East Asian Journal of Multidisciplinary Research (EAJMR)
Vol.3, No.2, 2024: 949-960

Study of Innovative Behavior in Terms of Leadership Roles, Organizational Culture and Knowledge Sharing

Valentina Erna Cahyaningtyas[1]*, Audita Nuvriasari[2]
Universitas Mercu Buana Yogyakarta
Corresponding Author: Valentina Erna Cahyaningtyas
valentinaerna90@gmail.com

A R T I C L E I N F O

Keywords: Organizational Culture, Leadership, Knowledge Sharing, Innovative Behavior

Received : 10, December
Revised : 14, January
Accepted: 21, February

A B S T R A C T

The purpose of this research is to examine creative behavior through the lenses of leadership responsibilities, company culture, and information exchange. In this research, 117 participants were surveyed. The study tool used is a questionnaire, and the data gathering approach is a survey method. Data analysis in SmartPLS 3.2 makes use of the outer model, inner model, and hypothesis testing. Leadership does not have a major impact on innovative behavior, according to the study's conclusions. However, organizational culture does, and knowledge sharing also has a good and significant influence.

INTRODUCTION

The development of services in the field of health services is currently very rapid, this is due to technological developments in the health sector. The public will find it easier to access all available health service information. The existence of technological developments encourages hospitals to foster new innovations in order to compete with other health service providers. Innovation is an individual behavior that comes from the application of new ideas or ideas that are applied to create a process with a uniqueness and novelty in accordance with the goals and direction to be achieved, so that a strategy is needed in its achievement (Iffah, 2019). Hospitals will always experience dynamics and changes, which can occur due to driving factors both from within the organization and outside the organization to make various kinds of innovations. Innovation can be realized if the human resources involved in it have innovative work behavior (Suprayogo, 2010).

Employees' innovative behavior in organizational development is one of the important factors in achieving organizational goals. Innovative behavior is a combination of creativity with the resources owned in order to produce a new work system (Djazilan & Darmawan, 2022). Employees who engage in creative work behavior are more likely to come up with novel possibilities, ideas, and strategies for maximizing both their own and the company's production. Leadership is one of the elements that impact employees' propensity to innovate (Hasmin & Nurung, 2021), organizational culture (Widyaningrum, 2019) and knowledge sharing (Indarti & Dyahjatmayanti, 2022).

Leadership is one of the factors that influence employees' innovative behavior. One way to foster innovative performance behavior requires an individual who is able to lead and direct individuals in the organization (Hasmin & Nurung, 2021). Leadership that has integrity and can provide inspiration and motivation to its members to change the perspective of employees in carrying out work (Pandanningrum & Nugraheni, 2021). Previous study has shown that inclusive leadership significantly and positively affects employee creative behavior (Qi et al., 2019), highlighting the significance of leadership in this regard.

Organisational culture is the second element that affects employees' propensity to innovate. Routines, customs, and accepted approaches to work are the bedrock of every organization's culture. A company's culture is its shared beliefs and values held by its employees (Widyaningrum, 2019). What we mean when we talk about an organization's culture is the shared set of values and principles that employees adhere to while doing their jobs (Tewal et al., 2017). Organizational culture as a social force in the organization to move

the people involved in it to carry out work activities. Organizational culture plays an important role in fostering employees' innovative behavior.

Another factor that can affect employees' innovative behavior is knowledge sharing. Knowledge sharing, is a method for sharing knowledge, methods, experiences, and ideas owned by one employee to another (Pandanningrum & Nugraheni, 2021). Knowledge sharing reflects the behavior of various different types of knowledge by exchanging knowledge or transferring knowledge (Indarti & Dyahjatmayanti, 2022). In sharing this knowledge, there is a process to share information through experiences, opinions, thoughts, and information obtained either from book references or from other people. The importance of knowledge-sharing activities in realizing employees' innovative behavior has been proven by a number of studies. Knowledge that is both intensive and effective will influence workers' highly inventive work behavior and significantly contribute to their professional growth.

THEORETICAL REVIEW

Innovative Behavior

Creative ActionThe capacity to alter one's work habits by incorporating novel approaches, strategies, and methods into one's routine is at the heart of innovative behavior (Hadi et al., 2020). Individuals engage in creative behavior when they generate and incorporate novel concepts, theories, or methods into the execution and completion of tasks Gaynor (2002) in (Prayudhayanti & Bondan, 2014)

In this study, there are 5 indicators adopted from previous research with minor modifications (Prayoga et al., 2023), including: a) finding ideas, b) developing ideas, c) seeking support for reinforcing ideas, d) maintaining ideas, e) implementing ideas.

