






“Effect of transformational leadership and proactive personality on innovative work behavior: Mediating role of knowledge sharing in the Cinema XXI”

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EFFECT OF TRANSFORMATIONAL LEADERSHIP AND PROACTIVE PERSONALITY ON INNOVATIVE WORK BEHAVIOR: MEDIATING ROLE OF KNOWLEDGE SHARING IN THE CINEMA XXI

Abstract

The purpose of this study is to examine the effects of transformational leadership and proactive personality on innovative work behavior, with knowledge sharing as a mediating variable, among Cinema XXI guide employees in Indonesia. This study was motivated by limited innovation and low willingness to share knowledge in the cinema service sector. A total of 350 guide employees from six regions in Indonesia were selected using proportional random sampling and surveyed via Google Forms. Guides were chosen due to their strategic role in direct customer interaction and competitive differentiation. Data were collected between July and August 2025 and analyzed using structural equation modeling with analysis of moment structures software. Transformational leadership ($\beta = 0.312, p < 0.001$) and proactive personality ($\beta = 0.387, p < 0.001$) positively influence innovative work behavior. Knowledge sharing was also significantly affected by both antecedents and emerged as a strong predictor of innovative work behavior ($\beta = 0.445, p < 0.001$). Mediation analysis shows that knowledge sharing partially mediates the relationship between transformational leadership and innovative work behavior (indirect effect = 0.136, 30.4% of the total effect) and between proactive personality and innovative work behavior (indirect effect = 0.149, 27.8% of the total effect). Overall, the findings support prior research and emphasize the importance of leadership and individual proactivity in fostering knowledge sharing and enhancing innovative work behavior among Cinema XXI guide employees.

Keywords leadership, personality, knowledge, innovation, cinema

JEL Classification D23, M12, D20, M14

INTRODUCTION

The film and entertainment industry in Indonesia has demonstrated a notable recovery and growth following a period of pandemic-imposed restrictions on economic and social activities. This development is evidenced by the resurgence in public interest toward both national and international films, indicating the revitalization of the entertainment industry as a significant component of the service sector. However, this growth is occurring in an increasingly intricate competitive environment, not solely among conventional cinema providers, but also with digital platforms that offer technology-based entertainment alternatives and high flexibility. In the entertainment services industry, competitive advantage is not solely determined by investment in film screening technology or the quality of physical facilities. It is also significantly influenced by the quality of service and customer experience. Employees who are directly involved in the service process play a strategic role in shaping service interactions, conveying organizational values, and responding di-

rectly to customer needs and complaints. Therefore, the organization's ability to encourage innovative work behavior at the employee level is an important factor in maintaining service quality and sustainable competitiveness.

However, a scientific problem emerges within the framework of large-scale service organizations. This issue concerns the gap between the demands of a dynamic business environment and organizations' internal capacity to consistently encourage employee innovation. As widely recognized in the extant literature, the presence of strict operational procedures, daily performance pressures, and routine-oriented work patterns often limits the space available to employees to take initiative, share knowledge, and develop new ideas. These conditions have the potential to impede the effective utilization of human resources as the primary catalyst for innovation. This issue is of particular pertinence within the entertainment industry, an area that is contingent on the caliber of service interactions and customer experience. In the absence of conducive organizational conditions, employees are prone to executing their roles in a perfunctory manner, thereby curtailing prospects for the generation of added value through innovation. Consequently, there is a necessity for scientific research to elucidate the methodologies through which service organizations can engender a work environment that fosters innovative work behavior in a sustainable manner.

1. LITERATURE REVIEW AND HYPOTHESES

In the aftermath of the global pandemic caused by the novel strain of severe acute respiratory syndrome (SARS-CoV-2), the Indonesian film industry has undergone a significant transformation. Indonesian audiences have a variety of options at their disposal, ranging from conventional cinemas to digital platforms. To prevail in the competitive landscape, Cinema XXI must leverage its human capital through innovation. Cinema XXI's management must adopt an innovative approach to employee behavior if the company is to adapt to external changes, diversify its business operations in relation to competitors, and provide superior service by offering a memorable customer experience. A plethora of literature has been published on innovative work behavior, with the resource-based view (RBV) theory serving as a foundational framework. According to this theory, the pursuit of competitive and sustainable advantage by organizations necessitates the possession of value, rarity, imitability, and organization (VRIO) attributes (Barney, 2014; Barney et al., 2001).

Cinema XXI's possession of valuable, rare, and difficult-to-imitate human resources, coupled with an organizational structure conducive to innovation, positions the company as a potential employer of choice for those seeking to contribute to the field through novel approaches. According

to Janssen (2000), innovative work behavior constitutes the deliberate undertaking of generating, introducing, and implementing novel concepts within the occupational sphere at the individual, team, and organizational levels, with the objective of enhancing performance effectiveness across these domains. Innovative work behavior is defined as the deliberate creation, introduction, and implementation of new ideas, processes, products, or procedures designed to benefit individual, group, and organizational performance (De Jong & Den Hartog, 2010). A plethora of initiatives aimed at providing both internal and external benefits can be identified through three key indicators that influence employee innovation: the generation of ideas, the promotion of ideas, and the realization of ideas (Kmieciak, 2020; Tan et al., 2021; Vandavasi et al., 2020).

Idea generation is a creative process undertaken by employees that involves the generation of new methods, the discovery of novel approaches, and the generation of genuine solutions to generate ideas and concepts for the organization (Kmieciak, 2020). Idea promotion is defined as an employee's endeavor to persuade colleagues to endorse and execute their concepts within the organizational framework (Vandavasi et al., 2020). The implementation of novel concepts by employees, which have been previously generated and promoted, constitutes idea realization (Tan et al., 2021). The three aforementioned indicators are indica-

tive of innovative work behavior. This finding is consistent with empirical studies that have demonstrated the importance of innovative work behavior in enhancing service quality (Chang et al., 2021), promoting organizational adaptability (Cao, 2023), and substantially contributing to organizational performance (Srirahayu et al., 2023).

Several factors have been identified as contributing to innovative work behavior. Colquitt et al. (2019) elucidate these factors in their integrative model of organizational behavior, encompassing job satisfaction, stress, motivation, trust, justice, ethics, learning, and decision-making. These factors function as intervening variables. In this study, the intervening variable selected for examination is knowledge sharing, a component of learning and decision-making processes. The exogenous variables selected for analysis include transformational leadership, a component of leadership style and behaviors, and proactive personality, a component of personality and cultural values.

