GOLDEN RATIO OF MAPPING IDEA AND LITERATURE FORMAT
VOLUME 5, ISSUE. 2 (2025)
Website: https://goldenratio.id/index.php/grmilf

GOLDEN RATIO
ISSN [Online]: 2776-6381

MAPPING IDEA & LITERATURE FORMAT | RESEARCH ARTICLE

The Effect of Digital Leadership and Knowledge Sharing on Innovative Work at PT. Bumi Karsa

Tuti Sutiyawati[1], Nisma Iriani[2], Syurwana Farwita[3]

[1,2,3] Department of Management, Postgraduate Program, Universitas Indonesia Timur, Makassar, Indonesia.
Email: tantisutiyawati26@gmail.com[1], tnismairiani7@gmail.com[2], syurwanafarwita@yahoo.co.id[3]

ARTICLE HISTORY

Received: May 22, 2025
Revised: June 12, 2025
Accepted: June 31, 2025
DOI
https://doi.org/10.52970/grmilf.v5i2.2812

ABSTRACT
This study examines the effects of Digital Leadership and Knowledge Sharing on employees' Innovative Work Behavior at PT Bumi Karsa, a construction company in Makassar, Indonesia. A quantitative explanatory research design with a cross-sectional approach was employed. The study population consisted of 375 employees, from which 194 respondents were selected using proportionate stratified random sampling. Data were collected through a structured questionnaire using a five-point Likert scale and analyzed using multiple linear regression. The analysis included classical assumption tests, partial t-tests, a simultaneous F-test, and the coefficient of determination. The results reveal that Digital Leadership has a positive and significant effect on Innovative Work Behavior (B = 0.296; β = 0.334; $p < 0.001$). Knowledge Sharing also demonstrates a positive and significant effect (B = 0.258; β = 0.236; $p = 0.001$). Furthermore, Digital Leadership and Knowledge Sharing simultaneously have a significant effect on Innovative Work Behavior ($F = 29.086$; $p < 0.001$). The model produces an Adjusted R^2 value of 0.225, indicating that both independent variables explain 22.5% of the variation in Innovative Work Behavior. Digital Leadership demonstrates a stronger relative contribution than Knowledge Sharing. These findings establish that leadership capabilities in digital environments and knowledge exchange are significant organizational factors associated with employees' innovative work behavior in the construction industry.

Keywords: Digital Leadership, Knowledge Sharing, Innovative Work Behavior, Construction Industry, Employee Innovation.

I. Introduction

The construction industry is undergoing significant transformation driven by globalization, technological advancement, and the development of the Fourth Industrial Revolution. Digital technologies have fundamentally changed human resource management, particularly in project planning, project management, and operational systems (Asmiati et al., 2023). Innovations such as Building Information Modeling (BIM), prefabrication technologies, and digital project management systems require construction companies to develop human resources capable of adapting to increasingly technology-driven work environments. Simultaneously, intensifying business competition has positioned innovation as a critical source of organizational competitiveness. Beyond technological adoption, companies increasingly depend on employees' ability to generate, promote, and implement new ideas to improve work processes and organizational performance. This capability is reflected in innovative work behavior (IWB), which encompasses

2026. The Author(s). This open-access article is distributed under a Creative Commons Attribution (CC-BY-SA) 4.0 license.

GOLDEN RATIO
ISSN [Online]: 2776-6381

the initiation, promotion, and implementation of new ideas in the workplace (Srirahayu et al., 2023). In the construction sector, innovative work behavior is particularly important because employees must develop creative solutions to address complex project demands, operational pressures, and changing client expectations. Employees who demonstrate innovative behavior can identify alternative approaches to reducing costs, accelerating project completion, and improving construction quality, making IWB an important determinant of organizational effectiveness and competitiveness (Yang et al., 2016).

One organizational factor that can encourage innovative work behavior is digital leadership. As digital transformation accelerates, leadership is no longer limited to managing organizational resources but increasingly involves directing employees to utilize digital technologies, collaborate effectively, and respond to organizational changes. Construction companies across different countries have begun integrating digital leadership into project governance, positioning leaders as facilitators of technological adoption and organizational innovation (Ahmad Gunawan, 2025). Previous studies indicate that effective digital leadership strengthens employee trust, encourages open communication, and promotes collaboration, thereby creating conditions that support innovation (Ratnawati & Lestari, 2025). Digital leadership also contributes to the development of a supportive organizational climate in which employees are encouraged to generate and implement new ideas (Fitriyatinur, 2024). Furthermore, leaders who effectively manage the transition toward application-based work systems, remote coordination, and digital collaboration platforms can improve workplace adaptability and reduce employee resistance to technological change. These capabilities have become increasingly essential in modern construction projects (Chowdhury et al., 2021). Therefore, digital leadership represents an important organizational mechanism for fostering employees' innovative capabilities amid the demands of digital transformation.

In addition to leadership, knowledge sharing plays a significant role in promoting organizational innovation. Knowledge sharing facilitates the exchange of information, professional experiences, practical solutions, and work-related expertise among employees. This process is particularly relevant in organizations facing rapid technological changes, where individual knowledge must be transformed into collective organizational resources. In the construction industry, knowledge sharing is essential because projects frequently involve unique technical characteristics, complex coordination requirements, and interdependent work processes. Delayed information exchange may lead to technical errors, operational inefficiencies, and unnecessary costs. Conversely, an organizational environment that encourages knowledge sharing enables employees to complement one another's competencies, improve collective learning, and accelerate problem-solving processes. Previous research has emphasized the importance of knowledge sharing in strengthening innovation and organizational adaptability (Febriyanti et al., 2024). Through continuous knowledge exchange, employees can develop new perspectives and apply accumulated experiences to improve existing work practices, ultimately supporting innovative work behavior.

The relationship between digital leadership, knowledge sharing, and innovative work behavior can also be understood through Social Cognitive Theory and Social Exchange Theory. Social Cognitive Theory explains that individual behavior emerges through reciprocal interactions among personal factors, environmental conditions, and behavioral processes. In this context, digital leadership creates an enabling work environment, while knowledge sharing facilitates collective learning and the development of employees' capabilities. Employee engagement may further strengthen employees' motivation, commitment, and willingness to participate in organizational innovation. The complementary roles of digital leadership, knowledge sharing, and employee engagement have been associated with the development of innovative work behavior (Binsaeed et al., 2023). Meanwhile, Social Exchange Theory suggests that employees tend to reciprocate organizational support through positive work-related contributions (Nazir et al., 2018). When organizational leaders provide access to digital resources, encourage collaboration, and establish a supportive knowledge-sharing culture, employees may perceive greater organizational appreciation and empowerment. Such perceptions can encourage stronger engagement and positive behavioral contributions, including innovative work behavior. These theoretical perspectives provide a basis for understanding how leadership practices and knowledge-sharing activities can contribute to innovation at the individual level.

2026. The Author(s). This open-access article is distributed under a Creative Commons Attribution (CC-BY-SA) 4.0 license.

