

CHAPTER 1 INTRODUCTION

1.1 Research Background

In the era of globalization with various challenges that exist, it requires us to be able to adapt. One way to be able to adjust to dynamic changes is to innovate. Innovation changes for the better. Even in the pandemic era, innovation is mentioned as an effort to survive (Kemenpanrb, 2020). One of the efforts made by the Government of Indonesia to increase competitiveness is by launching the Bureaucratic Reform movement by issuing Presidential Regulation of the Republic of Indonesia Number 81 of 2010 concerning the Grand Design of Bureaucratic Reform 2010 to 2025. The regulation explains that the vision of Bureaucratic Reform is "The Realization of Government World class." World-class government can be understood as a government that is professional, has integrity, is able to provide quality services to the community, and implements a democratic government. It aims to answer the challenges of the 21st century in 2025 through good governance.

In Bureaucratic Reform, innovation is one of the important principles. Therefore, the Government provides various incentives for government agencies to innovate in governance, knowledge exchange, and best practices in an effort to produce better performance. The Ministry of Research and Technology/National Research and Innovation Agency Number: 174/SP/HM/BKPP/XI/2020 explains that innovation is the key to transformation, energy to create change, solutions to overcome problems, and capital to win the competition. The successful implementation of the ideas developed by HR is influenced by the innovative behavior of employees (Scott & Reginald, 1994). Innovative work behavior is not genetic, but something that can be learned and can be taught to employees (Dyer et al., 2011).

Human Resource in government organizations is called the State Civil Apparatus (ASN). ASN is one of the assets for the bureaucracy which is expected to be able to realize the ideals of world class government in 2024 as stated in the Bureaucratic Reform road map. In the 2020 ASN Inspiration Talk event, it was stated that ASN must be able to prepare themselves to face an increasingly complex future world, including globalization, digitalization, information technology, competition between countries, information overload, high collaboration, and the challenges we are currently facing the COVID-19 pandemic (Kemenpanrb, 2020). The following is a change in data from the 2016 to 2020 Global Innovation Index for Indonesia.

Table 1.1
Global Innovation Index/GII Indonesia 2016-2020

No	Years	Ranking / Index Points	Score / Index Points
1	2016	88	29,07
2	2017	87	30,1
3	2018	85	29,8
4	2019	85	29,72
5	2020	85	26,49
6	2021	87	27.10

Source : DPR RI, (2021)

Table 1.1 explains that in 2021 Indonesia's ranking in the Global Innovation Index/GII in 87th position out of 132 countries in 2021. This position decreased by 2 levels in terms of ranking. However, in the previous year there was no change at rank 85. However, judging by the score, Indonesia's index value has actually decreased compared to 2016. In 2021, Indonesia's index is 27.10. This means that Indonesia's level of innovation has decreased from year to year. So that innovative behavior is needed in increasing the Global Innovation Index of Indonesia.

Global Innovation Index is used to see the multidimensional aspects of innovation based on 80 indicators which are grouped into innovation inputs and outputs. Indonesia's ranking has not changed since 2018. In Southeast Asia, Indonesia's position is only better than Cambodia and

Myanmar (Cornell University, INSEAD, 2021). Innovation is also one of the indicators for measuring the global competitiveness index. Based on the World Bank report, Indonesia's competitiveness index has decreased from position 32 to position 40 out of a total of 63 countries (DPR RI., 2021). Seeing these conditions, various efforts need to be made so that the Indonesian nation is able to increase competitiveness, with innovation as a solution to boost the Indonesian economy, one of which is in the field of tourism. Not only that, innovation is also an important part to show the independence and progress of the nation. The importance of these innovations needs to be targeted so that the organization can achieve the vision and mission of the organization. If targets and realization are not achieved, it means that an organization can be said to have failed in fulfilling the organization's vision and mission. The following are the targets and realization of the West Sumatra Tourism Office:

Table 1.2
Target and Realized Performance Tourism Office of the Province of West Sumatra 2021

