and Excise Supervision and Service Office.

RESEARCH METHODS

This study employed a quantitative approach with explanatory and causal approaches. This approach was used to test and explain the causal relationship between Transformational Leadership and Psychological Safety as independent variables, Knowledge Sharing as a mediating variable, and Innovative Work Behavior as a dependent variable. Tests were conducted on the direct and indirect effects between variables in the research model.

The research was conducted at the Makassar Type B Customs and Excise Supervision and Service Office located at Jl. Hatta No. 2, Butung, Wajo District, Makassar City, South Sulawesi. The research was conducted from July to September 2026. The research population was all Civil Servants at the Makassar Type B Customs and Excise Office. The sampling technique used saturated or census sampling, namely all members of the population were used as research respondents.

Data collection was conducted using a survey method with a structured questionnaire. The questionnaire was structured based on indicators for each variable and used a five-point Likert scale, ranging from 1 for strongly disagree to 5 for strongly agree. Primary data was obtained directly from respondents' answers, while secondary data was used as supporting data, derived from organizational profiles, performance reports, employee data, and relevant scientific references.

Table 1. Operationalization of research variables

Variables	Definition Operational	Indicator

Leadership Transformational (X1)	ASN perceptions of ability leadership in give inspiration , motivation , stimulation intellectual , as well as individual attention to push change And improvement performance	*Idealized Influence*; *Inspirational Motivation*; *Intellectual Stimulation*; *Individualized Consideration*
Psychological Safety (X2)	ASN perception of sense of security in a way psychological in environment Work For convey opinion , ask , acknowledge error , accept input , and participate without Afraid get evaluation negative	Sense of security in convey opinion ; openness in ask And discuss ; feel safe in confess mistake ; courage take interpersonal risks ; support And each other value in environment Work
Knowledge Sharing (Z)	ASN behavior in share And get knowledge , information , experience , skills , and related ideas with implementation work	*Written Contributions* ; *Organizational Communications* ; *Personal Interactions* ; *Communities of Practice*
Innovative Work Behavior (Y)	ASN behavior in produce , promote , and implementing new , useful ideas For repair work processes , services , and achievement objective organization	*Idea Exploration* ; *Idea Generation* ; *Idea Championing* ; *Idea Implementation*

Transformational Leadership Indicators refer to Tamunomiebi and David (2021), Psychological Safety refers to Newman et al. (2017), Knowledge Sharing refers to Yi (2009), while Innovative Work Behavior refers to De Jong and Den Hartog (2010).

Data analysis was conducted using descriptive statistics and Structural Equation Modeling–Partial Least Squares (SEM-PLS). Descriptive statistical analysis was used to describe the tendencies of respondents' answers through mean values, frequencies, percentages, and standard deviations. Furthermore, SEM-PLS was used to simultaneously test the relationships between latent variables, including direct relationships and indirect relationships through mediating variables.

SEM-PLS evaluation was conducted in two main stages. The measurement model evaluation, or outer model, was used to test the construct's validity and reliability through convergent validity, discriminant validity, composite reliability, and Cronbach's alpha. Furthermore, the structural model evaluation, or inner model, was used to assess the relationship between variables through R-square, path coefficient, and model predictive relevance. Hypothesis testing was performed using a bootstrapping procedure. A relationship was declared significant if the t-statistic value was > 1.96 and the p-value < 0.05 at a 5% significance level.

Mediation testing was conducted to determine the role of Knowledge Sharing in bridging the influence of Transformational Leadership and Psychological Safety on Innovative Work Behavior. The mediation effect was declared significant if the indirect effect produced a t-

statistic > 1.96 and a p-value < 0.05. Furthermore, the mediation pattern was determined by comparing the significance of the direct and indirect effects.

