

# Effect Of Knowledgesharing And Self-Leadership On Innovation Behavior And Employee Performance

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## Effect Of Knowledgesharing And Self-Leadership On Innovation Behavior And Employee Performance

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**Abstract:** The purpose of this study was to determine the significance of the influence of knowledge sharing and self-leadership on innovation behavior and employee performance. The population of this study was all employees of the Wangaya Hospital, amounting to 942 people. The research sample was 90 respondents, determined by the stratified proportionate sampling technique. This study uses structural equation modeling analysis (SEM analysis) with PLS 3.0 applications. The findings of this study are that employee performance is determined by knowledge sharing, self-leadership, and innovation behavior. Innovation behavior cannot yet act as a mediation between knowledge sharing and employee performance.

**Keywords:** knowledge sharing, self-leadership, innovation behavior, and employee performance

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### I. Introduction

Competition today demands that organizations be more proactive and always think of ways to adapt to cope with the ever-changing environment. Likewise in the hospital industry which in terms of numbers has developed [14]. So that this rapid development requires companies to pay attention to human resources which are the most important indicators in achieving organizational goals [23]. One of the things that need to be considered in the development of knowledge (knowledge) on an ongoing basis so that it can always improve the performance of the members of the institution. One of the important knowledge management to be developed is knowledge sharing. This is in accordance with the opinion [9], that knowledge sharing is one of the most important factors of knowledge management. Knowledge sharing that is carried out consistently can improve employee innovation behavior [6] and [44]. Likewise, the application of knowledge sharing to an organization will bring economic benefits to a company and provide a variety of ways to improve employee performance. This is in accordance with the results of research [45] which concluded that knowledge sharing has a significant effect on employee performance. However, the results of research [10] and [25] state that knowledge sharing has no significant effect on employee performance.

Self-leadership refers to a reflective internal process in which an individual consciously, constructively moves thoughts and intentions towards creating the desired change, expected goals and innovative behavior [44] & [8]. However, the results of research by Vancouver et al., (2002) show the ability self has no effect on improving work results. Employees who have high self-leadership tend to be overconfident and tend to always have a sense of satisfaction so that they ignore the goals to be achieved by Vancouver et al., (2002).

According to [19] that rapid change and high levels of environmental uncertainty require the ability and skills of innovation behavior to be able to achieve growth and sustainability of an institution. Companies that have resources that are able to behave innovatively will be able to improve the performance and achievement of company goals [34]. So that employee innovation behavior can improve employee performance in an institution.

### II. Literature Review

#### 2.1. Knowledge Sharing

The knowledge-based view (KBV) approach states that knowledge has an important position as the main source of organizational competence [12] & [29]. Knowledge is the main component and is an intangible resource that can be a source of sustainable competitive advantage [11] & [44]. The most important part of knowledge management is how to encourage individuals in the organization to share knowledge (knowledge sharing), sourced from information and experience possessed [26]. According to [30] knowledge sharing which consists of knowledge donating and knowledge collecting has an effect on innovation. Innovation in organizations will be realized through relevant knowledge and original ideas that can help them in making decisions and promote innovation activities to employees. Likewise, the results of research [1] and [44] show that knowledge sharing can increase employee innovation abilities. The intensity of knowledge sharing in the

company also has an influence on employee performance [24] & [45]. The correct implementation of knowledge sharing processes can contribute to improving employee performance.

## **2.2. Self-Leadership**

Self-leadership according to [27] describes the process of influencing oneself through an action that the person can take and achieve a self-direction and self-motivation needed to complete work. This means that self-leadership is an effort to direct someone to do work that is not desired but must be done [42]. Leadership that is difficult to implement is leading ourselves. A person must first have a strong self-leadership to successfully lead others [4]. Self-leadership is defined as understanding in influencing oneself which tends to direct a person towards the ability to behave innovatively in completing work [44]. The results of the study [7] indicated that self-leadership can have a significant positive effect on innovation behavior. The ability to lead oneself, hereinafter referred to as self-leadership, is a decisive asset in improving their performance according to the roles, duties, and responsibilities of each employee. Self-leadership in employees will be able to improve their performance. This is in accordance with the results of research [41] every important company or institution has always built self-leadership in employees so that they are always able to improve their innovative behavior. This is in accordance with the results of the research [32], which shows that self-leadership has a significant effect on innovative behavior. Employees who have good self-leadership will be able to lead to an increase in their own innovative behavior. These innovative behaviors can ultimately improve employee performance [17]. The results of [33] also show that self-leadership can improve employee performance at the Four Points Hotel. This indicates that an increase in employee performance will be able to build self-leadership from within the employee.