Leadership

One aspect of competence that is crucial to an organization's performance or success is leadership. While there is no one right technique to lead, the most important thing is finding a way to motivate other people to achieve their goals. A leader's ability to motivate their followers to work together toward a common objective is a key component of leadership (Hasibuan, 2016). One of the most important leadership qualities is the capacity to rally followers around a common cause and get them to pull their weight.

The following six indicators were taken from earlier studies and slightly adjusted for this one: a) analytical prowess, b) decision-making capacity, c) motivational skills, d) communication abilities, e) capacity to foster a positive work atmosphere, and f) task delegation proficiency.

Organizational Culture

What sets one company apart from another is its culture, which is characterized by its members' common meaning system (Robbins & Judge, 2019). Meanwhile, Tewal et al. (2017) define organizational culture as something related to the values and beliefs that are developed in the organization to guide the behavior and actions of members of the organization.
In this study, there are 5 indicators that were adopted from previous research with minor modifications (Pebrian et al., 2023), including: a) individual initiative, b) risk tolerance, c) reward system, d) conflict tolerance, e) communication patterns.

Knowledge Sharing

The term "knowledge sharing" refers to the practice of systematically passing on information and experience from one group or individual to another, via a variety of channels, to those who might benefit from it (Pandanningrum & Nugraheni, 2021).

In this study, the research indicators were developed from two dimensions of knowledge sharing studied by (Prayoga et al., 2023) which consist of knowledge donating and knowledge collecting. These dimensions were developed by researchers with the following indicators: 1. knowledge donating with indicators: a) sharing new knowledge with colleagues, b) sharing information on how to solve work, c) actively discussing to solve work problems and 2. knowledge collecting with indicators: a) willing to learn from coworkers, b) enthusiastic about learning new knowledge, c) actively seeking information for work development.

METHODOLOGY

Purposive sampling is used as the method for selecting the sample. As a method of selecting samples, Purposive Sampling is conditional on meeting certain criteria. The selection of the sample was based on the following criteria: A permanent employee is the response. A questionnaire is used to gather data for this study. Questionnaires are questions prepared by researchers to find out the opinions or perceptions of research respondents about a variable under study (Juliandi et al., 2014). The questionnaire used uses a closed questionnaire where the question items are measured on a five level Likert scale with assessment categories: Strongly Disagree (Score 1) Up to Score 5 (Strongly Agree). The questionnaire was distributed to 117 employees via Google Form.
The purpose of this study's hypothesis testing was to identify any mediating or direct relationships between the independent and dependent variables via the use of intervening factors. One method that can be used in analyzing the path equation model is Structural Equational Modeling (SEM) using the Smart-PLS

tool, which uses mediation effect analysis. According to Ghozali & Latan (2015) in Hamid & Anwar (2019), SEM has the advantage of conducting path analysis with latent variables

RESULTS

Validity Test

When we say that an instrument is being tested for validity, we indicate that we are checking how well it measures study variables. The reliability of the measurement findings depends on the validity and accuracy of the instrument. This validity test was calculated using SmartPLS 3 software and 117 respondents. The questionnaire's validity test yielded the following results:

Table 1. Validity Test Results of Research Questionnaire

Statement	Outer loading	Description
Leadership (X1)		
X1.1	0.866	Valid
X1.2	0,900	Valid
X1.3	0,889	Valid
X1.4	0,898	Valid
X1.5	0,879	Valid
X1.6	0,876	Valid
Organizational Culture (X2)		
X2.1	0,729	Valid
X2.2	0,711	Valid
X2.3	0,802	Valid
X2.4	0,848	Valid
X2.5	0,840	Valid
***Knowledge Sharing* (X3)**		
X3.1	0,726	Valid
X3.2	0,822	Valid
X3.3	0,868	Valid
X3.4	0,887	Valid
X3.5	0,861	Valid
X3.6	0,830	Valid
Innovative Behavior(Y)		
Y1.1	0,817	Valid
Y1.2	0,841	Valid
Y1.3	0,845	Valid
Y1.4	0,799	Valid

Statement	Outer loading	Description
Y1.5	0,849	Valid

In the validity test, a statement item is declared valid if the outer loading is > 0.7. This study used 117 respondents and all outer loading was considered valid because it met the criteria.

