
**DETERMINANTS OF INNOVATION CAPABILITY IN LIBRARIES IN
BULELENG**

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Abstract

The rapid development of information technology has required libraries to enhance their innovation capability in order to remain relevant as agents of change in the digital era; however, empirical evidence in Buleleng Regency indicates that innovation among librarians remains relatively low despite existing organizational practices. Therefore, this study aims to analyze the influence of transformational leadership, knowledge sharing, and perceived organizational support on innovation capability. This research employs a quantitative approach based on the positivist paradigm with an explanatory design. Data were collected through questionnaires distributed to 60 librarians selected using proportional random sampling from a population of 71, and analyzed using multiple linear regression with SPSS, including validity, reliability, and classical assumption tests. The findings reveal that transformational leadership, knowledge sharing, and perceived organizational support each have a positive and significant effect on innovation capability, with knowledge sharing identified as the most dominant variable. Simultaneously, these variables explain 57.9% of the variance in innovation capability. In conclusion, innovation capability is influenced by the synergy of leadership, knowledge sharing, and organizational support, implying that libraries should strengthen these aspects to foster sustainable innovation.

Keywords: Innovation Capability, Knowledge Sharing; Perceived Organizational Support; Transformational Leadership

INTRODUCTION

The rapid development of information technology has encouraged every organization to continuously adapt and innovate in order to survive in increasingly complex competitive dynamics. In this context, libraries are no longer viewed merely as repositories of information, but also as agents of change that play a strategic role in enhancing literacy, expanding access to information, and supporting the improvement of human resource quality. Therefore, innovation capability becomes a crucial aspect for the sustainability and relevance of libraries in the digital era. Library innovation can be realized through the development of technology-based services, the improvement of librarians' competencies, and the creation of creative programs that are able to meet users' needs.

Empirical conditions indicate that not all libraries are able to develop innovation optimally. The phenomenon of restructuring several regional libraries in Bali into smaller units or divisions reflects a decline in the role and contribution of libraries to society. This condition indicates that low innovation capability is one of the main factors affecting library performance. In Buleleng Regency, similar problems are also found, where most librarians still focus on conventional services, such as borrowing and returning books, without being accompanied by the development of significant innovative programs.

Empirical data further reinforce this condition. The results of an internal survey conducted by the Regional Archives and Library Office of Buleleng in 2024 show that only 28% of librarians actively propose new ideas related to services or literacy programs, while 72% tend to carry out routine tasks. In addition, the implementation of innovations that have been carried out, such as the use of digital catalogs or promotion through social media, has not been conducted consistently. The lack of evaluation of implemented programs as well as minimal cross-unit collaboration further affects the low level of innovation success within the library environment.

Innovation is defined as an organization's ability to create new ideas and implement them to improve performance and competitiveness (Drucker, 2014; Hurley & Hult, 1998; Sutirna, 2018). In the context of libraries, innovation is not limited to service development, but also includes changes in work processes, human resource management, and the utilization of information technology. Various studies indicate that innovation is influenced by several internal organizational factors, such as leadership, organizational culture, and knowledge sharing practices.

Transformational leadership is one of the factors that plays a role in encouraging innovation capability. Bass & Avolio (1994) state that transformational leadership is able to provide inspiration, motivation, and intellectual stimulation to employees in generating creative ideas. In addition, knowledge sharing plays a role in accelerating the innovation process by enabling the exchange of knowledge among individuals within the organization (Ipe, 2003; Wang & Noe, 2010). On the other hand, perceived organizational support (POS) also influences innovative behavior through the organizational support perceived by employees (Eisenberger et al., 1986). However, various studies show that the relationship between these factors and innovation is not always consistent and is influenced by contextual organizational conditions.

Field conditions indicate the existence of a gap between organizational practices and the innovation outcomes achieved. Transformational leadership, knowledge sharing

practices, and organizational support in libraries in Buleleng Regency have been implemented relatively well. However, the level of librarians' innovation remains relatively low. This condition indicates a discrepancy between expected conditions and empirical realities. Amabile (1996) states that innovation is not only influenced by external factors such as leadership and organizational support, but also by intrinsic motivation, individual skills, and a work environment that supports creativity.