RESULTS AND DISCUSSION

The study involved 126 employees of the Makassar Type B Customs and Excise Supervision and Service Office. Respondents were predominantly male (100 people) (79.37%), while female (26 people) were female (20.63%). Based on age, the 30–39 and 40–49 year old groups each numbered 47 people (37.30%). Based on length of service, the majority of respondents had 10–20 years of service (58 people) (46.03%), followed by 21–30 years (46.51%). In terms of education, respondents were predominantly Bachelor (S1) graduates (62 people) (49.21%) and Master (S2) graduates (30 people) (23.81%). These characteristics indicate that most respondents have relatively long work experience and an adequate level of education to understand the dynamics of work and provide an assessment of the research variables.

Descriptive Analysis of Research Variables

The results of the descriptive analysis show that all research variables are in the very good category.

Table 2. Description of research variables

Variables	Mean	Category
Leadership Transformational	4.88	Very Good
Psychological Safety	4.85	Very Good
Knowledge Sharing	4.84	Very Good
Innovative Work Behavior	4.82	Very Good

Transformational Leadership received the highest average score of 4.88. The strongest aspect was the leader's ability to demonstrate attitudes and behaviors that serve as role models for employees. Meanwhile, the relatively lower aspect was related to the leader's ability to encourage employees to find new ways to complete their work. Nevertheless, all aspects remained in the very good category.

Psychological Safety received an average score of 4.85. The highest aspect relates to employee openness in discussing work issues with coworkers and superiors. The relatively lower aspect is openness in discussing mistakes for improvement. These conditions indicate that the work environment provides employees with a sense of security to interact, express opinions, ask questions, and present ideas.

Knowledge Sharing received an average score of 4.84. The most prominent aspect was employees' willingness to help coworkers by sharing information or knowledge. Conversely, knowledge sharing activities through written or digital media received relatively lower scores. These findings indicate that knowledge sharing is stronger through personal interactions, while documentation and written knowledge dissemination can still be strengthened.

Innovative Work Behavior received an average score of 4.82. The strongest aspect is employees' ability to identify various improvement opportunities when encountering work problems, while the relatively weaker aspect relates to developing new ways of completing work. Overall, employees have a strong tendency to explore, generate, champion, and implement new ideas.

Evaluation of Measurement Model

Evaluation of the measurement model showed that all indicators met convergent validity. The outer loading values for Transformational Leadership ranged from 0.875 to 0.932, Psychological Safety from 0.769 to 0.949, Knowledge Sharing from 0.849 to 0.900, and Innovative Work Behavior from 0.799 to 0.940. All values were above the 0.70 threshold, so no indicators needed to be eliminated.

Table 3. Results of construct validity and reliability

Variables	AVE	Cronbach's Alpha	rho_A	Composite Reliability
Leadership Transformational	0.815	0.924	0.930	0.946
Psychological Safety	0.797	0.934	0.935	0.951
Knowledge Sharing	0.778	0.905	0.908	0.933
Innovative Work Behavior	0.789	0.909	0.914	0.937

All Average Variance Extracted (AVE) values were greater than 0.50, while Cronbach's Alpha, rho_A, and Composite Reliability were all above 0.70. Thus, all constructs met convergent validity and had excellent reliability.

Discriminant validity based on the Heterotrait-Monotrait Ratio (HTMT) was also met. HTMT values between variables ranged from 0.671 to 0.880, all below the 0.90 threshold. The highest value was found in the relationship between Knowledge Sharing and Innovative Work Behavior at 0.880, while the lowest value was found in the relationship between Transformational Leadership and Innovative Work Behavior at 0.671. These results indicate that each construct has adequate empirical differences.

Structural Model Evaluation

Collinearity testing showed that all Variance Inflation Factor (VIF) values were within the range of 1.910–2.558, or less than 5.00. Thus, there were no multicollinearity issues affecting the structural model.