Reliability Test

If an indicator is dependable, then it may be utilized to gather data with confidence. Testing for reliability using the use of SmartPLS 3 and the Cronbach's Alpha and Composite Reliability theories. The study variables' reliability test yielded the following results:

Table 2. Reliability Test Results of Research Questionnaire

Variables	Cronbach' s Alpha	Composite Reliability	Description
Leadership (X1)	0,945	0,956	*Reliabel*
Organizational Culture (X2)	0,845	0,891	*Reliabel*
Knowledge Sharing (X3)	0,912	0,932	*Reliabel*
Innovative Behavior (Y1)	0,888	0,917	*Reliabel*

In the reliability test, the instrument is regarded to be dependable if the value of the reliability coefficient is more than 0.7. Based on the data shown in Table 2, it is evident that all of the variables under investigation are reliable. This is because the reliability coefficient values for both Cronbach's Alpha and Composite Reliability are more than 0.7.

Discriminant Validity Test (Fornell Larcker C)

A discriminant can be declared feasible or adequate if the Average Variance Extracted (AVE) is > 0.50. The results of the Average Variance Extracted test on the questionnaire in this study are:

Table 3. Average Variance Extracted (AVE) Test Results

Variables	Average Variance Extracted (AVE)	Description
Leadership (X1)	0,783	Valid
Organizational Culture (X2)	0,621	Valid

Knowledge Sharing (X3)	0,696	Valid
Innovative Behavior (Y1)	0,690	Valid

Furthermore, the test of discriminant validity (Fornell Larcker C) is seen in table 4

Table 4. Discriminant Validity Test (Fornell Larcker C)

Variables	**Leadership (X1)**	**Organizational Culture (X2)**	**Knowledge Sharing (X3)**	**Innovative Behavior (Y1)**
Leadership (X1)	0,624			
Organizational Culture (X2)	0,478	0,788		
Variables	**Leadership (X1)**	**Organizational Culture (X2)**	**Knowledge Sharing (X3)**	**Innovative Behavior (Y1)**
Knowledge Sharing (X3)	0,353	0,885	0,834	
Innovative Behavior (Y1)	0,363	0,739	0,763	0,830

.

Due to the fact that the square root of the Average Variance Extracted (AVE) for each construct in the estimated model is greater than the correlation between one construct and other constructs in the model, the requirement for discriminant validity is satisfied by each and every construct with respect to the model.

Uji Goodness-Of-Fit Measures

The results of the Goodness of Fit Measures test on the questionnaire in this study are as follows:

Table 5. Goodness-Of-Fit Measures Test

Indicator	**Result**	**Criteria**
SRMR	0,080	acceptable if <= 0.08
d_ULS	1,600	acceptable if >= 0.95
d_G	1,004	acceptable if P >= 0.05
Chi-square	599,860	close to zero
NFI	0,943	acceptable if >= 0.90

Table 5. shows the results obtained by the researcher is 0.080 by using SEM-PLS3 software. Additionally, the values of d_ULS and d_G, which are the squared and geodesic distances, respectively, are not related with any value. This is due to the fact that the confidence intervals of d_ULS and d_G were not produced by utilizing the "normal" bootstrap procedure. In addition, the Chi-Square statistic cannot be used because of its sensitivity to the size of the sample. The value of Chi-Square, which is used to assess the likelihood of rejection, increases in a manner that is directly proportional to the size of the sample. On top of that, the Normal Fit Index (NFI) generates a value that falls somewhere in the range of zero to one. It would be ideal if it was somewhere around one.

Hypothesis Test

The hypothesis of this study can be accepted if the T-Statistic value is > 1.96 and the P-Values is < 0.05. The following is a hypothesis test table and P-Values:

Table 6. Hypothesis Test

Variables	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
X1 Leadership -> Y1 Innovative Behavior	-0,022	-0,013	0,060	0,368	0,713
X2 Organizational Culture -> Y1 Innovative Behavior	0.440	0,441	0,071	6,175	0,000
X3 Knowledge Sharing -> Y1 Innovative Behavior	0,496	0,493	0,072	6,991	0,000

Taking into consideration the fact that the original sample value was -0.022 and the t-statistic was 0.368, as shown in Table 6, it is evident that Leadership does not haveany impact on Innovative Behavior. When it comes to creative behavior, the t-statistic of 6.175 and the original sample value of 0.440 both indicate that the organizational culture does not have a negative impact on the behavior. The value of the t-statistic, which is 6.991, and the value of the original sample, which is 0.496, both indicate that the phenomenon of information sharing has a positive impact on inventive behavior.