## **2.3. Innovation Behavior**

According to [38] innovation is the introduction of new products, processes, and markets, as well as the development of new sources of supply. Organizational innovation is the development of new products, services, or improvements, and its success in bringing products or services to consumers [13]. Conventionally, the term innovation is defined as a breakthrough related to new products and services. [20] define innovation as a broader concept that addresses the application of a new idea, product, or process. Innovation is a fundamental ability to maintain a competitive advantage. Companies are required to be able to create thoughts, ideas, and offer innovative new products and service improvements for customer satisfaction [15]. Innovation behavior is a fundamental ability to maintain a competitive advantage. In a competitive environment, innovation behavior is necessary so that the organization can survive. Innovation behavior is a major factor in the success of the innovation process. According to [10], innovation behavior is an innovative skill to strengthen company innovation in order to improve performance. [44] that the rapid change and high level of environmental uncertainty, requires the ability and skills of innovation behavior to be able to achieve growth and sustainability of an institution. Companies that have the resources that are able to behave innovatively will be able to improve the performance and achievement of company goals [39]. So that employee innovation behavior can also improve employee performance in an institution. Innovation behavior is a vital requirement for companies that are influenced by several factors, including knowledge sharing [26]; [45], and self-leadership [44].

## **2.4. Employee Performance**

Human resource performance or job performance according to [28] is the work performance achieved by a person, thus the performance of human resources is the quality and quantity of work achieved by an employee based on a predetermined standard within a certain time. Performance according to [35] is a real behavior that is displayed by each person as a work performance that is produced by employees in accordance with their role in the company. According to [36] is about doing work and the results achieved from the job. Performance according to [28] is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him. The purpose and objective of performance are to make useful goals, not only for the evaluation of performance at the end of a certain period but the results of the work process during that period [16]. So, it can be concluded that performance is the result of work both in quality and quantity achieved by an employee in carrying out the duties and responsibilities assigned to him.

## **2.5. Conceptual Framework and Research Hypotheses**

Based on the theoretical study and the results of previous research, a research conceptual framework was developed as shown in Figure 1.

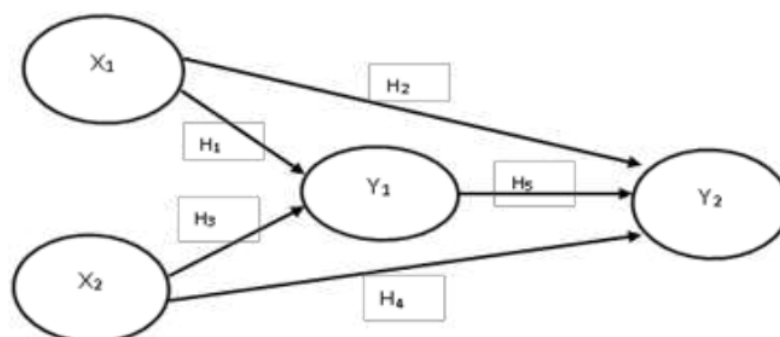


Figure 1: Research Concept Framework

Referring to the research concept framework, the research hypothesis is as follows:

Hypothesis 1: Knowledge sharing has a significant positive effect on innovation behavior

Hypothesis 2: Knowledge sharing has a significant positive effect on employee performance

Hypothesis 3: Self-leadership has a significant positive effect on innovation performance

Hypothesis 4: Self-leadership has a significant positive effect on employee performance

Hypothesis 5: Innovation behavior has a significant positive effect on employee performance

Hypothesis 6: Innovation behavior mediates the relationship between knowledge sharing and employee performance

Hypothesis 7: Innovation behavior mediates the relationship between self-leadership and employee performance

### III. Research Method

#### 3.1. Research Site

This research was conducted on employees of the Wangaya Denpasar Hospital. This was motivated by the Denpasar municipality which has the largest number of hospitals.