GOLDEN RATIO
ISSN [Online]: 2776-6381

Despite the growing scholarly attention given to digital leadership and knowledge sharing, empirical research examining their combined relationship with innovative work behavior remains limited, particularly within Indonesia's construction industry. Previous studies have predominantly focused on technology companies, banking institutions, manufacturing organizations, service industries, and educational institutions, which generally have different organizational structures and levels of digital readiness. The construction industry presents distinct characteristics, including substantial dependence on field-based activities, occupational safety risks, complex project dynamics, and coordination among employees with diverse technical competencies. These characteristics may influence how digital leadership and knowledge-sharing practices translate into innovative work behavior. Consequently, findings from other industrial sectors cannot necessarily be generalized to construction companies without considering their specific organizational contexts. This contextual limitation indicates an empirical research gap and highlights the need for further investigation into the combined effects of digital leadership and knowledge sharing on employee innovation within national construction companies.

This research is particularly relevant to PT. Bumi Karsa, a construction company operating amid increasing demands for infrastructure development and technological transformation in Indonesia. The government's continued emphasis on infrastructure development requires construction companies to deliver projects efficiently, within established timelines and budgets, while maintaining high-quality standards. In this environment, innovative work behavior becomes essential for improving operational effectiveness and sustaining organizational competitiveness. Delayed digital transformation may weaken a company's competitive position, particularly when compared with organizations that have adopted more advanced technological and managerial practices. Furthermore, PT. Bumi Karsa has a workforce comprising different generations, including younger employees who are generally more familiar with digital technologies and senior employees who possess extensive professional experience. This generational diversity creates a need for inclusive and adaptive digital leadership capable of bridging differences, encouraging intergenerational knowledge sharing, and supporting employee collaboration. Accordingly, examining digital leadership and knowledge sharing in this organizational context can provide relevant insights into the development of an innovative and adaptive workforce. The findings are also expected to contribute to human resource management literature by extending empirical understanding of organizational innovation within Indonesia's construction sector and providing practical considerations for improving leadership practices and knowledge-sharing strategies. Based on this background, this study aims to examine the effects of digital leadership and knowledge sharing on employees' innovative work behavior at PT. Bumi Karsa. Specifically, it investigates the individual effects of digital leadership and knowledge sharing, as well as their simultaneous effects, on innovative work behavior. By examining these relationships within a construction company, this study seeks to provide empirical evidence concerning the organizational factors that support employee innovation and contribute to the development of more adaptive, collaborative, and competitive construction organizations in the digital era.

II. Literature Review and Hypothesis Development

2.1. Digital Leadership

Digital leadership has become an increasingly important organizational capability in response to technological transformation and changing business environments. Rather than merely involving the adoption of digital tools, digital leadership encompasses the ability to integrate technology into organizational strategies, facilitate innovation, and develop employees' capabilities to respond to digital change. El Sawy et al. (2016) emphasize the role of digital leadership in leveraging technology to stimulate organizational innovation and value creation, while Kane et al. (2019) highlight its strategic function in integrating technology with business objectives and human resource management. Similarly, Larjovuori et al. (2016) associate effective digital leadership with the development of a clear digital vision, strategic

2026. The Author(s). This open-access article is distributed under a Creative Commons Attribution (CC-BY-SA) 4.0 license.

GOLDEN RATIO
ISSN [Online]: 2776-6381

implementation, creative thinking, and collaborative networks. These perspectives suggest that digital leadership is not exclusively a technological competency but also a strategic and social capability that influences organizational adaptation.

The effectiveness of digital leadership depends on the interaction between individual competencies and organizational conditions. Technological awareness enables leaders to recognize emerging opportunities and utilize digital resources to strengthen organizational competitiveness (Westerman et al., 2014). Meanwhile, digital vision, collaboration, and organizational change management are essential for translating technological initiatives into practical improvements (Kane et al., 2019; Zeike et al., 2019). Digital social intelligence also enables leaders to establish effective communication and maintain positive interactions through digital platforms (Purnomo, 2020). In addition, data-driven decision-making supports more accurate organizational decisions (Soule et al., 2016), while change management helps organizations address resistance and adapt their organizational culture to technological developments (Susanti, 2021). These competencies are reinforced by organizational infrastructure, digital literacy, management commitment, and employee readiness (Nugroho et al., 2024). Handayani and Pujianto (2023) further emphasize leadership adaptability, employee empowerment, and strategic responsiveness as important dimensions of digital leadership. The relevance of these capabilities is also reflected in research linking digital leadership with organizational adaptability and leaders' psychological well-being in digital work environments (Zeike et al., 2024).

From an organizational perspective, digital leadership can improve operational efficiency, accelerate data-based decision-making, and establish an innovation-oriented culture (Zeike et al., 2019; Westerman et al., 2014). In the Indonesian context, digital leadership has also been associated with stronger interdepartmental collaboration, organizational transparency, and employee digital competencies (Handayani & Pujianto, 2023; Nugroho et al., 2024). These outcomes are particularly relevant to construction companies, where digital technologies such as Building Information Modeling (BIM), project management applications, and digital collaboration platforms require effective coordination between different organizational units. Accordingly, digital leadership is expected to create an enabling environment in which employees are encouraged to explore opportunities, exchange knowledge, and implement innovative solutions. In this study, digital leadership is examined through technological capability, digital strategic vision, digital innovation, data-driven decision-making, digital collaboration, and employee empowerment, reflecting the integrated technological, strategic, and human dimensions of leadership (Kane et al., 2019; Westerman et al., 2014; Zeike et al., 2019; Handayani & Pujianto, 2023).

2.2. Knowledge Sharing

Knowledge sharing represents an important mechanism through which individual knowledge and experience are transformed into organizational learning and innovation. Nonaka and Takeuchi (1995) explain that knowledge creation involves the interaction between tacit and explicit knowledge through the SECI model (Socialization, Externalization, Combination, and Internalization). This perspective emphasizes that organizational knowledge develops through continuous interaction, knowledge exchange, and the integration of individual experiences. Wang and Noe (2010) further explain knowledge sharing as intentional behavior through which individuals provide others with access to information, ideas, and experiences through interpersonal communication or technological platforms. In this regard, knowledge sharing is not simply the transfer of information but also a behavioral process influenced by individual motivation, trust, and organizational support.

The effectiveness of knowledge sharing is determined by several interconnected factors. Individual motivation, trust, and attitudes influence employees' willingness to exchange knowledge, while organizational culture, management support, and collaborative structures establish the conditions necessary for knowledge exchange (Wang & Noe, 2010). Nonaka and Takeuchi (1995) emphasize the importance of social interaction, open communication, and organizational learning in facilitating knowledge creation. In the

2026. The Author(s). This open-access article is distributed under a Creative Commons Attribution (CC-BY-SA) 4.0 license.

ISSN [Online]: 2776-6381

Indonesian context, Sedarmayanti (2017) highlights the contribution of participative organizational cultures and leadership support in encouraging employees to share their expertise. Similarly, Ardana et al. (2020) identify fair reward systems and opportunities for professional development as factors that strengthen knowledge-sharing practices. These perspectives indicate that knowledge sharing requires not only technological infrastructure but also a supportive organizational climate that recognizes employees' contributions.

