

# Knowledge Sharing, Innovation Capability, and Public Sector Performance in Indonesia

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**Abstract:** This study aims to investigate the impact of knowledge-sharing innovation capability on the public sector performance in Indonesia. This study's data consisted of all Regional Work Units from various provinces in Indonesia. The data is analyzed using Structural Equation Modelling (SEM) with PLS 3.0 tools. The result shows that tacit knowledge sharing does not affect innovation capability, but explicit knowledge sharing positively affects the innovation capability of public sector organizations. Furthermore, the innovation capability affects the organizational performance, which means that new ideas, new services, and improving the quality of services carried out by public sector organizations can improve organizational performance.

**Keywords:** explicit knowledge sharing, innovation capabilities, public sector performance, tacit knowledge sharing

## INTRODUCTION

Knowledge is a mixture of experience, values, contextual information, expert views, and basic intuition that provides an environment and framework for evaluating and integrating new experiences with information (Ray & Little, 2001).

Knowledge is created on individual initiative and interactions that occur in particular groups, which will later be crystalized through a process of dialogue, discussion, various experiences, and observations (Sudarno & Yulia, 2012).

In terms of managing, knowledge has become an essential function of every organization, appreciated, and discussed in organizations over the past few years. Organizational knowledge is considered as one of the most important sources of competitive advantage (Ye<sup>o</sup>il, Koska, & Büyükbe<sup>o</sup>e, 2013). Knowledge Management (KM) means building a system that has culture and technology to innovate

knowledge and feedback to the system by information sharing, integration, records, accession, and updating, which can accumulate knowledge uninterruptedly for individuals and organizations, strengthen organizational wisdom capital, and adapt to changes in the external environment. Public services, which have traditionally been slower to adopt innovative management practices, only started after realizing the importance of KM (Taylor & Wright, 2004). As a result, the New Public Management theory provides an opportunity to adopt KM into the public sector.

As a vital pattern in management, KM is accepted directly by the public sector and becomes a policy tool in public sector innovation. Public services also need to pay attention to the importance of KM because it also faces international competition. Customers are also putting pressure on it because of the increased demand for excellent services and products, which some private firms provide the same

benefits as the government. With the current financial crisis, there is a need to share knowledge and information between departments to reduce service replication. Loss of institutional memory due to staff turnover also leads the public sector to embrace KM practices. Knowledge is often stored in documents or repositories and organizational routines, processes, practices, and norms in organizations. Consequently, knowledge sharing is critical to transforming the information held by individuals in the company into an organizational asset that all organization members can access (Irawan, Bastian, & Hanifah, 2019).

Innovation capability is defined as the company's ability to identify new ideas and turn them into new, improved products, services, or processes that benefit it (Aas & Breunig, 2017). Moreover, innovation is an essential determinant of organizational performance because organizational performance can be improved through technical and administrative innovation (Elfita & Agustina, 2021). Therefore, technological and corporate innovation is vital for improving performance and increasing value (Saunila, Pekkola, & Ukko, 2014).

To meet those current issues such as climate change, an aging society, obesity, and the financial crisis, public sector institutions must discover a new method to innovate (Bommert, 2010). Innovation systems theory emphasizes that innovation does not occur in isolation but relies on interactions between different actors who take part and play various roles in the innovation process. Often innovation happens in the relationship between actors and their respective knowledge bases through recombination of existing knowledge (Bloch & Bugge, 2013). Therefore, the innovation capabilities of Public Sector Organizations (PSOs) depend on the collaboration of many stakeholders, includ-

ing those already involved in the day-to-day business of PSO, as well as relying on specific organizational configurations that enhance the development of innovative work behaviors, idea generation, and realization of each employee (Boukamel & Emery, 2017).

Prior studies have shown that knowledge sharing can improve innovation capabilities. Ganguly, Talukdar, and Chatterjee (2019) stated that knowledge sharing and knowledge quality are positively related to innovation capability in an organization. Aulawi et al. (2009) stated that KS behavior plays a role in encouraging individual innovation abilities. Abdallah, Khalil, and Divine (2012) state that organizational understanding of knowledge sharing can help the organization utilize its resources to influence its innovation capability. Long et al., (2012) believe that a knowledge-sharing culture will provide numerous benefits to the business, such as allowing workers to come up with new ideas and be inventive in their organization in terms of an organization's performance. Saunila et. al. (2014) stated that innovation capability significantly affects organizational performance.