Previous studies tend to examine these factors separately and have not widely integrated transformational leadership, knowledge sharing, and perceived organizational support within a comprehensive research framework, particularly in the context of libraries. This condition indicates the existence of a research gap that needs to be addressed through more integrative studies. Therefore, empirical research is required to analyze the influence of these three variables on library innovation capability, particularly in Buleleng Regency, which has the characteristics of public and educational organizations.

Based on the above explanation, this study aims to analyze the influence of transformational leadership, knowledge sharing, and perceived organizational support on the innovation capability of libraries in Buleleng Regency. This study is expected to provide theoretical contributions to the development of organizational innovation studies, particularly in the library sector, as well as practical contributions for library managers and local governments in formulating more effective and sustainable innovation improvement strategies.

REVIEW OF LITERATURE

The concept of innovation has been widely discussed in organizational and management studies, particularly in relation to organizational performance and competitiveness. Innovation is defined as the ability of an organization to create, develop, and implement new ideas, processes, or services that provide added value (Drucker, 2014; Sutirna, 2018). In the context of libraries, innovation plays a crucial role in ensuring that library services remain relevant in the digital era. Libraries are expected to transform from traditional information providers into dynamic knowledge hubs that leverage digital technologies, user-centered services, and collaborative networks.

Transformational leadership has been identified as one of the key drivers of innovation within organizations. According to Bass & Avolio (1994), transformational leaders inspire and motivate employees by providing vision, intellectual stimulation, and individualized consideration. Empirical studies suggest that transformational leadership positively influences innovative work behavior by encouraging creativity, risk-taking, and proactive problem-solving (Yukl, 2013; Srirahayu et al., 2024). However, the effectiveness of transformational leadership in fostering innovation is often contingent upon individual capabilities and organizational context, indicating that leadership alone may not be sufficient to drive innovation outcomes.

Knowledge sharing (KS) is another critical factor that contributes to innovation capability. It refers to the process through which individuals exchange information, skills, and expertise within an organization (Ipe, 2003; Wang & Noe, 2010). Effective knowledge sharing enables organizations to leverage collective intelligence, enhance learning, and generate innovative solutions. Nevertheless, prior research highlights that knowledge sharing does not

automatically lead to innovation. According to the SECI model by Nonaka & Takeuchi (1995), the transformation of knowledge into innovation requires a continuous process of socialization, externalization, combination, and internalization. Without sufficient absorptive capacity (Cohen & Levinthal, 1990), knowledge sharing may remain at the level of information exchange without producing tangible innovation outcomes.

Perceived organizational support (POS) also plays a significant role in shaping employee behavior and innovation. POS refers to employees' perception of how much the organization values their contributions and cares about their well-being (Eisenberger et al., 1986). High levels of POS are associated with increased job satisfaction, commitment, and willingness to contribute to organizational goals (Rhoades & Eisenberger, 2002). However, studies indicate that while POS can enhance employee motivation, its direct impact on innovation is often limited unless combined with other factors such as a supportive innovation climate and individual competencies (Amabile, 1996).

Recent literature emphasizes the importance of integrating multiple organizational factors to better understand innovation capability. Studies show that innovation is influenced by the interaction between leadership, knowledge processes, and organizational support systems (Chen & Huang, 2009; Lin, 2007). In this regard, transformational leadership can foster a supportive climate, knowledge sharing can facilitate idea generation, and POS can strengthen employee engagement. However, empirical findings also reveal inconsistencies in how these variables interact, suggesting the need for further investigation in different organizational settings (Srirahayu et al., 2024).

Specifically, in the context of libraries, research on innovation capability remains relatively limited, particularly in developing regions. Most studies focus on technological adoption or service innovation without examining the underlying organizational factors comprehensively. In the case of libraries in Buleleng, existing evidence indicates that while leadership practices, knowledge sharing mechanisms, and organizational support are present, their impact on innovation outcomes is not yet optimal. This indicates a gap between theoretical expectations and practical implementation.

