

Antecedent of Organizational Innovation in the Sulawesi Electric Power Industry

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Abstract

This study examine the relationship between of organizational culture and organizational innovation in supporting increased work engagement, organizational citizenship behavior, and knowledge sharing. This study results describe the involvement of work culture on how important knowledge sharing has an impact on organizational innovation. This study develops the influence of organizational culture on perceptions of work engagement, organizational citizenship behavior, good knowledge sharing and encourages a higher level of willingness to innovate and will ultimately affect organizational innovation. The four variables were developed into 35 measurement indicators. There are 4 (four) hypotheses tested to analyze Antecedent of Organizational Innovation in the Electric Power Industry in Sulawesi industry. The research findings show that from the development of 4 (four) hypotheses, there are 4 (four) hypotheses which have been proven to have a significant and positive.

Keywords

organizational culture;
knowledge sharing; employee
work engagement; informal
learning; public sector



I. Introduction

The government since 2021 has explained that Indonesia will become a country with a net zero emission 2060 achievement through the determination of the PLN 2021-2030 electricity supply business (RUPTL). Therefore the company emphasizes human innovation on technology continues (<https://ekonomi.bisnis.com/read/20220209/44/1498269>).

Answering these challenges certainly requires an innovative environment both from new strategies created by the organization and employees. In a company that is undergoing development or even a large company, innovation is something that is crucial for the survival of the company. Only companies that have an innovative employee environment can survive, succeed, and continue to develop through time dealing with various business dynamics. The findings of previous studies show that employee innovation can encourage innovation at the organizational level and increase organizational success (Smith, et al., 2015).

As a company that provides electricity in Indonesia, PT PLN (Persero) must gradually facilitate electricity in sufficient quantity and quality and reliability. On that basis, PLN needs to be able to provide services related to electricity needs for now or the next period. To be able to make it happen PT. PLN (Persero) designs a planning document for the next 10 years or known as a business plan for providing electricity (RUPTL), such as:

Table 1. RUPTL PT. PLN (Persero) 2021-2030

Description	Unit	Indonesia		Sumatra		Java-Bali	
		RUPTL20 19-2028	RUPTL20 21-2030	RUPTL20 19-2028	RUPTL20 21-2030	RUPTL20 19-2028	RUPTL20 21-2030
Electricity Growth	%	6.4	4.9	7.9	6.6	5.7	4.0
Electrification Ratio	%	100	100	100	100	100	100
Generator	MW	56,395	40,575	16,244	9,758	27,369	21.482
Transmission	kms	57.293	47,723	16,190	12,350	17,422	12,716
Substation	MVA	124.341	76,662	29,020	17,570	79,268	45.010
Additional Customers	Million	16.9	24.4	3.3	3.0	8.8	15.1

Description	Unit	Borneo		Sulawesi		MPNT	
		RUPTL20 19-2028	RUPTL20 21-2030	RUPTL20 19-2028	RUPTL20 21-2030	RUPTL20 19-2028	RUPTL20 21-2030
Electricity Growth	%	8.3	7.8	9.0	6.9	8.4	8.5
Electrification Ratio	%	100	100	100	100	100	100
Generator	MW	4.323	2.804	5.423	3.157	3.037	3.374
Transmission	kms	10.232	11,027	8.043	7.193	5.405	4.437
Substation	MVA	3,600	6.310	8,393	4.702	4060	3.070
Additional Customers	Millio n	1.9	0.9	1.2	3.2	1.7	2.1

Source: RUPTL PT. PLN (Persero) (2021-2030)

In order to answer the challenges of the electricity business in the future which is increasingly challenging, PT. PLN (Persero) requires appropriate and effective corporate strategy, including organizational culture. Organizational Culture is similar to the observable organizational climate (Ra., 2016).