No	Strategic Target	Performance Indicator	Target	Realization	%	Description
1	Increased visits of domestic and foreign tourists to Indonesia West Sumatra.	Percentage increase in the number of foreign tourists visiting (through the immigration gate)	1,00 %	-100%	-10.000	Fail
		Percentage increase in the number of domestic tourists visiting	2,50%	-47,79%	-1.912	Fail
2	Increased length of stay of tourists	Average length of stay of tourists	1,24 days	1,45 days	116,94	Very good
3	Increased growth of the West Sumatra tourism industry	Percentage of tourism business growth	2,00%	4,04 %	202	Very good
		Percentage of creative economy business growth	10%	68,29 %	628,9	Very good

No	Strategic Target	Performance Indicator	Target	Realization	%	Description
4	Improved organizational governance	Performance accountability evaluation value	A(81)	B (65,16)	80,44	Well
Average performance achievement =					- 1.813,95 %	Fail

Source : Government tourism office.,(2022)

From the table 1.2, it can be seen that there are two performance indicators that failed to meet the target, namely the percentage increase in the number of foreign tourists visiting (via immigration gates) and the percentage increase in the number of domestic tourists visiting the target of increasing domestic and foreign tourist visits to West Sumatra. Meanwhile, the other four indicators achieved the target very well. The inhibiting factor for achieving these performance indicators is the COVID-19 pandemic, which has a huge impact on the tourism sector and the creative economy because they have to face a very vulnerable, uncertain situation with rapid and dynamic changes. This situation makes it difficult for the West Sumatra Tourism Office to determine performance targets so that the achievement of realization does not match the set targets. Thus, innovative employee work behavior is needed to increase tourism growth in West Sumatra. The following is the data for Tourist Visits by Regency/City in West Sumatra Province 2019 to 2021.

Table 1.3
Tourist Visits by Regency/City in West Sumatra Province

Regency/City	Archipelago Tourist Visits by Regency/City in West Sumatra Province (persons)				
	2017	2018	2019	2020	2021
Mentawai Islands	578.778	467.694	994.655	122.793	318
Pesisir Selatan	1.288.000	779.553	971.989	177.017	354.297
Solok	270.784	310.077	601.244	703.649	703.300
Sijunjung	5.734	7.187	12.434	149.889	60.533
Tanah Datar	339.138	370.137	627.057	527.635	340.363

Regency/City	Archipelago Tourist Visits by Regency/City in West Sumatra Province (persons)				
	2017	2018	2019	2020	2021
Padang Pariaman	1.960.765	2.131.244	307.316	261.615	100.144
Agam	291.342	338.547	756.750	664.318	509.428
Lima Puluh Kota	166.710	251.053	639.840	654.334	624.155
Pasaman	12.621	11.713	101.141	747	11.812
South Solok	14.542	34.107	68.084	41.809	61.199
Dharmasraya	427	1.350	9.745	11.676	54.908
West Pasaman	2.107	7 153	28.603	2.486	23.503
Padang	1.725.000	1877312	843.296	2621.929	376.534
Solok	47.495	228572	120.411	134.450	181.154
Sawahlunto	403.420	461960	237.490	101.649	91.027
Padang Panjang	104.399	119548	166.364	107.642	215.073
Bukittinggi	478.400	547976	933.609	1.471.542	748.074
Payakumbuh	84.613	96892	298.479	46.930	77.747
Pariaman	9.600	30993	450.640	239.758	252.317
West Sumatra Province	7.783.876	8.073.070	8.169.147	8.041.868	4.785.886

Sources : Central Bureau of Statistics, (2021)

Table 1.3 explains that domestic tourist visits to West Sumatra in 2021 are 4,785,886. This illustrates that the number of West Sumatran tourists in 2021 has decreased significantly compared to the previous year. This has happened since the Indonesian government chose starting January 2021 (CNN Indonesia, 2021) implementation of Community Movement Restrictions (PPKM) instead of Large Social Restrictions (PSBB) as the number of COVID-19 cases increased. In addition, the Indonesian government also provides vaccines to the community. Vaccines are analyzed to be the best tool in controlling the COVID-19 pandemic in preventing transmission and reducing the number of hospitalizations (Matrajt, Eaton, Leung, & Brown, 2021). The vaccine requirements carried out by the government, it will reduce tourist travel if they have not been vaccinated. Vaccination in Indonesia will be carried out by the government on January 13, 2021. As of July 30, 2021, based on data from the Indonesian

Ministry of Health, it is known that 22.57% of Indonesians have completed the first vaccination and 9.75% of Indonesians have completed the second vaccination.