Knowledge sharing involves two complementary dimensions: knowledge donating and knowledge collecting (Van den Hooff & De Ridder, 2004). Knowledge donating refers to employees' willingness to contribute their knowledge, experience, and skills to others. This process facilitates the circulation of ideas and professional expertise within organizational teams (Zheng, 2017; Baharun et al., 2021). Effective knowledge donating can support the integration of new ideas into organizational products and work processes (Fauziyah & Rahayunus, 2021). However, its effectiveness depends on trust, openness, and organizational practices that encourage voluntary knowledge exchange (Reychav & Weisberg, 2010). In contrast, knowledge collecting refers to employees' active efforts to obtain, absorb, and utilize knowledge from colleagues and organizational sources (Zheng, 2017; Baharun et al., 2021). This dimension involves the acquisition of both explicit and tacit knowledge, which may require direct interaction and experiential learning to achieve effective knowledge internalization (Ariza et al., 2023; Ariani & Rahmawati, 2020; Hu & Noor, 2024). The ability to collect and apply knowledge can strengthen organizational learning and facilitate the development of innovative solutions (Fauziyah & Rahayunus, 2021). A supportive environment characterized by trust, open communication, and technological assistance further facilitates this process (Reychav & Weisberg, 2010). Knowledge exchange also contributes to broader organizational development and sustainable development objectives (Alisjahbana & Murniningtyas, 2018).

The organizational consequences of knowledge sharing are multidimensional. Effective knowledge exchange can improve innovation, operational efficiency, reduce task duplication, develop employee competencies, and strengthen collective performance (Lin, 2007; Wu et al., 2021). Nevertheless, knowledge sharing does not always produce positive outcomes. Employees may resist sharing information because of concerns about losing their individual competitive advantage (Bock et al., 2005). Inadequate knowledge management can also increase the risk of information leakage and knowledge hoarding, particularly when employees intentionally withhold knowledge to maintain personal influence or organizational positions (Hislop et al., 2018). Hu and Noor (2024) similarly highlight potential challenges associated with resistance and information security. Therefore, the benefits of knowledge sharing depend on the organization's ability to establish appropriate governance, trust, and incentives. In this study, knowledge sharing is considered through employees' willingness to share, frequency of sharing, quality of shared knowledge, openness in communication, and mutual support (Lin, 2007), as well as trust, information technology utilization, reward systems, collaborative culture, and leadership support (Fauzi et al., 2018).

2.3. Innovative Work Behavior

Innovative work behavior (IWB) represents employees' active participation in organizational innovation through the generation, promotion, and implementation of new ideas. Scott and Bruce (1994) conceptualize IWB as individual behavior involving the development and application of ideas that improve work effectiveness at the individual, group, and organizational levels. Janssen (2000) identifies three central stages of innovative behavior: idea generation, idea promotion, and idea realization. Extending this perspective, De Jong and Den Hartog (2010) propose four interconnected dimensions: idea exploration, idea generation, idea championing, and idea implementation. These perspectives demonstrate that innovative work behavior extends beyond individual creativity because ideas must also be communicated, supported, and translated into practical organizational improvements.

The development of IWB involves several interconnected individual, organizational, and social factors. At the individual level, intrinsic motivation, creativity, self-efficacy, and technical knowledge provide

2026. The Author(s). This open-access article is distributed under a Creative Commons Attribution (CC-BY-SA) 4.0 license.

GOLDEN RATIO
ISSN [Online]: 2776-6381

the foundation for identifying opportunities and generating innovative solutions (Amabile, 1996). At the organizational level, managerial support, an innovation-oriented culture, fair reward systems, and adequate resources encourage employees to experiment and implement new ideas (Scott & Bruce, 1994; Janssen, 2000). Social factors, including interpersonal trust, open communication, and cross-functional collaboration, also facilitate the exchange of ideas and reduce psychological barriers to innovation (De Jong & Den Hartog, 2010). These dimensions indicate that innovative work behavior develops through the interaction between employee capabilities and the organizational environment. Employees may possess creative potential, but its realization depends substantially on whether leadership, organizational systems, and workplace relationships provide sufficient support.

Innovative work behavior has important implications for organizational adaptability, efficiency, and competitiveness. Employees who actively identify problems and develop alternative solutions can help organizations respond to changing business environments and improve operational processes (Janssen, 2000). Furthermore, innovation contributes to organizational development through the creation of new ideas, improved work practices, and value-added products or services (Amabile, 1996). Yuan and Woodman (2010) emphasize that innovative behavior can strengthen an organization's adaptive culture and openness to change. However, innovation may also generate resistance, interpersonal conflict, and implementation risks when organizational support and management systems are inadequate (Anderson et al., 2014). Consequently, organizations must establish supportive leadership, appropriate reward mechanisms, and open communication to maximize the benefits of employee innovation. In this research, IWB is understood as a continuous process involving opportunity exploration, idea generation, idea promotion, support for colleagues' innovative ideas, and the implementation of new ideas in work practices. This approach reflects the multidimensional perspectives of Scott and Bruce (1994), Janssen (2000), and De Jong and Den Hartog (2010).

2.4. Previous Empirical Studies

Previous empirical studies provide evidence of the relationships between leadership, knowledge sharing, and innovative work behavior, although their findings indicate differences across organizational contexts and research models. Chandra Sari et al. (2024), in a quantitative study involving 80 Generation Z respondents in Central Java, found that digital leadership positively and significantly influenced innovative work behavior and work engagement. However, work engagement did not significantly mediate the relationship with IWB. In contrast, Nugroho et al. (2024), examining 205 employees in a construction company through SEM-PLS, found that digital leadership positively influenced moral culture, while work engagement influenced innovative work behavior. Nevertheless, digital leadership did not have a significant direct effect on innovative work behavior in their reported model. These findings indicate that the relationship between digital leadership and employee innovation may vary depending on organizational conditions and the mechanisms through which leadership influences employee behavior.

Research on knowledge sharing also demonstrates its relevance to innovative work behavior. Nugroho (2020), using a sample of 2,277 university lecturers, found that knowledge sharing strengthened the relationships between job stress, transformational leadership, and innovative work behavior as a moderating variable. Similarly, Agata and Suhana (2022), in a study involving 115 employees of the Semarang City Health Office, reported that transformational leadership significantly influenced innovative work behavior and knowledge sharing, while knowledge sharing also significantly influenced IWB and partially mediated the relationship between transformational leadership and innovative work behavior. These findings suggest that knowledge sharing can function as an important mechanism for facilitating innovation, although its role may differ according to the leadership construct and organizational context examined.

More recent studies have expanded the discussion toward digital engagement and the mechanisms connecting digital leadership with employee innovation. Zia et al. (2024), examining 307 technology professionals through a serial mediation model, found that digital communication influenced digital

2026. The Author(s). This open-access article is distributed under a Creative Commons Attribution (CC-BY-SA) 4.0 license.

GOLDEN RATIO
ISSN [Online]: 2776-6381

engagement, digital engagement influenced digital leadership, and digital leadership influenced innovative work behavior. Their findings highlight the interconnected nature of digital resources, engagement, and innovative behavior. Another study, identified in the thesis as an author-unspecified 2024 study, employed a two-wave longitudinal, multisource design involving employees and managers across several industries in France. Its findings indicated that digital leadership significantly predicted knowledge-sharing self-efficacy, while knowledge-sharing self-efficacy and another mediator connected digital leadership with employee creativity. Technology readiness also strengthened the relationships examined. Although these studies provide valuable insights into the mechanisms underlying digital leadership and innovation, the available evidence still reflects differences in research settings, analytical models, and outcome variables.

