

## **Role of Knowledge Sharing and Employee Engagement towards Innovative Performance with Learning Orientation as Moderating Variable**

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**Abstract.** In this study, the authors will analyze the performance of innovation through knowledge sharing, and employee work involvement moderated by learning orientation variables. The purpose of this study is to determine the extent to which innovation performance can be obtained through knowledge sharing, work involvement, and moderation of learning orientation that develops in the process of holding state-owned companies in the banking sector. One of them is the existence of an interesting holding process between PT Bank Rakyat Indonesia, Tbk. (Bank BRI), PT Permodalan Nasional Madani (PNM), and PT Pegadaian, where PT Pegadaian can be considered a non-banking sector service. Thus, knowledge sharing and employee involvement, in this case, will be analyzed using learning orientation as a moderating variable. This type of research is explanatory research with a cross-sectional design and data collection using primary data in the form of data collection questionnaires distributed to employees of Bank BRI. The sample of this research is 213 respondents and will be analyzed using SEM-PLS 3.0. The results of this study indicate that knowledge sharing has a significant effect on innovation performance, employee involvement has a significant effect on innovation performance, and the results of learning orientation are able to significantly moderate knowledge sharing on innovation performance. However, learning orientation cannot moderate and is not significant between employee engagement and innovation performance.

**Keywords:** Employee engagement; Innovation performance; Knowledge sharing; Learning orientation.

**Abstrak.** Dalam penelitian ini penulis akan menganalisis kinerja inovasi melalui knowledge sharing, dan keterlibatan kerja karyawan yang dimoderatori oleh variabel orientasi pembelajaran. Tujuan penelitian ini adalah untuk mengetahui sejauh mana kinerja inovasi dapat diperoleh melalui knowledge sharing, work engagement, dan moderasi orientasi pembelajaran yang berkembang dalam proses holding BUMN di sektor perbankan. Salah satunya adalah adanya proses holding yang menarik antara PT Bank Rakyat Indonesia, Tbk. (Bank BRI), PT Permodalan Nasional Madani (PNM), and PT Pegadaian, sedangkan PT Pegadaian dilihat sebagai perusahaan layanan jasa non-

bank. Dengan demikian, *knowledge sharing* dan *keterlibatan karyawan* dalam hal ini akan dianalisis dengan menggunakan *orientasi belajar* sebagai variabel moderasi. Jenis penelitian ini adalah *explanatory reasearch* dengan desain *cross-sectional* dan pengumpulan data menggunakan data primer berupa pengumpulan data kuesioner yang dibagikan kepada pegawai Bank BRI. Sampel penelitian ini sebanyak 213 responden dan akan dianalisis menggunakan *SEM-PLS 3.0*. Hasil penelitian ini menunjukkan bahwa *knowledge sharing* dan *keterlibatan karyawan* berpengaruh signifikan terhadap kinerja inovasi, dan hasil *orientasi pembelajaran* mampu memoderasi *knowledge sharing* secara signifikan terhadap kinerja inovasi. Namun, *orientasi pembelajaran* tidak mampu memoderasi secara signifikan pengaruh *employee engagement* dengan kinerja inovasi.

**Kata kunci:** *Kinerja inovasi; Berbagi pengetahuan; Keterlibatan karyawan; Orientasi pembelajaran.*

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**Article Info:**

Received: October 15, 2022

Accepted: April 23, 2023

Available online: June 7, 2023

DOI: <http://dx.doi.org/10.30588/jmp.v12i2.1256>

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## BACKGROUND

The business climate in Indonesia is currently experiencing various dynamics running dynamically, for example the merger of Islamic banking owned by BUMN. The policy was carried out because it was in line with the Economic Masterplan and Islamic Finance 2019-2024. In addition, the Islamic finance industry in Indonesia is also still lagging behind many other countries. That matter requires continued implementation of the management approach and new organizational form. In line with this, the merger of the three banks The BUMN sharia is expected to be able to encourage growth Islamic banking in Indonesia. Then in line with the trend of holding currently being promoted by the government, one of which is Holding between PT. Bank Rakyat Indonesia with PT. Permodalan Nasional Madani (PNM) and PT. Pegadaian. Organizations was innovative successfully integrate, utilize, and harness the potential created by ideas, resources, and knowledge, so as to increase the chances of success when deliver value to the marke (Chesbrough, 2006; Singla et al., 2018).

In the era of merging several Indonesian BUMN flag entities in nowadays one of them is PT. Bank Rakyat Indonesia, Tbk with PNM and Pegadaian, of course, have many changes in organizational structure and the existing organizational culture. Interestingly, the existence of a Pawnshop in the merger here provides a real change, not only structure, culture the organization. But more to the knowledge management. Because apart from BRI and PNM, Pegadaian is the only entity that can be considered non-banking. So with this, employee knowledge is a an important resource in the merger. identify, creating, acquiring, storing, absorbing and applying knowledge within the organization (Lee et al., 2005) can help the organization in achieving its goals. There are several changes above, especially regarding knowledge management, of course, will form a new organizational culture that is mutually share (*knowledge sharing*). It is based on changes fundamental from tacit knowledge to explicit know-

ledge between several entities different flags merged into one (banking and non-banking).

