



Exploration The Quality of Knowledge Sharing in Increasing Employees' Innovative Behavior

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ABSTRACT

Maximizing the innovation potential of employees is a top priority in all companies. New ideas and initiatives generated by employees give the organization a competitive advantage by differentiating and improving products or services. Given the growing importance of intellectual capital in all areas of the company, human resource researchers and professionals are expected to develop and implement effective measures that encourage their employees to innovate. Several factors that can increase employee innovation behavior are the quality of knowledge sharing and its support, namely, employee motivation to learn and transformative leadership. This study was intended to examine the direct effect of learning motivation on employee innovative behaviour and the indirect effect of motivation to learn and transformational leadership in improving the quality of knowledge sharing on increasing employee innovative behaviour. The novelty of this research is that there is no research on motivation to learn, transformational leadership and knowledge sharing mediation to increase employee innovative behaviour at PT. Indonesia Power Suralaya Power Generation Unit. The limitation in conducting this research is to explore motivation to learn, transformational leadership mediated by knowledge sharing to increase employee's innovative behaviour. The quantitative method using a questionnaire with a 10-point Likert scale was used as a research method. The sampling technique was done by simple random sampling. The number of samples used as many as 63 samples to test four (4) hypotheses that have been determined. In testing the statistical significance of the path coefficient, the Structural Equation Modelling model was used. From the research, it was found that motivation to learn had a significant positive effect on innovative behaviour. Motivation to learn has a negative and insignificant effect on knowledge sharing. Transformational leadership has a significant positive effect on knowledge sharing. And knowledge sharing has a significant positive effect on innovative behaviour. The implications of the findings explain that transformational leadership mediates knowledge sharing so that innovative behaviour increases and motivation to learn has a direct influence on increasing innovative behaviour.

Keywords: motivation to learn, transformational leadership, knowledge sharing and innovative behavior.

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INTRODUCTION

An important factor in determining an organization's competitive advantage is the innovative behavior of employees (Jiang and Gu, 2016; Shin et al., 2017; Wang et al., 2015). In this early knowledge-based economy, the main priority in every organization is to maximize the innovative potential of employees. New ideas and initiatives generated by employees offer a competitive advantage to the organization through differentiation and improvement of products or services. With the growing importance of intellectual capital in all business sectors, researchers and practitioners in human resource development (HR) are expected to develop and deliver effective interventions that encourage their employees to engage in innovative behavior. According to Shanker et al., (2017) innovation is an important element for individual creativity and innovation in organizations. This is the most important element to achieve sustainable growth. Some literature states that learning motivation is an important driver for the improvement of innovative behavior. Ryan and Deci in Yu, et al., (2018) suggest that when employees are motivated to learn, they are more willing to exert effort based on their curiosity and desire to learn. Motivation to learn stimulates creativity by directing individuals to make use of a wider area of expertise and new information.

The largest steam power plant in Southeast Asia is located at the tip of Banten Province, namely PT. Indonesia Power Suralaya Power Generation Unit or PT. Indonesia Power Suralaya PGU was established on October 3, 1985 which stands on a land area of 254 ha to be precise in Suralaya, Merak, Banten Province. In support of the Vision of PT. Indonesia Power, making the best energy company that grows sustainably, Suralaya PGU continues to increase its role to become a generating unit full of innovation. This is proven by the achievement of several awards at the regional, national and regional levels in Southeast Asia.

In following the flow of globalization PT. Indonesia Power always holds Innovation Work Forums which are created with the aim of accommodating all employees' creative ideas in building the company. The Innovation Work Forum is held twice a year with a target of 7 innovations per semester. However, in the last three and a half years the number of innovation works produced has continued to decline until this semester of 2021, only 5 (five) innovations have been produced. From the initial research conducted by interviewing several people who are directly involved in the development of innovation at PT. Indonesia Power Suralaya PGU, several factors were found that caused the decline in interest in the annual innovation work event. Of the several reasons stated, the most prominent is the weak quality of knowledge sharing held by the Planning Unit of Work and the motivation for employee learning.

LITERATURE REVIEW

Innovative Behavior

Innovative behavior is a core component of employee performance evaluation (Ng & Lucianetti, 2016) and an important aspect of organizational effectiveness and sustainable competitive advantage (e.g., Janssen, Van de Vliert, & West, 2004; Montani, Dagenais-Desmarais, Giorgi, & Gregoire, 2018). Opportunity exploration is concerned with discovering new or existing

problems with a product, service, or process, which can further lead to finding ways to solve the problem and improve the product, service or process. Innovative work behavior has recently attracted scientific attention because it encourages their psychological processes to give better results (Afsar, Cheema & Saeed, 2017). Innovative work behavior refers to employee behavior to improve individual and/or organizational work outcomes by generating, promoting, implementing, and realizing new ideas and is considered an important factor for organizational performance improvement and sustainable development (Saether, 2019).