There is a decline in tourism growth which is estimated to occur in 5 to 7 years after the COVID-19 pandemic (Kementerian Pariwisata dan Ekonomi Kreatif, 2020). The government is implementing the new normal and the tourism industry is trying to be revived by increasing various innovative behaviors of West Sumatra Tourism Office employees so that people can continue to travel in the current new normal era in order to maintain economic stability by creating innovative ideas to attract tourists to visit West Sumatra.

Innovation is the introduction and application of new ideas, processes, products, and procedures designed for better performance in work groups, organizations and society at large. Innovation is expected to meet market needs, so that the organization remains able to compete with other companies. Thus, innovation is an important factor in the success of today's competitive and dynamic organizations.

Innovation is a strategic priority for the West Sumatra Tourism Office in boosting tourism interest and improving the community's economy. Efforts to achieve this require new innovations in service, introduction and application of ideas, in order to remain relevant, by maintaining competitive advantage, development, and survival in the long term. The realization of an innovation, if employees or human resources of the organization are involved in innovative work behavior. The West Sumatra Tourism Office is also required to be creative and innovative in increasing public interest in traveling after the COVID-19 pandemic.

According to Akram et al., (2020) defined innovative behavior at work as employees' creative ideas for solving work problems and innovative contributions to the development and implementation of these ideas, which increases organizational effectiveness. This includes the

emergence of new ideas and their implementation by individuals, teams, or entire organizations (Kor et al., 2015).

Innovative work behavior is considered different from creativity, because innovative work behavior is sustainable until the idea can be promoted and implemented, while creativity is only limited to idea generation. Innovative work behavior in employees leads to the ability of each individual to create new ideas and perspectives which in the future will be processed into an innovation. Increasing employees' innovative abilities can contribute more to success in generating, implementing, and implementing ideas to improve organizational performance. There are several factors that influence an employee's work behavior, namely job stress, transformational leadership and knowledge sharing.

Some employees also feel job stress or pressure at work, because of the provision of work outside of working hours so that employees have to work overtime but there are still some who do not get more compensation or rewards. In cases like this, the mind will be disturbed and social skills will be reduce. Therefore the pressure of each employee at work is different, it can depend on the personality of each person. This can trigger problems that can affect employee innovation and performance.

Job stress can affect an employee's ability to perform tasks, inefficient decision-making, poor concentration and lack of motivation lead to poor work performance and unusual mistakes (Wolor et al., 2020). According to Liu et al., (2020) found that job stress negatively affects employee creativity in realizing innovative work behavior, which causes poor job performance and satisfaction. According to Bani-Melhem et al., (2020) also explains that high stress levels harm employees' willingness to innovate.

The realization of innovative human resources requires the knowledge possessed to achieve maximum results. Knowledge becomes something that organizations must have in designing new strategies. Knowledge is a strength and an asset to improve organizational performance, therefore HR in the organization must manage, store, and maintain. Improved performance and service can be done by encouraging knowledge sharing behavior in every employee.

Knowledge sharing plays an important role in improving employee competence. Knowledge sharing is sharing knowledge between individuals who have concrete knowledge, experience, techniques, and opinions, and expect other individuals to apply that knowledge in the workplace (Vandavasi et al., 2020). Knowledge sharing can add more knowledge and information, so that it can facilitate the realization of innovative work behavior for each individual.

According to wang et al., (2010) said that to promote knowledge sharing behavior there are several factors such as leader characteristics, social network, trust, and culture. So that the influence of leadership characteristics needs to be studied because it has a role in determining all activities in the organization (Le & Lei et al., 2019). Knowledge sharing as a mediator because through sharing behavior can inspire followers with the charisma of the transformational leader.

Knowledge sharing behavior was found to have a positive relationship with innovative work behavior (Aldabbas et al., 2021). Knowledge sharing behavior can encourage or trigger individuals to have innovative work behavior. Knowledge sharing is a strategic resource for corporate success (Kim & Lee, 2014). According to Phung et al.,(2019), an individual's ability to transfer and utilize knowledge can drive the level of innovation. Previous research has found the importance of Knowledge sharing for increasing innovative work behavior (Islam., 2018).