The presence and success of the organization in order to achieve goals is closely related to the factors of the company's organizational culture, as well as the company's ability to produce product updates. Organizational culture is a system for spreading beliefs and values in an organization, and then directing the behavior of members. Organizational culture can be used as an instrument of competitive advantage, namely if organizational culture provides support for organizational strategy, and if organizational culture can provide answers and handling related environmental challenges effectively and efficiently (Taruna, 2017).

This study will focus on the factors that influence organizational innovation with several other supporting variables with the research background of the electric power industry in Sulawesi. For this reason, this study is entitled Antecedent of Organizational Innovation in the Sulawesi Electric Power Industry.

II. Research Method

2.1 Research Design

The research design that the researcher applies to this study is hypothesis testing to understand the effect of the independent variable, namely the findings *organizational culture* to the dependent variable, namely organizational innovation. Furthermore, there are intervening variables, namely work engagement; organizational citizenship behavior; and knowledge sharing.

The unit of analysis data that the researcher uses and becomes the sample in this study is the sample and data obtained in one time span or are cross sectional and time series in state-owned companies in field I. the electricity industry in Sulawesi for the period of 2022. The unit of analysis and observation in this study is PLN employees from several business units, namely customer service, distribution, planning, supporting (general and financial) especially in the Sulawesi region in the Central Suluttenggo Region Parent Unit and the Kotamobagu Customer Service Implementing Unit (UP3 Kotamobagu). In this study, it is a hypothesis assessment consisting of 5 (five) variables, such as independent variables, dependent variables, *intervening variables* or intermediaries include *organizational culture*, *work engagement*, *organizational citizenship behavior*, *knowledge sharing* and organizational innovation.

2.2 Research Variables and Measurements

The Likert scale measurement in this study is to measure perceptions of 5 (five) variables, namely organizational culture, work engagement, organizational citizenship behavior, knowledge sharing and organizational innovation the use of a Likert scale to facilitate the calculation of each statement in the questionnaire: 5 (five) possible answers are scored based on intervals using the Likert method. With a weight rating Likert scale consisting of 5 (five) ranges, namely:

Table 2. Rating weights (scores) on a Likert skala scale

Statement	Score
Strongly agree	5
Agree	4
Just Agree	3
Don't agree	2
Strongly Disagree	1

2.3 Methods of Collecting Data

Methods of collecting data using primary data techniques from the population. The population in this study is primary data obtained through informants as the object of study using a questionnaire with indicators arranged according to measurement indicators *variable*. Collecting respondent data using a questionnaire via Google Form by coordinating in advance with each area unit and business unit at PT PLN (Persero) in the Sulawesi region in 2022.

2.4 Sampling Method

The sampling method in this study uses the procedure *non-purposive sampling*, the number of population sampled in this study are company employees from several business units. Population refers to all people in a group, events or things to be studied (Sekaran and Bougie, 2016). Some of the criteria in this study are:

