

THE EFFECT OF AMBIDEXTROUS LEADERSHIP, KNOWLEDGE SHARING AND WORK ENGAGEMENT ON INNOVATIVE WORK BEHAVIOR (STUDY: BANK MUAMALAT INDONESIA)

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Abstract The Islamic banking industry in 4.0 revolution era faces many challenges. Innovation is one of the competitive advantages in facing competition in the Islamic banking industry. This study aims to determine the effect of ambidextrous leadership, knowledge sharing and work engagement on innovative work behavior at Bank Muamalat. The sample in this study was 100 employees Bank Muamalat Semarang branch office. This study collected primary data from Bank Muamalat Semarang branch office through questionnaires given to employees via google form. Data analyzed using SEM PLS.

Keywords; Ambidextrous Leadership; Knowledge Sharing; Work Engagement; Innovative Work Behavior (IWB)

INTRODUCTION

The development of the banking industry, especially Islamic banking in 4.0 revolution era, cannot be separated from the renewal of the latest ideas. Employees at Islamic banks are always encouraged by leaders to find ideas that can create a renewal of banking products and services. Innovation cannot run without the full support of leaders in organization. Leaders not only encourage employees to innovate but also support employees to knowledge sharing in the workplace. Knowledge sharing is an important factor in supporting innovation in the workplace. Employees who often knowledge sharing in the workplace will create the latest innovation ideas that can benefit the organization. Work engagement is one of the supporting factors for innovation activities in the workplace. Employees who have a sense of attachment to the organization will carry out innovation activities well. The innovation process needs support and empowerment from a leaders.

Bank Muamalat Indonesia (BMI) in the last five years experienced a decrease in the number of employees. In 2017 the number of employees at Bank Muamalat Indonesia (BMI) by 4,444 but in 2018 there was a decrease of 4,131. Furthermore, in 2019 during the COVID-19 pandemic, the number of employees decreased again by 3,260. After the COVID-19 pandemic, in 2020 the number of employees decreased by 2,968. Until 2021 the number of employees by 2,700.

Previous research has examined the influence of leadership and innovative work behavior. But did not explore further research about the factors influence of IWB. Studies conducted by Haider, Zubair, Tehseen, Iqbal, & Sohail (2021) show that ambidextrous leadership not significant on innovative work behavior. Knowledge sharing mediates the role effect ambidextrous leadership and IWB. Ambidextrous leadership balance to type transformational and transactional leadership.

A study conducted by Sharif, Tongkachok, Akbar, Iqbal, & Lodhi (2021) proves that transformational leaders not significant on innovative work behavior. Knowledge sharing mediates the role effect transformational leaders and IWB. Knowledge sharing is one of the

best voices enabling workers to innovate in the workplace. Knowledge sharing enables workers to participate and share more knowledge most related to innovation. Research conducted Kung, Uen, & Lin, (2020) states that ambidextrous leadership not significant for innovative behavior. Organizational climate mediates the role effect between ambidextrous leadership and innovative behavior. Previous research did not explore further the mediating relationship between ambidextrous leadership and innovative work behavior. Organizational climate mediates the role of the effect between ambidextrous leadership and innovative work behavior. According to Gerlach, Hundeling, & Rosing (2020) ambidextrous leadership describes two types of leader behavior (opening behavior and closing behavior). Leader opening and closing behavior is specifically defined as concrete advice on task performance related to creativity and implementation requirements. Ambidextrous leadership describes a combination of two types of leaders behavior.

Yasir, Majid, Yousaf, Nassani, & Haffar (2021) stated that knowledge sharing positive and significant effect on innovative work behavior. Employees can achieve innovative work behavior through knowledge sharing. Knowledge sharing is a valuable mechanism for increasing the knowledge base of workers and enhancing innovative capabilities. While the study conducted by Chen, Liu, Hu, & Zhang (2022) stated that knowledge sharing negative and significant effect on innovative work behavior. Employees exhibit negative attitudes towards knowledge sharing in a political work environment. A study conducted by Afsar, Al-Ghazali, Cheema, & Javed (2020) states that work engagement a significant effect on innovative work behavior. Work Engagement provides an individual's motivation to accept challenging situations without losing focus and dedication. Employees who demonstrate work engagement are more likely to display innovative work behaviors, suggesting and implementing ideas that can bring about improvements in existing processes and create new and untapped opportunities. Meanwhile, a study conducted by Salem, Alshamsi, Zaman, & Ahmad (2022) found that work engagement positive effect on innovative work behavior. Work engagement as a positive and work-related state of mind of someone who is dedicated, passionate and absorbent. Indicators of work engagement include dedication, vigor and absorption.

METHOD

Sample

The sample in this study 150 respondents employees of Bank Muamalat Indonesia (BMI) Semarang branch office. The data collection method used questionnaire given to Bank Muamalat Indonesia employees via google form. The measurement scale used in this study as a likert scale of 1-5 (strongly disagree to agree).

Data analysis technique

The data analysis technique used in this research is SEM PLS (Partial Least Square). Through outer model testing which includes validity and reliability testing and inner model testing which includes R² test and statistical t test.

RESULTS AND DISCUSSION

Research ambidextrous leadership and innovative work behavior did not explored further. Ambidextrous leadership describes a combination of two types of leader behavior, namely transformational and transactional leaders. Research conducted by Haider, Zubair, Tehseen, Iqbal, & Sohail (2021); Sharif, Tongkachok, Akbar, Iqbal, & Lodhi (2021); Kung, Uen,

& Lin (2020) stated that ambidextrous leadership not significant effect on innovative work behavior. Meanwhile, a study conducted by Gerlach, Hundeling, & Rosing (2020) stated that knowledge sharing has a positive and significant effect on innovative work behavior. Sharing knowledge among employees can bring up new and innovative ideas.

Research conducted by Chen, Liu, Hu, & Zhang (2022) states that knowledge sharing negative and significant effect on innovative work behavior. Employees show negative attitudes towards knowledge sharing. Meanwhile, research conducted by Yasir, Majid, Yousaf, Nassani, & Haffar (2021) states that knowledge sharing has a positive and significant effect on innovative work behavior.

Research conducted by Salem, Alshamsi, Zaman, & Ahmad (2022) states that work engagement has a positive effect on innovative work behavior. Indicators of work engagement include dedication, vigor and absorption. Dedication is defined as a person's sense of importance, enthusiasm, pride, inspiration, and challenge. Vigor is defined as the amount of energy and mental resilience of a person while trying to do one's work. Absorption is defined as the total concentration of a person in doing his job.

CONCLUSION

Ambidextrous leadership describes two types of behavior transformational and transactional. Ambidextrous leadership describes two types of leader behavior, namely opening behavior and closing behavior. Leader opening and closing behavior is specifically defined as concrete advice on task performance related to creativity and implementation requirements. Ambidextrous leadership describes a combination of two types of leader behavior. Knowledge sharing has a positive impact on the organization. Knowledge sharing can generate innovative ideas for organizations. Work engagement can encourage innovative work behavior. Dimensions of work engagement include; dedication, vigor and absorption. These three dimensions affect the measurement of work engagement.

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