Taken together, previous research establishes the relevance of digital leadership and knowledge sharing in explaining employee innovation, but the reported findings are not entirely consistent. Some studies identify direct relationships, whereas others emphasize mediating or moderating mechanisms, including work engagement, moral culture, digital engagement, and knowledge-sharing self-efficacy. Furthermore, several studies focus on Generation Z employees, educational institutions, public organizations, and technology professionals rather than the broader workforce of construction companies. The present study addresses this contextual and empirical gap by examining digital leadership and knowledge sharing together as independent variables influencing innovative work behavior among employees of PT. Bumi Karsa. Unlike studies emphasizing complex mediation or moderation models, this research focuses on the individual and simultaneous effects of the two organizational factors using a multiple regression approach. This provides additional empirical evidence concerning their relationships within the Indonesian construction industry.

2.5. Research Hypotheses

H1 : Digital leadership has a positive and significant effect on employees' innovative work behavior.
H2 : Knowledge sharing has a positive and significant effect on employees' innovative work behavior.
H3 : Digital leadership and knowledge sharing simultaneously have a positive and significant effect on employees' innovative work behavior.

III. Research Method

3.1. Research Design

This study employed a quantitative approach using an explanatory research design to examine the causal relationships between digital leadership and knowledge sharing as independent variables and innovative work behavior as the dependent variable. A quantitative approach was selected because it enables the measurement of research variables through numerical data and statistical analysis (Creswell, 2014). The study adopted a cross-sectional design, in which data were collected from employees of PT. Bumi Karsa during a specific period to examine the proposed relationships among the variables. The research was conducted at PT. Bumi Karsa, located in Makassar, South Sulawesi, Indonesia, from September to November 2026.

3.2. Population and Sample

The population consisted of all 375 employees of PT. Bumi Karsa, comprising 346 male employees and 29 female employees. This population was selected because employees are involved in organizational leadership processes, knowledge-sharing activities, and the implementation of innovative work practices within the company's construction projects. The sample size was determined using the Slovin formula, with a 5% margin of error, resulting in 194 respondents (Sevilla et al., 2007). The study applied proportionate stratified random sampling to ensure that the sample represented the population according to the proportion of employees in each gender group. This sampling technique was considered appropriate because the

2026. The Author(s). This open-access article is distributed under a Creative Commons Attribution (CC-BY-SA) 4.0 license.

GOLDEN RATIO
ISSN [Online]: 2776-6381

population consisted of heterogeneous subgroups with different proportions. Stratified sampling allows each subgroup to be represented proportionally in the sample (Sugiyono, 2019).

3.3. Data Collection Procedures

Data were collected using questionnaires and direct observation. The questionnaire was developed by the researcher and distributed to the selected respondents through Google Forms and Google Sheets. A hyperlink-based questionnaire was provided directly to the sampled employees to facilitate data collection and maintain control over respondent participation. Respondents were asked to complete the questionnaire based on their actual experiences and perceptions. Responses that did not meet the research criteria were excluded from further analysis. In addition, direct observation was conducted at the research site to examine organizational facilities, supporting infrastructure, and employee behavior. Observation was used to provide contextual information about the research setting and the activities of the respondents (Suen & Ary, 2014).

3.4. Instruments and Measures

The research instrument consisted of a structured questionnaire designed to measure digital leadership, knowledge sharing, and innovative work behavior. All items were measured using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The response categories were strongly disagree (1), disagree (2), moderately agree (3), agree (4), and strongly agree (5), following the Likert scale measurement approach described by Sugiyono (2014). Digital leadership (X1) was operationally defined as a leader's ability to utilize digital technology to direct, inspire, and optimize organizational performance through collaboration, innovation, and continuous digital transformation. Its indicators included technological capability, digital strategic vision, digital innovation, data-driven decision-making, and digital collaboration (Handayani & Pujianto, 2023). Knowledge sharing (X2) represented the second independent variable, while innovative work behavior (Y) served as the dependent variable. Both variables were measured through questionnaire items developed based on their respective operational definitions in the research instrument.

3.5. Data Analysis Techniques

The data were analyzed using multiple linear regression. Before conducting the regression analysis, classical assumption tests were performed to assess the suitability of the regression model. The normality test used the Kolmogorov–Smirnov method, with a significance value greater than 0.05 indicating that the data met the normality criterion. Multicollinearity was examined using tolerance and variance inflation factor (VIF) values. A regression model was considered free from multicollinearity when the tolerance value exceeded 0.10 and the VIF value was below 10. Multiple linear regression was then applied to examine the effects of digital leadership and knowledge sharing on innovative work behavior. The regression model was expressed as follows:

$$Y = a + b_1X_1 + b_2X_2 + e$$

where (Y) represents innovative work behavior, (a) is the constant, (b_1) and (b_2) are the regression coefficients, (X_1) represents digital leadership, (X_2) represents knowledge sharing, and (e) represents the error term. Hypothesis testing involved partial tests (t-tests), a simultaneous test (F-test), and the coefficient of determination ((R^2)). The t-test was used to examine the individual effect of each independent variable on innovative work behavior, while the F-test assessed the simultaneous effect of digital leadership and knowledge sharing. Statistical significance was determined at the 0.05 level. The direction of each relationship

2026. The Author(s). This open-access article is distributed under a Creative Commons Attribution (CC-BY-SA) 4.0 license.

GOLDEN RATIO
ISSN [Online]: 2776-6381

was identified from the sign of the regression coefficient. The coefficient of determination was used to assess the proportion of variance in innovative work behavior explained by the independent variables.

3.6. Validity and Reliability

The research instrument consisted of questionnaire items developed by the researcher based on the operational definitions and indicators of the study variables. However, the original research methodology did not provide detailed procedures or statistical results for instrument validity and reliability testing. Therefore, specific validity coefficients, reliability coefficients, and acceptance thresholds cannot be reported based on the available methodological information.

IV. Results and Discussion

4.1. Analysis Result

a. Overview of the Research Object

This study was conducted at PT. Bumi Karsa, a construction and infrastructure company established on February 14, 1969, in Ujung Pandang (now Makassar), South Sulawesi, Indonesia. As part of Kalla Group, the company is committed to developing infrastructure, particularly in Eastern Indonesia. The study involved 194 employees selected from a total population of 375 employees using proportionate stratified random sampling. Respondent characteristics were classified based on gender, age, and length of employment to describe the demographic composition of the research sample.

Table 1. Overview of the Research Object and Respondent Characteristics

Characteristics	Category/Description	Frequency	Percentage
Gender	Male	179	92.3%
	Female	15	7.7%
	Total	194	100.0%
Age	≤ 30 years	59	30.4%
	31–40 years	89	45.9%
	41–50 years	40	20.6%
	> 50 years	6	3.1%
	Total	194	100.0%
Length of employment	≤ 5 years	78	40.2%
	6–10 years	76	39.2%
	11–15 years	32	16.5%
	> 15 years	8	4.1%
	Total	194	100.0%

Table 1 shows that the study involved 194 employees of PT. Bumi Karsa, with the majority of respondents being male (179 respondents or 92.3%), while female respondents accounted for 15 respondents (7.7%). In terms of age, the largest group was 31–40 years old, comprising 89 respondents (45.9%), followed by those aged 30 years or younger, with 59 respondents (30.4%). Regarding length of employment, most respondents had worked for five years or less (78 respondents or 40.2%), followed by those with 6–10 years of service (76 respondents or 39.2%). These characteristics indicate that the respondents represented employees with varied age groups and levels of work experience, providing a demographic overview of the workforce included in the study.