Furthermore, the paradox observed in Buleleng libraries—where supportive leadership, knowledge sharing practices, and organizational support exist but innovation remains low—highlights the complexity of innovation processes in public sector organizations. This suggests that innovation is not solely determined by the presence of enabling factors but also by how effectively these factors are integrated and translated into practice. Therefore, a more holistic approach is required to examine the relationships among transformational leadership, knowledge sharing, and perceived organizational support in influencing innovation capability.

Taken together, the literature reveals several critical gaps: (1) limited integrative studies examining the combined effects of transformational leadership, knowledge sharing, and POS on innovation capability; (2) insufficient empirical evidence in the context of library organizations; and (3) the need to explore the discrepancy between supportive organizational conditions and low innovation outcomes. Addressing these gaps forms the basis of the present study, which seeks to provide a comprehensive analysis of the determinants of innovation capability in libraries in Buleleng.

RESEARCH METHOD

This study employs a quantitative research approach grounded in the positivist paradigm, which emphasizes the use of measurable and objective data as well as hypothesis testing through statistical analysis (Sugiyono, 2019). The primary objective of this research is to examine the relationship between independent variables—transformational leadership (X1), knowledge sharing (X2), and perceived organizational support (X3)—and the dependent variable, namely innovation capability (Y). The study adopts an explanatory research design to analyze both partial and simultaneous effects among variables. Empirically, the research was conducted in academic, public, and school libraries located in Buleleng Regency over a period of approximately six months, encompassing stages from instrument development and data collection to data analysis and reporting.

The data sources in this study consist of both primary and secondary data. Primary data were collected directly through questionnaires distributed to librarians or library managers, while secondary data were obtained from relevant institutions such as the Central Bureau of Statistics (BPS) and the Regional Archives and Library Office of Buleleng. The population comprises 71 librarians across different types of libraries. The sampling technique applied is proportional random sampling using the Slovin formula with a 5% margin of error, resulting in a sample size of 60 respondents. The population distribution is presented in Table 1 below (Creswell, 2014).

Table 1.
Population Distribution

No	Type of Library	Total
1	Academic/College Libraries	23
2	Public Libraries	4
3	School Libraries	44
Total		71

The variables in this study consist of three independent variables and one dependent variable. Transformational leadership (X1) is measured through indicators such as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Knowledge sharing (X2) is assessed based on the exchange of knowledge and information among colleagues. Perceived organizational support (X3) reflects the extent to which employees feel valued and supported by their organization. Meanwhile, innovation capability (Y) is measured by the ability to generate and implement new ideas in library services. All variables are measured using a 5-point Likert scale to systematically quantify respondents' perceptions.

The data analysis technique employed in this study is multiple linear regression using SPSS software to examine the influence of independent variables on the dependent variable. Prior to analysis, the data were subjected to validity and reliability tests to ensure the accuracy and consistency of the research instruments. Furthermore, classical assumption tests—including normality, heteroscedasticity, and multicollinearity tests—were conducted to ensure the robustness of the regression model. The analysis was followed by hypothesis testing using the coefficient of determination (R^2), partial test (t-test), and simultaneous test (F-test).

RESULTS AND DISCUSSION

Validity Test

The validity test was conducted to ensure that each questionnaire item accurately measures the intended variables, using the criterion that r-count must exceed r-table at a 0.05 significance level. The following presents a recapitulation of the validity test results for variables X1, X2, X3, and Y based on item–total correlation, with the criterion that r-count exceeds the r-table value of 0.254 at a 0.05 significance level.

Table 2.
Recapitulation of Validity Test Results for Research Variables

	Item Code	r-count	r-table	Conclusion
Transformational Leadership Variable	X1.1	0.792	0.254	Valid
	X1.2	0.623	0.254	Valid
	X1.3	0.540	0.254	Valid
	X1.4	0.767	0.254	Valid
Knowledge Sharing Variable	X2.1	0.630	0.254	Valid
	X2.2	0.534	0.254	Valid
	X2.3	0.654	0.254	Valid
	X2.4	0.519	0.254	Valid
	X2.5	0.463	0.254	Valid
	X2.6	0.696	0.254	Valid
Perceived Organizational Support Variable	X3.1	0.752	0.254	Valid
	X3.2	0.783	0.254	Valid
	X3.3	0.755	0.254	Valid
	X3.4	0.766	0.254	Valid
	X3.5	0.749	0.254	Valid
Innovation Capability Variable	Y1	0.721	0.254	Valid
	Y2	0.536	0.254	Valid
	Y3	0.499	0.254	Valid
	Y4	0.652	0.254	Valid
	Y5	0.686	0.254	Valid