The primary factor exerting a direct influence on innovative work behavior is knowledge sharing. Knowledge sharing is a process by which individuals exchange both tacit and explicit knowledge within an organizational context (Nonaka, 1994; Nonaka & Takeuchi, 1995). This knowledge exchange can be conducted directly or indirectly (Aldabbas et al., 2020). The development of new knowledge is an outcome of this process (Jangsiriwattana & Duangkumnerd, 2023). According to Rehmani et al. (2023), knowledge sharing is defined as the dissemination of information, experiences, arguments, and ideas related to current work tasks. As posited by Kmiecik (2020) and Wang et al. (2024), knowledge sharing is influenced by two key factors: knowledge collection and knowledge donation.

The act of knowledge collection can be defined as knowledge sharing involving the gathering or reception of knowledge and experience from others for the purpose of individual, group, or organizational development through the learning process (Kmiecik, 2020). Concurrently, knowledge donation is defined as knowledge sharing involving the dissemination of knowledge and experience to colleagues, teams, or organizations through the learning process to enhance competency

(Wang et al., 2024). These two indicators form the foundation for knowledge sharing. This finding aligns with previous studies that emphasize the significant role of knowledge sharing in encouraging innovative work behavior in organizations (Almulhim, 2020; Alshahrani et al., 2024; Malik, 2022).

The subsequent factor influencing innovative work behavior is transformational leadership. Transformational leadership is defined as an interactive process between leaders and their followers that encourages increased motivation and morale in both parties (Burns, 1978). Transformational leadership is characterized by its ability to provide vision and example (Bass & Riggio, 2006), fostering a sense of motivation and inspiration in its followers to prioritize the interests of the organization over personal interests (Kinicki, 2021; Robbins & Judge, 2024). They encourage change not only in individuals but also in social systems (Griffin et al., 2020). According to Alheet et al. (2021) and Chaar and Easa (2021), the hallmarks of transformational leadership encompass idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

Chaar and Easa (2021) present their views on idealized influence and inspirational motivation. Idealized influence is the leader's ability to set a positive example for followers. Leaders who embody the idealized influence model are held in high esteem by their teams, characterized by a profound level of respect and trust. Inspirational motivation is defined as a leader's capacity to motivate and inspire their members. Inspirational leaders are defined by their ability to galvanize spirit, provide a clear vision and mission, and instill confidence in their team to be optimistic about achieving shared goals.

Alheet et al. (2021) further explore the concepts of intellectual stimulation and individualized consideration. Intellectual stimulation is defined as a leader's capacity to motivate their team to engage in creative and innovative thinking, thereby facilitating the identification of solutions to various problems and challenges. This encouragement extends beyond mere adherence to existing procedures to encompass the exploration of novel, authentic concepts, experimentation with new ideas,

and the enhancement of innovative work behavior. Conversely, individuation can be defined as a leader's capacity to prioritize and address the needs of their team members. Individualized leadership is characterized by a tailored approach that provides customized support, guidance, and training, aligning with the distinct abilities and needs of each member. The four aforementioned indicators are indicative of transformational leadership. This finding aligns with several previous studies that have demonstrated the positive, significant impact of transformational leadership on innovative work behavior (Khaola & Musiiwa, 2021; Lin et al., 2023; Odugbesan et al., 2022; Stanescu et al., 2021).

As with transformational leadership, proactive personality is also a factor influencing innovative work behavior. The proactive personality has been defined as an individual's ability to recognize and act on existing opportunities (Bateman & Crant, 1993), demonstrate initiative, take action, and readily face challenges (Gielnik et al., 2020), possess strong resilience (Wenehenubun et al., 2024), be flexible and adaptable (Nguyen et al., 2024), and go beyond their job description to engage in various learning activities that can improve their work skills (Baidun et al., 2024). Proactive personality is characterized by a propensity for opportunity seeking, initiative, persistence, and risk-taking (Bai et al., 2022; Li et al., 2022).

Opportunity seeking is a personality trait defined by an inclination to seek out new opportunities and solutions to existing problems. Individuals who are predisposed to seek out opportunities do not passively await changes; rather, they proactively identify prospects for exploitation. Persistence is defined as an individual's personality trait characterized by resilience and perseverance in the face of challenges and obstacles in the realization of innovative ideas and concepts (Li et al., 2022). Conversely, initiative is defined as an individual's propensity to take proactive action without awaiting instructions from others. Individuals who possess this characteristic exhibit a propensity to act expeditiously in the face of challenges and problems, initiating and creating innovative change. Risk-taking can be defined as an individual's propensity to assume risks in dynamic, challenging circumstances (Bai et al., 2022). The four indicators delineate a proactive personality. This finding is consistent with several

previous studies that have demonstrated a positive, significant effect on innovative work behavior (Dai et al., 2024; Khalid et al., 2021; Mubarak et al., 2021; Mustofa et al., 2020).

The factors influencing innovative work behavior are theorized and supported by empirical research. However, there are still unresolved gaps in the field, such as the development of a comprehensive, integrated model that examines the effects of transformational leadership and proactive personality on innovative work behavior, with knowledge sharing as the mediating mechanism. The present study posits that knowledge sharing plays a dual mediator role, serving to bridge the gap between transformational leadership and proactive personality on innovative work behavior. In the context of the film industry, particularly in Indonesian cinemas, no research has yet been conducted in this sector. The majority of studies have concentrated on the manufacturing, information technology, education, healthcare, hospitality, and banking sectors.

To address this gap, the present study sought to examine the relationships among transformational leadership, proactive personality, knowledge sharing, and innovative work behavior in Cinema XXI cinemas in Indonesia. The present study has four objectives: first, to examine the direct influence of transformational leadership and proactive personality on innovative work behavior; second, to examine the direct influence of transformational leadership and proactive personality on knowledge sharing; third, to examine the direct influence of knowledge sharing on innovative work behavior; and fourth, to examine the mediating role of knowledge sharing in the relationship between transformational leadership and proactive personality on innovative work behavior. By addressing these objectives, this study can contribute to the theoretical and practical domains. It will do so by testing an integrative model (Figure 1) of two exogenous variables (transformational leadership and proactive personality), one intervening variable (knowledge sharing), and one endogenous variable (innovative work behavior) at Cinema XXI, the largest cinema chain in Indonesia.