Prior studies Adeyemi, Uzamot, & Temim, (2022); Kumar et al. (2022) showed how the link between information sharing and an organization's ability to innovate could enhance performance are still from corporate or private organizations. There are currently few studies that give empirical evidence regarding this in public sector organizations (Azeem, et al., 2021; Christa and Kristinae, 2021; El-Kassar et al., 2022). Therefore, based on the preceding context, where public sector organizations must also enhance their innovation skills, the purpose of this study is to investigate the impact of knowledge sharing on the innovation capacities of public sector organizations in Indonesia (Azamela et al., 2022).

## CONCEPTUAL FRAMEWORK AND RESEARCH METHODOLOGY

Knowledge-Based View (KBV) is a new extension of Resource-Based View (RBV). The basic assumptions of corporate knowledge-based theory come from a resource-based view of the firm (Wang, Wang, & Liang, 2014). In terms of this study, knowledge sharing carried out by HR can certainly disseminate better information to improve the innovation of an organization's performance. The knowledge-based theory of the enterprise outlines the following distinctive characteristics:

1. Knowledge holds the most strategic meaning in organizations.
2. Activities and processes within organizations involve the application of knowledge.
3. The individuals within the organization who are responsible for creating, holding, and sharing knowledge.

Knowledge sharing (KS) is a culture of social interaction, which involves exchanging employee knowledge, experience, and skills through all departments or organizations (Teh & Sun, 2012). However, KS is not a two-way exchange of knowledge between knowledge providers and knowledge recipients, and KS is limited only to the behavior of knowledge providers (Wickramasinghe & Widyaratne, 2012).

Furthermore, Dalkir (2013) states that a conversion process is needed so that others in a company can use personal knowledge. There are four models of knowledge conversion, namely:

1. From tacit knowledge to explicit knowledge, the transfer, and sharing of personal experiences through actions with a socialization process. However, this conversion process has limitations because it does not produce

- explicit knowledge that is easy to use for all organizations so that no words are needed.
2. The externalization process is shared through metaphors and ideas from tacit knowledge to explicit knowledge.
3. From explicit knowledge to explicit knowledge, with a combination process, namely through storage, combination, and classification of knowledge to obtain systematic, explicit knowledge.
4. From explicit knowledge to tacit knowledge, by an internalization process, namely by inspection and application methods, internalization of explicit language, words, graphics, or information into one's knowledge through a combination of socialization and externalization.

In this context, innovation is a means to change the organization, either in response to changes in the internal or external environment or as preventive measures taken to affect the environment (Damanpour, 1991). Companies that lack initiative and creativity in developed nations today have nothing to say since innovation capacity is the ability of organizations to acquire new goods and services, processes and ideas, and enhance successful economic processes (Selakjani & Kelidbari, 2016). Innovation is introduced as an idea, product, or process that is new to the organization and refers to the tendency of the organization to develop new elements or new combinations of elements of existing products, technologies, procedures, or organizational practices (Chen, Huang, & Hsiao, 2010). The capacity of a business to find new ideas and transform them into new or better goods, services, or procedures that benefit the firm is referred to as its innovation capability (Aas & Breunig, 2017).

New Public Management (NPM) New Public Management (NPM ) was never a homogeneous theory. Different countries developed similar approaches, often in collaboration with consultants. However, one fundamental commonality of all approaches is to address the shortcomings of classical budgeting. Performance Management is the primary tool for a management style that makes decisions not based on (financial) inputs but results and outputs.

