

Analysis of the Effect of Innovative Work Behavior in terms of Psychological Empowerment and Knowledge Sharing

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Abstract

Human resource development is part of management in organizing, directing, and leadership in an innovative organization. This is important to implement concerning the increasingly complex demands of work, the rapid progress of science and technology, and increasingly fierce global competition. Therefore, organizations need to study what factors influence innovative work behavior. This study examines the effect of psychological empowerment and knowledge sharing on innovative work behavior. The data collected in this study are quantitative data using an associative research design approach. The population in this study were private employees in Pematang Siantar City with a sample of 170 employees determined by purposive sampling method. Data analysis used instrument tests, normality tests, regression tests, hypothesis tests, correlation tests, and the coefficient of determination. The results showed that psychological empowerment and knowledge sharing positively and significantly affected innovative work behavior. The study's conclusion confirms that to improve innovative work behavior, organizations should pay attention to the psychological empowerment of each employee so that they feel that their work is meaningful and contributes significantly to organizational achievement. Furthermore, the importance of knowledge sharing for employees will be seen when they understand their job descriptions and exchange opinions regarding their work.

Keywords: Psychological Empowerment, Knowledge Sharing, Innovative Work Behavior

Introduction

In business, the role of employees is very important for the company's sustainability. Without competent and good-quality employees, a company can fall and have a bad reputation (Afwa et al., 2021). Therefore, many companies are competing to increase the competency capacity of their employees. With the aim that their company grows along with more competent employees or employees (Djajasinga et al., 2021) and (Sherly et al., 2021). Usually, companies try to use various methods such as training or training certain skills for each employee (Silitonga et al., 2022). This method has also proven to be quite effective in improving the quality of employees in a company (Silalahi et al., 2022). If the implementation is inappropriate, it will become a problem, such as employees becoming less productive because too much training is done (Sofiyani et al., 2022). Behavioral shaping systematically reinforces each successive step that moves individuals closer to an innovative work culture. Innovation at the individual level will manifest in their innovative behavior at work which is called innovative work behavior (Inrawan, Tridianty Sianipar, et al., 2022). Various research results have widely expressed the importance of innovative work behavior (Efendi et al., 2022). However, the influencing factors and models of increasing innovative work behavior are still a debate that attracts academics and practitioners (Inrawan, Silitonga, et al., 2022). This research tries to trace the development of employee innovative work behavior during the post-pandemic through psychological empowerment and knowledge-sharing variables.

Psychological empowerment is considered important as one of the motivational actions for employees to be able to do work as selectively as possible (Helmy & Pratama, 2018). Organizational researchers and practitioners have identified psychological empowerment as a construct that deserves critical attention. The empowerment process also needs support from the leadership because if there is no support from the leadership, cultural change needs to be difficult and empowerment can be said to be impossible to develop

(Nasir et al., 2018). The existence of psychological empowerment is one of the elements that shape the innovation process in the workplace (Prabowo et al., 2018). Especially when an employee believes that they can proactively handle the workload in an office environment, they are considered also to need to have psychological empowerment (Aldabbas et al., 2020). Individuals with psychological empowerment will see themselves as competent and able to influence their work and work environment in meaningful ways, such as by showing initiative, facilitating proactive behavior, and acting independently (Spreitzer, 1995). Research results (Prabowo et al., 2018) and (Javed et al., 2019) stated that companies that pay attention to psychological empowerment aspects will impact innovative work spirit for their employees. Based on the results of several previous studies, this research is carried out to develop hypotheses, namely:

H1: Psychological empowerment affects innovative work behavior.

In addition to the psychological empowerment aspect, knowledge sharing can help employees achieve better future goals by making employees feel useful, valued, and involved in the organization (Chai et al., 2011). In addition, companies need individuals with the desire and ability to introduce something new, such as innovative work behavior because they can refer to things that are beneficial to work, groups, or organizations based on knowledge sharing (Idrees et al., 2018). In research (Al-Alawi et al., 2007) and (Sajid, 2016), states that knowledge sharing can encourage employees' innovative work behavior. Furthermore, if employees work referring to innovative work behavior, it will be easier for the organization to achieve its goals to the fullest (Arsawan et al., 2020). The implementation of knowledge sharing can be reflected through an idea, a critical phase of innovative work behavior. It is impossible to implement creative ideas without building social support and acceptance. On the other hand, research (Sunarta et al., 2020), also said that innovative work behavior would be able to develop if every employee had the desire to increase knowledge sharing. Based on the results of several previous studies, this research is carried out to develop hypotheses, namely:

H2: Knowledge sharing affects innovative work behavior.