Based on the theoretical foundations and empirical evidence reviewed, this study proposes the following hypotheses:

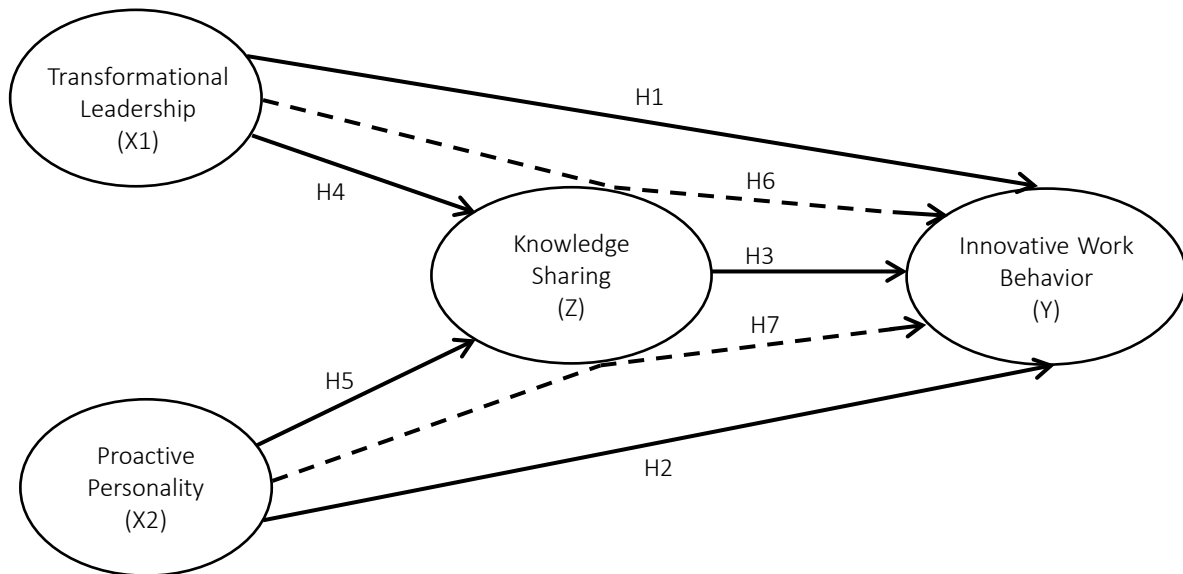


Figure 1. Conceptual framework

- H1: Transformational leadership has a positive effect on innovative work behavior.*
- H2: Proactive personality has a positive effect on innovative work behavior.*
- H3: Knowledge sharing has a positive effect on innovative work behavior.*
- H4: Transformational leadership has a positive effect on knowledge sharing.*
- H5: Proactive personality has a positive effect on knowledge sharing.*
- H6: Knowledge sharing mediates the relationship between transformational leadership and innovative work behavior.*
- H7: Knowledge sharing mediates the relationship between proactive personality and innovative work behavior.*

2. METHODS

This study employs a quantitative methodology, utilizing a survey design, to investigate the causal relationship among the variables of transformational leadership, proactive personality, knowledge sharing, and innovative work behavior. This approach elucidates the underlying factors that

precipitate a given problem (Sekaran & Bougie, 2016). The present study opted for this particular approach due to its suitability for the testing of conceptual models and hypotheses that have been developed based on previous theories and empirical findings.

This study was conducted at Cinema XXI, which is operated by PT Nusantara Sejahtera Raya, Tbk. The latter company operates 255 locations in 63 cities throughout Indonesia. The study population comprised 1,775 guide employees, who were divided into six regions. Concurrently, a random sample of research participants was obtained proportionately, with a total sample of 350 respondents divided into six regions, as detailed below: region 1 (63 respondents, 18%), region 2 (76 respondents, 21.7%), region 3 (49 respondents, 14%), region 4 (67 respondents, 19.1%), region 5 (50 respondents, 14.3%), and region 6 (45 respondents, 12.9%). The selection of guide employees as research respondents was predicated on the recognition of their pivotal function in operations that engage in direct interaction with the audience. Cinema XXI is distinctive in its employment of guides, a practice that is not observed among its competitors. Cinema XXI's employment of guides has been identified as a key factor contributing to the establishment of a competitive advantage within the industry. This competitive advantage is characterized by the delivery of a memorable customer experience, which is achieved through

the behavioral, aesthetic, and relational aspects of employee conduct. Specifically, Cinema XXI has demonstrated success in cultivating a workforce that exhibits the following behaviors: appropriate grooming, courteous greetings, exceptional service, deep product knowledge, capacity to manage customer complaints, the establishment of constructive relationships with each viewer, and fostering continued loyalty.

During the summer months of 2025, a survey was administered to 350 Cinema XXI guide employees via an online questionnaire in Google Forms. The decision was made to employ an online survey instrument in order to address the challenge of distributing questionnaires to respondents located in disparate geographical locations, while concurrently seeking to enhance the efficiency of the data collection process. The research questionnaire used a 6-point Likert scale, adhering to the guidelines set forth by Joshi et al. (2015) to mitigate the influence of neutral responses. The measurement of innovative work behavior was conducted using a scale of 14 items, while transformational leadership was measured using a scale of 15 items. Proactive personality was measured using a scale of 13 items, and knowledge sharing was measured using a scale of 18 items. Following the collection of empirical data, a thorough examination was conducted utilizing the structural equation modeling (SEM) AMOS 30 software, encompassing multiple stages in the analysis process. The first step in the analysis is a descriptive analysis. The second step is a confirmatory factor analysis (CFA) test. This test is used to assess the validity and reliability of the model through Cronbach's alpha ($\alpha > 0.70$), average variance extracted (AVE > 0.50), composite reliability (CR > 0.70), and goodness-of-fit of the model developed through absolute fit measures, incremental fit, and parsimonious fit. The third step is direct hypothesis testing through standardized coefficients (β), critical ratios (CR), and p -values ($p < 0.05$). The fourth step is indirect hypothesis testing through the Sobel test (Byrne, 2016; Cho et al., 2020; Hair et al., 2019; Kline, 2023).