#### 3.2. Population and Sample Research

The population of this study was employees at the Wangaya Hospital in Denpasar, based on 2019 data totaling 942. Based on the calculation of the Slovin formula with a precision of 10%, the research sample used was 90 respondents. The determination of each respondent used the stratified proportionate sampling technique.

#### 3.3. Data Analysis

The data analysis used was the SmartPLS 3.0 program with three stages, namely the outer model consisting of convergent validity, discriminant validity, composite reliability, and Cronbach's Alpha. And the Inner model consists of R-Square (R2), Q-Square Predictive Relevance (Q2), and Godness of Fit (GoF). Next is hypothesis testing.

### IV. Result And Discussion

#### 4.1. Respondent Characteristics

The characteristics of the respondents in this study based on gender, age group, education, and length of work are shown in Table 1. Based on Table 1, it can be concluded that the number of male respondents is more than female. The number of male respondents was 57.8% while the female respondents were 42.2%. Judging from the age group, the majority of respondents were in the age group 25 years - 30 years, as much as 33.3%. The rest is the age group smaller than 25 years, as much as 32.2%, the age group 31 years - 40 years as much as 28.9%, the age group 41 years - 50 years as much as 5.6%, and in the age group greater than 30 years as much as 6.7%.

In terms of education level, the majority of respondents have a high school education, namely 41.1%. The education level of other respondents is SLTP 3.3%; Diploma 16.7%; S1 27.8%; and S2 11.1%. Furthermore, in terms of the working tenure group, most respondents are in the group smaller than 10 years, namely 38.9%, the rest have a work period of more than 10 years.

Table 1

**Table 1**  
Characteristics of Respondents by Gender, Age Group, Education, and Length of Work

Classification		frequency	percentage
Gender	Men	52	57.80
	Women	38	42.20
	Total	90	100.00
Age (year)	< 25	23	32.20
	25 - 30	30	33.30
	31 - 40	26	28.90
	41 - 50	5	5.60
	> 50	6	6.70
	Total	90	100.00
Education	Junior High School	3	3.30
	High school	37	41.10
	Diploma	15	16.70
	S1	25	27.80
	S2	10	11.10
	Total	90	100.00
Length of work (years)	< 10	35	38.90
	10 -20	30	33.30
	21 - 30	22	24.40
	> 30	3	3.40
	Total	90	100.00

Source: Data processed, 2020

#### 4.2. Validity and Reliability Test

The results of the validity and reliability tests for the indicators of the research variables show that the outer loading value is between 0.50 - 0.95. From the discriminant value that the root of AVE is greater than the correlation coefficient between variables. It can also prove that meeting the criteria is valid. The Cronbach Alpha coefficient and composite reliability indicate that the value is greater than 0.70, based on this it can be said to meet the reliability criteria.

#### 4.3. Analysis of the Accuracy of Research Models

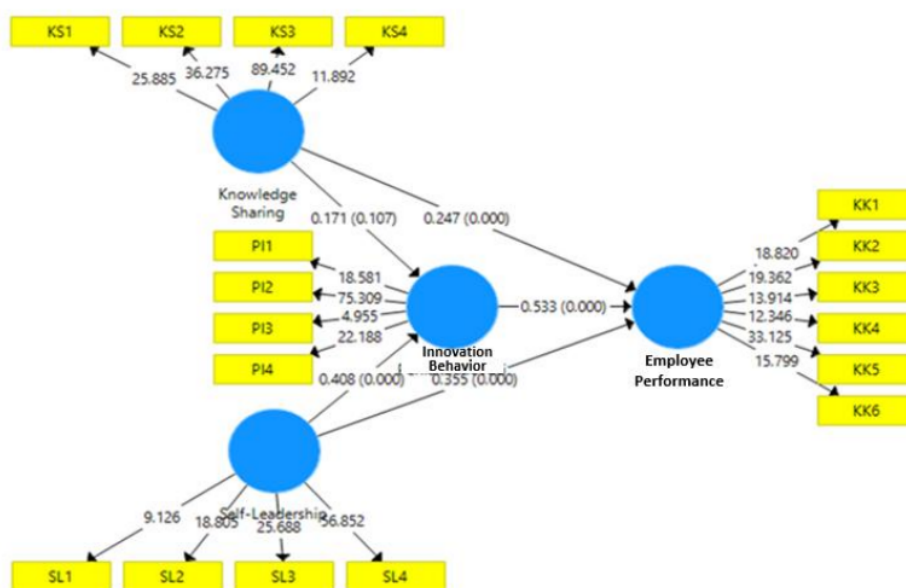
Testing the research model is based on the value of R-Square (R<sup>2</sup>), Q-Square Predictive Relevance (Q<sup>2</sup>), and Goodness of Fit (GoF). Judging from the value of R<sup>2</sup>, knowledge sharing and SLF leadership show an effect of 0.25 (moderate) on innovation behavior. Meanwhile, knowledge sharing, SLF leadership, and innovation behavior affect employee performance by 0.806 (large).