2026. The Author(s). This open-access article is distributed under a Creative Commons Attribution (CC-BY-SA) 4.0 license.

GOLDEN RATIO
ISSN [Online]: 2776-6381

b. Classical Assumption Tests

1) Normality Test

The normality test aims to determine whether the residuals in the regression model are normally distributed. A good regression model requires normally distributed residuals. The test was conducted on the unstandardized residuals using the One-Sample Kolmogorov-Smirnov test. The residuals are considered normally distributed when the significance value is greater than 0.05.

Table 2. Results of the Normality Test (One-Sample Kolmogorov-Smirnov)

Description	Unstandardized Residual
N	194
Normal Parameters: Mean	0.0000000
Normal Parameters: Std. Deviation	2.5053468
Most Extreme Differences: Absolute	0.055
Most Extreme Differences: Positive	0.028
Most Extreme Differences: Negative	–0.055
Test Statistic	0.055
Asymp. Sig. (2-tailed)	0.603

As shown in Table 4.8, the normality test was conducted on 194 observations. The Asymp. Sig. (2-tailed) value is 0.603, which is greater than the 0.05 significance level. This indicates that there is no statistically significant difference between the distribution of the residuals and a normal distribution. Therefore, the residuals are considered normally distributed, and the normality assumption is met.

2) Multicollinearity Test

The multicollinearity test aims to determine whether there is a high correlation between the independent variables, namely Digital Leadership (X1) and Knowledge Sharing (X2). The test was performed by examining the Tolerance and Variance Inflation Factor (VIF) values. A regression model is considered free from multicollinearity when the Tolerance value is greater than 0.10 and the VIF value is less than 10.

Table 3. Results of the Multicollinearity Test

Variable	Tolerance	VIF	Description
Digital Leadership (X1)	0.824	1.213	No multicollinearity
Knowledge Sharing (X2)	0.824	1.213	No multicollinearity

Based on Table 4.9, Digital Leadership (X1) and Knowledge Sharing (X2) each have a Tolerance value of 0.824 and a VIF value of 1.213. The Tolerance values are greater than 0.10, while the VIF values are below 10. Therefore, the regression model does not indicate multicollinearity, and both independent variables can be included in the regression analysis.

3) Multiple Linear Regression Analysis

Multiple linear regression analysis was used to examine the effects of Digital Leadership (X1) and Knowledge Sharing (X2) on Innovative Work Behavior (Y).

Table 4. Results of Multiple Linear Regression Analysis

Variable	B	Std. Error	Beta	t-value	Sig.
Constant	8.299	1.459	—	5.690	0.000
Digital Leadership (X1)	0.296	0.062	0.334	4.790	0.000
Knowledge Sharing (X2)	0.258	0.076	0.236	3.382	0.001

Based on Table 4.10, the regression equation is:

$$Y = 8.299 + 0.296X1 + 0.258X2 + e$$

2026. The Author(s). This open-access article is distributed under a Creative Commons Attribution (CC-BY-SA) 4.0 license.

GOLDEN RATIO
ISSN [Online]: 2776-6381

The regression equation can be interpreted as follows:

a) The constant of 8.299 indicates that when Digital Leadership and Knowledge Sharing are zero, the predicted value of Innovative Work Behavior is 8.299.
b) The regression coefficient for Digital Leadership is 0.296 and is positive. A one-unit increase in Digital Leadership is associated with a 0.296-unit increase in Innovative Work Behavior, assuming Knowledge Sharing remains constant.
c) The regression coefficient for Knowledge Sharing is 0.258 and is positive. A one-unit increase in Knowledge Sharing is associated with a 0.258-unit increase in Innovative Work Behavior, assuming Digital Leadership remains constant.

Based on the standardized Beta coefficients, Digital Leadership (0.334) has a relatively stronger effect on Innovative Work Behavior than Knowledge Sharing (0.236).

c. Hypothesis Testing Results

1) Partial Test (t-test)

The t-test was conducted to examine the individual effect of each independent variable on the dependent variable. With degrees of freedom (df) = n – k – 1 = 194 – 2 – 1 = 191 and a 5% significance level, the critical t-value is 1.972. A hypothesis is supported when the calculated t-value is greater than the critical t-value and the significance value is below 0.05.

Table 4. Summary of the t-test Results

Hypothesis	Relationship	t-value	Critical t	Sig.	Direction	Decision
H1	Digital Leadership → IWB	4.790	1.972	0.000	Positive	Accepted
H2	Knowledge Sharing → IWB	3.382	1.972	0.001	Positive	Accepted

Digital Leadership has a calculated t-value of 4.790, which is greater than the critical t-value of 1.972, with a significance value of 0.000 < 0.05 and a positive coefficient. Thus, Digital Leadership has a positive and significant effect on Innovative Work Behavior. Therefore, H1 is accepted. Knowledge Sharing has a calculated t-value of 3.382, which is greater than the critical t-value of 1.972, with a significance value of 0.001 < 0.05 and a positive coefficient. Thus, Knowledge Sharing has a positive and significant effect on Innovative Work Behavior. Therefore, H2 is accepted.

2) Simultaneous Test (F-test)

The F-test was conducted to examine whether Digital Leadership and Knowledge Sharing simultaneously affect Innovative Work Behavior. With df1 = 2 and df2 = 191 at the 5% significance level, the critical F-value is 3.043.

Table 5. Results of the F-test (ANOVA)

Model	Sum of Squares	df	Mean Square	F-value	Sig.
Regression	368.961	2	184.481	29.086	0.000
Residual	1,211.415	191	6.342	—	—
Total	1,580.376	193	—	—	—

The calculated F-value is 29.086, which is greater than the critical F-value of 3.043, and the significance value is 0.000 < 0.05. Therefore, Digital Leadership and Knowledge Sharing have a statistically significant simultaneous effect on Innovative Work Behavior. Thus, H3 is accepted.

3) Coefficient of Determination (R^2)

The coefficient of determination (R^2) is used to measure the extent to which the independent variables, Digital Leadership (X1) and Knowledge Sharing (X2), explain variations in the dependent variable,

2026. The Author(s). This open-access article is distributed under a Creative Commons Attribution (CC-BY-SA) 4.0 license.

GOLDEN RATIO
ISSN [Online]: 2776-6381

Innovative Work Behavior (Y). Since the model includes more than one independent variable, Adjusted R Square is used as the basis for interpretation.

Table 5. Results of the Coefficient of Determination Test

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.483	0.233	0.225	2.518

The Adjusted R Square value of 0.225 indicates that Digital Leadership and Knowledge Sharing explain 22.5% of the variation in Innovative Work Behavior, while the remaining 77.5% is explained by other factors outside the research model. The R value of 0.483 indicates a moderate overall relationship between the independent variables and Innovative Work Behavior.

