

**THE ROLE OF KNOWLEDGE SHARING IN MEDIATING
THE RELATIONSHIP BETWEEN ENTREPRENEURIAL
LEADERSHIP AND INNOVATIVE WORK BEHAVIOR IN
SME'S IN MALANG CITY.**

(Study on SMEs in Lowokwaru District, Malang City)

THESIS

**Submitted as One of the Requirements
To Obtain a Bachelor's Degree in Management**

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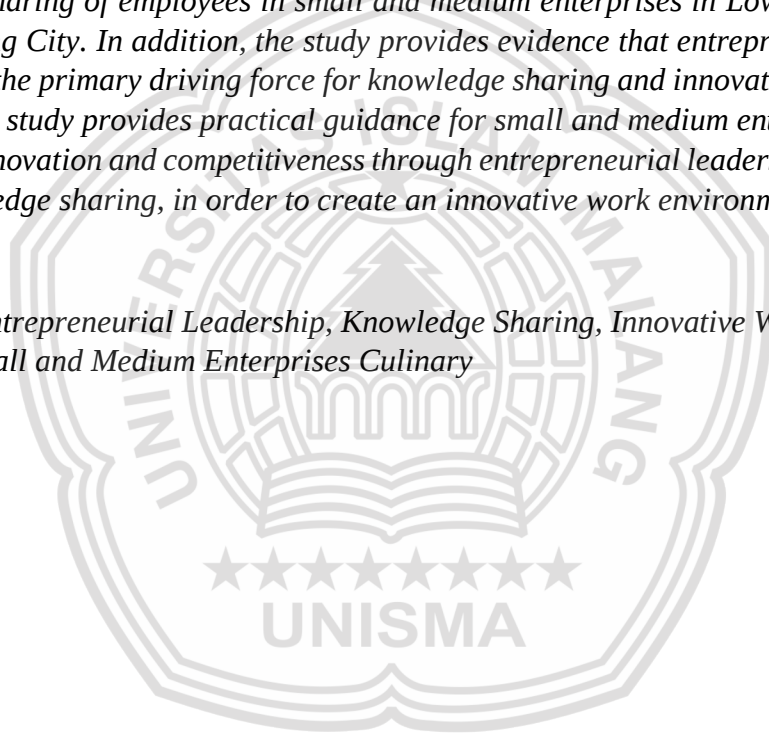
**UNIVERSITAS ISLAM MALANG
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ABSTRACT

This study aims to investigate whether entrepreneurial leadership and knowledge sharing affect innovation work behavior. The research method used is a quantitative approach. The study employs a cross-sectional method and Structural Equation Modeling (SEM) to test the proposed research model. The sample of this study were 122 employee of SMEs culinary. The hypothesis was tested using descriptive statistical analysis, instrument testing, structural model testing, and hypothesis testing using the SmartPLS 3. The findings suggest that the entrepreneurial leadership variable has a positive and significant influence on the Knowledge Sharing of employees in small and medium enterprises in Lowokwaru Distric Malang City. In addition, the study provides evidence that entrepreneurial leadership is the primary driving force for knowledge sharing and innovative work behavior. The study provides practical guidance for small and medium enterprises to enhance innovation and competitiveness through entrepreneurial leadership that fosters knowledge sharing, in order to create an innovative work environment.

Keywords: *Entrepreneurial Leadership, Knowledge Sharing, Innovative Work Behavior, Small and Medium Enterprises Culinary*



CHAPTER I

INTRODUCTION

1.1 Background

The economic sector among the lower-middle class plays a significant role in supporting Indonesia's economy. MSMEs (Micro, Small, and Medium Enterprises) have been crucial contributors during economic crises, aiding in faster economic recovery. The Indonesian economy does not solely rely on large-scale businesses, MSMEs play a substantial role as well due to their resilience, which is comparable to that of large enterprises.

Micro, Small, and Medium Enterprises scoop about 99% of all economic activities in the country, contributing 60.51% to the national Gross Domestic Product (GDP), and absorbing around 97% of the total workforce in Indonesia (PEREKONOMIAN & INDONESIA, 2024). In Indonesia, currently, only about 7.09% of businesses are categorized as small enterprises, while micro-enterprises make up 92.90% (BPS, 2023). Therefore, medium-scale enterprises are a focal point in every stage of development planning

MSMEs also play a crucial role in creating job opportunities. The number of job seekers that can be accommodated by MSME actors is 97.2% of the total businesses, around 56.2 million jobs. Each year, MSME growth in Indonesia experiences significant acceleration, with more than 90% of the total workforce in Indonesia being absorbed by MSMEs. The number of MSMEs in Malang City has also shown substantial growth.

