

Fostering Innovative Work Behavior Through Knowledge Sharing: The Mediating Effects of Organizational Learning and Employee Job Satisfaction

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Abstract. Innovative work behavior (IWB) increases employee productivity and performance. This study investigates the relationship between knowledge sharing (KS) and innovative work behavior (IWB), mediated by organizational learning (OL) and employee job satisfaction (EJS), in 320 employees of the tourism sector of Micro, Small and Medium Enterprises (MSMEs) in Indonesia. The results reveal that K.S. has no direct effect on IWB among tourism MSME actors. However, KS has a significant positive effect on OL and EJS. In turn, OL and EJS are positively related to IWB. Thus, KS contributes to IWB indirectly through increasing OL and EJS. These findings suggest that tourism MSME managers should promote K.S. practices to foster a sustainable learning environment and increase employee satisfaction, which can effectively motivate innovative behavior. This study makes a theoretical contribution by integrating social exchange theory and expectancy theory to understand previous IWB practices. We provide empirical evidence regarding the mediating mechanisms linking KS and IWB in Indonesian tourism MSMEs, to address the research gap. The practical implication is that employee management initiatives to facilitate KS and organizational Learning can increase IWB by considering job satisfaction factors. The cross-sectional survey methodology imposes several limitations. Future research could examine other variables influencing IWB, use longitudinal designs, and include different tourism contexts.

Keywords: Knowledge Sharing, Organizational Learning, Employee Job Satisfaction, Innovative Work Behaviour

1. Introduction

Indonesia continues to develop the tourism sector. This sector contributes to increasing national income, absorbing labour, and improving community welfare. The COVID-19 outbreak in 2020-2021 resulted in tourism businesses not operating and many closing. In mid-2022, tourism businesses will start operating again and adapt to new post-pandemic conditions. Micro, Small and Medium Enterprises (MSMEs) tourism in Indonesia is experiencing increasingly rapid growth. Various types of tourism destinations can attract tourists from within the country and abroad. This exciting phenomenon encourages the government and society to work together to develop tourism potential in various regions of Indonesia. Various tourist destinations are the choice of the people of Kediri City and Regency, East Java, including natural tourism, artificial tourism, village tourism, cultural tourism, religious tourism, educational tourism and shopping tourism. Tourism business competition is in a volatile, uncertain, complex and ambiguous environment. Therefore, each tourism MSME manager carries out various business managerial strategies that can attract tourists to visit the tourism destinations provided. The current increase in public interest in visiting tourist attractions is an opportunity for tourism MSMEs to provide tourism services that can satisfy visitors. It impacts increasing income in the tourism sector from year to year. The existence of tourism MSMEs is essential to support the sustainability of tourism business development so that it can trigger increased economic activity and develop business opportunities and community entrepreneurship. Even though the tourism MSME sector in Indonesia can contribute to increasing state income and absorb labour, the performance and productivity of human resources are still relatively low; this is evidenced by several problems still being found, such as a decrease in the number of visitors, inadequate infrastructure at tourist attractions, tourist attractions that do not attract the interest of visitors (Singgih et al., 2023), the quality of the tourism products offered is still low, and tourism promotion is less intensive (Hamdana et al., 2022). It is likely due to the lack of optimal innovative work behaviour (IWB) of tourism MSME employees. IWB is individual behaviour demonstrated to produce, apply, and implement new ideas, products, processes and methods into work processes to support organizational sustainability and performance (Santoso et al., 2019). Work in the tourism sector always requires new ideas to increase significant changes in the organization, for example, the creation of new routines, simplifying work processes, using new work tools, and increasing collaboration both internally and externally (Bäckström & Bengtsson, 2019). In addition, the sustainability of tourism MSME organizations is primarily determined by the creation and use of intellectual assets (Roswiyanti et al., 2022) owned by employees to develop IWB. To win competition in the tourism business, MSMEs need to increase their employees' innovation capacity, enabling them to offer new products or services to consumers (Soetjipto et al., 2023). Employees who develop IWB can produce innovation in their work, which impacts the creation of new things (Yasser Almshref, 2022) in the form of products (Sunyoto et al., 2023) or services that support business sustainability. IWB can stimulate the thinking process and produce more creative ideas that can be realized.

The IWB process will be effective if it is supported by managing the knowledge resources employees own. Employee knowledge is the intellectual capital that generates added value for organizational progress (Kthiar & Al-Hindawy, 2022). For this reason, tourism MSME managers must be able to manage the Knowledge employees possess using effective knowledge management (KM) strategies. KM. is a systematic process for finding, selecting, organizing, extracting, and presenting information in a certain way that can increase mastery of knowledge in a specific field of study (Maynard-Smith, 2021). Knowledge Sharing (KS) practice is implementing a knowledge management strategy through employee social interaction in the workplace through active communication, consultation with colleagues, and voluntary information sharing (Ouakouak, 2021). KS is defined as the reciprocal exchange of ideas and information that can influence the way teams learn in organizations (Majeed & Kadhum, 2022). Previous research has proven that KS in organizations has a positive effect on employee performance (Na-Nan et al., 2019); (Swanson et al., 2020); (Rohim & Budhiasa, 2019), improving employee work performance (Nugroho et al., 2022), increasing employee ability to adapting

to the work environment and creating innovative ideas (Al-Zoubi et al., 2020). KS Found to have a positive effect on Organizational Learning (OL) (Nugroho et al., 2022). OL is defined as the system and environmental design that aims to develop the knowledge needed in organizational management to create and expand the organization's internal knowledge-sharing process and improve the organization's innovation process. OL can encourage organizational members to learn continuously and collaborate to improve or maintain competencies which have an impact on improving job performance. Companies that practice OL in the workplace will create a productive organizational environment. OL practices were found to have a significant and positive effect on employee job satisfaction or Employee Job Satisfaction (EJS) (Hendri, 2019); (Ahmad & Karim, 2019); (Amin,2022); (Masadeh et al., 2019); (Rafique & Mahmood, 2018). EJS is defined as a measure of an employee's level of satisfaction with the type of work, the work results achieved, the form of supervision received, a sense of relief, and feelings of liking for their work. Employees who are satisfied with the job design and organizational climate in the workplace will be willing to do positive things for the company and their coworkers. KS practices make employees more able to adapt to a dynamic environment to be more satisfied in doing their work (Soetjpto & Supriyanto, 2020). Both KS and OL adopted in the organization will be able to improve EJS and have an impact on increasing IWB (Kim & Park, 2017); (Munir & Beh, 2019); (Ahmed et al., 2018); (Ogunmokun et al., 2020); (Santoso et al., 2019).