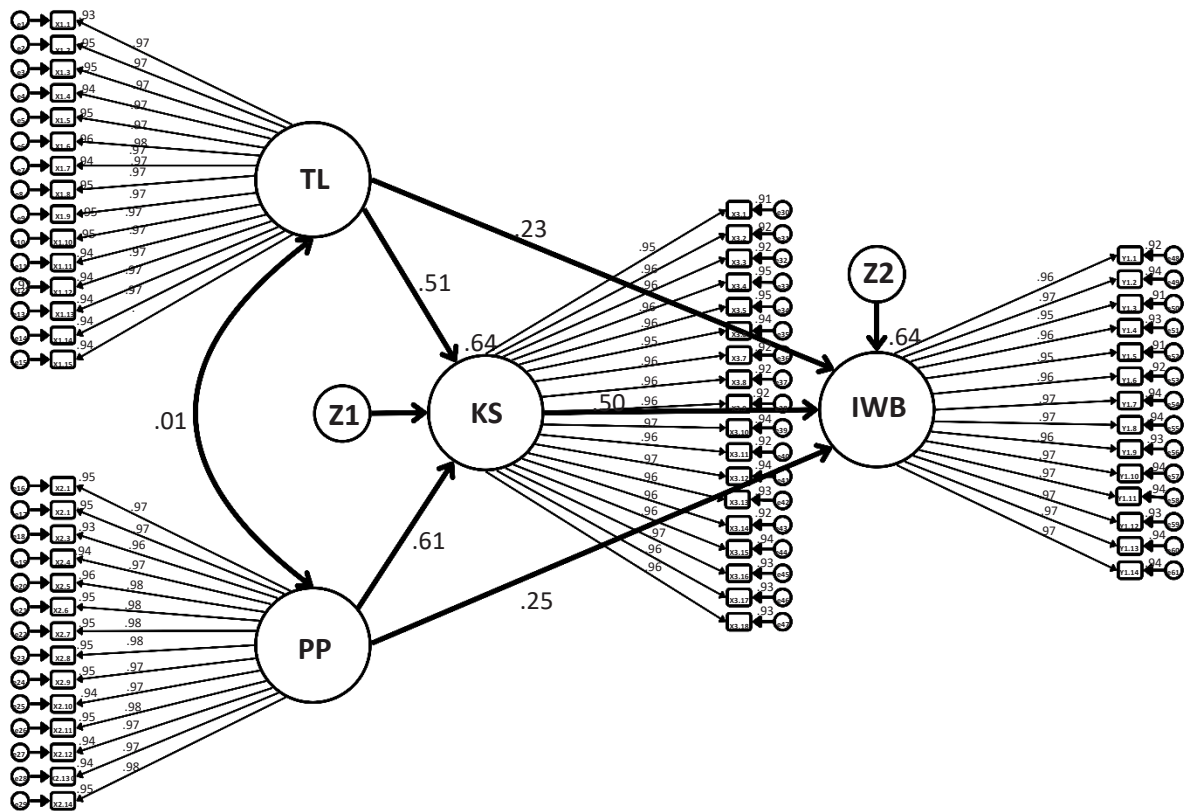
3. RESULTS

The initial research result commences with a descriptive analysis. The data collected from a sample of 350 respondents ($N = 350$) demonstrate that

Cinema XXI guide employees are dominated by women, who comprise 94.3% of the sample. The remaining 5.7% of respondents are male. The age demographics of the participants are as follows: 6% are under 20 years of age, 61.4% are between 20 and 25 years of age, 26.9% are between 26 and 30 years of age, and 5.7% are over 30 years of age. The duration of the work period is categorized as follows: less than 6 months (10.9%), 6–12 months (15.4%), 1–3 years (42%), and more than 3 years (31.7%). The regional distribution aligns with the sampling strategy: region 1 (18.0%), region 2 (21.7%), region 3 (14.0%), region 4 (19.1%), region 5 (14.3%), and region 6 (12.9%).

Following the demographic analysis, we calculated descriptive statistics to examine the distributions of the variables. The mean scores indicated moderate to high levels across all variables on a 6-point scale. The innovative work behavior ($M = 3.373$, $SD = 0.986$), transformational leadership ($M = 3.554$, $SD = 1.042$), proactive personality ($M = 3.491$, $SD = 0.978$), and knowledge sharing ($M = 3.390$, $SD = 0.945$) metrics were also analyzed. Among the innovative work behavior indicators, idea generation exhibited the highest mean score ($M = 3.374$), followed by idea promotion ($M = 3.373$) and idea realization ($M = 3.372$), suggesting relatively balanced capabilities across innovation stages. For transformational leadership indicators, intellectual stimulation exhibited the highest mean ($M = 3.565$), followed by idealized influence ($M = 3.557$), inspirational motivation ($M = 3.553$), and individualized consideration ($M = 3.543$). The highest mean scores were observed for proactive personality persistence indicators ($M = 3.500$), followed by opportunity seeking ($M = 3.493$), initiative ($M = 3.490$), and risk-taking ($M = 3.481$). The knowledge sharing indicators revealed negligible variation between knowledge donation ($M = 3.392$) and knowledge collection ($M = 3.388$).

Subsequent to the second analysis, a CFA was conducted to assess the validity, reliability (Figure 2), and goodness-of-fit of the model (Table 1). The results of the validity test indicated that all items exceeded the threshold of >0.5 , with estimates ranging from 0.921 to 0.988. Moreover, the AVE values surpassed the 0.50 threshold for all constructs, including transformational leadership (0.946), proactive personality (0.959), knowledge shar-



Note: TL is Transformational Leadership, PP is Proactive Personality, KS is Knowledge Sharing, IWB is Innovative Work Behavior.

Figure 2. SEM AMOS data processing results

ing (0.940), and innovative work behavior (0.940). These results suggest that each latent variable accounts for a significant proportion of the variance among its indicators. Discriminant validity is presumed on the basis of robust theoretical specificity and recognized measurement scales.

To provide a more comprehensive evaluation of the data, the reliability test results, using Cronbach’s alpha coefficients, exceeded the 0.70 threshold for all constructs. The following factors were identified as significant contributors to the study’s outcomes: transformational leadership ($\alpha = 0.997$), innovative work behavior ($\alpha = 0.995$), proactive personality ($\alpha = 0.994$), and knowledge sharing ($\alpha = 0.993$). These results indicate excellent internal consistency. The CR values further substantiated the robust reliability of the system. The findings indicated that transformational leadership exhibited a CR of 0.996, proactive personality demonstrated a CR of 0.997, knowledge sharing showed a CR of 0.996, and innovative work behavior presented a CR of 0.995. These observations collectively suggest that the aggregate values

significantly surpassed the 0.70 threshold, thereby substantiating the hypothesis.