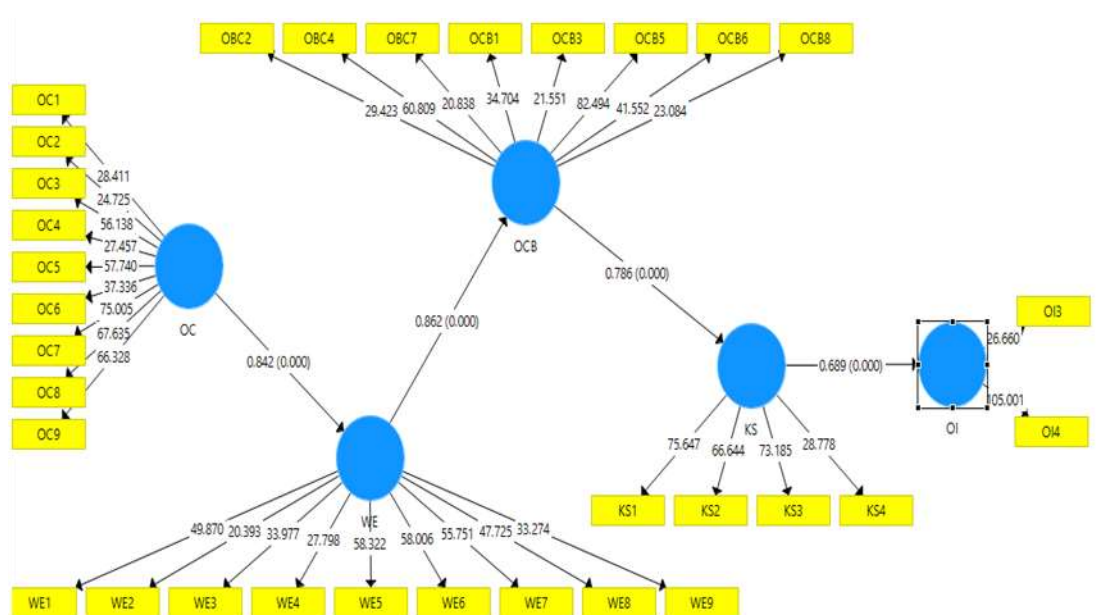
1. Employees of PT. PLN (Persero) in Sulawesi
2. Employee Work Area at PLN Main Unit for Suluttenggo Region and PLN Kotamobagu Customer Service Implementation Unit (UP3 Kotamobagu) and other related sections.
3. Employees are part of several business units covering customer service, distribution, planning, general support and finance.

2.5 Data Testing Method

In testing the study instrument, several measures were used in the SEM-PLS analysis. The first is to evaluate the measurement results of the model through confirmatory factor analysis (CFA) by testing the validity and reliability of latent constructs. Imam Ghazali (2015) said that in measuring the model with confirmatory factor analysis, it is necessary to use the MTMM (Multitrait-multimethod) method and test both convergent and discriminant validity.

2.6 Data Analysis Method

The data analysis technique in this study is quantitative analysis using a component or variance-based SEM technique known as partial least square (PLS). Imam Ghazali (2015) explained that PLS is a powerful analytical procedure and is often known as soft modeling because it eliminates OLS (ordinary least square) regression assumptions, such as data that must be normally distributed in multivariate ways and there is no multicollinearity problem between exogenous variables (Wold 1982). Although PLS is used to clarify whether or not there is a relationship between latent variables (prediction), PLS can also be used to confirm theory (Chin and Newsted 1999).



Source: Processed Smart PLS3

Figure 1. Structural Model

III. Results and Discussion

3.1 Description of Research Data

The data used in this study is primary data. The primary data used is data directly taken from respondents as research objects through questionnaires during the period mid-May to the end of June 2022 for employees of a state-owned company (Persero) located in Sulawesi. The population of this study are employees of a company in the electricity industry sector. By using the non-purposive sampling method, a research sample of 250 respondents was obtained which was grouped into several business units, as follows: customer service units, distribution units, planning units, general and financial supporting units, as well as other units, namely SPI, Audit and projects.

Characteristic descriptive statistical processing results Respondent's profile of characteristics based on gender, age, education, marital status, work area, business unit, position, and tenure with the following explanation:

Table 3. Demographic Characteristics of Respondents Based on Gender

Gender	Amount	Percentage (%)
Man	195	78.0%
Woman	55	22.0%
Total	250	100

Source: Data processed

The results of descriptive statistical processing of respondents' characteristics by gender or gender describe that male respondents are larger than female respondents with a percentage value of 78.0% male with a total of 195 respondents. Meanwhile, for women the percentage value is 22% as many as 55 people. More details can be seen in table 3. This shows that there are more male employees in the Sulawesi region than female employees.