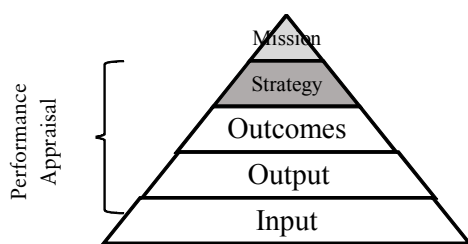


Figure 1 Performance Appraisal

### Performance Appraisal Chart

Performance Management needs to be based on strategy and a legal mission. Combining the five elements mentioned above allows for the delegation of operations management to the administration/bureaucracy (Buschor, 2013). Organizational performance is a well-studied subject in management science, although there is no single definition due to its ambiguity. The efficiency, effectiveness, and economy of a program conducted by an organization are all examples of performance. Furthermore, performance refers to an organization's ability to meet its goals and objective (Nisar, Jabeen, & Sheikh, 2020). Good performance of public sector organizations implies that public sector organizations are effective (in terms of volume and quality) and efficient in supplying public goods and services (Mimba, Helden, & Tillema, 2007).

Information transfer (KS) is the transfer or dissemination of knowledge from one person or group to another. It is a critical component of

improving, transferring, and generating knowledge and a fundamental process for organizational knowledge management. There are two types of knowledge: tacit and explicit. It is not easy to codify, identify, extract, and communicate with others because tacit information is immersed in the action, contextualized in practice, and susceptible to actor interpretation. While explicit knowledge sharing can directly enhance knowledge consumers' codified knowledge and abilities, knowledge providers can also deepen their understanding of their expertise via feedback and debate (Wang et al. 2014). Information transfer (KS) is the transfer or dissemination of knowledge from one person or group to another. It is a critical component of improving, transferring, and generating knowledge and an essential process for organizational knowledge management.

There are two types of knowledge: tacit and explicit. Because tacit information is immersed in the action, contextualized in practice, and susceptible to actor interpretation, it is difficult to codify, identify, extract, and communicate with others. While explicit knowledge sharing can directly enhance knowledge consumers' codified knowledge and abilities, knowledge providers can also deepen their understanding of their expertise via feedback and discussion (Boukamel and Emery 2017). Innovation arises when organizational members share knowledge. Based on the description above, the hypotheses of this research are:

- H1: Tacit knowledge sharing affects innovation capability
- H2: Explicit knowledge sharing affects innovation capability

Innovative and creative in an organization is a source of competitive advantage, which ultimately leads to an increase in organizational

performance regardless of the public or business sector (Nisar et al., 2020). Innovation capability is an organization’s ability to identify new ideas and turn them into new/improved products, services, or processes that benefit the organization. Public sector organizations can improve their innovation capabilities to support employee empowerment so that the performance of public sector organizations can continue to increase. Based on the description above, the hypotheses of this research are:

H3: The innovation capability affects the performance of public sector organizations

The data from statistical tests will be interpreted as research findings in this study, which employs a quantitative descriptive method. This associative research aims to offer empirical data on the influence of knowledge sharing, innovation capability, and performance of public sector organizations. This study’s population consisted of all Regional Work Units from various provinces in Indonesia. The sampling technique in this study used snowball sampling. This technique was chosen because the population is large and scattered in various regions, so the questionnaire is sent through the respondent’s network. The data used in this study is primary data. Primary data was obtained directly through a questionnaire through a google form which was distributed to the respondents.

The variables in this study consisted of independent variables and dependent variables. The independent variable in this study is knowledge sharing, where knowledge sharing is divided into two, namely tacit knowledge sharing and explicit knowledge sharing. While the dependent variable in this study is the innovation capability of public sector organizations, specifically the operationalization of the variables can be seen in Table 1 below.