Table 6. Summary of Hypothesis Testing

Hypothesis	Statement	Result	Decision
H1	Digital Leadership has a positive and significant effect on Innovative Work Behavior	t = 4.790; Sig. = 0.000	Accepted
H2	Knowledge Sharing has a positive and significant effect on Innovative Work Behavior	t = 3.382; Sig. = 0.001	Accepted
H3	Digital Leadership and Knowledge Sharing simultaneously affect Innovative Work Behavior	F = 29.086; Sig. = 0.000	Accepted

Based on the hypothesis testing results summarized in Table 4.14, all three hypotheses are accepted. The partial test results indicate that Digital Leadership has a positive and significant effect on Innovative Work Behavior, as demonstrated by a t-value of 4.790 and a significance value of 0.000. Similarly, Knowledge Sharing has a positive and significant effect on Innovative Work Behavior, with a t-value of 3.382 and a significance value of 0.001. Furthermore, the simultaneous test indicates that Digital Leadership and Knowledge Sharing jointly have a significant effect on Innovative Work Behavior, as shown by an F-value of 29.086 and a significance value of 0.000. Thus, the findings support all proposed hypotheses and confirm that both Digital Leadership and Knowledge Sharing are relevant factors associated with Innovative Work Behavior.

4.2. Discussion

a. The Effect of Digital Leadership on Innovative Work Behavior

The results of this study indicate that Digital Leadership has a positive and significant effect on Innovative Work Behavior (β = 0.334; Sig. = 0.000). Therefore, H1 is accepted. This finding suggests that the better leaders utilize digital technology, communicate a digital vision, encourage innovation, use data in decision-making, and facilitate digital collaboration, the higher the level of employees' innovative work behavior. These findings are consistent with the studies conducted by Sari et al. (2024) on Generation Z in Central Java and Zia et al. (2024) on technology professionals, both of which found that digital leadership has a positive effect on innovative work behavior. The findings also support the perspectives of Ratnawati and Lestari (2025) and Fitriyatinur (2024), who argue that digital leadership creates a work climate that encourages the generation of new ideas. However, this result differs from the findings of Nugroho et al. (2024) in the construction industry, who found that digital leadership did not have a statistically significant direct effect on innovative work behavior, but operated through moral culture and work engagement. These differences may be attributed to variations in respondent characteristics, research models (particularly the inclusion or exclusion of mediating variables), and organizational conditions. Within the framework of Social Cognitive Theory, digital leaders create a supportive work environment that enables employees to develop greater confidence and take initiative. From the perspective of Social Exchange Theory, access to technology and leadership support make employees feel valued, encouraging them to reciprocate through contributions in the form of innovative ideas. In the context of PT Bumi Karsa, the implementation of technologies such as project management applications and Building Information Modeling (BIM) requires leaders who are capable

2026. The Author(s). This open-access article is distributed under a Creative Commons Attribution (CC-BY-SA) 4.0 license.

GOLDEN RATIO
ISSN [Online]: 2776-6381

of directing and facilitating teams. Such leadership encourages employees to explore and implement new ways of working.

b. The Effect of Knowledge Sharing on Innovative Work Behavior

The results indicate that Knowledge Sharing has a positive and significant effect on Innovative Work Behavior (β = 0.236; Sig. = 0.001). Therefore, H2 is accepted. Employees who actively share and acquire knowledge tend to be more engaged in identifying opportunities, proposing ideas, supporting innovation, and implementing new ideas in their work. These findings are consistent with Agata and Suhana (2022), who found that knowledge sharing has a significant effect on innovative work behavior, as well as Nugroho (2020), who identified knowledge sharing as a key driver of innovative work behavior. Theoretically, these results are in line with Wang and Noe (2010) and Lin (2007), who explain that knowledge sharing facilitates problem-solving and promotes innovation. In construction projects, which are characterized by unique conditions and challenges, the exchange of experiences among employees enables collective learning, thereby reducing technical errors and unnecessary duplication of work.

In a contracting company such as PT Bumi Karsa, this finding is particularly relevant because each project has its own characteristics and therefore requires collective learning. The exchange of experiences among employees enables the reduction of technical errors and work duplication while accelerating problem-solving in the field. The values of togetherness and mutual assistance reflected in the company's cultural principles of sipatuo and sipatokong also support the development of a knowledge-sharing climate. However, the indicator related to willingness to share and support one another obtained the lowest mean score (3.804). This suggests that management needs to strengthen this aspect through initiatives such as inter-project knowledge-sharing forums, documentation of project lessons learned, and the use of digital platforms to facilitate information exchange.

c. The Simultaneous Effect of Digital Leadership and Knowledge Sharing on Innovative Work Behavior

The F-test results indicate that Digital Leadership and Knowledge Sharing simultaneously have a positive and significant effect on Innovative Work Behavior. The calculated F-value of 29.086 is greater than the critical F-value of 3.043 (df = 2 and 191), with a significance value of 0.000, which is below 0.05. Therefore, H3 is accepted. This means that the innovative work behavior of employees at PT Bumi Karsa is not determined by a single factor but is influenced by the combined contribution of digital leadership and knowledge-sharing practices. These findings support the perspective of Binsaeed et al. (2023), who suggest that leadership and knowledge sharing complement each other in promoting innovative work behavior. Digital leadership provides direction and technological support, while knowledge sharing ensures the effective flow of information, experiences, and solutions among employees. When these two factors operate together, employees receive clear guidance for innovation as well as sufficient knowledge to translate their ideas into practice.

These results can also be explained through Social Cognitive Theory and Social Exchange Theory, which underpin this study. According to Social Cognitive Theory, innovative behavior emerges from the interaction between the environment, individuals, and behavior. Digital leaders create a supportive work environment, while knowledge sharing facilitates learning processes, enabling employees to become more confident and willing to take initiative. From the perspective of Social Exchange Theory, employees who receive support through access to technology and a knowledge-sharing culture tend to reciprocate through positive contributions, including the generation of new ideas. Regarding the explanatory power of the research model, the Adjusted R Square value of 0.225 indicates that Digital Leadership and Knowledge Sharing explain 22.5% of the variation in Innovative Work Behavior. Meanwhile, the R value of 0.483 indicates a moderate relationship. The remaining 77.5% is explained by other factors outside the research model, such as employee engagement, organizational culture, intrinsic motivation, and reward systems, as discussed in the literature review. This indicates that although both variables play important roles, they are not the only determinants of innovative work behavior.

Based on the standardized coefficients (Beta), Digital Leadership (0.334) has a more dominant effect than Knowledge Sharing (0.236). This suggests that leadership plays a primary role in fostering innovative work behavior, while a knowledge-sharing culture serves as a reinforcing factor. Therefore, PT Bumi Karsa's management needs to strengthen the digital competencies of its leaders while continuously developing a

2026. The Author(s). This open-access article is distributed under a Creative Commons Attribution (CC-BY-SA) 4.0 license.

GOLDEN RATIO
ISSN [Online]: 2776-6381

knowledge-sharing culture among employees across divisions and generations. Future research is also recommended to incorporate additional variables, such as employee engagement, to improve the model's explanatory capacity in understanding innovative work behavior.