Human resource management practices help increase employee productivity directly and performance indirectly (Halim et al., 2023). In the context of H.R. management practices, the topic of innovative work behavior has been studied widely, including startup companies in Malaysia (Munir & Beh, 2019), telecommunications companies in Vietnam (TPL Nguyen et al., 2020), telecommunications companies in Pakistan (Ahmed et al., 2018), manufacturing machinery and equipment companies for mining in Poland (Kmieciak, 2020). Previous research (Munir & Beh, 2019), investigated the integration between creative organizational climate and knowledge sharing in increasing innovative work behavior of startups in Malaysia. Meanwhile, this latest research wants to explore the influence of knowledge sharing on innovative work behavior through the mediating role of organizational Learning and employee job satisfaction. The difference with previous research lies in the research object, where this research focuses on employees in the MSME sector in the tourism services sector in Indonesia, which still needs to be studied. There needs to be more research to encourage employee IWB in tourism MSMEs in Indonesia. Our research aims to investigate the exciting relationship between organizational Learning, employee job satisfaction, and their combined role in influencing knowledge sharing that drives innovative work behavior. Considering Organizational Learning Moreover, employee job satisfaction is an urgent need for tourism MSME organizations to encourage innovation in a dynamic business landscape. The results of this study will provide valuable insight into the factors that impact the adoption and utilization of Knowledge behavior, organizational Learning, and employee job satisfaction, which will help increase innovative work behavior. The contribution of this research to the literature regarding efforts to increase employee innovative work behavior will be of interest to scholars, practitioners, and managers in human resource management. This research is structured as follows: Section 2 presents the literature review and hypothesis development. Section 3 presents the research method, which describes the design, instruments, and data analysis used. The results are explained in Section 4. Next, Section 5 presents a discussion of this research. Section 6 concludes the research results, explains the limitations of the research, and recommends opportunities for further research.

2. Literature Review and Hypothesis Development

2.1. Knowledge Sharing

Knowledge Sharing (KS) is a business concept that includes agreed, coordinated, and deliberate joint efforts to manage organizational knowledge by creating, compiling, disseminating, and applying it to improve organizational performance (Roswiyanti et al., 2022). KS is a method of knowledge

management that provides opportunities for members as individuals, groups, and organizations to share the knowledge, techniques, experiences, and ideas they have with other members. Knowledge sharing is measured using two indicators adapted from research (Oliveira et al., 2020), namely knowledge donation and knowledge collection. The success of knowledge management policies in an organization depends on KS practices between employees and the results obtained (Ahmad & Karim, 2019) in innovative work behavior. Empirical evidence explains that KS has a positive effect on IWB (Munir & Beh, 2019), (TPL Nguyen et al., 2019), (Ahmed et al., 2018), (Oliveira et al., 2020), (Kmieciak, 2020) because it provides recognition of intellectual capital in the form of ownership of an individual's knowledge or skills by other people so that it influences the sustainability of an individual's career (Nugroho et al., 2022). KS has an impact on increasing loyalty and creativity (Swanson et al., 2020), a positive social interaction climate, inspiring innovation in the organization and developing individual competencies, thereby encouraging job satisfaction (Amin, 2022); (Ahmad & Karim, 2019); (Masadeh et al., 2019); (Rafique & Mahmood, 2018); (Usmanova et al., 2020); (Sa'adah & Rijanti, 2022). The adoption of KS in organizations allows the development of individual creativity in the form of fluency (the ability to generate new ideas, sensitivity to problems, originality (the ability to design new solutions), flexibility (opportunities to achieve social and economic progress), risks and challenges (a brave attitude and readiness to face risks and challenges) (Kthiar & Al-Hindawy, 2022). KS practices in organizations adopt the social exchange theory (Cugueró-Escofet et al., 2019), which assesses human relationships based on reciprocal aspects, namely the interaction process of giving and receiving. Between employee interests and organizational interests. Describe social exchange theory, practice KS influences individual performance, Learning and creativity, and positive psychological impacts (F. et al., 2019). Beneficial KS requires an effective organizational learning system (Abbas et al., 2019), where this system can facilitate continuous learning activities so that there is an increase in competency, which supports continuous improvement in employee performance. This is in line with research results (Nugroho et al., 2022); (Abbas et al., 2019), which prove that there is a positive influence of KS on Organizational Learning. The development of information and communication technology will support the smoothness of the KS process in the workplace, which can improve EJS (Masadeh et al., 2019). Several studies show the critical role of information technology, such as cloud computing, e-tourism, smart tourism, and websites (Ketawang, 2019); (Komalasari et al., 2020); (Hanum, 2020); (Andrian et al., 2021) to support the development of the tourism industry in Indonesia in the aspects of transportation, accommodation, food, tourist destinations, and services (Rusdi, 2019). Tourism MSME managers in Indonesia must utilize information technology in knowledge-sharing practices that stimulate IWB, OL, and EJS. Therefore, the study formulates the following research hypothesis.

H1: Knowledge Sharing positively influences Innovative Work Behavior.

H2: Knowledge Sharing positively influences Organizational Learning.

H3: Knowledge Sharing positively influences Employee Job Satisfaction.