The importance of arrangements related to psychological empowerment in the organization's internal environment aims to instill a feeling of free will among their followers in translating the vision and mission of the organization into daily routine tasks and work contexts. In addition, the existence of knowledge sharing is equally important to encourage employees to work innovatively. With mature knowledge sharing, employees have the best method for solving a problem situation, and they can pass it on to others through this method as well. On the other hand, knowledge sharing is most likely to occur if the employee's work environment is supportive. Based on the background explanation and some previous research results, it is important to research psychological empowerment and knowledge sharing as an illustration to see the extent to which employees can create innovative work behaviors. Therefore, this important main objective is to analyze the effect of psychological empowerment and knowledge sharing on innovative work behavior.

Materials and Methods

This study uses a literature and field research design with a quantitative approach. The research plan will be carried out from early 2022 until the end of 2022. The population in this study is all MSME employees, which include culinary businesses, fashion businesses, agribusiness businesses, automotive businesses, tour and travel businesses, as well as beauty and beauty products businesses in Pematangsiantar City. . The sampling method used in this study is the convenience sampling method, where this technique was chosen because it is the fastest method due to time constraints and anyone who accidentally meets the researcher can be used as a sample if the person is considered suitable as a data source. According to (Hair, 2014), if the population is unknown, the number of samples can be determined from 5-10 times the number of indicators used in a single construct. This study uses 17 indicators from 4 dimensions of existing variables, so the number of research samples obtained is $17 \times 10 = 170$ samples. Data analysis used an instrument test, normality test, regression test, hypothesis test and correlation test, and the coefficient of determination.

Results and Discussion

Data was collected online using an online questionnaire with the help of dissemination through the media google form. Based on the results of the recapitulation of respondents' answers who filled out as many as 150 respondents filled out valid data. The general characteristics of respondents in this study will clearly be described in table 1 below:

Table 1. Respondent General Profile

Category	Details	Amount	Percentage (%)
Gender	Man	75	44.12
	Woman	95	55.88
Age (Years)	20-29	66	38.82
	30-39	60	35.30
	40-49	44	25.88
Length of Work (Years)	< 1	45	26.47
	1 – 5	55	32.35
	5 – 10	48	28.33
	> 10	22	12.94

Source: Data Processing (2022)

Instrument Test

The validity test is carried out to determine the extent to which the accuracy or accuracy of a measurement instrument in carrying out its size function is so that the data obtained can be relevant to the purpose of the measurement. The results of the validity test can be seen in table 2 below:

Table 2. Validity Test Results

Variable	Code	Corrected item- Total correlation	Results
Psychological Empowerment	PE1	0.422	Valid
	PE2	0.510	Valid
	PE3	0.552	Valid
	PE4	0.580	Valid
Knowledge Sharing	KS1	0.645	Valid
	KS2	0.670	Valid
	KS3	0.621	Valid
	KS4	0.650	Valid
	KS5	0.676	Valid
Innovative Work Behavior	IWB1	0.541	Valid
	IWB2	0.544	Valid
	IWB3	0.521	Valid
	IWB3	0.530	Valid

Source: Data Processing (2022)

Based on the results of the validity test above, it can be concluded that all indicators of the variables in this study are valid. Furthermore, the reliability test is used to measure the stability of the indicators of a variable. A questionnaire is reliable if a person's answers to questions are consistent and stable from time to time. The results of the reliability test can be seen in table 3 below:

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	Instrument Items	Results
Psychological Empowerment	0.852	12	Reliable
Knowledge Sharing	0.883	15	Reliable
Innovative Work Behavior	0.866	12	Reliable

Source: Data Processing Source (2022)

Based on the results of the reliability test, table 2 above shows that all indicators have a Cronbach's alpha value if the item is deleted > 0.70 , so it can be concluded that all variable indicators in this study are reliable.

Normality test

A normality test determines the formula used in hypothesis testing and whether the data is normally distributed. Normality test using Kolmogorov-Smirnov test. The results of the normality test can be seen in table 4 below:

Table 4. Normality Test Results

Variable	N	KS Test	asymp. Sig. (2-Tailed)
Psychological Empowerment	170	0.780	0.286
Knowledge Sharing	170	0.667	0.252
Innovative Work Behavior	170	0.804	0.390

Source: Data Processing (2022)

Based on the table of normality test results above, the value of Asymp Sig. (2-Tailed) each variable is above 0.05, so it can be concluded that each variable is normally distributed.

Hypothesis testing

Hypothesis testing was conducted to analyze the effect of psychological empowerment and knowledge sharing on innovative work behavior, assuming that the results obtained were based on a significant relationship. The results of hypothesis testing can be seen in table 5 below:

Table 5. Hypothesis test

Model	t-count	Sig.
Constant	10.081	.000
Psychological Empowerment	3.080	.002
Knowledge Sharing	6.331	.000

a. Dependent Variable: Innovative Work Behavior

Source: Data Processing (2022)

Based on the results of the data analysis presented in table 5, it can be seen that the significant level of the psychological empowerment variable is $0.002 < 0.05$, meaning that psychological empowerment has a positive and significant effect on innovative work behavior. Then the significant level on the knowledge sharing variable is $0.000 < 0.05$, meaning that knowledge sharing has a positive and significant effect on innovative work behavior.