Table 4. Demographic Characteristics of Respondents by Age

Age	Amount	Percentage (%)
<25 Years	29	11.6%
25-35 Years	158	63.2%
>35-45 Years	31	12.40%
>45-56 Years	32	12.80%
Total	250	100

Respondents by age group which can be seen in table 4 describe that the average employee is aged between 25-35 years consisting of 158 employees with a percentage of 63.2%, of the total respondents, followed by respondents aged between 45 to 56 years as many as 32 respondents with a percentage of 12.80%, then the age of minority respondents is less than 25 years old, there are 29 respondents with a percentage of 11.6%. For more details can be seen in table 4.

The significant difference between the ages of 25-35 years and those aged > 45 – 56 is due to the fact that those aged > 45 - 56 years tend to already have a strategic position in the company, resulting in fewer employees at that age. Furthermore, respondents aged 25-

35 years, employees still tend to have the ability to come up with new ideas that are out of the box and ideas used by the company to achieve new innovations within the company.

Table 5. Demographic Characteristics of Respondents Based on Education

Education	Amount	Percentage (%)
SENIOR HIGH SCHOOL	43	17.2%
Diploma	70	28.0%
Bachelor degree)	134	53.6%
Masters (S2)	3	1.2%
Doctoral and equivalent	-	-
Total	250	100

Respondents by education level shown in table 5 show that respondents with Diploma education level are 70 employees with a percentage of 28%, and an average undergraduate education is 134 employees with a percentage of 53.6%. The results of processing descriptive statistical data illustrate the range of education in line with the recruitment requirements of prospective employees in the company, namely a minimum of D3 and S1 for strategic positions. This presentation is in line with the needs of the company where employees are ready to be placed anywhere, because employees with experienced D3 and S1 education are generally more established, in addition, employees who have diploma and undergraduate education are expected to have creative ideas.

Table 6. Demographic Characteristics of Respondents Based on Marital Status

Marital status	Amount	Percentage (%)
Not married yet	102	40.8%
Marry	148	59.2%
Total	250	100

Based on the results of processing descriptive statistical data in table 6, it can be seen that the average respondent or employee who is not married is 102 respondents with a percentage of 40.8%, the difference is not too significant with married employees which amounted to 148 respondents with a percentage of 59.2 %. This is due to the large number of employees ranging in age from 25 to 35 years in the Sulawesi region. The number of unmarried employees is also due to the fact that in the initial recruitment the company chose to recruit unmarried employees, because unmarried employees are considered to have high work time flexibility so that they tend to be more productive and effective at work.

Table 7. Demographic Characteristics of Respondents Based on Work Area

Work Area	Amount	Percentage (%)
UIW Sulutenggo	154	61.6%
UP3 Kotamobagu	96	38.4%
Total	250	100

According to the results of descriptive statistical data processing the work area shown in table 7, the majority of respondents are in the work area of UIW Suluttenggo which consists of 154 respondents amounting to 61.6% of the total respondents. Followed by the working area of UP3 Kotamobagu with 96 respondents with a percentage of 38.4%. This

description is because the UIW Suluttenggo office is the Main Office that manages, controls and evaluates 7 (seven) Customer Implementation Units under it including UP3 Kotamobagu, so of course it must have more employees.

Table 8. Demographic Characteristics of Respondents by Business Unit

Business unit	Amount	Percentage (%)
Customer service	61	24.4%
Distribution	85	34.0%
Planning	24	9.6%
Supporting (General and Finance)	42	16.8%
Other	38	15.2%
Total	250	100

Based on the results of processing descriptive statistical data respondents, which can be seen in table 8 shows that the majority of respondents are from the Distribution business unit which consists of 85 respondents (34%), followed by Customer Service which consists of 61 respondents (24.4%). This description is due to the fact that the business unit is PLN's core business, while for other business units it is a supporting function. In addition, the business unit which is the core business is more open to innovative ideas that can boost the company's performance.