2.2. Organizational Learning

Organizational Learning (OL) is a business managerial strategy that requires the role of individuals who are skilled in creating, acquiring, transferring knowledge, and modifying its behavior to reflect new understanding or Knowledge (Khan et al., 2020). Organizational Learning is the design of systems and environments aimed at developing the knowledge needed in organizational knowledge management to create and expand processes of internal knowledge sharing and organizational innovation. Organizational Learning is measured using four indicators adapted from research (Abbas et al., 2019), namely, acquiring knowledge, distributing knowledge, interpreting knowledge, and organizational memory. OL practices in organizations encourage employees to work with modern thinking patterns because organizations give employees the freedom to continue learning something new together (creating a learning organization). Employee creativity and innovation will develop if supported by an effective learning system and environment. To win business competition, tourism MSME organizations must improve their ability to operate profitably (agility) and continuously develop innovation capacity

through learning to capture opportunities to gain profits. Research results prove that effective OL can support increased employee creativity (T.M. et al., 2022) and innovative work behavior (Kim & Park, 2017); (Abbas et al., 2019); (Dewantara et al., 2023); (Ali et al., 2020); (Rusok et al., 2023); (Muhsin et al., 2021). Small organizations such as tourism MSMEs often need help to innovate (Muafi & Uyun, 2019) due to a lack of developing employee innovative work behavior and managing organizational knowledge. The role of the organization is to create practical knowledge flow through OL Allows employees to innovate processes or products to increase satisfaction in doing their work. OL will increase when employees have high satisfaction with their work. Tourism MSME organizations need to pay attention to employee job satisfaction to increase OL Previous research results show that OL has a significant and positive effect on job satisfaction (Hendri, 2019); (Ghayas & Khan, 2019); (Lin et al., 2022); (Khan et al., 2020); (Liu & Ren, 2019). Therefore, the study formulates the following research hypothesis.

H4: Organizational Learning positively influences Innovative Work Behavior.

2.3. Employee Job Satisfaction

Employee Job Satisfaction (EJS) is a pleasant or positive emotional state that results from assessing a person's job or work experience. Job satisfaction is used as an indicator to evaluate employee work attitudes, which are influenced by organizational events, for example, changes in the environment and organizational culture. Job satisfaction results from fulfilling employee needs and desires through work activities, such as employee assessments, attitudes or feelings regarding work and the work environment, type of work, compensation, relationships with coworkers, and social relationships in the workplace. Job satisfaction is the work result a person achieves in carrying out the tasks assigned to him, which is based on work actualization based on achieving work goals, work performance, realization, targets, and welfare (Amin, 2022). EJS is measured using two indicators adapted from research (Riyanto et al., 2021), namely, intrinsic and extrinsic satisfaction. Intrinsic satisfaction is work comfort that comes from the characteristics of the work performed, such as job details, expertise, autonomy, and job variety. Extrinsic satisfaction is all conditions of work comfort from outside work, including salary and wages and the way the company manages employees. The increasingly fierce competitive dynamics require every employee to continue to improve and develop their job satisfaction. Tourism MSME managers need to pay attention to the factors that influence the achievement of EJS, namely KS and OL Expectancy theory states that employee EJS is assessed based on goal fulfillment, goal achievement, targets, and well-being. The more expectations are met, the more satisfied someone is with the work produced. An employee work environment that meets employees personal characteristics, needs, and values will increase employee job satisfaction (Achmad et al., 2023). Tourism MSME organizations must have the ability to manage organizational knowledge through the implementation of KS and OL, which can improve Interaction, build close relationships between employees, and encourage employees to share their knowledge and skills (Masadeh et al., 2019). Therefore, the study formulates the following research hypothesis.

H5: Organizational Learning positively influences Employee Job Satisfaction.

2.4. Innovative Work Behavior

Innovative Work Behavior (IWB) is the behavior of individuals who deliberately introduce new ideas, work processes, products, and procedures practical in the workplace (Ningrum et al., 2023). IWB emphasizes the existence of creative attitudes carried out by employees in the workplace so that there is a process of changing attitudes from traditional to modern attitudes or from undeveloped attitudes to more advanced attitudes (Astuti et al., 2019). IWB is measured using two indicators adapted from research (Jankelová et al., 2021), namely, IWB for individuals and IWB for organizations. IWB for individuals is innovative work behavior carried out by employees to achieve personal goals or interests, such as exploring, producing, fighting for, and implementing creative ideas in carrying out their duties. IWB for organizations is innovative work behavior carried out by employees to achieve organizational

goals or interests. It involves three interrelated tasks, namely, the creation, promotion, and implementation of ideas. Forms of IWB behavior for organizations include simplifying processes, using new tools and materials, introducing new routines, increasing collaboration, and creating new offers. The research results prove that EJS has a significant positive effect on IWB (Wiranto et al., 2020). It is supported by social exchange theory, which states that relationships between humans are based on reciprocal aspects, namely the interaction process of giving and receiving between employee interests and organizational interests. This theory explains how the work environment and management impact employee performance, as well as how the elements of cost and reward are some of the factors that influence it (Muttaqien et al., 2023). Employee involvement through knowledge-sharing practices is significant to produce innovative work behavior, which can then improve employee performance sustainably (Santoso et al., 2019), (Jankelová et al., 2021), (Atatsi et al., 2021), (Joanna Dziej' ndziora, Maýgorzata Smolarek, 2022), (April Santoso, 2021). Through certain strategies and openness to innovation (Organizational learning and Knowledge Sharing), MSME players will be able to develop their partnerships and resource capacity (Ratnawati et al., 2018). Therefore, the study formulates the following research hypothesis.

H6: Employee Job Satisfaction positively influences Innovative Work Behavior.

H7: Organizational learning Mediation the relationship between Knowledge Sharing and Innovative Work

Behavior.

H8: Employee Job Satisfaction Mediation the relationship between Knowledge Sharing and Innovative Work Behavior.

3. Research Methods

3.1. Research Design

By collaborating between theory and previous research, the following research model was designed (see Figure 1).