From the explanation above, it can be concluded that innovative work behavior of employees is needed for the continuity of a company in responding to business competition in the era of globalization, with innovative behavior it can stimulate ideas that can improve the performance of individual employees themselves and the company.

Innovative Behavior Indicators used in this study, referring to previous research developed from the results of De Jong and De Hartog's research on Rosyiana (2019) include:

1. Idea exploration (employees are able to find an opportunity or a problem)
2. Idea generation (employees are able to develop innovative ideas by creating and suggesting ideas for new processes)
3. Idea championing (employees are expected to be encouraged to seek support in realizing the new innovative ideas they have generated) and
4. Idea implementation (employees have the courage to apply the new idea to their usual work processes).

Motivation to Learn

Employees' decisions to engage or not engage in innovative behavior are influenced by their motivation to learn (Yu et al., 2018). Learning motivation refers to the desire of employees to learn new knowledge or insights that encourage individuals to be creative and innovative in their work (Gong et al., 2009 in Afsar, 2019). Individuals with a strong motivation to learn strive to learn whenever they identify a learning opportunity, potentially leading to the acquisition of new knowledge and skills. The greater the expertise, the more alternatives available to generate, develop, and implement something new. Empirical findings confirm that the acquisition of knowledge and skills can assist individuals in generating new ideas (Dong et al., 2017). motivation to learn allows employees to pay more attention to, and exert more effort, acquire new knowledge and skills, which leads to the expansion of their "cognitive pathways", thereby increasing innovative behavior.

Based on the opinions of several experts, the authors can conclude that employee learning motivation is the desire to gain more knowledge to be used in managing things that are already seen as something new.

In this study, indicators of learning motivation were formulated from previous researchers, namely according to Afsar and Umrani, 2019 namely:

1. Desire and desire to succeed
2. Encouragement and need for learning Self-development
3. Hopes and aspirations for the future
4. Awards
5. Environment

Transformastional Leadership

Transformational leadership, in particular, the intellectual stimulation aspect, supports employee knowledge sharing by increasing employee interest, and awareness of problems and increasing their ability to think about problems in new ways (Le and Lei, 2017). enhance organizational learning while encouraging organizational climate (Kim, et al. 2020).

Transformational leadership can facilitate knowledge sharing and individual learning in organizations (Berraies and El Abidine, 2019; Le and Hui, 2019; LiXiao et al., 2017). Transformational leadership can encourage knowledge sharing because a transformational leader can change followers (Shariq et al., 2019). With a new vision or change idea for a better future, followers are more willing to accept the call of transformational leaders to share their knowledge with other group members so that they can work together to change the status quo and further to achieve a better future for the organization. and each individual member (Yin, et al. 2019).

From the research conducted by the experts above, the authors can conclude that transformational leadership is a leader who has the capacity to stimulate employees' intrinsic motivation to share knowledge and take the initiative in creative and innovative results.

There are several indicators of transformational leadership style according to Indra Kharis (2015):

1. Charisma
Personal charm and charm that contributes to the extraordinary ability to get others to support the vision and also promote it passionately.
2. Inspirational Motivation
Leaders are passionate about communicating the idealistic future of the organization. Leaders not only evoke individual spirit but also team spirit.
3. Intellectual Stimulation
Leaders are able to encourage employees to solve old problems in new ways. The leader seeks to encourage attention and then seeks to develop the ability of subordinates to solve problems with new approaches or perspectives.
4. Individualized Attention
Leaders always pay attention to their employees, treat employees individually, train and advise.

Knowledge Sharing

Knowledge Sharing is a significant predictor of behavioral intention to use various technologies (Salloum, et al. 2019). Knowledge sharing behavior is related to the exchange of knowledge between individuals and groups (Kumi & Sabherwal, 2019). If employees do not share their knowledge with others, they are unlikely to contribute to the company's profits which is even more important when employees move to competitors and thus take some useful information with them (Curado, et al. 2017). Knowledge sharing is recognized as an important social asset for organizations that improves job performance and enhances organizational success (Masa'deh et al., 2016; Razmerita, Kirchner, & Nielsen, 2016).