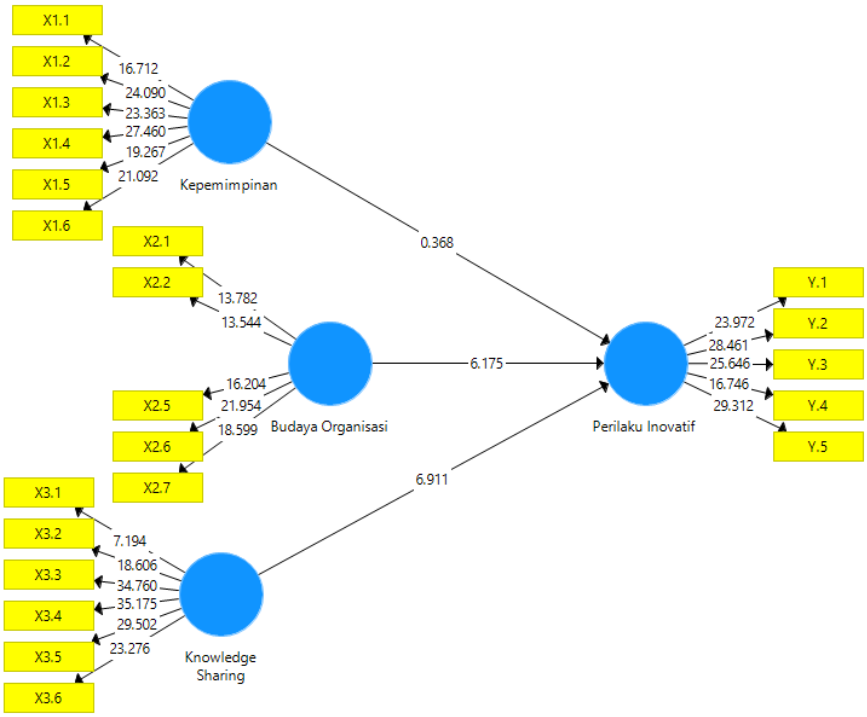

Figure 2. Path Coefficients T values

DISCUSSION

The Effect of Leadership on Innovative Behavior

When it comes to creative conduct, the influence of leadership is essentially absent. P> 0.05, which corresponds to a significance level of 0.713, provides evidence of this. The results of this test indicate that a leadership style does not have any impact on the innovative function of an organization, regardless of how successful or ineffectual the leadership style may be. The assessment of leadership is effective or good. However, the leadership does not have an impact on the high and low innovative behavior of the employees. This can be happened because innovative behavior arises from internal employee factors such as creativity, awareness to develop themselves and motivation to implement ideas. The results of this study strengthen previous research conducted by Asbari et al. (2019), that leadership has no significant effect on the innovative behavior.

The Effect of Organizational Culture on Innovative Behavior

An organization's culture has a substantial and beneficial influence on the innovative behavior individuals exhibit. An indication of this would be a significance value of 0.000 or a P-value that is lower than 0.05. The outcomes of this research indicate that, on the one hand, a more successfully implemented organizational culture would support higher innovation in practice, and on the other hand, the opposite is also true at the same time.

Both Taradita and Wibawa (2019) and Pebrian and colleagues (2023) have found that the conclusions of this investigation are consistent with their findings. The results of the study showed that there is a positive association between creative conduct and the culture of the company.

The Effect of Knowledge Sharing on Innovative Behavior

It has been shown that the act of sharing information has a positive and statistically significant influence on creative behavior. An indication of this would be a significance value of 0.000 or a P-value that is lower than 0.05. According to the results of this test, a rise in innovative behavior will be further promoted by a knowledge exchange that is carried out without any problems.Additionally, the results of this study (2023) provide credence to the conclusions of previous research conducted by Djazilan et al. (2022) and Prayoga et al. (2023). According to the findings of the study, the act of sharing one's knowledge has a substantial impact on inventive behavior.

CONCLUSIONS AND RECOMMENDATIONS

In light of the results and the subsequent discussion of this research, the following conclusions may be drawn:

1. According to the findings of the study, leadership does not provide a substantial influence on creative behavior. It seems from this that the level of creative activity is unaffected by the quality of leadership, whether it be outstanding or bad.
2. The results of the study suggest that there is a positive and significant connection between the culture of an organization and creative activity. It would seem from this that the degree to which an organization is able to cultivate creativity is directly proportional to the quality of the cultural implementation that it utilizes.
3. According to the findings of the research, the amount of knowledge that is shared has a big and favorable impact on innovative behavior. As a result, an improvement in the method of information exchange will lead to an increase in the number of innovative acts, and the opposite is also true.