Table 9. Demographic Characteristics of Respondents by Position

Position	Amount	Percentage (%)
Senior Manager	4	1.6%
Manager	18	7.2%
Ast Manager	32	12.8%
Supervisor	55	22.0%
Staff	141	56.40%
Total	250	100

Based on the results of processing descriptive statistical data respondents, which can be seen in table 9 shows that the UIW Suluttenggo area is dominated by staff consisting of 141 respondents or with a percentage of 56.4%, followed by supervisors of 55 respondents with a percentage of 22.0% and the smallest percentage is senior manager positions. This presentation supports that because PT. PLN (Persero) UIW Suluttenggo notices that the role of staff is very vital in supporting the company's operational activities, where there are many PLN business units, so the expertise of the staff level is very high, while for the level above it is more in charge of coordinating the tasks of its members and determining programs. work to be done to achieve company goals. Therefore, the level or level above senior staff is less than the level of staff,

Table 10. Demographic Characteristics of Respondents Based on Term of Office

Length of service	Amount	Percentage (%)
< 1 Year	12	4.8%
13 years old	48	19.2%
4 - 6 Years	86	34.4%
7 - 9 Years	37	14.8%
> 10 Years	67	26.80%
Total	250	100

Based on Descriptive statistical data processing results respondents in table 10 show for the term of office category, the majority of respondents have a working period of 4 to 6 years consisting of 86 respondents with a percentage of 34.4% of the total respondents. The presentation describes the number of millennials working in the company. Although many employees still have a relatively minimal working period in this company, it does not become a barrier for these employees to be open to new ideas and ideas so that they can provide work performance for the company. Furthermore, there were 67 respondents with a percentage of 26.8% with a tenure of more than 10 years, followed by the lowest term of office between 1 year to 3 years, a total of 48 respondents with a percentage of 19.2%.

3.2 Descriptive Statistics

Based on the results of descriptive statistical data processing of Organizational Culture variables, it can be seen in table 11 with the following description:

Table 11. Descriptive statistics Organizational Culture

Indicator	mean	Standard Deviation
In my organization Employees are supportive and helpful	4.4640	.53088
In my organization Adequate organizational resources are available to employees	4.1480	.81038
In my organization, employees are willing to collaborate across organizational units	4.3120	.70473
In my Organization, Employees are encouraged to analyze mistakes made and learn from them	4.2960	.55282
In the organization Employees are rewarded for ideas for improvement	4.5080	.58934
In my organization I am given opportunities for individual development, in addition to formal training (eg assignment and job rotation)	4.1640	.71775
In my organization, Support the role of knowledge in company success	4.3840	.64358
The Organization values innovative ideas that work	4.4520	.61417
The organization constantly reformulates any rules (eg personnel policies) that hinder knowledge sharing	4.2440	.64039
Organizational Culture	4.3302	.54519

Source: Processed Results SPSS Ver 25

From table 11 above, it is known that the descriptive statistical value for the organizational culture variable is 4.3302 where this value indicates a strong culture in this company, namely a culture of mutual support and assistance among employees, having the willingness to collaborate across organizational units, supporting the role of knowledge in the company's success. , as well as support from organizations that constantly reformulate every rule, such as personnel policies that hinder knowledge sharing. This description is supported by the results of data processing descriptive statistical values of organizational culture variables which show that the highest average value is 4.5080, This describes that the most prominent form of organizational culture is that employees in the organization are rewarded for ideas for improvement and innovative ideas that are successful for the organization as evidenced by the results of descriptive data processing with a mean value of 4.4520. Furthermore, the lowest average value of 4.1480 also indicates that the organization has adequate resources for employees.