From some of the expert opinions above, the researcher concludes that knowledge sharing is a process of disseminating various knowledge and resources obtained among individuals in order to create quality human resources. The indicator used in researching knowledge sharing is the research conducted by Zusnita, et al. 2018 proposed by Panahi, Watson, and Partridge (2012) mentions five indicators of Knowledge sharing which consist of:

1. Social Interaction
2. Experience Sharing
3. Informal Relationship
4. Observation
5. Mutual Trust.

Hypothesis Development

Learning Motivation (X1) and Innovative Behavior (Y)

Employee learning motivation has a positive and significant influence on innovative behavior (Yu, et al., 2018; Afsar and Masood, 2018). The higher the employee's learning motivation will increase the enthusiasm of employees to develop which will also result in greater innovative behavior.

H1: Learning motivation (X1) has a positive and significant effect on innovative behavior (Y)

Learning Motivation (X1) and Knowledge Sharing (Y)

Employee learning motivation has a positive and significant influence on innovative behavior (Rahman, 2017; Ahmed, et al., 2016; Nguyen 2019). The better the motivation of employees to learn to gain new knowledge, the more awareness of employees to collect the knowledge gained and share this knowledge with fellow co-workers or among other employees.

H2: Learning Motivation (X1) has a positive and significant effect on knowledge sharing (Z)

Transformational Leadership (X2) and Knowledge Sharing (Z)

Transformational leadership has a positive and significant influence on knowledge sharing (Mahmood, et al., 2018; Alheet, et al., 2021; Khan and Khan, 2019). The better transformational leadership in inspiring employees will increase innovative behavior among employees and divisions.

H3: Transformational Leadership (X2) has a positive and significant effect on knowledge sharing (Z)

Knowledge Sharing (Z) and Innovative Behavior (Y)

Knowledge sharing has a significant positive effect on innovative behavior. (Pian, et al., 2019; Vandavasi, et al., 2019; Curado, et al., 2015). The better knowledge sharing that is carried out by each employee and leader, the more innovative behavior is produced.

H4: Knowledge Sharing (Y) has a positive and significant effect on innovative behavior (Y)

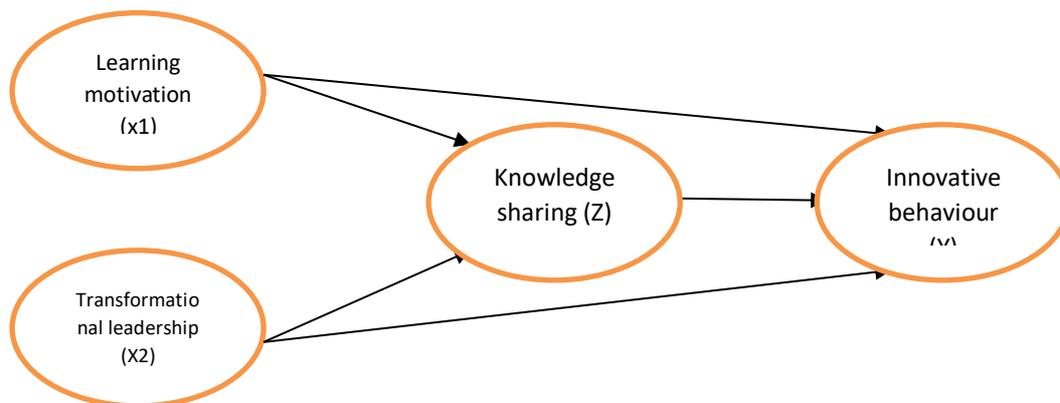


Figure 2. Research Conceptual Model
Source: Data processing in research in 2021

METHODOLOGY

This study uses quantitative methods to analyze learning motivation, transformational leadership and knowledge sharing to increase employee innovative behavior. Primary data was obtained from data collection which was carried out using a survey by distributing questionnaires. The data collection technique was done by random sampling. From the results of the distribution of the questionnaire 48 samples were accepted and the sample was declared valid to be used to test the four (4) hypotheses that had been set. All items were measured using a Likert scale of 1 which

strongly disagreed to 10 which indicated strongly agree. The model used in this study is the Structural Equation Model (SEM) using the help of SmartPLS 3.2.9 in data processing.

RESULTS AND DISCUSSION

1. Evaluation of the Feasibility of the Measurement Model

An external model is used to check the validity of the structure and reliability of the product. This helps determine the system's ability to accurately interpret what needs to be measured. The external model ensures that the system is consistent with its own outputs during review. Reliability testing is used to measure the consistency of measuring instruments in measuring a concept, and can also be used to measure the consistency of respondents in answering questionnaires or statement items in research tools. This study uses the SmartPLS 3 program for testing.