Kecamatan di Kota Malang	Jumlah Usaha Mikro Kecil Menengah (UMKM) Kuliner Menurut Kecamatan di Kota Malang (Unit)		
	2023	2022	2021
Kedungkandang	2.352	904	768
Sukun	3.098	1.330	1.320
Klojen	2.193	778	772
Blimbing	3.235	1.346	1.332
Lowokwaru	5.539	2.845	2.186
KOTA MALANG	16.417	7.203	6.378

Keterangan Data :
Sumber: Dinas Koperasi, Perindustrian, dan Perdagangan Kota Malang

Picture 1

In the era of free trade within ASEAN, which provides opportunities for entrepreneurs, there is a need for entrepreneurs to be prepared to take risks. Creative and innovative approaches in the production development process will greatly assist in improving product quality. In this era, businesses are expected to survive and enhance their competitiveness by improving product quality, creativity, and marketability to attract a broader market. This is crucial due to global market competition, as well as the diminishing boundaries between global and local markets, which makes the development of MSMEs even more urgent. The aim is to empower MSMEs to become more independent and better prepared to face global market competition.

Hendrawati (2017) suggests that improving MSME competitiveness can be achieved by fostering innovative behaviors among employees. Innovative Work Behavior has a significant impact and can provide a competitive advantage for MSMEs. Innovative behavior can help solve problems and is an enhanced problem-solving process.

Hendrawati (2017) also discusses the process of Knowledge Innovation Management, which is an ongoing cycle involving problem knowledge, solution creation, and support that can foster solutions within an organization. It is often pointed out that MSMEs are at a disadvantage when compared to large companies. This is due to the unequal distribution of resources between MSMEs and large corporations. A company's competitive advantage can be influenced by various factors, one of which is leadership.

Nengsih (2015) highlights the importance of leadership, stating that the right application of leadership style in relation to employees' working styles is crucial for employees to enjoy carrying out their responsibilities. A leader is also expected to provide a platform for employees to enhance their skills. This aligns with the view that when a capable leader guides a company, it will positively impact the employees as well. Meanwhile Suherman & Suroso (2022) argue that quality leadership is demonstrated by leaders who know how to position themselves, have a high level of initiative in employee development, and are characterized by outstanding integrity. Such leaders serve as role models for their followers and must be equipped with effective strategies to foster good collaboration and earn customer loyalty, thereby reducing competitive risks.

Rini (2021) asserts that a leader who acts appropriately can provide guidance and direction towards achieving the company's goals. This can be achieved by consistently involving employees in all activities, offering them opportunities to make decisions, and providing special attention to employees when completing their tasks. This is consistent with Subiyanto et al (2021) who explain that the main function of leadership is to encourage employees to actively fulfill their responsibilities. An active leader motivates subordinates and maintains the work rhythm to ensure the team achieves its collective goals. This has a direct impact on employee performance, enabling them to complete their tasks effectively and on time.

A leader's style significantly influences an organization's performance in achieving collective goals. When a leader values employee work by providing rewards and taking responsibility for ensuring that employees' skills match the tasks assigned to them, it can result in improved overall performance. (Suherman & Suroso, 2022). Entrepreneurial leadership is considered an innovative approach to achieving excellence and positively impacts the value of a company. Entrepreneurial leadership serves as the fuel for innovation, with a mindset focused on high-risk taking and opportunity recognition. Other views suggest that Entrepreneurial leadership can be observed through the entrepreneurial characteristics demonstrated by the leader.

Review of Opportunities, Risk Taking, Good Thinking, Active Discussion, and Strategic Thinking (Esmer & Dayi, 2017). Other research findings on entrepreneurial leadership suggest that the factors studied had little to no effect on employee productivity. Specifically, it explains that giving attention, motivational words, and directions had no significant impact on employee productivity. However, praising employees, building trust, and boosting their morale resulted in higher performance quality because employees felt more motivated (Siwi & Sumampouw, 2015). On the other hand, some researchers argue that employee performance is rarely influenced by the leader's style. The reason for this is the lack of effective communication between leaders and employees, particularly in terms of motivation. As a result, leadership is perceived as far from democratic, which negatively impacts employee participation levels (Suherman & Suroso, 2022).

Knowledge Sharing plays a crucial role in creating a company's competitive edge by enabling quick innovation (Li et al., 2023). Knowledge sharing is used to encourage innovation creation and serves to leverage the intangible assets within a company. When a company aims for progress, it must have the capacity to enhance both individual and team innovation performance.