Explicit knowledge (in written or oral form: regulations, organizational procedures, etc.) directly affects the speed of innovation while tacit knowledge (implicitly supports the form of beliefs, values, skills and experience of employees) affects the quality of innovation (Hasan et al, 2020). As mentioned by Kuo et al., (2014), innovative work behavior is positively influenced by knowledge sharing behavior. However, Mura et al., (2013) consider knowledge sharing to be limited to "sharing best practice".

The development of a public organization cannot be separated from the role of a leader. Leaders are expected to provide motivation, direction, role model, and even good influence for staff to perform well. Leaders in transformational leadership can arouse and motivate staff to improve performance. So this research uses transformational leadership variables.

Transformational leaders are leaders who have integrity and can inspire their members to achieve achievement and performance at the highest level. According to Mohammadi & Boroumand, (2016) said that transformational leadership and employee involvement tend to give positive results on the effect of employee knowledge sharing. This research departs from several previously existing findings. Research related to transformational leadership and innovative work behavior that has been studied by Amankwaa et al., (2019) is based on the object of banking research in Ghana which states that there is a positive relationship mediated by 2 mechanisms, namely, work autonomy and supportive management. Another study by Afsar et al., (2019) based on firm research objects service and manufacturing sectors, also states that transformational leadership substantially influences innovative work behavior. While research related to transformational leadership and knowledge sharing has been studied by Afsar et al., (2019) based on the object of research in North India, it also states that transformational leadership has a positive and significant impact on knowledge collection and knowledge sharing

by freelancers. The study revealed that employee involvement mediates a positive relationship between knowledge sharing and knowledge gathering and increasing knowledge for freelancers.

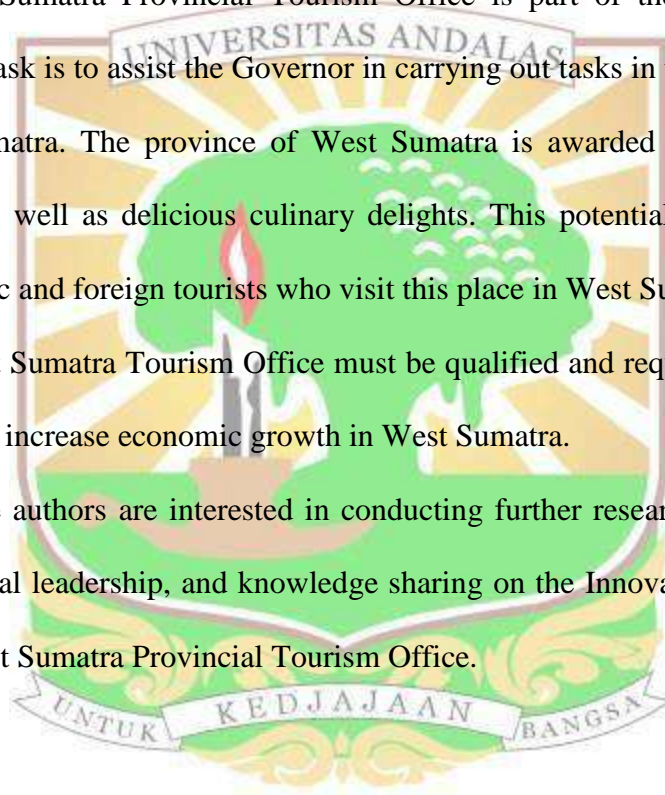
This study also explores the mediating role of knowledge sharing which is defined as "providing task-related information and knowledge for the benefit of others" (Wang & Noe., 2010) the relationship between Job Stress and Innovative work behavior and the mediating role between Transformational Leadership and Innovative Work Behavior. According to transactional stress theory, stressful experiences and work outcomes depend on coping strategies such as knowledge sharing (Lazarus & Folkman, 1984). Furthermore, according to (Rachmi et al., 2020) and (Francesco & Raffaele, 2022) Knowledge sharing has been recognized as a cornerstone of innovation and documented to increase the effectiveness of research and development. According to Rachmi et al.,(2020) also highlights the importance of Knowledge sharing in academic institutions. Knowledge sharing behavior can also help in increasing innovation in organizations (Wang & Hu., 2012). In helping to increase innovation in the organization, knowledge sharing behavior applied by employees provides new insights so that it can help and enrich the work. Therefore, in this knowledge-intensive era; knowledge sharing is an important learning strategy for realizing higher innovative work behaviour (Lu et al., 2012).