Following the execution of validity and reliability tests, the goodness-of-fit test for the developed model was conducted. The results of the goodness-of-fit test are generally satisfactory, as demonstrated in Table 1. The analysis revealed that only one index, namely Chi-Square, yielded a “not fit” result. Conversely, two indices, namely GFI and AGFI, produced “marginal fit” outcomes. According to Hair et al. (2019), the process can proceed to the subsequent stage if the majority of the goodness-of-fit test results are deemed acceptable.

The third set of results involved continuing direct and indirect hypothesis tests. The outcomes of the direct hypothesis tests are presented in Table 2. In summary, Hypotheses 1 through 5 yielded positive and significant results. H1 predicted that there would be a positive effect of transformational leadership on innovative work behavior. The findings of H1 substantiated a substantial positive impact ($\beta = 0.207$, $CR = 5.298$, $p < 0.001$), signifying that

Table 1. Model fit indices

Category	Index	Criteria	Value	Result
Absolut Fit Measures	Chi-Square (CMIN)	$p > 0.05$	$p = 0.000$	Not Fit
	CMIN/DF	≤ 2	1.472	Good Fit
	GFI	≥ 0.90	0.815	Marginal Fit
	AGFI	≥ 0.90	0.801	Marginal Fit
	RMR	≤ 0.05	0.012	Good Fit
	RMSEA	≤ 0.08	0.037	Good Fit
	PCLOSE	> 0.05	1.000	Good Fit
	FMIN	Lower better	7.435	Good Fit
Incremental Fit	NFI (Delta1)	≥ 0.90	0.952	Good Fit
	RFI (rho1)	≥ 0.90	0.951	Good Fit
	IFI (Delta2)	≥ 0.90	0.984	Good Fit
	TLI (rho2/NNFI)	≥ 0.90	0.984	Good Fit
	CFI	≥ 0.90	0.984	Good Fit
Parsimonious Fit	PGFI	≥ 0.50	0.760	Good Fit
	PNFI	≥ 0.50	0.918	Good Fit
	PCFI	≥ 0.50	0.948	Good Fit
	PRATIO	Higher better	0.963	Good Fit
	AIC	Lower better	2850.927	Good Fit
	BCC	Lower better	2906.230	Good Fit
	BIC	Lower better	3344.742	Good Fit
	CAIC	Lower better	3472.742	Good Fit
	ECVI	Lower better	8.169	Good Fit
	MECVI	Lower better	8.327	Good Fit

a one standard deviation rise in transformational leadership is associated with a 0.207 standard deviation rise in innovative work behavior, when accounting for other variables.

H2 predicted that proactive personality would have a positive effect on innovative work behavior. The analysis revealed a significant positive effect ($\beta = 0.261$, $CR = 5.390$, $p < 0.001$), indicating that proactive personality exerts a more substantial direct influence on innovative work behavior than transformational leadership in this context.

H3 predicted that knowledge sharing would have a positive effect on innovative work behavior. These results showed the most substantial direct positive effect among all paths ($\beta = 0.519$, $CR = 9.001$, $p < 0.001$), indicating that knowledge sharing is the most influential predictor of innovative work behavior.

H4 predicted that transformational leadership would have a positive effect on knowledge sharing. The findings confirmed a significant positive effect ($\beta = 0.446$, $CR = 14.932$, $p < 0.001$), indicating that transformational leadership enhances knowledge sharing.

H5 predicted that proactive personality would have a positive effect on knowledge sharing. These results showed the strongest path coefficient in the overall model ($\beta = 0.611$, $CR = 17.672$, $p < 0.001$), revealing that proactive personality is the strongest driver of knowledge sharing.

In addition to direct hypothesis testing, an indirect hypothesis test was also conducted using the Sobel test. The findings presented in Table 3 suggest that knowledge sharing plays a mediating role in the relationship between transformational leadership and innovative work behavior, and proactive personality and innovative work behavior. H6 predicted that knowledge sharing would mediate the relationship between transformational leadership and innovative work behavior. The Sobel test revealed a significant mediation effect ($t = 7.667$, $p < 0.001$), indicating that knowledge sharing partially mediates the relationship between transformational leadership and innovative work behavior. This indirect effect serves to complement the direct effect, thereby indicating partial mediation. In this instance, the direct and mediated paths operate in a simultaneous manner.

H7 hypothesized that knowledge sharing plays a mediating role in the proactive personality and

Table 2. Direct effects hypothesis testing

Hypothesis	Path	β	S.E.	C.R.	p	Result
H1	TL \rightarrow IWB	0.207	0.039	5.298	<0.001	Supported
H2	PP \rightarrow IWB	0.261	0.048	5.390	<0.001	Supported
H3	KS \rightarrow IWB	0.519	0.058	9.001	<0.001	Supported
H4	TL \rightarrow KS	0.446	0.030	14.932	<0.001	Supported
H5	PP \rightarrow KS	0.611	0.035	17.672	<0.001	Supported

Note: TL is Transformational Leadership, PP is Proactive Personality, KS is Knowledge Sharing, IWB is Innovative Work Behavior.

Table 3. Indirect effects (mediation) hypothesis testing

Hypothesis	Path	Sobel Test t-value	p-value	Result
H6	TL \rightarrow KS \rightarrow IWB	7.667	<0.001	Supported
H7	PP \rightarrow KS \rightarrow IWB	7.963	<0.001	Supported

Note: TL is Transformational Leadership, PP is Proactive Personality, KS is Knowledge Sharing, IWB is Innovative Work Behavior.

innovative work behavior relationship. The Sobel test demonstrated a significant mediation effect ($t = 7.963, p < 0.001$), indicating that knowledge sharing partially mediates the relationship between proactive personality and innovative work behavior. The augmented t -value for H7 in comparison to H6 signifies that knowledge sharing functions as the most efficacious mediator in establishing a connection between proactive personality and innovative work behavior.