Table 1. Loading Factor

CONSTRUCT	ESTIMATE β_i	CUT OF VALUE	SUMMARY
Motivasi Belajar			
MB1	0.815	>0.7	Valid
MB2	0.731	>0.7	Valid
MB3	0.895	>0.7	Valid
MB4	0.891	>0.7	Valid
MB5	0.862	>0.7	Valid
Kepemimpinan Transformasional			
KT1	0.930	>0.7	Valid
KT2	0.748	>0.7	Valid
KT3	0.936	>0.7	Valid
KT4	0.904	>0.7	Valid
Knowledge Sharing			
KS1	0.852	>0.7	Valid
KS2	0.878	>0.7	Valid
KS3	0.957	>0.7	Valid
KS4	0.771	>0.7	Valid
KS5	0.943	>0.7	Valid
Perilaku Inovatif			
PI1	0.939	>0.7	Valid
PI2	0.960	>0.7	Valid
PI3	0.929	>0.7	Valid
PI4	0.949	>0.7	Valid

Source: Data Processing In Research In 2021

Referring to Hair, et al., 2017; that a value between 0.6 – 0.7 is declared internally consistent which is sufficient for exploratory research and a value of 0.7 – 0.9 is referred to as satisfactory. From table 1 it can be seen that the loading for learning motivation is MB1, MB2, MB3, MB4, MB5, Transformational Leadership with indicators KT1, KT2, KT3, KT4, Knowledge sharing which consists of KS1, KS2, KS3, KS4, KS5 and Innovative Behavior which consists of PI1, PI2, PI3, PI4 has a factor value greater than 0.7 which indicates all indicators are valid, so that no indicators are eliminated in this research model.

2. Evaluation of Discriminant Validity

According to Santosa 2018, discriminant validity is a measurement that shows that a construct is different from other constructs. This will explain if each variable has its own uniqueness so that it can capture different phenomena from each construct.

Table 2. Constructs of Realibility and Validity

Construct	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Transformational Leadership	0.903	0.912	0.934	0.780
Knowledge Sharing	0.928	0.939	0.946	0.779
Learning Motivation	0.906	0.971	0.923	0.707
Innovative Behavior	0.960	0.960	0.971	0.892

Source: Data processed in research in 2021

The measurement of convergent validity, in the loading factor value, shows that all indicators have a value above 0.6, where the condition is declared valid and in the AVE value, all indicators have a value above 0.5, which means that the condition is valid. The measurement of discriminant validity, in the value of the cross loading factor, tells that the loading value according to each item on the construct is greater than the cross loading value (valid). The square root value according to the AVE is greater according to the relationship between each construct, then it is declared valid. Reliability measurement refers to the Composite Reliability value which tells the value of all constructs above 0.7 which shows that all constructs are reliable.

3. Evaluation of the Inner Model

Evaluation of the Inner Model or evaluation of the measurement model can be seen from the path relationship between latent variables with one another. The level of significance can also be seen from the calculated t value.

Table 3. R Square

	R square	Adjusted R square
Knowledge Sharing	0.970	0.969
Innovative Behavior	0.937	0.935

Source: Data processed in research in 2021

A good R Square value is above 0.10, the higher the value obtained, the better and can be stated to have a good dependent construct. Based on table 5, it can be seen that the results obtained for the knowledge sharing construct get a value of 0.970 and innovative behavior get a value of 0.937 which can be concluded that the entire construct can meet the feasibility for further analysis.

Table 4. Hypothesis Testing

Hypothesis	T Statistics	P-values	Summary
Motivation Learning → Innovative Behavior	10.467	0.000	Significant
Motivation Learning → Knowledge Sharing	1.603	0.110	Not Significant
Transformational Leadership → Knowledge Sharing	37.250	0.000	Significant

Knowledge Sharing → Innovative Behavior	16.789	0.000	Significant
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Source: Data processed in research in 2021

Discussion

Learning motivation towards innovative behavior

Statistical support seen from empirical data states that there is a positive and significant relationship between learning motivation and employee innovative behavior. The sample mean value of 0.416 has a positive direction with a probability of 0.000 which means it is significant. It means that the higher the employee's motivation to learn, the more innovative behavior will increase. Motivation acts as the process of moving one's actions to fulfill a desired need or target success. Differences in individual learning motivation will play an important role in influencing employee creativity. When employees' cognitive abilities are high, these employees have more resources to use to process information. The results of this study are also supported by previous research conducted by Yu, et al., which states that learning motivation has a positive and significant influence on employee performance.