Table 12. Work Engagement Descriptive Statistics

Indicator	mean	Standard Deviation
I feel happy when I work intensely	4.4040	.73958
Time flies when I'm working	4.4120	.62916
I'm late at work	4.2240	.70982
For me, my job is challenging.	4.3640	.60744
I am enthusiastic about my work.	4.3680	.65902
I am proud of the work I do.	4.3600	.68723
At work, I feel full of energy.	4.2800	.72367
I can continue to work for a very long time at a time.	4.2600	.90091
At work, I am very tough mentally.	4.1960	.64440
Work Engagement	4.3187	.60032

Source: Processed Results SPSS Ver 25

Based on data processing, the descriptive statistical value in table 12 shows that the average value of the work engagement variable is 4.3187, this value describes that employees in this company tend to have high work engagement. Followed by the highest average score of 4.4120, this shows that employees agree that they are happy with the intensity of their work, so time seems to pass quickly when they work, feel that their work is challenging and enthusiastic about their work and are proud of the work they do, which is a form of engagement that tends to tall. Furthermore, the lowest average value of 4.1960 shows that respondents support or agree that employees are mentally tough.

Tabel 13. Statistik Deskriptif Organizational Citizenship Behaviour

Indicator	Mean	Standard Deviation
I will set aside time to help other staff members with work-related issues	4.0680	.82102
I came early, so I'm ready to work during office hours	3.9400	.90536
I come every day on time, regardless of the season or traffic and so on	4.1760	.79217
I will help other co-workers when their work is overloaded	4.3360	.60045

I will help other employees outside the department when there are problems they face	4.1440	.73034
You give interest in important meetings	4.1520	.74506
You find no faults in the organization	3.6080	.96439
You don't exaggerate the problem out of proportion	3.9560	.80788
Organizational Citizenship Behavior	4.0475	.64252

Source: Processed Results SPSS Ver 25

Based on table 13 shows that the average value for the variable organizational citizenship behavior is 4.0475, these results indicate that a good implementation of Organizational Citizenship Behavior in the organization, followed by behavioral support from employees in interest in meetings that are considered important, and helps other employees outside the department when problems occur. Furthermore, the highest average value of 4.3360 describes where respondents agree that employees in the company will help other co-workers when work is overloaded. Likewise, the lowest average value of 3.6080 illustrates that respondents agree that they do not find fault in the organization.

Table 14. Knowledge Sharing Descriptive Statistics

Indicator	mean	Standard Deviation
In my company, there is a process of exchanging knowledge between individuals	4.4560	.73363
In my company there is a process of exchanging knowledge between business partners	4.2320	.67824
In my Organization knowledge is made accessible to everyone who needs it	4.3800	.62382
In my Organization sharing knowledge between departments is a common thing	4.2000	.79152
Knowledge Sharing	4.3170	.61830

Source: Processed Results SPSS Ver 25

Based on table 14 which is displayed shows the average value of *Knowledge Sharing* is 4.3170 where this value illustrates that knowledge sharing in the company is in good category. The results of descriptive statistics also show the highest average value is 4.3800, which indicates that respondents agree that knowledge is made accessible to all employees in need. Likewise, the lowest average value is 4.2000, this value shows that respondents agree that employees in the company share knowledge with each other between departments is a common thing in organizations.

Table 15. Organizational Innovation Descriptive Statistics

Indicator	mean	Standard Deviation
Many new systems or programs are introduced in the organization	4.3320	.64454
Many new markets the organization has entered	4.1480	.77492
Organizational Innovation	4.2400	.63720

Source: Processed Results SPSS Ver 25

The results of descriptive statistics display the average value for the variable *organizational innovation* is 4,2400, this value indicates that the innovation in this company has been done well. Furthermore, with the highest average value is 4.3320 which describes respondents agree that in the organization many new systems or programs are introduced in the organization, as well as the lowest average value is 4.1480 which indicates respondents agree that in addition to many new systems or programs introduced, the organization has also made breakthroughs, one of which is the many markets that the organization has entered.