The findings of this study provide substantial empirical evidence in support of the model that links transformational leadership and proactive personality variables to innovative work behavior. The model posits that knowledge sharing among Cinema XXI guides serves as the mediating mechanism.

4. DISCUSSION

The results of this study advance our understanding of the factors that influence employees' innovative work behavior in the entertainment service industry. The first factor that influences innovative work behavior is transformational leadership. The research findings for Hypothesis 1 (H1) indicate a positive and significant effect of transformational leadership on innovative work behavior ($\beta = 0.207, p < 0.001$). This finding is consistent with the theoretical basis of Colquitt et al. (2019), which posits a relationship between leadership and innovative work behavior. These results align with prior research that has demonstrated a positive

effect of transformational leadership on innovative work behavior (Khaola & Musiiwa, 2021; Lin et al., 2023; Odugbesan et al., 2022; Stanescu et al., 2021). Recent meta-analytic research (Agazu et al., 2025) and individual studies across various contexts (Karimi et al., 2023; Lin et al., 2023; Vu et al., 2025) provide moderate effect sizes, indicating that while transformational leadership significantly contributes to innovative work behavior, it operates alongside other influential factors, consistent with Colquitt et al.'s (2019) integrative model of organizational behavior.

In the context of Cinema XXI, intellectual stimulation emerged as the highest-ranking transformational leadership indicator ($M = 3.565$), indicating that leaders who encourage critical thinking, challenge assumptions, and promote creative problem-solving are most effective in driving innovation. This approach aligns with the "forever better" philosophy of Cinema XXI, which emphasizes continuous improvement. Leaders who inspire vision (inspirational motivation), model ethical behavior (idealized influence), and provide personalized support (individualized consideration) create a psychological climate in which employees feel empowered to experiment, voice new ideas, and persevere through innovation challenges. The dynamic nature of the filmed entertainment industry necessitates transformational leadership. Transformational leaders who articulate a compelling vision, inspire collective purpose, and support individual growth enable teams to navigate these complexities while maintaining innovative results. Cinema XXI's recognition as the Best

Managed Company of 2024 by Deloitte signifies the pivotal role of transformational leadership in cultivating innovation among Cinema XXI's guide employees.

This finding aligns with Hypothesis 2 (H2), which demonstrated a significant positive effect of proactive personality on innovative work behavior ($\beta = 0.261, p < 0.001$). Furthermore, these findings provide support for the theoretical basis proposed by Colquitt et al. (2019), which posits a relationship between personality and innovative work behavior. This finding has the potential to provide a significant contribution to the existing theoretical framework by illustrating how proactive personality can influence innovative outcomes within the context of the creative industry. A larger effect size than that for transformational leadership suggests that individual difference factors may rival, or even surpass, situational influences in driving innovation, particularly in roles requiring initiative and adaptability. In the context of the study, persistence was identified as the most salient indicator of proactive personality ($M = 3.500$). This finding underscores the resilience demonstrated by Cinema XXI guides in their pursuit of performance targets, notwithstanding the presence of operational challenges. This finding aligns with the conceptualizations of Li et al. (2022) and Bai et al. (2022), which emphasize that proactive individuals maintain goal-directed efforts despite obstacles, actively seek opportunities for improvement, volunteer for challenging tasks, and take calculated risks.

Within the context of Cinema XXI, this phenomenon elucidates the manifestation of a proactive personality in the realm of service innovation. Cinema XXI employees with a proactive personality spontaneously identify opportunities for improving services. These opportunities may include in-cinema sales strategies or the creation of affordable bundling packages. They also initiate cross-functional collaboration without waiting for managerial direction. Furthermore, they persistently achieve targets through creative problem-solving. These behaviors directly contribute to an enhanced customer experience, operational efficiency, and competitive differentiation. These outcomes are of paramount importance for Indonesia's largest cinema chain, which competes with prominent

industry leaders such as CGV, Cinepolis, Netflix, Disney+ Hotstar, Amazon Prime Video, and Iflix.

These findings build upon extant research in this area, including the study by Li et al. (2022), which reported a weaker effect in the Chinese manufacturing sector ($\beta = 0.170, p < 0.05$), and the study by Aryani et al. (2025), which found a stronger relationship among Indonesian university lecturers ($\beta = 0.412, p < 0.001$). Dai et al. (2024) found $\beta = 0.348$ among Chinese R&D employees, and Nguyen et al. (2024) reported $\beta = 0.294$ among Vietnamese Generation Z workers. Baidun et al. (2024) confirmed $\beta = 0.387$ in the Indonesian educational context. This variability appears to be systematically related to job autonomy and innovation intensity. Research examining knowledge workers with substantial discretion (e.g., university lecturers, R&D employees) consistently reports larger effects than studies examining limited roles, such as manufacturing workers. Cinema XXI guides hold mid-level positions that afford greater autonomy than that of factory workers but less than that of professionals. This results in medium effect sizes. The present study's finding that proactive personality outperforms transformational leadership (0.261 vs. 0.207) may reflect cultural values. In collectivistic societies, there is an emphasis on harmonious relationships, which may amplify the social impact of proactive personality by making their initiative-taking more visible relative to conformist norms. The convergence of significant positive effects across a diverse array of countries and industries serves to underscore the cross-cultural robustness of proactive personality as a predictor of innovation.

Additional findings for Hypothesis 3 (H3) demonstrated a significant positive relationship between knowledge sharing and innovative work behavior ($\beta = 0.519, p < 0.001$). As indicated by the preceding findings, H3 exhibited the most substantial direct effect in the model, thereby emphasizing the pivotal role of knowledge sharing in propelling the innovation process. This finding aligns with Nonaka and Takeuchi's (1995) knowledge sharing theory, which posits that organizations can effectively leverage knowledge assets to achieve superior innovation outcomes. The performance of knowledge donation was marginally superior to that of knowledge collection ($M = 3.392$ vs. $M =$