**Table 1 Operationalization and Measurement of Variables**

Variable	Indicator
Tacit knowledge sharing	The Tacit Knowledge sharing indicator uses indicators developed by Wang et al., (2004), which consists of: 1. Employees in my organization often share knowledge based on their experiences. 2. Employees in my organization often gather knowledge from others based on their experiences. 3. Employees in my organization often share knowledge of knowing where or knowing who with others. 4. Employees in my organization often gather knowledge about knowing where or knowing who with other people. 5. Employees in my organization often share knowledge based on their expertise. 6. Employees in my organization often gather knowledge from others based on their expertise. 7. Employees in my organization will share lessons from past failures if they feel the need.
Explicit knowledge sharing	Explicit Knowledge sharing indicators use indicators developed by Wang et al., (2004) which consists of: 1. Employees in my organization often share existing official reports and documents with members of my organization. 2. Employees in my organization often share reports and official documents that they prepare themselves with members of my organization. 3. Employees in my organization often collect official reports and documents from others in their work. 4. Knowledge-sharing mechanisms often drive employees in my organization. 5. Employees in my organization are often offered various training and development programs.
Innovation capability	Indicators of innovation capability use indicators developed by Ahmad et al. (2017) which consist of: 1. Our organization often tries out new ideas 2. Our organization is creative in operating methods, innovating new products and services 3. The introduction of our organization's products and services has increased over the past three years.
Public sector organizational performance	Performance indicators of public sector organizations use indicators developed by Caruana, Ewing & Ramaseshan (2002) which consist of:

	<ol style="list-style-type: none"> <li>1. The overall performance of our organization in the last three years is relatively excellent compared to other government organizations.</li> <li>2. Regarding the commitment of resources, the increase achieved by this organization in the last three years is meager.</li> <li>3. This organization's level of customer service in the last three years is more than that offered by any other public organization.</li> <li>4. The level of cost-effectiveness achieved by this organization in the last three years is deficient.</li> </ol>
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In this research, data is analyzed using Structural Equation Modelling (SEM). SEM is a multivariate analytic approach equation that allows researchers to investigate the interaction between complicated variables, both recursive and non-recursive, to gain a fuller understanding of the whole model (Ghozali, 2008). The Partial Least Squares (PLS) 3.0 was used in this investigation. There are two steps to take in the PLS analysis:

1. Assessing the Outer Model or Measurement Model

This test was conducted to test the validity and reliability of the research instrument. The research instrument is valid if the value of the loading factor is  $> 0.5$ . Furthermore, the research instrument is reliable if it has a composite value  $> 0.7$ , and has average variance extracted (AVE)  $> 0.5$ .

2. Assessing the Inner Model or Structural Model

This test is carried out to see the r-square and test the hypothesis by looking at the path coefficient to determine whether the hypothesis is accepted or statistically total.

**RESULTS AND DISCUSSION**

Based on the data in Table 2, it can be seen that the majority of respondents in the study

**Table 2 Research Respondent Characteristics**

Criteria	Number of Respondents	Percentage
<b>Age</b>		
25–30	7	12.28%
31–35	26	45.61%
36–40	11	19.30 %
41–45	7	12.28%
46–50	1	1.75%
>50	5	8.77%
<b>Gender</b>		
Man	33	57.89%
Woman	24	42.11%
<b>Level of education</b>		
Bachelor degree)	41	71.92%
Masters (S2)	16	28.08%

Source: Primary Data processed 2020

were in the age range of 31–35 years, namely as many as 26 people or 45.61% of the total respondents. Furthermore, in terms of gender, most respondents were male, as many as 33 people or 57.89 % of the total respondents. Meanwhile, when viewed from the educational background, most respondents have a bachelor’s education background (S1) as many as 41 people or 71.92 % of the total respondents.

Testing the Outer Model or Measurement Model is used to assess the validity and reliability of the research construct and its indicators. The minimum limit value of outer loading factor is an accurate indicator used to reflect a variable at 0.5. Reliability test in this study by looking at the value of composite reliability. A construct is said reliable if the value of composite reliability  $> 0.70$  and having average variance extracted (AVE) $> 0.5$  (Ghozali, 2008).