3.3 Data Analysis

Tests in research using path relationships. The estimated value for the path relationship in the structural model must be significant. This significance value can be obtained by the bootstrapping procedure. Looking at the significance of the hypothesis by looking at the parameter coefficient values and the T-statistical significance value in the bootstrapping report. To find out whether it is significant or not, it can be seen from the T-table at alpha 0.05 (5%) = 1.96, then the T-table is compared by T-count (T-statistics). The statistical estimation results are described as follows:

a. Effect analysis Organizational Culture towards Work Engagement

Table 16. Hypothesis Testing Results 1

	Hypothesis	Coefficient	P-Value	Decision
H1	<i>Organizational Culture</i> have a positive influence on Work Engagement	0.842	0.000	Ha1 Supported

Source: Processed Smart PLS3 (2022)

The first hypothesis examines the effect of organizational culture on work engagement with the null hypothesis (Ho) and the alternative hypothesis (Ha) as follows:

H₀₁: *Organizational Culture* does not have a positive effect on Work Engagement

H_{a1}: *Organizational Culture* have a positive influence on Work Engagement

From the results of hypothesis testing, it is known that the significant value for the relationship between organizational culture variables on work engagement is 0.000 < 0.05, which means that there is a significant influence of organizational culture on work engagement. While the effect value is 0.842 where this value indicates that there is a positive and significant influence of organizational culture on work engagement so that the first hypothesis in this study can be supported.

b. Effect analysis Work Engagement on Organizational Citizenship Behavior

Table 17. Hypothesis Testing Results 2

	Hypothesis	Coefficient	P-Value	Decision
H2	<i>Work Engagement</i> has a positive influence on Organizational Citizenship Behavior.	0.862	0.000	Supported Items

Source: Processed Smart PLS3 (2022)

The second hypothesis examines the effect of Work Engagement on organizational citizenship behavior with the null hypothesis (Ho) and the alternative hypothesis (Ha) as follows:

H₀₂: *Work Engagement* does not have a positive effect on Organizational Citizenship Behavior.

H_{a2}: *Work Engagement* has a positive influence on Organizational Citizenship Behavior.

From the results of hypothesis testing, it is known that the significant value for the relationship between work engagement variables on organizational citizenship behavior is $0.000 < 0.05$ which means that there is a significant effect of work engagement on organizational citizenship behavior. While the effect value is 0.862 where this value indicates that there is a positive and significant effect of work engagement on organizational citizenship behavior so that the second hypothesis in this study can be supported.

c. Effect analysis Organizational Citizenship Behavior on Knowledge Sharing

Table 18. Hypothesis Testing Results 3

	Hypothesis	Coefficient	P-Value	Decision
H3	<i>Organizational Citizenship Behavior</i> has a positive influence on Knowledge Sharing.	0.786	0.000	Supported Items

Source: Processed Smart PLS3 (2022)

The third hypothesis examines the effect of organizational citizenship behavior on knowledge sharing with the sound of the null hypothesis (Ho) and the alternative hypothesis (Ha) as follows:

H₀₃ *Organizational Citizenship Behavior* nohas a positive influence on Knowledge Sharing.

H_{a3} *Organizational Citizenship Behavior* has a positive influence on Knowledge Sharing.

From the results of hypothesis testing, it is known that the significant value for the relationship between Organizational Citizenship Behavior and Knowledge Sharing is $0.000 < 0.05$, which means that there is a significant effect of Organizational Citizenship Behavior on Knowledge Sharing. While the effect value is 0.786 where this value indicates that there is a positive and significant influence of Organizational Citizenship Behavior on Knowledge Sharing so that the third hypothesis in this study can be supported.

d. Effect analysis Knowledge Sharing on Organizational Innovation

Table 19. Results of Hypothesis Testing 4

	Hypothesis	Coefficient	P-Value	Decision
H4	<i>Knowledge Sharing</i> have a positive influence on Organizational Innovation	0.689	0.000	Supported Items

Source: Processed Smart PLS3 (2022)

The fourth hypothesis examines the effect of knowledge sharing on organizational innovation with the null hypothesis (Ho) and the alternative hypothesis (Ha) as follows:

H₀₄ *Knowledge Sharing* does not have a positive effect on Organizational Innovation

H_{a4} *Knowledge Sharing* have a positive influence on Organizational Innovation

From the results of hypothesis testing, it is known that the significant value for the relationship between knowledge sharing variables on organizational innovation is $0.000 < 0.05$ which means that there is a significant effect of knowledge sharing on organizational innovation. Meanwhile, the effect value is 0.689 where this value indicates that there is a positive influence and the significance of knowledge sharing on organizational innovation so that the fourth hypothesis in this study can be supported.