The accuracy of the research model based on the Q<sup>2</sup> coefficient can be calculated with the formulation  $Q^2 = 1 - \{(1 - R^2_1) (1 - R^2_2)\}$ . The calculation results show the value of 0.8584 (strong), meaning that model has a prediction accuracy of 85.45%, the rest is other factors. Meanwhile, when viewed through the Goodness of fit, which is calculated based on the formula  $GoF = V$  (average AVE x average R<sup>2</sup>), shows a value of 0.3543 (large). The results of the analysis of the research model generally show that the research model has a high degree of accuracy, thus it can be continued to further process.

#### 4.4. Hypothesis testing

The disclosure of the results of testing the research hypothesis is shown in Figure 2, and is strengthened by Table 2 as follows:





**Figure 2.** Path Coefficient of Knowledge Sharing, Self Leadership, Innovation Behavior, and Employee Performance

**Table 2**

Direct and Indirect Effect Path Coefficients of Knowledge Sharing, Self-Leadership, Innovation Behavior Employee performance

Hubungan Antar variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	P-values	Information
Knowledge Sharing → Innovation Behavior	0,171	0,166	0,106	0,107	H <sub>1</sub> Rejected
Knowledge Sharing → Employee Performance	0,247	0,241	0,053	0,00	H <sub>2</sub> Accepted
Innovation Behavior → Employee Performance	0,533	0,539	0,063	0,000	H <sub>3</sub> Accepted
Self-leadership → Employee Performance	0,355	0,357	0,061	0,000	H <sub>4</sub> Accepted
Self-leadership → Innovation Behavior	0,408	0,412	0,097	0,000	H <sub>5</sub> Accepted
Knowledge Sharing → Innovation Behavior → Employee Performance	0,091	0,090	0,060	0,128	H <sub>6</sub> Rejected
Self-leadership → Innovation Behavior → Employee Performance	0,218	0,222	0,061	0,000	H <sub>7</sub> Accepted

Source: Data processed, 2020

#### 4.4. Discussion

##### a) Effect of Knowledge Sharing on Innovation Behavior

Based on the results of the analysis of the research data, it shows that knowledge sharing has no significant effect on the innovative behavior of the employees of Wangaya Hospital Denpasar. This means that the intensity of knowledge sharing behavior carried out by employees of the Wangaya Denpasar Hospital does not contribute to the high and low level of innovation behavior. The knowledge that is collected and disseminated will be able to improve the innovative behavior of employees of the Wangaya Hospital, Denpasar, which needs to be supported by the leadership role and the employee's absorption capacity. The results of this study are in accordance with the results of research [25] & [1]

##### b) Effect of Knowledge Sharing on Employee Performance

Based on the results of the analysis of the research data, it shows that knowledge sharing has a significant effect on the employee performance of Wangaya Hospital Denpasar. Based on the value of outer loading, it shows that obtaining knowledge from more senior colleagues has the highest contribution to improving the performance of the Wangaya Hospital employees. Colleagues who are more senior certainly have more mature experience and insight that they can share with related junior employees. This is of course very

helpful for younger employees to understand and complete the tasks in the positions of each employee. This is in accordance with the results of research [18] & [2]

**c) Effect of Self Leadership on Innovation Behavior**

The results of the analysis show that self-leadership has a significant effect on innovation behavior. Increasing the ability and self-awareness of Wangaya Hospital Denpasar employees in completing tasks, as well as interacting in the work environment can increase their ability to see opportunities that exist and apply creative ideas to complete work. This is in line with the results of studies [5] & [8].

**d) Effect of Self Leadership on Employee Performance**

The results of the analysis show that self-leadership has a significant effect on employee performance. This shows that the stronger the self-leadership ability, the better the employee's performance at Wangaya Denpasar Hospital. The results of this study are in line with research [36]; [37] and [34].