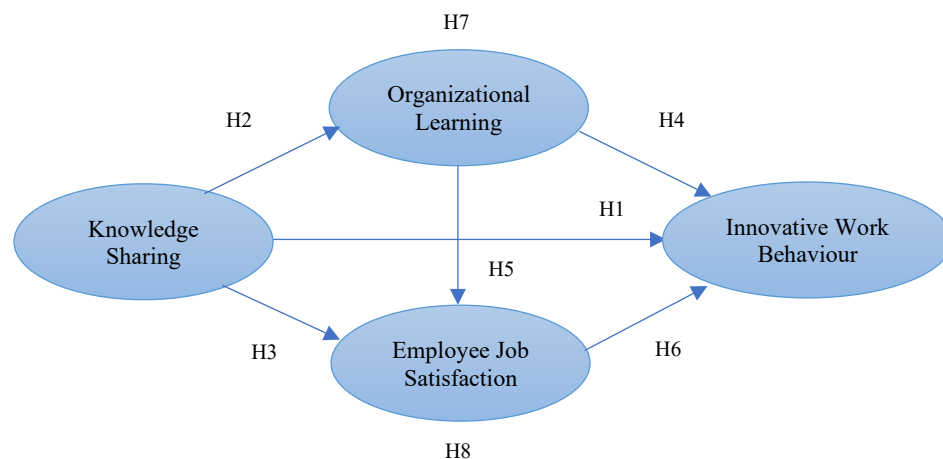


Fig. 1: Conceptual Research Framework

This study aims to analyze the influence of KS on IWB through the mediating role of OL and EJS. We need to prove the hypothesis, so we need a quantitative approach to make it easier to achieve the goal. This research is a type of explanatory research which is analyzed using inferential statistics. The research population was all 1878 employees of tourism MSMEs in the City and Regency of Kediri, East Java, Indonesia. The sample size for this research was 320. Sampling used a purposive sampling technique. The research sample was selected based on specialization criteria in the employee's field of work, including production, marketing, finance, Human Resources (H.R.), development and innovation.

To ensure a more accurate sample size, researchers used sample size calculations using the Raosoft sample size calculator. We distributed questionnaires to 350 respondents, and the results were collected by 320, so the response rate from sample respondents was 91.43%.

3.2. Research Instruments

Cross-sectional data was collected by distributing survey instruments in the form of questionnaires on a five-point Likert scale ranging from "Strongly Disagree (1)" to "Strongly Agree (5)". The total number of statements in the questionnaire was 47. The measurements of all research variables were adapted from previous research. The measurement of the knowledge-sharing variable was adapted from research (Oliveira et al., 2020) with an original Cronbach Alpha value of ($\lambda : 0.951$), two indicators and six statement items. The measurement of the Organizational Learning variable was adapted from research (Abbas et al., 2019) with an original Cronbach Alpha value of ($\lambda : 0.82$), four indicators and thirteen statement items. The measurement of the Organizational Citizenship Behavior variable was adapted from research (Memon et al., 2017) with an original Cronbach Alpha value of ($\lambda : 0.876$), has two indicators and eight statement items. The measurement of the Innovative Work Behavior variable was adapted from research (Jankelová et al., 2021) with an original Cronbach Alpha value of ($\lambda : 0.977$), has two indicators and ten statement items. The measurement of the Employee Job Satisfaction variable was adapted from Research (Riyanto et al., 2021) with an original Cronbach Alpha value of ($\lambda : 0.900$), which has two indicators and eighteen statement items.

3.3. Data Analysis

Research data was analyzed using the SEM model via Lisrel software version 8.8. Data analysis includes testing the validity and reliability of indicators/constructs in research instruments, testing the suitability of theoretical models with empirical data, and testing hypotheses of direct and indirect influence. The validity test is carried out by testing whether the t-value of the standardized loading factor of the observed variables meets reasonable requirements, namely ≥ 1.96 , and the standardized loading factor of the observed variables in the model meets reasonable requirements, namely with a cut-off value of ≥ 0.70 or cut off value. ≥ 0.50 . Analysis of the reliability of the measurement model is carried out by calculating the construct reliability (CR) and variance extracted (VE) values from the standardized loading factors and error variance values, which, according to Hair et al. in Wijanto (2008: 66), states that a construct has high reliability. Good if it meets CR and VE requirements. The CR value is expected to be ≥ 0.7 . However, CR value of 0.6-0.7 is still acceptable, provided that the validity value of the indicator shows promising results (Sofyan Yamin, 2014). If the VE value is >0.50 , it can be stated that each variable has good discriminant validity. The formula for calculating CR and VE is as follows:

$$\text{Construct Reliability} = \frac{(\sum \text{std. loading})^2}{(\sum \text{std. loading})^2 + \sum e_j}$$

$$\text{Variance Extracted} = \frac{\sum \text{std. loading}^2}{\sum \text{std. loading}^2 + \sum e_j}$$

Measurement the level of fit data to the model is carried out in three stages, namely measurement model testing, structural model testing, and goodness of fit (GOF) model testing.

4. Results

4.1. Demographic Characteristics of Respondents

Based on the data collected, 320 respondents participated in the survey with details as follows: gender, age, education, place of work, field of work, length of work.

Table 1. Respondent Demographics

Category	Information	Total respondents	Percentage (%)
Gender	Male	110	34%
	Female	210	66%
Age	11-20	64	20%
	21-30	76	24%
	31-40	80	25%
	41-50	70	22%
	>51	30	9%
Education	Elementary School	35	11%
	Junior High School	78	24%
	Senior High School	98	31%
	Diploma	30	9%
	Bachelor Degree	53	17%
	Master Degree	20	6%
	Doctor	6	2%
Place of Work	City	78	24%
	District	242	76%
Field of Work	Production	90	28%
	Marketing	86	27%
	Finance	65	20%
	Human Resource	46	14%
	Development and innovation	33	10%
Length of Service	<1	37	12%
	1-3	85	27%
	4-6	70	22%
	7-9	56	18%
	10-12	40	13%
	>13	32	10%
	<1	37	12%

Description: N = 320 (sample size) (2023)

Based on Table 1, the research sample was 320 employees, 110 or 34% men and 210 or 66% women. Ages 31-40 years (80 or 25%) showed the top answer results. Most respondents' last education was high school or vocational school, 98 or 31%. Most employees' workplaces are in the Regency area, 242 (76%). The most common field of work is production, namely 90 or 28%. The maximum time working as an employee was 1-3 years, namely 85 (27%).

4.2. Measurement Model Test

The measurement model test is the Confirmatory Factor Analysis (CFA) test. It aims to test the validity and reliability of the construct. Table 2 presents the results of the research instrument validity test.