3.4 Research Result

The first hypothesis examines the effect of organizational culture on working engagement where the results show that there is a positive and significant effect of organizational culture on working engagement. This presentation shows that a good organizational culture will be able to increase the working engagement of employees. The better employees understand and live the organizational culture, the employees will better understand what is expected of the employee from the organization, with employees being able to feel the available organizational resources are adequate properly, the organization appreciates improvement ideas, successful innovative ideas and the support provided by the company will make employees more involved in their work. The results of this study are in line with the research findings of Uhunoma et al.,

The second hypothesis examines the effect of working engagement on organizational citizenship behavior where the test results show that there is a positive and significant effect of working engagement on organizational citizenship behavior. The results of this study indicate that high working engagement will increase organizational citizenship behavior. Organizations that have human resources with good work engagement can maintain and improve performance even though the surrounding environmental conditions are not conducive (Hayuningtyas and Avin, 2015). Furthermore, these conditions will have an impact on employee behavior such as helping other staff related to work problems or overload, arriving on time and not exaggerating problems beyond their portion, This situation illustrates good organizational citizenship behavior. This study is in line with the research findings of Farid et al., (2019) and previous research from Hayuningtyas and Avin, (2015) which showed that there was an effect of working engagement on organizational citizenship behavior.

The results of testing the third hypothesis indicate that there is a positive and significant effect of organizational citizenship behavior on knowledge sharing where this shows that the higher the employee perceives organizational citizenship behavior, the higher the employee's tendency to spread knowledge. Organizational citizenship behavior is related to employee voluntary activities in doing something outside of work to help the company, employees who have good organizational citizenship behavior will tend to be willing to share knowledge from their experiences and hope that this knowledge can help other employees at work. The results of this study are in line with the research findings of Chang et al., (2021) and previous research conducted by Taghvaei-Yazdi and Eynal, (2015); Dehghani et al., (2015) which shows that there is a positive and significant influence of organizational citizenship behavior on knowledge sharing.

The results of further research indicate that knowledge sharing has a positive effect on organizational innovation. This shows that the higher the knowledge sharing, the higher the organizational innovation will be. This can happen because of the opportunity provided by the organization in exchanging knowledge between business partners, it can be accessed by all employees who need it and knowledge sharing within the organization is a common thing. This situation encourages opportunities for all employees to innovate with their innovative ideas because many new systems or programs have been introduced in the organization as well as many new markets that the organization has entered. Finally, employees are encouraged to innovate with the knowledge they have growing higher, the increasing knowledge possessed by employees can be helped from knowledge sharing, the higher the organizational innovation will be. The results of this study are in line with the results of the study of Chang et al., (2021) and previous research conducted by Chomley (2014) which revealed that knowledge sharing behavior proved to be a significant antecedent of innovation in the workplace.

IV. Conclusion

Based on the analysis of the results of research that has been carried out to examine more deeply the effect of organizational culture disclosure on organizational innovation with intervening working engagement, organizational citizenship behavior and knowledge sharing variables in the previous chapter, conclusions can be drawn from this study as follows:

1. There is a positive and significant influence of organizational culture on working engagement
2. There is a positive and significant effect of working engagement on organizational citizenship behavior
3. There is a positive and significant influence of organizational citizenship behavior on knowledge sharing
4. There is a positive and significant effect of knowledge sharing on organizational innovation

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