**e) Effect of Innovation Behavior on Employee Performance**

Hypothesis testing of the effect of innovation behavior on employee performance found that innovation behavior had a significant positive effect on employee performance at RSUD Wangaya Denpasar. The results of this study mean that the innovative behavior reflected in the ability of the employees of the Wangaya Denpasar Hospital to convey and apply creative ideas in completing their tasks can improve employee performance. This is in accordance with the results of studies [19] & [17] & [3].

**f) Role of innovation behavior Mediating the Effects of Knowledge Sharing on Employee Performance**

The results of the analysis show that innovation behavior does not mediate the effect of knowledge sharing on employee performance at Wangaya Hospital Denpasar. This indicates that in order for knowledge sharing to increase innovation behavior, other factors need to be considered so that employee performance can be improved as well. One of the factors that need to be considered so that the intensity of knowledge sharing can increase employee innovation behavior is the absorption capacity factor of the knowledge shared. This is supported by the research results of research [21], that the intensity of knowledge sharing will be able to provide results according to the expected goals if supported by absorption capacity.

**g) Role of innovation behavior Mediating the Effects of self-leadership on Employee Performance**

The results of the analysis show that self-leadership has a significant effect on the performance of the employees of the Wangaya Hospital Denpasar with innovation behavior as a mediator. This indicates that an employee is important to have leadership from within (self-leadership) in order to be able to foster motivation to complete tasks and display innovative behavior. Self-leadership is a process of building self-awareness, self-direction, self-management, and work completion so that users behave in innovation towards improving performance. This is in accordance with the results of the research [8].

**V. Conclusions**

Based on the results of the discussion as stated, it can be concluded as follows:

1. Knowledge sharing has no significant effect on innovation behavior. The high and low intensity of knowledge sharing does not affect the increase in employee performance at RSUD Wangaya Denpasar.
2. Knowledge sharing has a significant positive effect on employee performance, meaning that the more frequent intensity of knowledge sharing can improve employee performance at Wangaya Hospital Denpasar.
3. Self-leadership has a significant positive effect on innovation behavior, meaning that the stronger self-leadership can increase employee innovation behavior at Wangaya Hospital Denpasar.
4. Self-leadership has a significant positive effect on employee performance, meaning that the stronger self-leadership of employees can improve employee performance at Wangaya Hospital Denpasar.
5. Innovation behavior has a significant positive effect on employee performance, meaning that the higher the innovation behavior can improve employee performance at Wangaya Hospital Denpasar.
6. Innovation behavior is not able to mediate the effect of knowledge sharing on employee performance. The level of innovation behavior does not mediate the effect of knowledge sharing on employee performance at Wangaya Hospital Denpasar.
7. Innovation behavior significantly mediates the effect of self-leadership on employee performance. The higher the intensity of employees conveying and applying ideas, which are indicators of innovative behavior, can increase the influence of self-leadership on employee performance at Wangaya Hospital Denpasar.

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## Appendix

### Questionnaire:

#### 1. Knowledge Sharing

I often provide knowledge to my colleagues in the office

My co-workers often use the knowledge I provide

I often gain knowledge from more senior colleagues

I often use the knowledge provided by my co-workers

#### 2. Self Leadership

I have self-awareness in doing a job.

I am able to direct myself in completing the tasks assigned by the leadership effectively.

I am able to manage myself when there are difficulties at work.

I am able to complete a job in the office

#### 3. Innovation behavior

I always try to meet the needs of society/patients

I try to do new things related to my job

I am willing to accept and adapt to new ideas

I carry out a work process that delivers quality results

#### 4. Employee Performance

I am able to produce a job with the quality (quality) determined by the institution

I am able to complete a job according to the quantity (amount) of work provided by the agency.

I am able to complete work within the specified time limit.

I am able to work together with other people or colleagues in completing a job.

I am able to carry out a job at a cost according to the set budget

Supervision carried out by the leadership makes me even more enthusiastic about doing a job

Anak Agung Gde Juliarawan, et. al. "Effect Of Knowledgesharing And Self-Leadership On Innovation Behavior And Employee Performance." *IOSR Journal of Business and Management (IOSR-JBM)*, 22(9), 2020, pp. 56-63.

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