Table 4. Evaluation of the structural model

Testing	Relationship / Variable	Mark	Information
R-Square	*Innovative Work Behavior*	0.698	Moderate
R-Square	*Knowledge Sharing*	0.609	Moderate
Q^2predict	*Innovative Work Behavior*	0.536	Own relevance predictive

Q^2predict	*Knowledge Sharing*	0.573	Own relevance predictive
f^2	*Knowledge Sharing* → *Innovative Work Behavior*	0.417	Big
f^2	Leadership Transformational → *Innovative Work Behavior*	0.001	No There is effect
f^2	Leadership Transformational → *Knowledge Sharing*	0.237	Currently
f^2	*Psychological Safety* → *Innovative Work Behavior*	0.174	Currently
f^2	*Psychological Safety* → *Knowledge Sharing*	0.246	Currently

The R-Square value of 0.698 indicates that Transformational Leadership, Psychological Safety, and Knowledge Sharing are able to explain 69.8% of the variation in Innovative Work Behavior, while the remaining 30.2% is explained by other factors outside the model. Meanwhile, Transformational Leadership and Psychological Safety are able to explain 60.9% of the variation in Knowledge Sharing.

The Q^2predict value for all endogenous variables is greater than zero, namely 0.536 for Innovative Work Behavior and 0.573 for Knowledge Sharing. Thus, the model has good predictive relevance. In terms of effect size, Knowledge Sharing has the largest contribution to Innovative Work Behavior with an f^2 of 0.417. Conversely, the direct influence of Transformational Leadership on Innovative Work Behavior has almost no effect size with an f^2 of 0.001. These findings indicate that the contribution of Transformational Leadership to innovation occurs more through the Knowledge Sharing mechanism.

Hypothesis Testing

Table 5. Results of direct influence testing

Hypothesis	Connection Intervariable	Coefficient	T-Statistics	P-Values	Keputusan
H1	Kepemimpinan Transformasional → *Innovative Work Behavior*	0,030	0,262	0,794	Ditolak
H2	*Psychological Safety* → *Innovative Work Behavior*	0,353	2,489	0,013	Diterima
H3	*Knowledge Sharing* → *Innovative Work Behavior*	0,568	3,538	0,000	Diterima
H4	Leadership Transformational → *Knowledge Sharing*	0.420	3,480	0.001	Accepted
H5	*Psychological Safety* → *Knowledge Sharing*	0.429	3,482	0.001	Accepted

Of the five direct influences tested, four hypotheses were accepted, namely H2, H3, H4, and H5, while H1 was rejected. These results show that Innovative Work Behavior is more

directly influenced by Knowledge Sharing and Psychological Safety than by Transformational Leadership.

Table 6. Results of indirect influence testing

Hypothesis	Hubungan Antarvariabel	Koefisien	T-Statistics	P-Values	Keputusan
H6	Kepemimpinan Transformasional → *Knowledge Sharing* → *Innovative Work Behavior*	0,239	2,381	0,017	Diterima
H7	*Psychological Safety* → *Knowledge Sharing* → *Innovative Work Behavior*	0,243	2,392	0,017	Diterima

Both indirect effects were positive and significant. Knowledge Sharing acted as a full mediator in the influence of Transformational Leadership on Innovative Work Behavior, while in the relationship between Psychological Safety and Innovative Work Behavior, Knowledge Sharing acted as a partial, complementary mediator.

The Influence of Transformational Leadership on Innovative Work Behavior

Transformational Leadership has a positive but insignificant effect on Innovative Work Behavior with a coefficient of 0.030, T-Statistics of 0.262, and P-Values of 0.794. Thus, H1 is rejected. The f^2 value of 0.001 also indicates that Transformational Leadership directly provides almost no effect size on innovative work behavior.

These findings indicate that role models, inspirational motivation, intellectual stimulation, and individualized attention from leaders are not directly determinants of employee innovative behavior. This does not mean that transformational leadership is unimportant, but rather that leadership influence requires other mechanisms to translate into innovation.

In the context of the Makassar Type B Customs Office (KPPBC), work is carried out based on regulations, procedures, accuracy, and a high level of responsibility. Therefore, leadership encouragement for creative thinking may not necessarily translate directly into innovative behavior if the information and knowledge needed to develop ideas are still scattered among individual employees.