Based on Table 2, the recapitulation of the validity test results shows that all questionnaire items across the variables—transformational leadership (X1), knowledge sharing (X2), perceived organizational support (X3), and innovation capability (Y)—have r-count values exceeding the r-table value of 0.254 ($N = 60$; $df = 58$; $\alpha = 0.05$), ranging from 0.463 to 0.792. This indicates moderate to strong correlations between each item and its total score, with no invalid items identified. Overall, these findings confirm that all indicators adequately represent the measured constructs, and the research instrument is valid, reliable, and suitable for further analysis.

Reliability test

The reliability test evaluates the consistency of the research instrument using Cronbach's Alpha, with values above 0.60 indicating reliable measurement. Higher values

reflect better internal consistency, ensuring that the data are dependable for further analysis, as summarized in the following table.

Table 3.
Recapitulation of Reliability Test Results of the Research Instrument

Variable	Reliability Coefficient	Criteria	Description
Transformational Leadership	0.622	High	Reliable
Knowledge Sharing	0.626	High	Reliable
Perceived Organizational Support	0.819	Very High	Reliable
Innovation Capability	0.602	High	Reliable

Table 3 shows that the Cronbach's Alpha coefficients for transformational leadership (0.622), knowledge sharing (0.626), perceived organizational support (0.819), and innovation capability (0.602) fall within high to very high categories. Since all values exceed 0.60, all items are considered reliable, indicating that the research instrument is consistent and dependable for measurement.

Normality Test

The following presents the results of the normality test conducted using the One-Sample Kolmogorov-Smirnov Test, as shown in Table 4 below.

Table 4.
Normality Test

One-Sample Kolmogorov-Smirnov Test			
			Unstandardized Residual
N			60
Normal Parameters ^{a,b}	Mean		.0000000
	Std. Deviation		.90919302
Most Extreme Differences	Absolute		.082
	Positive		.063
	Negative		-.082
Test Statistic			.082
Asymp. Sig. (2-tailed) ^c			.200^d
Monte Carlo Sig. (2-tailed) ^e	Sig.		.390
	99% Confidence Interval	Lower Bound	.377
		Upper Bound	.403
a. Test distribution is Normal.			
b. Calculated from data.			
c. Lilliefors Significance Correction.			
d. This is a lower bound of the true significance.			
e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.			

Based on the One-Sample Kolmogorov-Smirnov test on unstandardized residuals, the Asymp. Sig. (2-tailed) value of 0.200 and Monte Carlo Sig. of 0.390 (99% CI: 0.377–0.403) both exceed 0.05, indicating normal distribution. Supported by a small test statistic (0.082),

this confirms that the normality assumption is met, and the regression model is suitable for further analysis with unbiased and valid results.

Linearity Test

The linearity test using ANOVA shows whether the relationship between variables is linear. It is considered linear if the significance of Linearity is < 0.05 and Deviation from Linearity is > 0.05 . Results are presented in Table 4.10.

Table 5.
Linearity Test

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
Unstandardized Residual * Unstandardized Predicted Value	Between Groups	(Combined)	29.027	43	.675	.547	.941
		Linearity	.000	1	.000	.000	1.000
		Deviation from Linearity	29.027	42	.691	.560	.933
	Within Groups		19.744	16	1.234		
	Total		48.771	59			

The linearity test based on the ANOVA table shows that the significance value for Linearity is 1.000 and for Deviation from Linearity is 0.933, both exceeding 0.05. The low F value of 0.560 further indicates no significant deviation from linearity between the variables. Therefore, the relationship in this study is linear, meaning the linearity assumption is satisfied, and the regression model is appropriate for further analysis with a valid interpretation.