The TKS 4, EKS 1, KO 1, and KO 4 indicators are not meet the validity and reliability tests. As a result, the four indications must be released as research tools. According to Table 3, the loading factor value of each indicator is more significant than 0.5, the AVE value is greater than 0.5, and the composite reliability value is more significant than 0.7, indicating



**Table 3 Loading Factor, Composite Reliability, and AVE values**

Variable	Indicators	Nilai Outer Loading Factor	AVE	Composite Reliability
Tacit knowledge sharing	TKS 1	0,694	0,595	0,897
	TKS 2	0,689		
	TKS 3	0,752		
	TKS 5	0,750		
	TKS 6	0,927		
Explicit knowledge sharing	TKS 7	0,792	0,677	0,893
	EKS 2	0,768		
	EKS 3	0,781		
	EKS 4	0,934		
Kemampuan inovasi	EKS 5	0,797	0,799	0,922
	KI 1	0,931		
	KI 2	0,901		
Organization performance	KI 3	0,847	0,924	0,961
	KO 2	0,963		
	KO 3	0,960		

Sumber: data primer diolah 2020

that the indicators stated above meet the validity and reliability standards.

**Table 4 R – Square Value**

Variable	R-Square
Tacit knowledge sharing	
Explicit knowledge sharing	
Innovation capability	0.561
Organizational performance	0.448

Source: primary data processed 2020

**Table 5 Path Coefficients and Significance Test**

	Original Sample	T-Statistics	Information
TKS →KI	0.098	0.367	Rejected
EKS →KI	0.751	14,534*	Accepted
KI →KO	0.677	8,061*	Accepted

Source: primary data processed 2020

The inner model testing looks at the r-square and path coefficients between variables. R-square is used to see how strong the determination of the independent variable is on the dependent variable. Based on Table 4, it can be seen that the innovation capability variable has an r-square value of 0.561, which means that the tacit knowledge sharing and explicit knowledge sharing variables can explain the innova-

tion capability variable by 54.4%. The organizational performance variable has an r-square value of 0.448, which means that the innovation capability variable can explain the organizational performance variable of 44.8%. In table 4 it can be seen that the results of the research hypothesis test indicate that tacit knowledge sharing does not affect the innovation capability of public sector organizations. In contrast, explicit knowledge sharing has a significant effect on the innovation capabilities of public sector organizations in Indonesia. Table 5 also shows that the innovation capability of public sector organizations affects organizational performance.

Tacit knowledge sharing in public sector organizations does not affect innovation capability, while explicit knowledge sharing has a positive effect. It shows that there is not much individual knowledge in public sector organizations that can increase the organization’s innovation capability. The knowledge-based view of the enterprise (KBV) is an organizational learning management concept that provides firms with strategies to achieve competitive advantage. This is achieved through increased employee interaction in the formulation and transformation of the company’s operational and long-term transformational goals. The continuous acquisition and transfer of knowledge in business organizations are required by factors such as the ever-changing competitive conditions in the market initiated by globalization, frequent deregulation, and technical advances. However, in the public sector, each employee has a specific rules and a binding code of ethics. This causes not much information to be shared. In terms of work, human resources in public sector organizations tend to follow standard operating procedures (SOPs) that have been standardized and are set based on the work

plan that was determined at the beginning. Although the new public management (NPM) has revolutionized public sector organizations in terms of performance appraisal made closer to private organizations, most of the activities of public sector organizations are service activities that already have standard and clear standards so that explicit knowledge sharing is more dominant in problem-solving. In addition, public sector organizations are also organizations that are demanded transparency and accountability.

The ability of public sector enterprises to innovate has a beneficial impact on organizational performance. It demonstrates that the organization's innovations, including new ideas or initiatives, new services, and increasing service quality, have improved organizational performance. The public sector's innovation capability has undoubtedly adjusted to the established programs and is based on the community's requirements. In commercial businesses and public sector enterprises, the innovation capability has improved performance.

## CONCLUSIONS

Since public services are the critical performance measure, public sector organizations must always prioritize service quality. The success of public sector organizations cannot be separated from the quality of their human resources. An organization's innovation capability is the spearhead of the progress of public sector organizations. The ability to innovate cannot be separated from knowledge sharing among staff in public sector organizations. In this study, tacit knowledge sharing does not affect the innovation capability, but explicit knowledge sharing positively affects the innovation capability of public sector

organizations. In their work, human resources in public sector organizations are more adapted to existing SOPs and regulations, following their respective authorities and responsibilities. The innovation capability affects organizational performance, which means that new ideas, new services, and improving the quality of services carried out by public sector organizations can improve organizational performance.

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