3.388). These results suggest that Cinema XXI employees engage in active exchange of experiences, insights, and expertise with their colleagues. This pattern is indicative of the organization's "sharing and caring" cultural values, which are embedded in the 5C core values (character, capability, cooperative, care, and cleanliness). The collaborative nature of cinema operations, which requires seamless coordination between various crew members, necessitates continuous knowledge exchange for service excellence. This substantial effect size considerably surpasses those documented in the majority of prior studies: Xu and Suntrayuth (2022) reported a beta value of 0.312 for Chinese high-tech firms. Wulandari et al. (2025) found a beta value of 0.384 among Indonesian higher education faculty members, and Wang (2023) reported a beta value of 0.427 in the context of knowledge sharing-innovation. Islam et al. (2022) reported a comparably robust effect ($\beta = 0.478$) in a hospital-ity context. The larger coefficient in these studies suggests a powerful knowledge-innovation link in the cinema context for several reasons. First, the service industry's reliance on tacit experiential knowledge may amplify the importance of sharing compared to the manufacturing or technology sectors, where knowledge is more easily codified. Cinema operations entail a multitude of tacit skills, including the ability to discern customer moods, manage queue psychology, and address audience complaints. These competencies are primarily transmitted through observation, storytelling, and collaborative problem-solving. Secondly, the direct impact of the guide employee's role on customers engenders a tight feedback loop between knowledge application and observed outcomes, thereby reinforcing the perceived usefulness of knowledge sharing. Thirdly, the institutionalized knowledge sharing platform at Cinema XXI (Innovation Days, Creative Thursdays, daily briefings, learning management system) has the potential to strengthen the knowledge sharing-innovative work behavior relationship by providing a structured channel that reduces transaction costs and normalizes change behavior. The uniformity of substantial positive outcomes across all studies, despite variations in the magnitude of these effects, validates the universal significance of knowledge sharing. The present findings indicate that organizations amplify their impact through industry-specific mechanisms.

The following finding, under Hypothesis 4 (H4), indicates a significant positive relationship between transformational leadership and knowledge sharing ($\beta = 0.446, p < 0.001$). This finding aligns with social exchange theory (SET), which posits that transformational leadership supportive behaviors foster reciprocal knowledge sharing from employees as a form of social exchange (Blau, 1964). Intellectual stimulation is the strongest indicator of transformational leadership, as evidenced by its robust association with knowledge sharing. Leaders who encourage critical evaluation of existing practices, welcome differing perspectives, and question assumptions create psychological safety, a prerequisite for employees to voice unproven ideas and share potentially flawed knowledge. The provision of customized consideration is conducive to the facilitation of knowledge sharing, as it serves to demonstrate the leader's commitment to employee development. This, in turn, serves to motivate the exchange of developmental knowledge among employees. Inspirational motivation articulates a collective vision that frames knowledge sharing as a contribution to a shared goal. The concept of idealized influence models involves the establishment of normative expectations for knowledge exchange behavior, thereby fostering openness and collaboration within the academic community.

This assertion is corroborated by recent research findings. Saif et al. (2024) discovered that transformational leadership had a substantial impact on knowledge sharing ($\beta = 0.589, p < 0.001$) within Pakistani organizations. Rehmani et al. (2023) reported a similar effect ($\beta = 0.561, p < 0.01$), moderated by organizational identification and learning goal orientation. Kim and Yoon (2025) revealed a positive correlation between transformational leadership and knowledge sharing in IT organizations, suggesting that the adoption of transformational leadership practices may foster an environment conducive to innovative behavior among employees. Sudibjo and Prameswari (2021) found a positive correlation among Indonesian teachers. Cinema XXI's leadership development programs should, therefore, prioritize transformational behaviors that cultivate a culture of knowledge sharing. Organizations that actively solicit input from their employees, visibly value diverse perspectives, create forums for collaborative problem-solving,

and recognize contributions can systematically enhance their organizational capabilities. Cinema XXI's geographically dispersed operations, spanning 255 locations, necessitate the reinforcement of knowledge-sharing networks to facilitate the expeditious dissemination of effective innovations from individual outlets to the entire network.

The results of Hypothesis 5 (H5) suggest a substantial positive correlation between proactive personality and knowledge sharing ($\beta = 0.611, p < 0.001$). This result signifies the most robust pathway within the comprehensive model, exhibiting a direct impact. The findings of this study indicate that individuals with a proactive personality are significantly more inclined to engage in knowledge sharing. Proactive individuals' initiative-taking orientation manifests itself in the knowledge context through the following behaviors: the active seeking of learning opportunities, the offering of information to colleagues, the identification of knowledge gaps requiring collaborative problem-solving, and the persistence in knowledge acquisition despite initial misunderstandings. Their proclivity to seek out opportunities has been demonstrated to encourage the exploration of new sources of information. Next, their proclivity to assume risks enables them to disseminate ideas in a state of flux and to recognize their own intellectual limitations.

The present study's findings align with the established correlation between these variables, as evidenced by extant research. Jangsiriwattana and Duangkumnerd (2023) found that proactive personality was significantly associated with increased knowledge sharing ($\beta = 0.761, p < 0.001$). Nguyen et al. (2024) reported a similar effect ($\beta = 0.705, p < 0.001$), with subsequent influence on organizational innovation capability. Dewi et al. (2023) confirmed a significant relationship among Indonesian teachers. The practical implication of this theoretical framework is that organizations can enhance knowledge management effectiveness by strategically selecting for proactive personality traits and cultivating proactive behaviors through systematic job design, goal setting, and reinforcement systems. In the context of Cinema XXI, employees who possessed a proactive personality were inherently engaged in peer coaching, spontaneous problem-solving discussions, and

initiative-driven knowledge exchange. These behaviors have been demonstrated to strengthen the organization's capacity and innovation potential.

In light of the direct effects identified in H1–H5, Hypothesis 6 (H6) revealed an indirect effect, yielding a significant mediation effect ($t = 7.667, p < 0.001$). These findings suggest that knowledge sharing plays a partial mediating role in the relationship between transformational leadership and innovative work behavior. Transformational leaders foster an environment characterized by psychological safety and trust, thereby engendering an atmosphere in which employees feel at ease sharing knowledge without the apprehension of exploitation or derision. Inspirational motivation is a key factor in this process, as leaders articulate a vision that positions knowledge sharing as a contribution to collective goals. Leaders who are intellectually stimulating foster an environment that values curiosity and a propensity for learning, thereby normalizing the pursuit of knowledge. By implementing a personalized approach to employee development, leaders can foster an environment conducive to knowledge exchange, thereby facilitating growth and professional advancement.