Here, knowledge sharing acts as a bridge between the individuals involved, as it is believed to foster a constructive environment where employees both give and receive knowledge, thus enhancing their innovation capabilities. Knowledge Sharing is seen as a value-added activity for companies to innovate and optimize the generation of creative ideas from employees (Hendrawati, 2017). The creation of an innovative environment can be seen in the work behaviors that occur.

The creation of an innovative environment can be seen in the work behaviors that occur. Work behavior follows a process, idea creation, opportunity exploration, supporting ideas, and implementation, which results in innovation. Knowledge Sharing activities can involve regular team meetings, knowledge documentation, group discussions, community practices, the use of digital platforms, and brainstorming or ideathons. Knowledge Sharing is an interconnected process, where continuous behavior involves providing data or relevant stories to be collaborated with other ideas, supporting the development of new ideas (Zhang, 2017) The Knowledge Sharing process begins with possessing both implicit and explicit knowledge, followed by active participation in building Knowledge Sharing (Sheng et al., 2015). Tacit knowledge is comprehensive, sudden, subjective, and difficult to convey to others (Sheng et al., 2015).

This knowledge is accumulated through practice, past events, and collaborative observation (Maravilhas & Martins, 2019). In contrast, explicit knowledge is based on awareness and information that is shareable, objective, and can be verbalized (Rogers et al., 2016). During the learning process, an individual's innovative capacity is developed through thinking and problem identification. Solving problems by discovering alternative paths requires sufficient resources and is supported by solid clarification (Hu et al., 2016). Activities related to knowledge sharing are critical, as the generation of ideas requires clarification and validation from colleagues.

Furthermore, the knowledge sharing process is a form of exchanging and disseminating knowledge, either explicitly or unintentionally during human interactions without prior planning or spontaneously (Elianto & Wulansari, 2016). Additionally, employees' awareness of the importance of knowledge resources as the intellectual capital of the company to achieve a competitive advantage is essential. Knowledge plays a significant role in the company's strengths and development. The higher the capacity of employees and their knowledge, the greater the value it adds to the company (Firmaiansyah, 2014). Therefore, knowledge sharing supports and influences a company's effectiveness in generating fresh ideas that can be used for innovation creation.

Moreover, knowledge sharing has other benefits, such as being instrumental in the company's development, which results from interactions and the addition of previously existing knowledge to create new ideas. Company activities can transform into learning activities aimed at maintaining the sustainability of the company, aligning the goals and desires of entrepreneurs, stakeholders, and employees. The most crucial aspect of this is the readiness of the system and its members, or in this case, the employees. If implemented, it has a positive effect on employees, as they feel empowered to complete their tasks independently. Through collaboration among individuals and effective communication, employees are likely to boost their confidence in the tasks assigned to them.

The concept of a learning organization is seen as having a significant impact on the success of performance, as it can upgrade the effectiveness and efficiency of employee performance within the organization. With the right learning process, employees are more likely to take decisive actions in achieving skills, aligned with the correct social behaviors, thereby fostering a positive morale and reducing absenteeism. Absenteeism is often viewed as an indicator of high turnover rates within an organization's workforce (Hendrawan et al., 2020). The work environment plays a crucial role in enhancing employees' capabilities.

The work environment also plays a significant role in encouraging employees to take responsibility for developing their skills through interactions between individuals and the creation of a healthy and comfortable environment. The impact of this is the increased sense of care and loyalty from employees towards the company they work for (Hendrawan et al., 2020). Based on the explanation provided, there is a gap between the results reported regarding work behavior, which indicates that there is no significant effect of leadership on the pattern of Innovative work behavior. Given the findings discussed, the researcher feels that there is a need to add other variables to obtain a more comprehensive result regarding the relationship between leadership and innovative work behavior. This study could benefit from adding factors such as the country, culture, type of organization, and other settings that could further explain the results more deeply in relation to the research.

The relationship between entrepreneurial leadership and knowledge sharing has been presented, with findings indicating that entrepreneurial leadership has a significant positive effect on knowledge sharing among employees. This means that entrepreneurial leadership aligns with employees' knowledge sharing behaviors, which in turn supports the occurrence of innovative work behavior (Asmoro, 2021). Reflecting on the results obtained, it appears that both direct and indirect effects can still be further developed and re-examined, as both variables remain unresolved issues to this day.

The researcher revisits previous studies by focusing on research conducted in Malang City and companies aiming to maximize revenue. It can be concluded that, in the context of Indonesia, the performance of employees is still very low and requires new breakthroughs to improve output, ensuring that it aligns with the initial organizational plans. It is hoped that this will help organizations become stronger in facing challenges in the international arena, along with all the complexities that come with it.

This nation is determined to innovate in the creation of new products and hopes that the results produced will become a key weapon in tackling the fierce competition in both local and international markets. It is greatly hoped that the results of this research will differ from previous studies conducted before this research.