Table 2. Validity Test Results of Research Instruments

No	Variable	Indicator	Measurement Items	Standardized Loading Factors	Information
A	<i>Knowledge Sharing (KS)</i>				
1	KS1	Donate Knowledge	Share new knowledge topics with colleagues.	0,74	Valid
2	KS2		Share experiences with colleagues.	0,94	Valid
3	KS3		Share knowledge with colleagues regularly.	0,79	Valid
4	KS4	Knowledge gathering	Extract new knowledge needed from colleagues.	0,73	Valid

5	KS5		Ask colleagues to share their skills.	0,64	Valid
6	KS6		The organization's policy is that competent employees are asked to teach other colleagues who are less intelligent.	0,63	Valid
B	<i>Organizational Learning (OL)</i>				
7	OL1	Gaining Knowledge	Participate in activities aimed at gaining new knowledge.	0,83	Valid
8	OL2		The organization has policies in the field of research and development.	0,70	Valid
9	OL3		Organizations routinely test creative thinking and tactics in the workplace.	0,81	Valid
10	OL4	Distribute Knowledge	Organizations distribute knowledge in a variety of activities.	0,82	Valid
11	OL5		Employees participate in different divisions or teams and emerge as connections between divisions or teams.	0,70	Valid
12	OL6		The organization appointed several il personnel to collect information or knowledge from employees.	0,73	Valid
13	OL7	Interpret Knowledge	Employees and teams develop knowledge to achieve organizational goals.	0,70	Valid
14	OL8		Employees team up with each other to exchange experience and knowledge through mutual conversion.	0,82	Valid
15	OL9		The organization carries out training that encourages strengthening teamwork.	0,78	Valid
16	OL10	Memory Organizations	Records of employees' skills and their areas of specialization.	0,77	Valid
17	OL11		The organization has a complete customer database.	0,72	Valid
18	OL12		All employees have access to the organization's common database.	0,81	Valid
19	OL13		The organization updates the database regularly.	0,78	Valid
C	<i>Employee Job Satisfaction (EJS)</i>				
20	EJS1	Intrinsic job satisfaction	Work according to competence.	0,77	Valid
21	EJS2		Work following the wishes.	0,75	Valid
22	EJS3		Exciting and enjoyable work.	0,72	Valid
23	EJS4	Extrinsic job satisfaction	Salary commensurate with the job.	0,80	Valid
24	EJS5		Overtime pay meets expectations.	0,68	Valid
25	EJS6		Salary on time.	0,78	Valid
26	EJS7		There is a position promotion policy.	0,53	Valid
27	EJS8		Fair and objective promotion.	0,81	Valid
28	EJS9		Opportunities for career advancement according to skills.	0,78	Valid
29	EJS10		There is always work supervision.	0,62	Valid

30	EJS11		There is feedback from superiors on the work done.	0,57	Valid
31	EJS12		Any suggestions or input if someone needs help with the job.	0,67	Valid
32	EJS13		Communication between colleagues is smooth.	0,78	Valid
33	EJS14		Immediate assistance to complete work on time.	0,52	Valid
34	EJS15		Colleagues provide support when facing difficulties at work.	0,60	Valid
35	EJS16		Comfortable working space conditions.	0,66	Valid
36	EJS17		Adequate work tools and equipment.	0,65	Valid
37	EJS18		The lighting conditions in the workspace are comfortable.	0,74	Valid
D	<i>Innovative Work Behaviour (IWB)</i>				
38	IWB1	IWB for the benefit of individuals	Employee behaviour Pay attention to coworkers' work.	0,65	Valid
39	IWB2		Employee behaviour is caring in solving problems related to their field of work.	0,77	Valid
40	IWB3		Employee behaviour seeks efficient Moreover, practical methods, techniques or tools to support work.	0,80	Valid
41	IWB4	IWB for the the benefit of the organization	Employee behaviour produces original solutions in solving problems.	0,66	Valid
42	IWB5		Employee behaviour finds new approaches in carrying out tasks.	0,78	Valid
43	IWB6		Employee behaviour inspires innovation within the team.	0,60	Valid
44	IWB7		Employee behaviour persuades coworkers to support innovative ideas.	0,78	Valid
45	IWB8		Employee behaviour includes innovative ideas in the work process.	0,78	Valid
46	IWB9		Contribute to the implementation of new things.	0,79	Valid
47	IWB10		Employee behaviour in trying to Develop new things.	0,73	Valid

Source: Data processed by researchers (2023)

Based on Table 2, the indicator validity test results for all research indicators have good validity for the construct or latent variable because, overall, they have standard factor loading values of ≥ 0.50 . Table 4 presents the result of the reliability test. Table 3 presents the results of the research instrument reliability test.

Table 3. Reliability Test Results of Research Instruments

No	Variable	\sum Standardized Loading	\sum (Standardized Loading) ²	\sum Error Variance	Construct Reliability (CR)	Variance Explained (VE)
1	KS	4,52	3,47	2,55	0,89	0,58
2	OL	9,97	7,68	5,33	0,95	0,59
3	EJS	11,93	8,13	6,92	0,95	0,54
4	IWB	7,34	5,43	4,57	0,92	0,54

Source: Data processed by researchers (2023)

Based on Table 3, the reliability test results for all research variables have CR values > 0.70 and VE values > 0.50, so the level of reliability is good.

4.3. Goodness of Fit Test

The Goodness of Fit test is carried out based on three measurement standards, namely the Absolute Fit measure, the Incremental Fit measure, and the Parsimonious Fit measure. The overall model test will determine the level of accuracy of the model for predicting the covariance matrix or correlation matrix used as input. Table 4 presents the results of the Goodness of Fit test.