The results of this study differ from those of Korku and Kaya (2023), Saif et al. (2024), and Vu et al. (2025), which showed a positive relationship between Transformational Leadership and Innovative Work Behavior. However, these results align with those of Sudibjo and Prameswari (2021), who found that Transformational Leadership does not directly influence Innovative Work Behavior, but becomes more meaningful through Knowledge Sharing. Therefore, in this study, Transformational Leadership plays a more important role as a factor that creates conditions for knowledge exchange rather than as a direct determinant of innovative behavior.

The Influence of Psychological Safety on Innovative Work Behavior

Psychological Safety has a positive and significant effect on Innovative Work Behavior with a coefficient of 0.353, T-Statistics of 2.489, and P-Values of 0.013, so H2 is accepted. The f^2 value of 0.174 indicates a medium effect size.

The findings indicate that the higher the psychological safety employees feel, the more likely they are to explore, generate, champion, and implement new ideas. Employees who feel safe expressing opinions, asking questions, discussing issues, and admitting mistakes have greater interpersonal courage to engage in innovation.

Descriptive results support these findings. Psychological Safety had an average score of 4.85, while Innovative Work Behavior was 4.82. Openness in discussing work issues was the most highly rated aspect of Psychological Safety, while seeking various improvement opportunities was the most prominent aspect of Innovative Work Behavior. This indicates that open communication provides space for employees to seek and develop new solutions.

These results align with Xu and Suntrayuth (2022) and Elsayed et al. (2023), which showed that psychological safety can encourage innovative work behavior. In the Makassar KPPBC TMP B work environment, which demands high levels of precision and compliance, psychological safety is crucial for employees to maintain the courage to express ideas and alternative improvements without fear of interpersonal consequences.

The Influence of Knowledge Sharing on Innovative Work Behavior

Knowledge Sharing has a positive and significant effect on Innovative Work Behavior with a coefficient of 0.568, a T-Statistic of 3.538, and a P-Value of 0.000, thus H3 is accepted. This coefficient is the largest direct influence on Innovative Work Behavior, while the f^2 of 0.417 indicates a large effect size.

These findings confirm that the exchange of information, experience, skills, and solutions between employees is a crucial mechanism for fostering innovative behavior. When employees share knowledge, they gain new perspectives and information that can be combined with personal experiences to discover more effective ways of working.

The research findings align with Saif et al. (2024) who demonstrated that knowledge sharing plays a role in encouraging innovative work behavior. At KPPBC TMP B Makassar, the need for knowledge exchange is becoming increasingly important due to the work related to regulations, technology, services, supervision, and the resolution of various operational issues that continue to evolve.

The implication is that organizations need to maintain and expand discussion forums, inter-unit communication, documentation of experiences, use of digital media, and communities of practice. This is especially important because descriptive results indicate that personal interactions have been very strong, while written and digital contributions remain relatively low.

The Influence of Transformational Leadership on Knowledge Sharing

Transformational Leadership has a positive and significant effect on Knowledge Sharing with a coefficient of 0.420, T-Statistics of 3.480, and P-Values of 0.001, so H4 is accepted. The f^2 value of 0.237 indicates a medium effect size.

These findings suggest that leaders who provide role models, motivation, intellectual stimulation, and individual attention can create conditions that encourage employees to share knowledge. Leadership role models can build trust, while intellectual stimulation encourages employees to discuss alternative solutions to problems and share experiences.

These results align with Saif et al. (2024) who showed that transformational leadership can encourage knowledge sharing. This finding is important because in this study, transformational leadership did not have a significant direct effect on innovative work behavior, but it did have a significant effect on knowledge sharing. This means that one of the main contributions of transformational leadership to innovation lies in its ability to create conditions that allow knowledge to flow among employees.

The Influence of Psychological Safety on Knowledge Sharing

Psychological Safety has a positive and significant effect on Knowledge Sharing with a coefficient of 0.429, T-Statistics of 3.482, and P-Values of 0.001, so H5 is accepted. The f^2 value of 0.246 indicates a medium effect size.