Multicollinearity Test

The multicollinearity test assesses correlations among independent variables using Tolerance and VIF values. The model is free from multicollinearity if Tolerance > 0.10 and VIF < 10 , indicating no strong correlation between predictors. This ensures stable and reliable regression estimates. Results are presented in Table 6.

Table 6.
Multicollinearity Test

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	X1	.638	1.567
	X2	.760	1.316

	X3	.574	1.744
a. Dependent Variable: Y			

The multicollinearity test shows that all Tolerance values ($X1 = 0.638$, $X2 = 0.760$, $X3 = 0.574$) are above 0.10 and all VIF values ($X1 = 1.567$, $X2 = 1.316$, $X3 = 1.744$) are below 10. This indicates no multicollinearity among the independent variables, meaning the regression model is valid and reliable.

Heteroskedasticity Test

The heteroskedasticity test checks whether residual variance is constant using the Glejser test or scatterplot. A significance value above 0.05 indicates no heteroskedasticity, meaning the model is efficient and unbiased. Results are presented in Table 8.

Table 7.

Heteroskedasticity Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.024	1.310		1.545	.128
	X1	-.025	.074	-.056	-.342	.734
	X2	-.011	.051	-.033	-.221	.826
	X3	-.029	.051	-.100	-.573	.569
a. Dependent Variable: ABS_RES1						

The Glejser test shows that all significance values ($X1 = 0.734$, $X2 = 0.826$, $X3 = 0.569$) are above 0.05, indicating no heteroskedasticity. This means the residuals are homoskedastic, and the regression model is valid, efficient, and unbiased.

Multiple linear regression

Multiple linear regression analyzes the simultaneous and partial effects of independent variables on the dependent variable, including direction, coefficient, and significance. It is supported by t-test, F-test, and R^2 to evaluate individual effects, overall significance, and model strength. Results are presented in Table 9.

Table 8.

Multiple linear regression

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.541	2.044		2.221	.030
	X1	.261	.116	.243	2.241	.029
	X2	.341	.079	.430	4.321	.000
	X3	.185	.080	.266	2.320	.024
a. Dependent Variable: Y						

Based on Table 9 above, the regression equation is as follows:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$$

$$Y = 4,541 + 0,261X_1 + 0,341X_2 + 0,185X_3$$

The constant value of 4.541 indicates that when X_1 , X_2 , and X_3 are constant, Y equals 4.541. X_1 ($\beta = 0.261$, $p = 0.029$), X_2 ($\beta = 0.341$, $p = 0.000$), and X_3 ($\beta = 0.185$, $p = 0.024$) all have positive and significant effects on innovation capability, with X_2 as the most dominant variable. Thus, all independent variables significantly influence Y .

T-Test

The partial test (t-test) results are summarized as follows:

1. X_1 (Transformational Leadership): Has a positive and significant effect on Y ($\beta = 0.261$; $t = 2.241$; $p = 0.029 < 0.05$), so H_0 is rejected.
2. X_2 (Knowledge Sharing): Has a positive and highly significant effect on Y ($\beta = 0.341$; $t = 4.321$; $p = 0.000 < 0.05$) and is the most dominant variable ($\beta = 0.430$).
3. X_3 (Perceived Organizational Support): Has a positive and significant effect on Y ($\beta = 0.185$; $t = 2.320$; $p = 0.024 < 0.05$), so H_0 is rejected.

F-test

The F-test examines whether all independent variables simultaneously affect the dependent variable. A significance value below 0.05 indicates a significant effect and that the regression model is appropriate. Results are presented using SPSS version 25.

Table 9.
F-test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	66.984	3	22.328	25.637	.000 ^b
	Residual	48.771	56	.871		
	Total	115.755	59			
a. Dependent Variable: Y						
b. Predictors: (Constant), X_3 , X_2 , X_1						

The F-test result ($F = 25.637$, $p = 0.000$) shows that X_1 , X_2 , and X_3 simultaneously have a significant effect on Y . Therefore, the regression model is valid and the hypothesis is accepted.