Table 4. Goodness of Fit Test Results

Goodness of Fit	Standard	Value	Description
	Ukuran Fit Absolut		
Chi Square	0: Perfect Fit, <3: fit	0.610	Fit
P Value Chi Square	Greater than equals 0,05: Fit	0.079	Fit
RMSEA	Lebih kecil 0,05: Fit, Greater than equals 0,10: Not fit	0.027	Fit
GFI	0: Not fit, 1: Perfect Fit, Greater than equals 0,90: Fit	0.92	Fit
AGFI	0: Not fit, 1: Perfect Fit, Greater than equals 0,90: Fit	0.91	Fit
	Ukuran Fit Incremental		
NFI	0: Not fit, 1: Perfect Fit, Greater than equals 0,90: Fit	0.93	Fit
RFI	0: Not fit, 1: Perfect Fit, Greater than equals 0,90: Fit	0.98	Fit
CFI	0: Not fit, 1: Perfect Fit, Greater than equals 0,90: Fit	0.94	Fit
IFI	0: Not fit, 1: Perfect Fit, Greater than equals 0,90: Fit	0.94	Fit
	Ukuran Fit Parsimoni		
PGFI	0: Not fit	0.35	Fit
PNFI	0: Not fit	0.58	Fit
AIC	0: Not fit	2256.00	Fit
CAIC	0: Not fit	75172.48	Fit

Source: Data processing results with Lisrel version 8.8 (2023)

Table 4 shows that the model fit test measures standard absolute fit using the Chi-Square value, P Value Chi-Square, RMSEA, GFI, and AGFI, which indicate model fit. The model fit test evaluates standard incremental fit using the NFI, CFI, and IFI values, which indicate model fit. The model fit test assesses standard parsimony using the PGFI, PNFI, AIC, and CAIC values, which indicate model fit.

4.4. Structural Model Test

To assess the suitability of the structural model, conduct tests to determine the significance of the gamma and beta coefficients and the overall structural model. Tests for the significance of the gamma and beta coefficients are measurements that evaluate the significance of indicators. A Gamma or Beta parameter is likely significant if the t-value obtained is at least 1.96 for the 5% significance level ($\alpha = 0.05$) and 2.58 for the 1% significance level ($\alpha = 0.01$). Use the overall structural model test to evaluate the goodness of the overall structural model by focusing on the squared multiple correlation (R^2) value. The greater this value, the better the resulting model. Figure 2 presents the t-values for the results of the Structural Model.

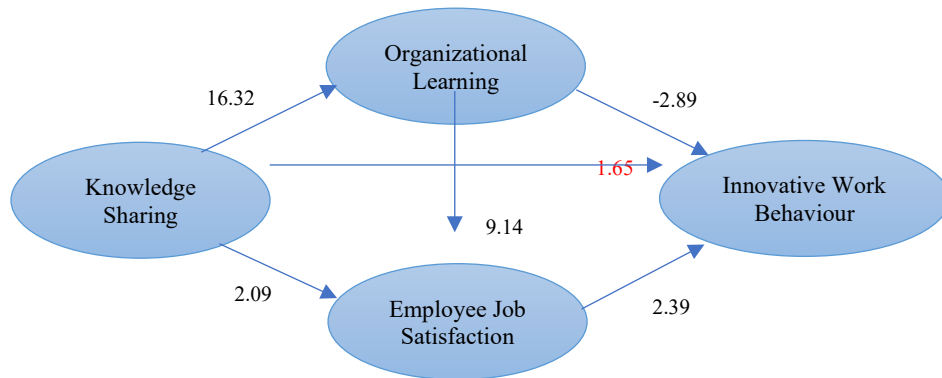


Fig. 2: Structural t-value model

The results of the structural model test help us evaluate the goodness of the overall structural model by examining the Squared Multiple Correlation (R^2) value. A higher value indicates a better resulting model. From the results of the structural model test, we can conclude that the Organizational Learning Model is known. Produces an R^2 value of 0.85, which means that Knowledge Sharing influences Organizational Learning by 85%, and other variables outside the model influence the remaining 15%. The Employee Job Satisfaction Model produces an R^2 of 0.93, which means that Organizational Learning and Knowledge Sharing influence Employee Job Satisfaction by 93% and other variables outside the model influence the remaining 7%. The Innovative Work Behavior Model produces an R^2 of 0.57, which means that Organizational Learning, Employee Job Satisfaction, and knowledge Sharing influence 57%, and the remaining 43% by other variables outside the model.

4.5. Hypothesis Testing

The causal relationship of each construct is evaluated with a structural model using the path coefficient (β) and t-value to test the relationship between the dependent and independent variables. Table 5 Presents the results of the significance test.

Table 5. Significance Test Results

Hypotheses	Path Analysis	t-value	Information	Result
H1	Knowledge Sharing → Innovative Work Behavior	1,65	Not Significant (t-value 1,65 < 1,96)	Not Supported
H2	Knowledge Sharing → Organizational Learning	16,32	Significant (t-value 16,32 > 1,96)	Supported
H3	Knowledge Sharing → Employee Job Satisfaction	2,09	Significant (t-value 2,09 > 1,96)	Supported
H4	Organizational Learning → Innovative Work Behavior.	-2,89	Significant (t-value -2,89 > -1,96)	Supported
H5	Organizational Learning → Employee Job Satisfaction.	9,14	Significant (t-value 9,14 > 1,96)	Supported
H6	Employee Job Satisfaction → Innovative Work Behavior	2,39	Significant (t-value 2,39 > 1,96)	Supported
H7	Knowledge Sharing → Organizational Learning → Innovative Work Behavior	8,74	Significant (t-value 8,74 > 1,96)	Supported
H8	Knowledge Sharing → Employee Job Satisfaction → Innovative Work Behavior	14,14	Significant (t-value 14,14 > 1,96)	Supported

Source: Data processing results with Lisrel version 8.8 (2023)

Based on Table 5, we can see that Hypothesis 1 exhibits a t-value of 1.65, which is greater than 1.96, indicating an insignificant effect. Hypotheses 2 to 8, on the other hand, display t-values greater than 1.96, signifying a significant influence. Table 6 presents the results of the direct and indirect influence testing.