This collective knowledge then serves as a catalyst for innovation through various processes. Firstly, dispersed expertise becomes readily available, enabling individuals to capitalize on collective intelligence during the ideation process. Secondly, a variety of viewpoints coalesce during the promotion of ideas, thereby enriching and fortifying innovation proposals. Thirdly, the aggregation of knowledge fosters the actualization of ideas by offering insights into implementation from the experiences of colleagues. Fourthly, the collaborative generation of knowledge produces innovations that exceed the capabilities of individual actors. These findings are consistent with previous research but indicate more subtle differences. Rehmani et al. (2023) discovered a substantial mediation effect in the Pakistani IT context ($\beta = 0.312, p < 0.01$), particularly when organizational identification and learning goal orientation were elevated. In contrast, Sudibjo and Prameswari (2021) demonstrated complete mediation among Indonesian private school teachers (indirect effect: $\beta = 0.456, p < 0.001$; direct effect: $\beta = 0.078, p = 0.342$). However, the present study found partial

mediation. Wulandari et al. (2025) confirmed mediation among Indonesian higher education faculty, while Chaar and Easa (2021) revealed significant mediation in the Lebanese banking sector ($\beta = 0.289, p < 0.01$). The distinction between complete mediation (Sudibjo & Prameswari, 2021) and partial mediation (the present study) illuminates occupational disparities. In essence, teaching encompasses knowledge processes, including lesson planning, pedagogical expertise, and curriculum development. These processes have the potential to facilitate the integration of all leadership influences through knowledge mechanisms. Cinema operations encompass a range of behavioral domains that extend beyond knowledge, including emotional labor, physical stamina, and procedural compliance. In this context, leadership plays a direct role in stimulating innovation without necessitating knowledge exchange. However, Saif et al. (2024) reported a non-significant mediation effect ($\beta = 0.135, t = 1.827, p = 0.068$) in a Pakistani organization with a competitive knowledge-hoarding culture, suggesting that knowledge sharing mediates the leadership and innovation relationship only when the organization enables exchange through supporting infrastructure and cultural norms.

The final finding in Hypothesis 7 (H7) yielded a significant mediation effect ($t = 7.963, p < 0.001$). This result is more robust than that for the transformational leadership–knowledge sharing–innovative work behavior path, indicating that knowledge sharing substantially mediates the influence of proactive personality on innovative work behavior. This finding contributes to proactive personality research by identifying knowledge exchange as a critical behavioral mechanism linking proactive personality to innovation outcomes. According to the principles of social cognitive theory (SCT), proactive individuals shape their environment through the active seeking of information, the cultivation of relationships, and the undertaking of initiative (Bandura, 1977). These behaviors manifest in the knowledge domain, where proactive employees proactively solicit expertise from their colleagues (knowledge gathering), offer insights to benefit team members (knowledge contributing), and establish collaborative learning networks that facilitate continuous skill development. The knowledge accumulated and dis-

seminated through this process further enables innovation. Proactive individuals leverage the accumulated knowledge when identifying improvement opportunities and generating new solutions. Their propensity to disseminate knowledge fosters a reciprocal exchange of information, thereby instigating a virtuous learning cycle. Collaborative relationships, established through the exchange of knowledge, facilitate the acquisition of social resources that support the promotion and implementation of ideas.

These findings extend the scope of previous relevant research in this area. Dewi et al. (2023) found that knowledge sharing significantly mediated the effect of proactive personality on innovative work behavior ($\beta = 0.219, t = 5.366, p < 0.001$), although by a smaller magnitude than in the current study. In a seminal study, Nguyen et al. (2024) demonstrated a mediating effect on organizational innovation capability ($\beta = 0.194, CI 0.170–0.314$) among Vietnamese Generation Z employees, introducing generational considerations. The digital familiarity and collaborative orientation of the younger cohort may serve to strengthen the mediating role of knowledge sharing. As evidenced by Wenehenubun et al. (2024), this mediation was confirmed in the context of Indonesian higher education.

The current study demonstrates a marginally more pronounced mediation for the proactive personality \rightarrow knowledge sharing \rightarrow innovative work behavior path in comparison to the transformational leadership \rightarrow knowledge sharing \rightarrow innovative work behavior path. This finding suggests that the proactive personality factor exerts a more substantial influence on innovative work behavior through knowledge sharing when compared to the leadership factor. Conversely, transformational leaders create conditions that enable knowledge flow, while proactive individuals actively build and maintain knowledge networks through their own initiatives. The substantial indirect effects for both paths (transformational leadership indirect: $\beta = 0.231$; proactive personality indirect: $\beta = 0.317$) indicate that ignoring the knowledge sharing mechanism will underestimate the total influence of these antecedents by approximately 50% for leadership and 55% for personality. This underscores the practical significance of mediation beyond statistical technicalities.

CONCLUSION

The objective of this study is to examine the influence of transformational leadership and proactive personality on innovative work behavior, which is mediated by knowledge sharing. This examination focuses on Cinema XXI guide employees in Indonesia. The findings of this study demonstrate that all proposed hypotheses are statistically significant. These findings suggest that transformational leadership can enhance innovative work behavior, with knowledge sharing serving as a mediating factor in this effect, operating both directly and indirectly. Conversely, an individual with a proactive personality has been shown to promote innovative work behaviors, both directly and indirectly, through knowledge sharing. This underscores the pivotal dual function of knowledge sharing as a mediating variable that connects transformational leadership and proactive personality to innovative work behavior. Theoretically, this study enhances the existing body of literature by bolstering prior theories and research by examining knowledge sharing as a mediating variable that links transformational leadership and proactive personality to innovative work behavior. This relationship has rarely been tested simultaneously in the context of Cinema XXI. The present study underscores the need for transformational leadership and proactive personality practices to establish a culture of knowledge sharing. This cultural shift is instrumental in enhancing the innovative work behavior of Cinema XXI guide employees. By cultivating a culture of knowledge sharing, employees are empowered to deliver exceptional service, thereby ensuring a memorable customer experience.

Subsequent research endeavors may employ a longitudinal methodology to systematically document the evolution of innovative work behaviors exhibited by Cinema XXI guide employees over time. Future research can be expanded to other analogous film industries to assess the model's replicability across diverse organizational contexts. A comprehensive examination of additional factors influencing innovative work behavior can be undertaken to enhance the conceptual model and theoretical understanding. This effort can strengthen the theoretical and practical relevance of the innovative work behavior model driven by transformational leadership, proactive personality, and knowledge sharing.

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