The Effect of Transformational Leadership (X_1) on Innovation Capability (Y)

Based on the research results, transformational leadership (X_1) was proven to have a positive and significant effect on innovation capability (Y). This indicates that the more effective the leader in implementing the dimensions of transformational leadership, the higher the innovation capability of librarians in the Buleleng Regency library. Theoretically, transformational leadership consisting of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration is able to encourage the formation of a work environment that supports creativity and innovation. This finding is in line with the research of Le Phong Ba and Hanh Le (2019) which states that transformational

leadership plays an important role in increasing organizational *innovation capability* through strengthening innovative behavior and knowledge collaboration.

Reviewed in the context of the idealized influence indicator, it is reflected in the exemplary behavior of library leaders in encouraging change and service innovation, so that librarians are encouraged to follow and develop creative ideas. In the context of libraries in Buleleng, leaders who demonstrate a commitment to change and innovation will serve as concrete examples for librarians to boldly develop new ideas. This is evident in the attitudes of library heads in Buleleng who demonstrate openness to innovation, such as supporting the digitalization of services or creative literacy programs. The innovative behavior of these library heads will influence staff attitudes to be open to innovative ideas. This phenomenon aligns with Ghasemy, M., Elwood, J.A., & Segarra, P. (2021), who revealed that the influence of leadership ideals influences staff innovative behavior within an organization.

The inspirational motivation dimension relates to a leader's ability to provide a clear vision, enthusiasm, and inspiration to subordinates. In the context of libraries in Buleleng, leaders who are able to communicate a vision for digital-based library development, social inclusion, and innovative services will encourage librarians to contribute creatively. High motivation will increase employee commitment to creating service innovations, such as digital literacy programs or developing technology-based services. This is in line with research stating that transformational leadership can increase employee intrinsic motivation, which is the basis for the emergence of innovative behavior (Liu, N., & Zainal, SRBM 2024).

Meanwhile, intellectual stimulation is the most powerful aspect in encouraging innovation, because leaders provide space for librarians to think critically, try new methods, and develop creative solutions in service. In the library environment in Buleleng, intellectual stimulation can take the form of encouragement to find new solutions in service, develop library information systems, or create innovative literacy programs. One example of the development of an innovative literacy program found in a school library is the creation of a barcode-based mathematical tree containing various mathematical formulas along with example problems and their discussions. This shows that when librarians are encouraged to question old ways of working and try new approaches, innovation will be easier to develop. This is in line with research by Le, PB, & Lei, H. (2019), which shows that transformational leadership plays a role in encouraging innovation by increasing creativity and the exchange of ideas between individuals.

The individualized consideration dimension demonstrates a leader's attention to the needs, potential, and development of individuals. In the context of libraries in Buleleng, leaders design training programs, technical guidance, and other self-development programs for librarians to enhance their capacity for innovation. This will make librarians feel personally valued and supported, thus making them more motivated to contribute creative ideas and contribute to library innovation. Ulfa, B., & Salendu, A. (2021) in their research revealed that leader autonomy support has a positive effect on employee innovative behavior. Furthermore, Mahardika, P.S., & Syarifah, D. (2021) also revealed that support from leaders will positively influence the growth of staff innovative behavior. Leaders who provide freedom, trust, and support in their work are able to encourage the emergence of new ideas and innovative behavior.

The findings of this study are also supported by previous research by Lei, H., Leaungkhamma, L., & Le, PB (2020), which stated that transformational leadership significantly influences innovation capacity by increasing employee psychological capital, particularly in the aspects of self-efficacy and optimism. This study confirms that leaders who are able to inspire and convince organizational members will increase individual confidence in creating innovation. Furthermore, Karimi et al. (2023) found that transformational leadership plays a role in building an organizational culture of innovation through open communication, employee empowerment, and support for creative decision-making.

In the context of this research, these results indicate that leaders who are able to provide visionary direction, emotional support, and intellectual stimulation to librarians or staff will encourage increased innovation capabilities, whether in the form of service development, technology use, or the creation of new programs relevant to the organization's needs. Thus, transformational leadership can be viewed as a strategic factor that significantly contributes to improving innovation capabilities.

The Effect of Knowledge Sharing (X2) on Innovation Capability (Y)

Based on the research results, knowledge sharing has a positive and significant impact on innovation capacity. This variable has the most dominant influence on innovation capacity compared to other variables. This means that the greater the intensity of knowledge, experience, ideas, and information sharing between individuals and work units, the greater the resulting innovation capacity.