FURTHER STUDY

The limitations found in this study are that the sampling is still limited to permanent employees, so this research cannot be generalized as a comprehensive picture of employee innovative behavior. Variables that influence innovative behavior are still limited to organizational factors and do not involve internal employee factors such as creativity, competence, and motivation.

ACKNOWLEDGMENT

This section gave you the opportunities to present gratitude to your colleagues who provide suggestions for your papers. You can also convey your appreciation to the financial grants you are accepting, making this paper.

REFERENCES

Asbari, M., Santoso, P. B., & Purwanto, A. (2019). Pengaruh Kepemimpinan dan Budaya Organisasi terhadap Perilaku Kerja Inovatif pada Industri 4.0. *Jurnal Ilmiah Manajemen*, *8*(1), 7–15.

Djazilan, M. S., & Darmawan, D. (2022). Kajian Tentang Innovative Behaviour ditinjau dari Knowledge Sharing dan Keadilan Organisasi. *Jurnal Baruna Horizon*, *5*(2), 78–87.

Ghozali, I. (2016) Aplikasi Analisis Multivariete Dengan Program IBM SPSS 23. Edisi 8. Semarang: Badan Penerbit Universitas Diponegoro.

Hadi, S., A.R, P., & R, M. (2020). Pengaruh Perilaku Inovatif dan Keterlibatan Kerja terhadap Kinerja karyawan. *Baruna Horison*, 186–197.

Hasibuan, M. (2016). *Manajemen Sumber Daya Manusia*. Jakarta:Bumi Aksara.

Hasmin, & Nurung, J. (2021). Manajemen Sumber Daya Manusia. Tangerang Selatan: Mitra Cendekia Media.

Iffah, R. (2019). Innovative Behavior At Work: Tinjauan Psikologi & Implementasi Di Organisasi. Yogyakarta: Deepublish.

Indarti, N., & Dyahjatmayanti, D. (2022). *Manajemen Pengetahuan : Teori dan Praktek*. Yogyakarta: Gadjah Mada University Press.

Juliandi, A., Irfan, & Manurung, S. (2014). *Metodologi Penelitian Bisnis (Konsep dan Aplikasi)*. Medan: UMSU Press.

Pandanningrum, G. V., & Nugraheni, R. (2021). Pengaruh Knowledge Sharing Terhadap Perilaku Kerja. *Diponegoro Journal of Management*, *10*, 1–11.

Pebrian, Mutiara, R., & Ruswanti, E. (2023). Pengaruh Gaya Kepemimpinan Transformasional, Budaya Organisasi dan Motivasi Kerja terhadap Perilaku Inovatif Pada RS Prabumulih. *Jurnal Impresi Indonesia (JII)*, *2*(3), 266–278.

Prayoga, R., Suherman, E., & Apriani, Z. (2023). Pengaruh Knowledge Sharing terhadap Perilaku Inovatif pada Pengurus Organisasi Mahasiswa (Studi pada Pengurus Organisasi Mahasiswa Fakultas Ekonomi dan Bisnis UBP Karawang Periode 2022-2023). *Journal on Education*, *05*(03), 9799–9814.

Prayudhayanti, B. N (2014). Peningkatan Perilaku Inovatif Melalui Budaya Organisasi. *Jurnal Ekonomi dan Bisnis*, *15*(2), 19-32.

Qi, L., Liu, B., Wei, X., & Hu, Y. (2019). Impact of inclusive leadership on employee innovative behavior : Perceived organizational support as a mediator. *PLOS*, 1–14.

Suprayogo, I. (2010). *Kepemimpinan : Pengembangan Organisasi Tem Building dan Perilaku Inovatif*. Malang: UIN-MALIKU PRESS.

Taradita, I. G. A. S., & Wibawa, I. M. A. (2019). Organisasi terhadap Perilaku Inovatif. *E-Jurnal Manajemen UNUD*, *8*(6), 3417–3445.

Tewal, B., Aldofina, Prndowo, M. C. H., & Tawas, H. N. (2017). *Perilaku Organisasi*. Bandung: CV. Patra Media Grafindo.

Widyaningrum, M. (2019). *Manajemen Sumber Daya Manusia.* Surabaya: UBHARA Manajemen Press.