V. Conclusion

The findings demonstrate that Digital Leadership and Knowledge Sharing play significant roles in promoting Innovative Work Behavior among employees at PT Bumi Karsa. Digital Leadership has a positive and significant effect on Innovative Work Behavior ($B = 0.296$; $\beta = 0.334$; $p < 0.001$), while Knowledge Sharing also exhibits a positive and significant effect ($B = 0.258$; $\beta = 0.236$; $p = 0.001$). Furthermore, both variables jointly have a significant effect on Innovative Work Behavior ($F = 29.086$; $p < 0.001$). Among the two predictors, Digital Leadership demonstrates a stronger relative contribution, indicating the importance of leaders in creating an environment that encourages employees to explore, develop, and implement innovative ideas.

These findings highlight the need for organizations, particularly those operating in the construction industry, to integrate digital leadership practices with a supportive knowledge-sharing culture. PT Bumi Karsa should strengthen leaders' digital competencies, particularly in project management applications, Building Information Modeling (BIM), and data-driven decision-making. In addition, structured knowledge-sharing initiatives, such as inter-project learning forums, documentation of project experiences, and recognition of employees' contributions, can facilitate the exchange of practical knowledge and support the implementation of new ideas. These efforts should be directed toward creating a work environment in which technological capabilities, leadership support, and collective learning reinforce employees' innovative behavior.

Despite these contributions, this study has limitations. The research was conducted at a single construction company, which may limit the generalizability of the findings to other organizational contexts. Furthermore, the model explains 22.5% of the variation in Innovative Work Behavior, suggesting that other relevant determinants remain unexplored. Future research should examine additional factors, such as employee engagement, organizational culture, and intrinsic motivation, to provide a more comprehensive understanding of innovative work behavior. Expanding the research to multiple construction companies and improving the measurement instruments may also strengthen the robustness and generalizability of future findings.

AI Disclosure

The authors used ChatGPT (OpenAI) to assist with the preparation of this manuscript, particularly in English translation, language editing, grammar correction, improvement of academic writing, and assistance with organizing and refining manuscript sections. The AI tool was also used to support the development and refinement of the discussion and conclusion sections. All AI-assisted content was critically reviewed, evaluated, and revised by the authors to ensure its accuracy, relevance, and consistency with the research findings. The authors take full responsibility for the accuracy, originality, integrity, and validity of the manuscript, including its arguments, interpretations, references, and conclusions. ChatGPT was not listed as an author, and its use was in accordance with the principles of research integrity and publication ethics.

Authorship Contribution

Author Contributions: Conceptualization: Tuti Sutiyawati; Methodology: Tuti Sutiyawati; Investigation: Tuti Sutiyawati; Data Collection: Tuti Sutiyawati; Formal Analysis: Tuti Sutiyawati; Validation: Nisma Iriani and Syurwana Farwita; Resources: Tuti Sutiyawati; Writing – Original Draft Preparation: Tuti Sutiyawati; Writing – Review and Editing: Nisma Iriani and Syurwana Farwita; Supervision: Nisma Iriani and Syurwana Farwita. All authors have read and approved the final version of the manuscript and agree to be accountable for their respective contributions.

2026. The Author(s). This open-access article is distributed under a Creative Commons Attribution (CC-BY-SA) 4.0 license.

GOLDEN RATIO
ISSN [Online]: 2776-6381

Conflict of Interest Statement

The authors declare that they have no competing interests related to the research, authorship, or publication of this article.

Data Availability Statement

The data supporting the findings of this study are available from the corresponding author upon reasonable request, subject to applicable ethical, legal, and privacy restrictions.

Acknowledgment and Funding

The authors would like to express their gratitude to PT Bumi Karsa for providing access and institutional support during the research process. The authors also appreciate the participation and cooperation of all employees who contributed to the data collection process. This research received no specific financial support from any funding agency in the public, commercial, or not-for-profit sectors.

References

Ahmad Gunawan, L. (2025). Digital leadership for Industry 5.0: Integrasi manusia, teknologi dan industri. Takaza Innovatix Labs.

Amabile, T. M. (1996). Creativity in context. Westview Press.

Anderson, N., Potočnik, K., & Zhou, J. (2014). Innovation and creativity in organizations: A state-of-the-science review, prospective commentary, and guiding framework. Journal of Management, 40(5), 1297–1333. https://doi.org/10.1177/0149206314527128

Ariani, D., & Rahmawati, D. (2020). Tacit and explicit knowledge: The challenge of knowledge sharing in organizations. Journal of Knowledge Management Studies, 7(2), 45–59.

Ariza, J. L., Morales, M. E., & López, R. (2023). Tacit knowledge transfer in digital organizations: Barriers and opportunities. International Journal of Knowledge Management, 19(1), 33–50. https://doi.org/10.4018/IJKM.2023010103

Asmiati, A., Sulastriani, S., & Citta, A. B. (2023). Pengembangan sumber daya manusia dalam mendukung transformasi transportasi laut dalam era Revolusi Industri 4.0. Innovative: Journal of Social Science Research, 3(4), 6184–6197.

Avolio, B. J., Kahai, S., & Dodge, G. E. (2000). E-leadership: Implications for theory, research, and practice. The Leadership Quarterly, 11(4), 615–668.

Baharun, R., Jing, B. L., & Fareed, M. (2021). Knowledge sharing behavior in organizations: The role of leadership and trust. Management Science Letters, 11(2), 389–400. https://doi.org/10.5267/j.msl.2020.9.023

Binsaeed, R. H., Yousaf, Z., Grigorescu, A., Trandafir, R. A., & Nassani, A. A. (2023). Knowledge sharing and the moderating role of digital innovation on employees' innovative work behavior. Sustainability, 15(14), Article 10788.

Chowdhury, M., Hosseini, M. R., Martek, I., Edwards, D. J., & Wang, J. (2021). The effectiveness of web-based technology platforms in facilitating construction project collaboration: A qualitative analysis of 1,152 user reviews.

De Jong, J., & Den Hartog, D. (2010). Measuring innovative work behaviour. Creativity and Innovation Management, 19(1), 23–36. https://doi.org/10.1111/j.1467-8691.2010.00547.x

Fauziyah, E., & Rahayunus, F. (2021). The role of knowledge sharing in enhancing organizational innovation. Jurnal Manajemen dan Kewirausahaan, 23(1), 15–28. https://doi.org/10.9744/jmk.23.1.15-28

Febriyanti, A. N., Armansyah, A., Rizki, M., & Herman, H. (2024). Pengaruh knowledge sharing terhadap kinerja karyawan melalui individual innovation capability pada PT. Haleyora Power Area Tanjungpinang. Hirarki: Jurnal Ilmiah Manajemen dan Bisnis, 23–34.

Fitriyatinur, Q. (2024). Innovative transformation: How innovative leadership drives the growth of creativity in the startup industry. Jurnal Ilmiah Psikologi, 12(3), 341–350.

Ghozali, I., & Latan, H. (2015). Partial least squares: Konsep, teknik dan aplikasi SmartPLS 3.0 untuk penelitian empiris. Universitas Diponegoro.

Handayani, N., & Pujianto, W. E. (2023). Digital leadership as a growth engine in SMEs: Bridging capability, self-efficacy, and entrepreneurial performance. Jurnal Lentera Bisnis, 14(2).