Theoretically, the results of this study align with the knowledge-based perspective proposed by Grant (1996), which positions knowledge as a key strategic resource in creating organizational competitive advantage. In the context of knowledge sharing in Buleleng libraries, this can be seen from the participation of library managers in seminars, technical guidance, workshops, training, formal education, internal discussions, peer review, and other activities. Furthermore, knowledge sharing can be realized through discussions among librarians, exchanges of service experiences, sharing information on library technology, and collaboration in developing digital services.

The enthusiasm and passion of library managers in Buleleng in sharing knowledge is in line with the age and education characteristics of respondents who are classified as productive age and have a fairly good educational foundation. The process of knowledge sharing between library managers in Buleleng allows for the exchange of experiences, insights, and solutions to various work problems, thus generating new and innovative ideas. When employees actively share knowledge, the organization's accumulated information becomes richer and has the potential to produce more effective and relevant innovations to meet the organization's needs. For example, the results of knowledge sharing activities between library managers in Buleleng can be seen in the development of digital-based library services, the development of more innovative information literacy services, social media-based library promotions, and others.

This finding is in line with research A study by Nguyen et al. (2021) found that knowledge management and knowledge sharing practices positively contribute to an organization's innovation capability. This study confirmed that an organizational culture that supports collaboration and learning will increase the effectiveness of knowledge sharing, thereby boosting a company's innovation capabilities. Another study by Azeem et al. (2021)

also found that knowledge sharing positively impacts organizational innovation and competitive advantage. They explained that organizations that encourage knowledge sharing among employees tend to be more capable of developing superior innovation processes and manufacturing capabilities.

The Effect of Perceived Organizational Support (X3) on Innovation Capability (Y)

Based on the results of this study, perceived organizational support has a positive and significant effect on innovation capacity. This means that the higher an employee's perception of the attention, appreciation, and support provided by the organization, the higher their innovation capacity.

Theoretically, these results align with the organizational support theory developed by Robert Eisenberger, which states that when individuals perceive that the organization values their contributions and cares about their well-being, they are encouraged to contribute more to the organization, including through innovative behavior. Organizational support can take the form of work facilities, opportunities for self-development, appreciation for ideas, and emotional support from leaders and institutions. In the context of libraries in Buleleng, the physical support provided by the library's parent organization includes the provision of computers, laptops, adequate internet access, televisions, furniture, air conditioning, and other necessities. Other forms of support can include awards for innovative staff, a sense of fairness, and concern for well-being in accordance with government regulations.

Research by Choi, Kang, and Choi (2021) found that perceived organizational support strengthens the relationship between leader-member exchange and employee innovative behavior by increasing self-efficacy. This study shows that the higher the perceived organizational support, the greater their motivation to generate and implement new ideas at work. Furthermore, research by Volery and Tarabashkina (2021) shows that organizational support significantly influences innovative work behavior. Organizations that provide a supportive work environment have been shown to increase employee creativity and innovation implementation. Furthermore, research by Thongsiripan and Thaweepaiboonwong (2021) in the manufacturing industry in Thailand also found that perceived organizational support significantly influences employee innovative behavior and work performance. These results indicate that organizational support is a crucial factor in creating a culture of innovation in a company. Similar research findings were also found by Inam et al. (2021), who also found that perceived organizational support increases creativity and work engagement, which ultimately strengthens organizational innovation. When employees feel supported by the organization, they are more motivated to make creative and innovative contributions.

In the context of this research, when librarians or staff feel that the organization supports their ideas and creativity, they feel safe experimenting, trying new methods, and innovating in services. This support also increases employees' intrinsic motivation to contribute their best to the organization, thus enabling optimal innovation development.

The Simultaneous Effect of Transformational Leadership (X1), Knowledge Sharing (X2), and Perceived Organizational Support (X3) on Innovation Capability (Y)

Based on the results of this study, the variables of transformational leadership (X1), knowledge sharing (X2), and perceived organizational support (X3) collectively have a positive and significant effect on innovation capability (Y). These results indicate that

innovation capability is not formed by a single factor alone, but rather is the result of an interaction between leadership quality, knowledge sharing culture, and overall organizational support.