Employees who feel psychologically safe are more open to asking questions, discussing ideas, admitting mistakes, sharing experiences, and sharing information with colleagues. Conversely, if employees fear negative evaluation or interpersonal consequences, knowledge can potentially remain confined to individuals and not become a collective organizational resource.

These findings align with Xu and Suntrayuth (2022), who demonstrated that psychological safety supports openness and knowledge sharing. These results are also consistent with Han and Kim (2026), who demonstrated a relationship between psychological safety and knowledge sharing. Thus, psychological safety plays a dual role: directly encouraging innovative behavior while simultaneously creating conditions that foster knowledge exchange.

The Role of Knowledge Sharing in Mediating the Effect of Transformational Leadership on Innovative Work Behavior

The indirect effect of Transformational Leadership on Innovative Work Behavior through Knowledge Sharing has a coefficient of 0.239, T-Statistics of 2.381, and P-Values of 0.017, so H6 is accepted.

The direct effect of Transformational Leadership on Innovative Work Behavior is insignificant, while Transformational Leadership has a significant effect on Knowledge Sharing, and Knowledge Sharing has a significant effect on Innovative Work Behavior. This pattern indicates that Knowledge Sharing acts as a full mediator or indirect-only mediation.

These findings indicate that transformational leadership only has a significant impact on innovative behavior when it first encourages employees to share information, knowledge, experiences, and ideas. Inspiration and intellectual stimulation from leadership require a process of knowledge exchange to develop into ideas that can be implemented in the workplace.

The research results align with Saif et al. (2024) who demonstrated that knowledge sharing mediates the relationship between transformational leadership and innovative work behavior. These findings also support Sudibjo and Prameswari (2021) who demonstrated that transformational leadership does not directly influence innovative behavior but becomes meaningful through knowledge sharing.

Thus, strengthening Transformational Leadership needs to be followed by the creation of discussion forums, inter-unit communication, documentation of experiences, use of digital media, and exchange of work practices so that leadership encouragement can truly be translated into employee innovation.

The Role of Knowledge Sharing in Mediating the Influence of Psychological Safety on Innovative Work Behavior

The indirect effect of Psychological Safety on Innovative Work Behavior through Knowledge Sharing has a coefficient of 0.243, T-Statistics of 2.392, and P-Values of 0.017, so H7 is accepted.

The direct effect of Psychological Safety on Innovative Work Behavior remains positive and significant with a coefficient of 0.353 and a P-value of 0.013. At the same time, the indirect effect through Knowledge Sharing is also significant and positive. Therefore, Knowledge Sharing acts as a partial mediator with a complementary nature.

These findings suggest that psychological safety can enhance innovative behavior through two pathways. First, employees who feel safe are more likely to directly explore and express ideas. Second, this sense of safety increases employees' openness to sharing information and experiences, which in turn provides additional knowledge for generating and implementing innovations.

These findings support Xu and Suntrayuth's (2022) argument regarding the relationship between psychological safety, knowledge sharing, and innovative behavior. In the context of KPPBC TMP B Makassar, employees need an environment that allows for constructive questions, discussions, differences of opinion, and learning from mistakes. This allows for a more open flow of knowledge that can then develop into ideas or work process improvements.

Overall, the research shows that knowledge sharing plays a central role in shaping innovative work behavior. Transformational leadership is not able to directly increase innovative work behavior, but it does influence it through knowledge sharing. Conversely, psychological safety can increase innovative work behavior both directly and through knowledge sharing. These findings confirm that strengthening employee innovation requires a combination of a psychologically safe work environment, leadership that encourages

knowledge exchange, and a knowledge-sharing system that allows information and experience to develop into new ideas and work practices.

CONCLUSION AND SUGGESTIONS

Conclusion

The results of the study indicate that Transformational Leadership has a positive but insignificant effect on Innovative Work Behavior, thus rejecting H1. This finding suggests that role models, motivation, intellectual stimulation, and individual attention provided by leaders are not yet strong enough to directly increase employee innovative work behavior.