Hislop, D., Bosua, R., & Helms, R. (2018). Knowledge management in organizations: A critical introduction (4th ed.). Oxford University Press.

2026. The Author(s). This open-access article is distributed under a Creative Commons Attribution (CC-BY-SA) 4.0 license.

GOLDEN RATIO
ISSN [Online]: 2776-6381

Howell, J. M., & Shea, C. M. (2001). Individual differences, environmental scanning, innovation framing, and champion behavior: Key predictors of project performance. Journal of Product Innovation Management, 18(1), 15–27. https://doi.org/10.1016/S0737-6782(00)00067-9

Hu, J., & Noor, S. (2024a). Knowledge sharing challenges in digital organizations: Balancing openness and information security. Journal of Knowledge Management, 28(3), 612–629. https://doi.org/10.1108/JKM-07-2023-0654

Hu, J., & Noor, S. (2024b). Tacit knowledge sharing and organizational learning in the digital age. Journal of Organizational Knowledge, 12(1), 55–71. https://doi.org/10.1080/24699475.2024.1198743

Janssen, O. (2000). Job demands, perceptions of effort-reward fairness and innovative work behaviour. Journal of Occupational and Organizational Psychology, 73(3), 287–302. https://doi.org/10.1348/096317900167038

Kane, G. C., Palmer, D., Phillips, A. N., Kiron, D., & Buckley, N. (2019). Accelerating digital innovation inside and out: Agile leaders in the digital age. MIT Sloan Management Review, 60(4), 34–43. https://sloanreview.mit.edu/article/accelerating-digital-innovation-inside-and-out/

Larjovuori, R., Lipponen, J., & Wichmann-Hansen, G. (2016). Digital transformation, digital leadership and digital innovation strategy. International Journal of Management Reviews.

Lin, H. F. (2007). Knowledge sharing and firm innovation capability: An empirical study. International Journal of Manpower, 28(3–4), 315–332. https://doi.org/10.1108/01437720710755272

Nazir, S., Qun, W., Hui, L., & Shafi, A. (2018). Influence of social exchange relationships on affective commitment and innovative behavior: Role of perceived organizational support. Sustainability, 10(12), Article 4418.

Nonaka, I., & Takeuchi, H. (1995). The knowledge-creating company: How Japanese companies create the dynamics of innovation. Oxford University Press.

Nugroho, A., Sari, D. P., & Pratama, H. (2024). Digital leadership and human capital development in Indonesian organizations. Jurnal Ekonomi dan Manajemen, 28(2), 101–115.

Nugroho, H., Saputro, A., & Sugiharto, D. (2024). The effect of digital leadership on innovative work behavior: The mediating role of cultural moral and work engagement. Fokus Ekonomi: Jurnal Ilmiah Ekonomi, 19(1), 18–30. https://journal2.uad.ac.id/index.php/fokus/article/view/12423

Purnomo, H. (2020). Kepemimpinan digital dalam era Revolusi Industri 4.0: Tantangan dan peluang bagi organisasi. Jurnal Manajemen dan Kewirausahaan, 22(2), 93–102. https://doi.org/10.9744/jmk.22.2.93-102

Ratnawati, R., & Lestari, G. D. (2025). Integrasi teknologi dalam difusi inovasi pendidikan: Pendekatan kepemimpinan kolaboratif di era digital. Consilium: Education and Counseling Journal, 5(1), 572–583.

Reychav, I., & Weisberg, J. (2010). Bridging intention and behavior of knowledge sharing. Journal of Knowledge Management, 14(2), 285–300. https://doi.org/10.1108/13673271011032418

Schaufeli, W. B. (2015). Engaging leadership in the job demands-resources model. Career Development International, 20(5), 446–463. https://doi.org/10.1108/CDI-02-2015-0025

Scott, S. G., & Bruce, R. A. (1994). Determinants of innovative behavior: A path model of individual innovation in the workplace. Academy of Management Journal, 37(3), 580–607. https://doi.org/10.2307/256701

Sedarmayanti. (2017). Manajemen sumber daya manusia: Reformasi birokrasi dan manajemen pegawai negeri sipil. Refika Aditama.

Soule, D. L., Puram, A., Westerman, G., & Bonnet, D. (2016). Becoming a digital organization: The journey to digital dexterity (MIT Sloan CISR Working Paper No. 408).

Srirahayu, D. P., Ekowati, D., & Sridadi, A. R. (2023). Innovative work behavior in public organizations: A systematic literature review. Heliyon, 9(2).

Susanti, N. (2021). Peran kepemimpinan digital dalam transformasi organisasi: Studi pada perusahaan di Indonesia. Jurnal Ekonomi dan Bisnis, 24(1), 45–57.

Van den Hooff, B., & De Ridder, J. A. (2004). Knowledge sharing in context: The influence of organizational commitment, communication climate, and CMC use on knowledge sharing. Journal of Knowledge Management, 8(6), 117–130. https://doi.org/10.1108/13673270410567675

Wang, S., & Noe, R. A. (2010). Knowledge sharing: A review and directions for future research. Human Resource Management Review, 20(2), 115–131. https://doi.org/10.1016/j.hrmr.2009.10.001

Westerman, G., Bonnet, D., & McAfee, A. (2014). Leading digital: Turning technology into business transformation. Harvard Business Review Press.

Wu, Y., Zhu, W., & Li, X. (2021). Knowledge sharing, team learning and innovation capability: A moderated mediation analysis. Journal of Knowledge Management, 25(6), 1341–1360. https://doi.org/10.1108/JKM-09-2020-0704

Wu, Y., Zhu, W., & Zhang, Y. (2021). Exploring knowledge sharing behavior in organizations: A social exchange perspective. Frontiers in Psychology, 12, Article 635109. https://doi.org/10.3389/fpsyg.2021.635109

2026. The Author(s). This open-access article is distributed under a Creative Commons Attribution (CC-BY-SA) 4.0 license.

ISSN [Online]: 2776-6381

Yang, Y., Lee, P. K., & Cheng, T. C. E. (2016). Continuous improvement competence, employee creativity, and new service development performance: A frontline employee perspective. International Journal of Production Economics, 171, 275–288.

Yuan, F., & Woodman, R. W. (2010). Innovative behavior in the workplace: The role of performance and image outcome expectations. Academy of Management Journal, 53(2), 323–342. https://doi.org/10.5465/amj.2010.49388995

Zeike, S., Bradbury, K., Lindert, L., & Pfaff, H. (2019). Digital leadership skills and associations with psychological well-being. International Journal of Environmental Research and Public Health, 16(14), Article 2628. https://doi.org/10.3390/ijerph16142628

Zeike, S., Choi, K. E., Lindert, L., Pfaff, H., et al. (2024). Digital leadership skills and associations with psychological well-being. International Journal of Environmental Research and Public Health.

Zheng, W. (2017). A review of knowledge sharing in organizations: Motivations, mechanisms, and outcomes. Journal of Organizational Learning, 24(3), 215–234. https://doi.org/10.1108/JOL-05-2017-003

2026. The Author(s). This open-access article is distributed under a Creative Commons Attribution (CC-BY-SA) 4.0 license.