Correlation Test and Coefficient of Determination

The correlation coefficient was used to calculate the strength of the relationship between psychological empowerment and knowledge sharing with innovative work behavior. The results of the calculation of the correlation coefficient and the coefficient of determination can be seen in table 6 below:

Table 6. Analysis of Correlation and Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. The error in the Estimate
	.574a	.330	.322	1.164

a. Predictors: (Constant): Psychological Empowerment, Knowledge Sharing
b. Dependent Variable: Innovative Work Behavior

Source: Data Processing (2022)

Based on the correlation coefficient analysis results, the correlation coefficient value (r) is 0.574, which means that there is a fairly strong and positive relationship between psychological empowerment and knowledge sharing with innovative work behavior. Furthermore, the coefficient of determination (R) of 0.330 means that the high and low innovative work behavior of 33% can be explained by psychological empowerment and knowledge sharing while the remaining 67% can be explained by other variables not discussed in this study, such as work environment, compensation, organizational commitment, job satisfaction, and other factors that influence innovative work behavior.

Discussion

Based on the analysis of the first hypothesis test, obtained results explain that psychological empowerment has a positive and significant effect on innovative work behavior, as evidenced by a significant level of $0.002 < 0.05$. The study's results prove that psychological empowerment is important to improve employees' innovative work behavior. The importance of understanding individual behavior is because each individual has different characteristics that affect the pattern and work system of the organization (Ugwu et al., 2014). Empowered employees have the authority to directly influence work procedures and organizational performance, such as through quality cycles or self-directed work teams (Anggoro KR et al., 2022). Employees who are given awards based on company performance will create a comfortable work environment and strengthen employees' psychology at work (Gozukara et al., 2016). Organizations that empower their employees often award rewards based on the results demonstrated in the organization's bottom line. With psychological empowerment for employees, empowerment as a change based on innovative work behavior can be done well.

Based on the analysis of the second hypothesis test, obtained results explain that knowledge sharing has a positive and significant effect on innovative work behavior, as evidenced by a significant level of $0.000 < 0.05$. The study's results prove that knowledge sharing will link individuals and organizations by transferring the knowledge possessed by each individual to the organizational level, which will have implications for increasing innovative work behavior (Hartini et al., 2021). Knowledge sharing is important for employees and organizations because it can make it easier for employees to interact at work, especially in terms of sharing experiences and problems of their respective jobs (Arsawan et al., 2020). This way, employees will understand each other's job descriptions and exchange opinions. With the ability of qualified knowledge sharing from each employee, this will have an impact on innovative work behavior and will certainly contribute to the organization in the form of increasing competence in a relatively short time of cooperation between employees or business units, making it easier for employees to share knowledge and innovation, and improve communication and relations between employees (Almulhim, 2020).

Conclusions

Based on the results of data analysis and research discussion, it can be concluded that to improve innovative work behavior, motivation is needed from leaders or managers to employees to strengthen their psychology when carrying out work. If each employee's psychological empowerment is considered, they will feel that their work is meaningful and contributes significantly to organizational achievement. Furthermore, psychological empowerment can be done through the commitment of managers as superiors to appreciate and acknowledge the contributions of subordinates so that they feel valued is absolute. Often superiors forget to give appreciation for a job done properly because they think it is an employee's obligation. Diversity in thinking and acting is owned by every employee, which requires strong psychological empowerment to embrace. Managers must understand every behavior of their organization's members to become effective managers. Effective managers can move all members of the organization to work consciously and responsibly towards their work.

On the other hand, knowledge sharing is important to encourage employees to increase innovative behavior when carrying out work. The importance of knowledge sharing for companies is that it can be considered important, even though it is informal or non-formal. This is because sharing knowledge can be done anytime without waiting for certain needs or conditions. In this activity, knowledge sharing is not limited because it can cover all general information. Even employees can exchange ideas without having to talk about business or work. For example, about self-development from outside or any information that will increase the insight capacity of employees. Besides that, The importance of knowledge sharing for employees is seen when they understand their job descriptions and exchange opinions regarding their work. Of course, with activities that are not too serious and rigid, everyone's knowledge and experience will be absorbed easily by others.

As a recommendation, of course, this research has limitations. For further research, you can develop and explore matters related to innovative work behavior or add other related variables that have not been used in this study. Furthermore, the sample size used in the study is still small and has not been able to provide general generalizations, further research should add a larger sample size from different regions. On the other hand, for larger sample sizes and more complex models, data analysis methods with the CB-SEM approach can be used using the Amos application.

Conflicts of Interest

The authors declare that there is no conflict of interest regarding the publication of this paper.

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