Table 6. Direct, Indirect, and Total Effects

Hypotheses	Path Analysis	Information	Direct Effect	Indirect Effect	Total Effect
H1	Knowledge Sharing → Innovative Work Behavior	Regression Coefficients	1,37	0	1,37
		t-value	1,65	0	1,65
H2	Knowledge Sharing → Organizational Learning	Regression Coefficients	1,23	0	1,23
		t-value	16,32	0	16,32
H3	Knowledge Sharing → Employee Job Satisfaction	Regression Coefficients	-0,08	0	-0,08
		t-value	2,09	0	2,09
H4	Organizational Learning → Innovative Work Behavior.	Regression Coefficients	1,30	0	1,30
		t-value	-2,89	0	-2,89
H5	Organizational Learning → Employee Job Satisfaction.	Regression Coefficients	0,96	0	0,96
		t-value	9,14	0	9,14
H6	Employee Job Satisfaction → Innovative Work Behavior	Regression Coefficients	1,47	0	1,47
		t-value	2,39	0	2,39
H7	Knowledge Sharing → Organizational Learning → Innovative Work Behavior	Regression Coefficients	0,61	0,03	0,64
		t-value	2,65	0,12	8,74
H8	Knowledge Sharing → Employee Job Satisfaction → Innovative Work Behavior	Regression Coefficients	0,61	0,49	1,10
		t-value	2,65	8,63	14,14

Source: Data processing results with Lisrel version 8.8 (2023)

5. Discussion

We conducted this research to measure the relationship between Knowledge Sharing and Innovative Work Behavior, with Organizational Learning and Employee Job Satisfaction mediating. We proposed a total of 8 hypotheses. According to the first hypothesis, knowledge sharing has no significant effect on innovative work behavior. This non-significant research finding is considered attractive, based on facts on research subjects; the exchange of information and knowledge between employees and organizational policy programs only sometimes influences the increase in innovative work behavior of employees. The IWB of tourism MSME employees can be increased if they feel satisfied with all things related to their work (intrinsic job satisfaction) and organizational attention, which increases extrinsic job satisfaction. The observation results show that the organization's attention to the information and knowledge-sharing behavior required by employees cannot directly encourage employees' innovative work behavior. The size of knowledge-sharing activities among tourism MSME employees does not impact increasing innovative work behavior. Other variables are needed that mediate the relationship

between knowledge sharing and innovative work behavior of MSME employees and tourists. Our conclusions do not support the results of research conducted by (Munir & Beh, 2019), (TPL Nguyen et al., 2019), (Ahmed et al., 2018), (Oliveira et al., 2020), (Kmieciak, 2020) which revealed that sharing knowledge has a positive effect on innovative work behavior.

Our research proves that Knowledge Sharing has a significant effect on Organizational Learning. Every 100% increase in knowledge sharing will increase organizational Learning by 123%. It shows how significant the impact of sharing knowledge is towards increasing organizational Learning. Empirical findings on research subjects show that most of the research samples are residents who live around tourist destination locations and, on average, have limited skills and abilities in managing tourism businesses. Sharing knowledge continuously and sustainably with employees will increase competence in acquiring, distributing, interpreting knowledge, and managing organizational memory. It has a positive impact on increasing the quality and quantity of employee work. The practice of sharing knowledge, both from colleagues, leaders, and parties outside the organization, will have a significant influence on organizational Learning. The greater the level of knowledge sharing within the organization, the greater the organizational Learning of tourism MSME employees will be. These results align with research conducted by (Nugroho et al., 2022); (Abbas et al., 2019). The practice of sharing knowledge is the basis for effective organizational Learning and contributes to creating a positive work environment.

The research results show that Knowledge Sharing has a significant effect on Employee Job Satisfaction of 0.08, which means that every time there is an increase in Knowledge Sharing by 100%, it will result in an increase in employee job satisfaction by 8%. Even though the percentage of influence is small, the results of this research prove that sharing knowledge both vertically and horizontally can increase the job satisfaction of tourism MSME employees. Every employee has the desire to learn to improve their knowledge and abilities. The presence of K.S. in their work activities will support their learning abilities so that employees can do work with better quality or quantity. Problems that previously had not found a solution could finally be resolved with K.S. from other, more experienced people. Increasing Knowledge from K.S. impacts increasing the ability to work better, more effectively and efficiently, so that it will indirectly increase job satisfaction for tourism MSME employees. Knowledge-sharing practices enable employees to gain additional knowledge and new skills. It encourages improvements in the quality of Human Resources, which can support improved employee performance and careers. The results of this study support research (Nugroho et al., 2022); (Amin, 2022); (Ahmad & Karim, 2019). Sharing knowledge with tourism MSME employees can increase job satisfaction by building quality relationships between organizations and employees, preventing work stress, and managing work-life conflicts (F. et al., 2019).

Based on the fourth hypothesis, Organizational Learning has a significant effect on Innovative Work Behavior. Every time there is an increase in OL by 100%, it will be able to increase IWB by 130%. The influence of OL on IWB is relatively significant, so even a tiny increase in OL will have a significant impact on the IWB of tourism MSME employees. Employees will only carry out their duties and work activities according to their abilities. If tourism organizations carry out employee development by adopting OL, it will enable employees to increase their competency and competitiveness. The existence of appropriate OL practices will change employees' thinking patterns to make them feel like they belong to the organization, thereby building high organizational commitment. This awareness of having a sense of belonging will encourage employees to think about the condition of the organization in the future. Employees will also think about how to advance the organization with the abilities and innovation they have. It is growing in the minds of tourism MSME employees that institutional progress will also impact employee progress and welfare. This condition proves an increase in IWB due to OL. Our research results prove that effective OL can support increased employee creativity (T.M. et al., 2022) and innovative work behaviour. (Kim & Park, 2017); (Abbas et al., 2019); (Dewantara et al., 2023); (Ali et al., 2020); (Rusok et al., 2023); (Muhsin et al., 2021).

Our research concludes that Organizational Learning has a significant effect on Employee Job Satisfaction of 0.96, which means that every time there is an increase in OL by 100%, it will result in an increase in employee job satisfaction by 96%. The percentage of results from this research is relatively large because it is close to 100%, so even a slight change in OL will have a significant impact on EJS. Organizational learning practices motivate employees to develop their competencies, which they use to support organizational progress. If employees cannot enhance their abilities following organizational developments, they face the threat of losing their positions or even their jobs. On the contrary, if employees can improve their abilities in line with the organization's expectations, it will enhance their careers and welfare. It, in turn, ensures an increase in employee job satisfaction. Employee job satisfaction increases when tourism MSME employees have high satisfaction with their work, leading to an increase in Organizational Learning. Our research findings support the statement that Organizational Learning has a significant and positive effect on job satisfaction (Hendri, 2019); (Ghayas & Khan, 2019); (Lin et al., 2022); (Khan et al., 2020); (Liu & Ren, 2019).