Research related to transformational leadership, knowledge sharing, innovative work behavior has also been studied by (Phung et al., 2019) based on the object of universities in Vietnam with the results that there is a positive impact on transformational leadership, subjective norms, trust, self-efficacy, and knowledge affects knowledge sharing behavior. Meanwhile, research related to knowledge sharing and innovative work behavior that has been studied by (Vandavasi et al., 2020) states that knowledge sharing has a positive effect on innovative behavior based on the object of the Taiwan Hospitality Industry. Based on previous research

conducted in several countries using objects from various sectors, namely the manufacturing sector, services, banking, private companies, firms, hospitals, and universities. One of the studies above provides suggestions for trying to research with the context of other objects and these suggestions will be followed up in the current study.

The current research will use objects on employees in the public sector or government agencies. So that the West Sumatra Provincial Tourism Office is used as the object of current research. The West Sumatra Provincial Tourism Office is part of the structure of regional development whose task is to assist the Governor in carrying out tasks in the fields of culture and tourism in West Sumatra. The province of West Sumatra is awarded the inherent beauty of nature and culture as well as delicious culinary delights. This potential has become the main attraction for domestic and foreign tourists who visit this place in West Sumatra. Thus the human resources of the West Sumatra Tourism Office must be qualified and required to be creative and innovative in order to increase economic growth in West Sumatra.

Therefore, the authors are interested in conducting further research on the effect of job stress, transformational leadership, and knowledge sharing on the Innovative Work Behavior of employees at the West Sumatra Provincial Tourism Office.



1.2 Problem Statement

Based on the above background, the authors formulate several problems as follows:

1. How does Job Stress affect Innovative work behavior of employees at the tourism office of the Province of West Sumatra ?

2. How does Transformational Leadership affect Innovative work behavior of employees at the tourism office of the Province of West Sumatra?
3. How does Job stress affect Knowledge Sharing of employees at the tourism office of the Province of West Sumatra ?
4. How does Transformational Leadership affect Knowledge Sharing of employees at the tourism office of the Province of West Sumatra ?
5. How does Knowledge Sharing affect Innovative work behavior of employees at the tourism office of the Province of West Sumatra ?
6. How does knowledge sharing mediate the effect of job stress on the innovative work behavior of employees at the tourism office of the Province of West Sumatra?
7. How does knowledge sharing mediate the influence of Transformational leadership on the innovative work behavior of employees at the tourism office of the Province of West Sumatra?

1.3 Research Objectives

Based on the background and problem formulation described above, the researchers set the research objectives to be achieved. The following are the research objectives to be achieved, including: Based on the background and problem formulation described above, the researcher sets the research objectives to be achieved. The following are the research objectives to be achieved, including:

1. To analyze how does Job Stress affects Innovative Work Behavior of employees at the tourism office of the Province of West Sumatra.
2. To analyze how does Transformational Leadership affects Innovative Work Behavior of employees at the tourism office of the Province of West Sumatra.

3. To analyze how does job stress affects Knowledge Sharing of employees at the tourism office of the Province of West Sumatra.
4. To analyze the effect of Transformational Leadership affects Knowledge Sharing of employees at the tourism office of the Province of West Sumatra.
5. To analyze the effects of Knowledge Sharing affect Innovative Work Behavior of employees at the tourism office of the Province of West Sumatra.
6. To analyze the influence of the Knowledge sharing mediated with Job stress influence the Innovative Work Behavior of employees at the tourism office of the Province of West Sumatra.
7. To analyze the influence of the Knowledge sharing mediated with Transformational Leadership influence the Innovative Work Behavior of employees at the tourism office of the Province of West Sumatra.