The innovation capabilities of libraries in Buleleng, which are seen in the ability to develop new services, the ability to adopt information technology, the ability to solve problems creatively, the ability to adapt to changing user needs and the frequency of implementing innovative programs, can be categorized as quite good. This can be seen from the accreditation rankings of libraries in Buleleng, which are mostly included in the accreditation rankings A and B. These A and B accreditation scores indicate that the library has met national standards for library management both in terms of collection development, facilities and infrastructure, services, human resources, library administration and innovation. Factors that drive innovation in libraries are transformational leadership, knowledge sharing and perceptions of organizational support.

Theoretically, this finding aligns with the Resource-Based View (RBV) theory by Barney, J. (1991) and the Knowledge-Based View (KBV) by Grant (1996), which emphasize that intangible resources, such as knowledge, leadership, and organizational support, are strategic assets in creating competitive advantage through innovation. In this perspective, transformational leadership serves as the primary driver that builds vision, motivation, and intellectual stimulation for organizational members. On the other hand, knowledge sharing becomes a mechanism that enables the transfer of ideas, experiences, and information between individuals, while the perception of organizational support creates a sense of psychological safety and motivation for individuals to dare to innovate. The combination of these three factors will theoretically strengthen the ability of individuals and organizations to generate, develop, and implement innovation.

Empirically, the results of this study are supported by Le and Lei (2019). This study directly examined the relationship between transformational leadership, knowledge sharing, POS, and innovation capability in Chinese companies. The study found that transformational leadership, knowledge sharing, and perceived organizational support are key determinants of increased innovation capability. The study explains that transformational leadership has a direct influence on innovation, as well as an indirect influence through increased knowledge sharing behavior and perceived organizational support. Furthermore, research by Chen, Chang, and Tian (2024) shows that POS is an important mechanism linking transformational leadership with knowledge sharing behavior. When employees perceive attention, support, and appreciation from the organization, they are more motivated to share knowledge and support the development of organizational innovation.

In the context of this research, these results indicate that the innovation capacity of librarians or organizational employees will increase when leaders are able to provide visionary direction, encourage a culture of knowledge sharing, and the organization provides adequate support in the form of facilities, rewards, and opportunities for self-development. These three variables work simultaneously to shape an innovative organizational climate. Therefore, improving innovation capacity cannot simply focus on individual development; it also needs to be supported by quality leadership and organizational systems that support creativity and collaboration.

CONCLUSION

Based on the research findings, it can be concluded that transformational leadership, knowledge sharing, and perceived organizational support each have a positive and significant effect on innovation capability. Transformational leadership has been shown to enhance innovation through the provision of vision, inspirational motivation, and intellectual stimulation to employees. Furthermore, knowledge sharing emerges as the most dominant variable influencing innovation capability, indicating that the exchange of knowledge, experience, and ideas among employees plays a crucial role in generating relevant and applicable innovations. In addition, perceived organizational support also contributes significantly, as support in the form of recognition, facilities, and organizational attention enhances employees' motivation and confidence to innovate. Simultaneously, these three variables explain 57.9% of the variance in innovation capability, highlighting that innovation is the result of the synergy between leadership quality, knowledge-sharing culture, and organizational support. However, this study is subject to several limitations, including its focus on libraries in Buleleng Regency and the limited number of variables examined, which may not fully capture other factors influencing innovation capability in a more comprehensive manner.

In light of these limitations, it is recommended that libraries in Buleleng Regency strengthen the implementation of transformational leadership by developing adaptive visions, providing motivation, and creating opportunities for employees to express innovative ideas. Additionally, organizations should foster a stronger knowledge-sharing culture through activities such as regular discussions, training programs, and experience-sharing forums to ensure that knowledge is collectively utilized to drive service innovation. Institutional support should also be enhanced through the provision of adequate work facilities, access to professional development, and reward systems for innovative contributions. For future research, it is suggested to incorporate additional variables such as organizational culture, digital competence, work motivation, and organizational climate, as well as to expand the scope of the study to achieve more comprehensive findings and greater generalizability.

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