Learning motivation towards knowledge sharing

Statistical support seen from empirical data states that there is a negative and insignificant relationship between learning motivation and knowledge sharing. The sample mean value -0.049 has a positive direction with a probability of 0.110 which means it is not significant. This means that the higher the learning motivation, the lower the desire to share knowledge. The study found that the high motivation of employees to learn did not affect the level of sensitivity of employees to share the knowledge gained. The results of the study also contradict previous research which states that employee learning motivation has a positive and significant influence on innovative behavior (Rahman, 2017; Ahmed, et al., 2016; Nguyen 2019).

Transformational Leadership towards knowledge sharing

Statistical support seen from empirical data states that there is a positive and significant relationship between transformational leadership and knowledge sharing. The sample mean value of 1.025 has a positive direction with a probability of 0.000 which means it is significant. This means that the higher the transformational leadership, the greater the resulting knowledge sharing. In the study it was found that transformational leadership encourages each of its followers to be involved in efforts to share knowledge to improve employee innovative behavior. Transformational leadership gives employees autonomy to create an environment that is conducive to sharing knowledge. Transformational leaders inspire followers to go beyond their own interests for the good of the organization and encourage followers to adopt innovative and shared methods to deal with complex work situations. This is in line with research conducted by Le and Lei, 2017; Kao, 2015 who found that transformational leadership had a significant positive effect on knowledge sharing.

Knowledge sharing on innovative behavior

Statistical support seen from empirical data states that there is a positive and significant relationship between knowledge sharing and innovative behavior. The sample mean value of 0.607 has a positive direction with a probability of 0.000 which means it is significant. This means that the more knowledge sharing is carried out, the higher the innovative behavior produced. In the study it was found that Knowledge sharing or knowledge sharing will be very effective in stimulating innovative behavior. Knowledge sharing is a means for employees to exchange knowledge and contribute to

improvements in innovative behavior. Knowledge sharing encourages employees to innovate, which implies that employees at the team level (knowledge sharing) are encouraged to be innovative. This is also in line with research conducted by (Pian, et al., 2019; Vandavasi, et al., 2019; Curado, et al., 2015) which states that knowledge sharing has a significant positive effect on innovative behaviour.

CONCLUSION

The conclusions resulting from hypothesis testing by statistical means on the effect of each independent variable are as follows: 1) Learning motivation has a positive and significant effect on innovative behavior. The conclusion is based on the T statistic value of 10.467 1.967 or the P Value of 0.000 0.05. This means that learning motivation is getting better, then innovative behavior increases, 2) Learning motivation has a negative and insignificant effect on knowledge sharing. The conclusion is based on the T statistic value of 1.603 1.967 or the P Value of 0.110 0.05. This means that the better the motivation to learn does not affect the increase in knowledge sharing, 3) Transformational leadership has a positive and significant impact on knowledge sharing. The conclusion is based on the T statistic value of 37,250 1,967 or the P value of 0.000 0.05. This means that the better the transformational leadership, the more knowledge sharing is carried out, 4) Knowledge sharing has a positive and significant effect on innovative behavior. The conclusion is based on the T statistic of 16,789 1,967 or the P value of 0.000 0.05. This means that the more intensity of knowledge sharing is carried out, the higher the innovative behavior that is created.

Managerial Implications

The results of the study have implications for managerial policy. This can be used as a guideline for management in their efforts to improve employee innovative behavior. Given the findings of these studies and discussions, it seems that for companies, in order to build knowledge sharing in enhancing innovative behavior, organizational leaders and management professionals need to understand the following points. First, there is clear evidence that learning motivation which has elements of social interaction, sharing experiences, informal relationships of observation and mutual trust has not been able to encourage the process of knowledge sharing, namely knowledge donation and collection, which positively affects creativity and increases innovative behavior in organizations. On the other hand, transformational leaders suggested from these findings to encourage and facilitate opportunities for teams to exchange and share knowledge.

This, according to the researcher, will be one of the useful ways to increase the level of employee innovation. Transformational leaders need to take promising steps to identify and encourage self-motivated employees to learn and to share valuable knowledge with peers and in networks. This can be done by providing them with the necessary training, resources and substantial tacit and/or explicit rewards especially at an early stage so that other members can understand the possible benefits of sharing knowledge and innovative behavior. However, it is important to understand that knowledge sharing is difficult to maintain through explicit or financial rewards, on the contrary it requires internal motivation and a reciprocal element as well. It is important to understand that knowledge-centred initiatives cannot succeed in organizations unless members collectively agree to make use of them unconditionally.

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