1.4 Research Benefits

Based on the formulation of the problem above, the benefits of this research can be arranged as follows:

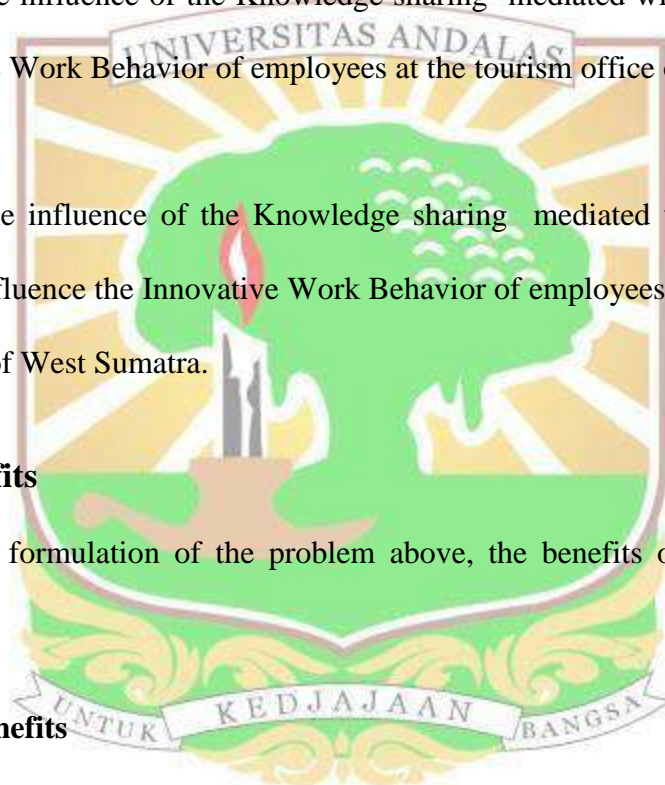
1.4.1 Theoretical Benefits

For Education this research should be a reference related to the world of education and knowledge for researchers who pursue research development.

1.4.2 Practical Benefits

The benefits of this research are described theoretically and practically as follows:

1. Practical Benefits



- 1) For government agencies to find out the extent of the influence of Job Stress, Transformational Leadership, Knowledge Sharing, and Innovative Work Behavior. The result can be a solution and a lesson for companies or organizations to develop strategies to improve Innovative Work Behavior.
- 2) For Researchers this research must be able to provide knowledge and additional experience directly on the author, especially in the field of human resources related to Job Stress, Transformational Leadership, Knowledge Sharing on Innovative Work Behavior.
- 3) For Related agencies this research can be used as material for consideration of an organization or company in taking policies on Job Stress, Transformational Leadership, Knowledge Sharing and Innovative Work Behavior in a company or organization.
- 4) For Other Parties this research can be useful as a source information for other research that intends to conduct research by developing similar research.

1.5 Scope of Research

The scope of the research needed is to simplify and clarify an object of the problem to be discussed and so that there will be no widespread discussion or misunderstanding, it is necessary to make a problem boundary. Therefore, this research was only conducted at the tourism office of the Province of West Sumatra located on Jl. Khatib Sulaiman No. 7 Padang City.

1.6 Outline of Research

In order to understand more clearly about this report, the material attached to this study is classified into several sub-chapters with a systematic delivery, namely:

CHAPTER I : INTRODUCTION

This chapter contains a description of the background problem, problem formulation, research objectives, research benefits, research scope and writing systematics.

CHAPTER II : LITERATURE REVIEW

This section discusses theoretical issues related to research problems or classifications, research frameworks, prior research reviews and hypotheses to be tested in this research.

CHAPTER III : RESEARCH METHODS

This section discusses the description and explanation of the types of research, types and sources of data, data collection techniques, research populations and samples, operational definitions and measurement of variables, and data analysis methods used to prove hypotheses.

CHAPTER IV : RESULTS AND DISCUSSION

This chapter discusses the problem of analysis and discussion of the results of the research that has been carried out by comparing the data collected with the theoretical basis.

CHAPTER V : CONCLUSION

This section discusses the entire discussion on the topic of writing that can be taken, the limitations encountered in the research and suggestions.