The research results show that Knowledge Sharing has a significant effect on Employee Job Satisfaction of 0.08, which means that every time there is an increase in Knowledge Sharing by 100%, it will result in an increase in employee job satisfaction by 8%. Even though the percentage of influence is small, the results of this research prove that sharing knowledge both vertically and horizontally can increase the job satisfaction of tourism MSME employees. Every employee has the desire to learn to improve their knowledge and abilities. The presence of K.S. in their work activities will support their learning abilities so that employees can do work with better quality or quantity. Problems that previously had not found a solution could finally be resolved with K.S. from other, more experienced people. Increasing Knowledge from K.S. impacts increasing the ability to work better, more effectively, and efficiently, so that it will indirectly increase job satisfaction for tourism MSME employees. Knowledge-sharing practices enable employees to gain additional knowledge and new skills. It encourages improvements in the quality of Human Resources, which can support improved employee performance and careers. The results of this study support research (Nugroho et al., 2022); (Amin, 2022); (Ahmad & Karim, 2019). Sharing knowledge with tourism MSME employees can increase job satisfaction by building quality relationships between organizations and employees, preventing work stress, and managing work-life conflicts (F. et al., 2019).

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they use to support organizational progress. If employees cannot enhance their abilities following organizational developments, they face the threat of losing their positions or even their jobs. On the contrary, if employees can improve their abilities in line with the organization's expectations, it will enhance their careers and welfare. It, in turn, ensures an increase in employee job satisfaction. Employee job satisfaction increases when tourism MSME employees have high satisfaction with their work, leading to an increase in Organizational Learning. Our research findings support the statement that Organizational Learning has a significant and positive effect on job satisfaction (Hendri, 2019); (Ghayas & Khan, 2019); (Lin et al., 2022); (Khan et al., 2020); (Liu & Ren, 2019).

The research results show that Employee Job Satisfaction has a significant effect on Innovative Work Behavior. The effect of EJS on IWB has a regression coefficient of 1.47, which means that every time there is an increase in Employee Job Satisfaction by 100%, innovative work behavior will be able to increase by 147%. The influence of EJS on IWB is relatively significant, so even a tiny increase in EJS will have a significant impact on the IWB of tourism MSME employees. Factors such as comfort of place, appropriate job descriptions, career advancement, and appropriate rewards cause employee job satisfaction. When employees experience this satisfaction, it enhances their motivation to work even more effectively. Employees become more focused on their work, resulting in the completion of tasks to the best of their abilities. Employees will only contemplate seeking alternative employment if they have already found everything they need at their current workplace. Employee comfort and focus at work can encourage employee progress and performance with indicators of work results that are better and faster than before. This increase in employee performance, which has a direct impact on the development of the organization for the better, also proves that employee IWB will also increase because employees are motivated to work better as a manifestation of their job satisfaction. These results are not in line with previous research, which states that Innovative Work Behavior has a significant effect on job satisfaction (Nasir et al., 2019), (Rosdaniati & Muafi, 2021).

Our research proves that Knowledge Sharing has a significant effect on Innovative Work Behavior through the mediation of Organizational Learning. The statistical calculations in this research reveal that the influence of KS on IWB through OL as an intervening variable yields a regression coefficient of 0.61. It implies that increasing KS and OL can lead to a 61% increase in IWB. Thus, it is evident that OL fully mediates the relationship between K.S. and IWB among tourism MSME employees. In practice, the impact of increasing KS on IWB is more significant when it is supported by well-functioning OL. The findings of this research strengthen employees' perceptions that KS among employees will genuinely benefit the organization's progress if the organization also does the same thing, taking part in making efforts to progress by increasing OL so that both employees and the organization make efforts to manage knowledge in a positive direction. Efforts to increase employee KS and IWB will be much more effective if supported by the organization's willingness to facilitate OL practices.

The results of our analysis show that Knowledge Sharing has a significant effect on Innovative Work Behavior through Employee Job Satisfaction. The statistical calculations of this research produce a significant influence of KS on IWB through EJS as an intervening variable with a regression coefficient of 0.73, which means that increasing KS and EJS will be able to encourage an increase in IWB of 73%. The influence of KS is supported by the relatively large EJS on IWB, indicating that employees are required to learn to improve their competence constantly. They, individually and in groups, are supported by the organization's will to continuously improve its performance, thereby increasing employee job satisfaction and fostering the innovative spirit of tourism MSME employees. The condition of the behavior of tourism MSME employees empirically is that they continuously strive to increase their knowledge and develop their creativity, innovation, and expertise in carrying out their work. These employee desires are also accompanied by the organization's efforts to meet all employee needs, for example, frequently holding education and training to foster an innovative spirit in employees and support the progress of the tourism business organization.

6. Conclusions, Limitations, and Recommendations

This study fulfils its aims to investigate the relationship between KS and IWB among Indonesian tourism MSME employees, incorporating OL and EJS as mediators. A survey of 320 employees revealed that KS does not directly impact IWB. However, KS has significant positive effects on OL and EJS, associated with higher IWB. Thus, KS contributes to IWB indirectly, with OL and EJS acting as mediating mechanisms. The findings align with the social exchange and expectation theories in suggesting that KS practices shape positive employee attitudes and behaviours. Tourism MSME managers should promote knowledge exchange through workplace interactions, training, and participative leadership. Focusing on building OL 's culture and satisfying employee needs can translate KS into innovative outcomes. Theoretically, the study integrates multiple perspectives to unpack the linkages between KS and IWB in the under-researched context of Indonesian tourism MSMEs. It provides empirical evidence that OL and EJS mediate this relationship, addressing a gap in the literature. Practically, it offers strategies for managers to leverage KS for enhancing employee innovation vital for tourism sector competitiveness. Future research could assess other potential factors influencing IWB, adopt longitudinal approaches, and test the model in different tourism settings and organizations. Overall, this study delivers valuable insights into knowledge management practices for sustaining a committed and creative tourism workforce.

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