1.2 Problem Statement

1. How does entrepreneurial leadership influence knowledge sharing?
2. How does knowledge sharing influence innovative work behavior?
3. How does entrepreneurial leadership influence innovative work behavior?
4. Do knowledge sharing mediating entrepreneurial leadership to innovative work behavior?

1.3 Research Objective and Benefits

1.3.1 Research Objectives

1. To analyze entrepreneurial leadership influences knowledge sharing.
2. To analyze knowledge sharing influences innovative work behavior
3. To analyze entrepreneurial leadership influences innovative work behavior
4. To analyze knowledge sharing mediating entrepreneurial leadership to innovative work behavior?

1.3.2 Research Benefits

a. Theoretical Benefits

The researcher hopes that the results of this study will provide significant theoretical contributions, particularly concerning the role of knowledge sharing as a mediator between entrepreneurial leadership and innovative work behavior. It is expected that this study will expand academic knowledge focusing on leadership, knowledge management, and work behavior. Additionally, the findings may contribute to the development of a more comprehensive conceptual framework for understanding how the dynamics of knowledge sharing can enhance individual innovation performance within SMEs (Small and Medium Enterprises).

b. Practical Benefits

This research is expected to provide additional insights for all parties involved in its development, specifically:

1. For Researchers, it is hoped that the study will contribute to expanding knowledge about the role of knowledge sharing as a mediator between entrepreneurial leadership and innovative work behavior.
2. For the Business Sector, this study offers practical guidance for SMEs to enhance innovation and competitiveness through entrepreneurial leadership that fosters knowledge sharing, in order to create an innovative work environment.
3. For Employees, this research is expected to help employees understand the importance of knowledge sharing in fostering an innovative work environment, improving their skills and creativity, thereby enabling them to contribute more effectively to the company's progress and open up opportunities for development.
4. For Future Researchers, it is hoped that this research will enrich the literature on the role of various types of knowledge as mediators between entrepreneurial leadership and innovative work behavior, and encourage ongoing research in this area.

CHAPTER V

CONCLUSION AND SUGGESTIONS

5.1 Conclusion

This study aims to reveal the role of Knowledge Sharing as an intervening variable in the relationship between Entrepreneurial Leadership and Innovative Work Behavior. Based on the findings from the analysis and explanations provided, the conclusions are as follows:

1. The Entrepreneurial Leadership variable has a positive and significant influence on Knowledge Sharing.
2. The Entrepreneurial Leadership variable does not have a positive and significant influence on Innovative Work Behavior.
3. The Knowledge Sharing variable does not have a significant influence on Innovative Work Behavior.
4. The Entrepreneurial Leadership variable has a positive and significant influence on the Knowledge Sharing of employees in micro and small businesses in Malang City.
5. The Entrepreneurial Leadership variable does not have a positive and significant influence on the Innovative Work Behavior of employees in micro and small businesses in Malang City.
6. The Knowledge Sharing variable does not have a positive and significant influence on the Innovative Work Behavior of employees in micro and small businesses in Malang City.

7. The Knowledge Sharing variable cannot mediate the influence of Entrepreneurial Leadership on the Innovative Work Behavior of employees in micro and small businesses in Malang City.

5.2 Limitation

The limitations that need to be addressed are as follows:

1. The study has limitations in certain criteria. Based on the results, these criteria are still considered insufficient, as one of them involves respondents aged 17-25, who accounted for 85.2%-the largest proportion. This significantly affects the quality of the study's findings, as individuals aged 17-25 are relatively new to the workforce, meaning their knowledge and experience are still very limited.
2. The sample for this study was limited to employees and leaders of small and medium enterprises in the Lowokwaru District of Malang City, and the research period was less than one year.
3. The data collection method relied on distributing questionnaires, which may result in responses that are arbitrary and lack focus on the statements when filling out the questionnaire. This could impact the quality of the data collected and processed.

5.3 Suggestions

Based on the conclusions and the limitations of this study, the following suggestions are provided:

1. Future researchers are encouraged to include and use additional variables that are closely related, such as innovation (Sintaasih et al., 2020), employee creativity, high-performance work systems (Riana et al., 2020) vertical and horizontal trust (Kmieciak, 2020), as well as affective commitment, creative self-efficacy, and psychological safety (Iqbal et al., 2022).
2. For future studies, it is recommended to broaden the categories and criteria of the sample used in the research, for example, including employees and leaders of small and medium enterprises across Malang City or other cities.
3. Subsequent researchers should enrich the data collection by incorporating interviews to provide more detailed findings. This additional data will offer greater relevance and clarity to enhance the discussion.

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