Psychological Safety has a positive and significant effect on Innovative Work Behavior, thus H2 is accepted. The higher the employee's sense of safety in expressing opinions, discussing, admitting mistakes, and putting forward ideas, the greater the employee's tendency to explore, generate, champion, and implement new ideas in their work.

Knowledge Sharing has a positive and significant effect on Innovative Work Behavior, thus H3 is accepted. This finding confirms that the exchange of information, experience, knowledge, and solutions between employees is an important mechanism in generating innovative work behavior.

Transformational leadership has a positive and significant effect on knowledge sharing, thus H4 is accepted. Similarly, psychological safety has a positive and significant effect on knowledge sharing, thus H5 is accepted. Thus, transformational leadership behavior and a psychologically safe work environment are both capable of creating employee openness in sharing knowledge.

Furthermore, Knowledge Sharing is proven to positively and significantly mediate the influence of Transformational Leadership on Innovative Work Behavior, so H6 is accepted. Because the direct influence of Transformational Leadership on Innovative Work Behavior is insignificant, while the indirect influence through Knowledge Sharing is significant, Knowledge Sharing acts as a full mediator or indirect-only mediation.

Knowledge Sharing has also been shown to positively and significantly mediate the influence of Psychological Safety on Innovative Work Behavior, thus H7 is accepted. Because the direct influence of Psychological Safety on Innovative Work Behavior and the indirect influence through Knowledge Sharing are both positive and significant, Knowledge Sharing acts as a partial mediator with a complementary nature.

Overall, the study confirms that increasing Innovative Work Behavior among employees of the Makassar Type B Customs and Excise Supervision and Service Office is highly dependent on the creation of a psychologically safe work environment and a strong knowledge sharing process. Transformational Leadership becomes more effective in encouraging innovation when it is able to create conditions that strengthen Knowledge Sharing, while Psychological Safety is able to increase innovative behavior both directly and through increased knowledge sharing activities. CHAPTER V

Suggestion

The Makassar Customs Office (KPPBC) Type B needs to continue strengthening Psychological Safety by building an open, respectful work environment and providing a sense of security for employees to express opinions, ask questions, discuss, admit mistakes, and put forward new ideas without fear of receiving a negative response. Mistakes that occur in the implementation of work should be directed as learning materials and improvements as long as they still comply with organizational regulations and accountability.

Knowledge sharing needs to be a primary focus in developing innovative work behaviors. This can be reinforced through regular discussion forums, sharing sessions, knowledge management, documentation of work experiences, inter-unit communication, the use of digital media, and the development of communities of practice. Organizations, in particular, need to strengthen the contribution of written and digital knowledge so that knowledge is not only disseminated through personal interactions but can be documented and utilized sustainably.

Leaders need to maintain the application of Transformational Leadership by providing role models, motivation, intellectual stimulation, and individual attention. However, this implementation needs to be more directed at creating a culture of knowledge sharing. Leaders can provide a broader space for discussion, collaboration, exchange of experiences, and the sharing of ideas so that leadership drive can develop into concrete innovative behavior.

Organizations also need to provide employees with greater opportunities to develop and implement new ways of getting work done. Support for employee ideas can be achieved through problem-solving forums, developing service innovations, testing viable ideas, and recognizing innovations that benefit service effectiveness, oversight, and achieving organizational goals.

From a managerial perspective, transformational leadership, psychological safety, and knowledge sharing need to be managed in an integrated manner. Employees not only need leaders who encourage creativity but also need a sense of security when conveying ideas and a mechanism that allows for the exchange of knowledge and experience. Integrating these three aspects is expected to create an environment more conducive to sustainable innovation.

This study was limited to a single public sector organizational unit, so generalization of the results requires caution. Future research could expand the model by incorporating variables such as employee engagement, perceived organizational support, innovative climate, learning orientation, digital competence, or organizational culture. Research could also be conducted in different work units or agencies and employ longitudinal or mixed methods designs to gain a deeper understanding of the formation of innovative work behavior.

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