There is a research gap on the influence of Knowledge Sharing on Innovation Performance. The results of the study of Bagherzadeh et al. (2019) and (Li et al., 2019) stated that knowledge sharing significant positive effect related to innovation performance. However research (Fauzen, 2019) which states that knowledge sharing does not have a positive and significant effect on performance business. It indicates that in order to produce good business performance, well, the role of knowledge sharing is very important. In other words, company need a good organizational system. This system is not only a existing regulations or standards but also involves human resources in the company. Its confirm that the larger of company innovation ability will also improve its business performance. So based on the explanation above, innovation focuses on 3 things of main points are ideas, studies, and system improvements. And with this the author will use Learning Orientation as a moderating variable for examine cases where there are companies in the banking sector that merge with one of the companies engaged in non-banking.

This research purposes to analyze the role of the Learning Orientation whether can moderate Knowledge Sharing and Employee Engagement on Innovative Performance and analyze Knowledge Sharing and Employee involvement is it capable and influential to improve Innovative Performance. This study attempts to address the gaps raised in the literature by examining the influence of Knowledge Sharing and Work Involvement on Innovation Performance in holdings of BRI, PNM and Pegadaian. Next, the mediating effect of Learning Orientation on the relationship between Knowledge Sharing and Job Engagement was examined.

## **THEORETICAL REVIEW**

To produce a good business performance, the role of knowledge sharing is crucial. This shows that companies need a good organizational system. This system is not only an existing regulation or standard but also involves human resources within the company. This confirms that a company's more excellent innovation capability will also improve its business performance (Fauzen, 2019).

### **Innovative Performance**

Innovative work behavior is one of the determinants of determine the competitive advantage of the organization. Innovative work behavior refers to the implementation of activities related to the development, promotion, and employee implementation (Rank et al., 2004). Company need develop innovations to meet emerging problems and challenges due to increased global competition, customer expectations, or changes market (Savelsbergh et al., 2012). Besides that, Innovative work behavior includes the development of ideas, technology, and New techniques and trials of applying new methods related to business procedures in certain work areas. In this sense, the orientation to innovation, which is represented by organizational willingness and openness to new ideas, connected with members encouraged to consider adopting innovation (Chen et al., 2009). In addition, the innovation climate not only enhances the relationship between staff engagement and the functional and relational aspects of service quality (global and specific aspects) but also satisfaction levels and overall

loyalty (Garcia-Buades et al., 2016) In process and product innovation, innovation culture also appears to have a correlation positive (Padilha & Gomes, 2016)

Based on the definitions of the experts above, it can be concluded that Innovation Performance is a company's level of success in deal with market and environmental situations that can develop continuous and very dynamic. The dynamics of social interaction between employees will support organizational learning and can improve creative skills that will encourage practice and approach the new one.

### **Knowledge Sharing**

(Nonaka & Takeuchi, 1995) define three main characteristics of the creation of knowledge, namely expressing thoughts that are not can be expressed, disseminate knowledge, and disentangle ambiguity from individuals to organizations. In addition, (Nonaka & Konno, 1998) defines two types of knowledge, namely explicit knowledge and tacit knowledge knowledge. Explicit knowledge can be expressed in words and numbers, and can be divided in the form of data, scientific formulas, specifications, and documentation. Explicit knowledge can be linked between individuals directly formal and systematic. Therefore, explicit knowledge can be obtained through documentation or training. Tacit knowledge is not easy to see and disclosed. Tacit knowledge is very personal and difficult to expressed, and difficult to communicate or share with others because tacit knowledge is subjective insight. Tacit knowledge takes root in the actions, experiences and individual ideas, values, or emotions that exist within each individual. Thus, tacit knowledge can be obtained from individuals through group discussion, motivation, or circle informal friendship. Shortly, innovation requires the ability to adapt, integrate, and reconfigure all skills, competencies functionality, and resources. Sharing explicit and tacit knowledge significant effect on the speed and quality of innovation (Zohoori et al., 2013).

**H1: Knowledge sharing has a significant effect on innovation performance.**

### **Employee Engagement**

In a fast-changing business world filled with ideas and opportunities, One of the biggest challenges for companies is not generating ideas, but engages people in the direction of innovation (Schaufeli et al., 2009; Verganti, 2017) has the opinion that employees who have High job involvement is characterized by the 3S terms (Say, Stay, and Strive). Say means consistently the ability to speak in positive context in terms of the organization in which employees work to colleagues, prospective new employees and to customers. Stay the meaning is to have the desire to become a permanent member in an organization or company. And Strive means donate their time, energy and strength as well as initiative in contributing to the business success of the organization/agencies.

Based on the opinions of several experts above, it can be concluded that employees who have involvement and enthusiasm in a company has a consistent attitude, have a desire to become a permanent member of the organization and consistent in contributing time, energy and thoughts in the company. Several studies on employee involvement in a company organization has been published. (Bessant, 2003) states employee engagement means that the organization is now supporting the efforts them in mobilizing the motivation of their human resources, even create potential

sources of innovation to contribute and help push the organization forward. It has also been defined as positive ability to encourage open-mindedness and out-of-the-box thinking, making individuals more willing to achieve innovative means, to themselves and ultimately to the entire organization (Eldor, 2017); (Jena & Memon, 2018); (Jung & Yoon, 2018). This implies that academic interest has slightly begun to concentrate not only on how to enable employees to engage in their work but also how to be overly motivated to innovate (De Spiegelaere et al., 2014)

**H2: Employee involvement has a significant effect on innovation performance.**

### **Learning Orientation**

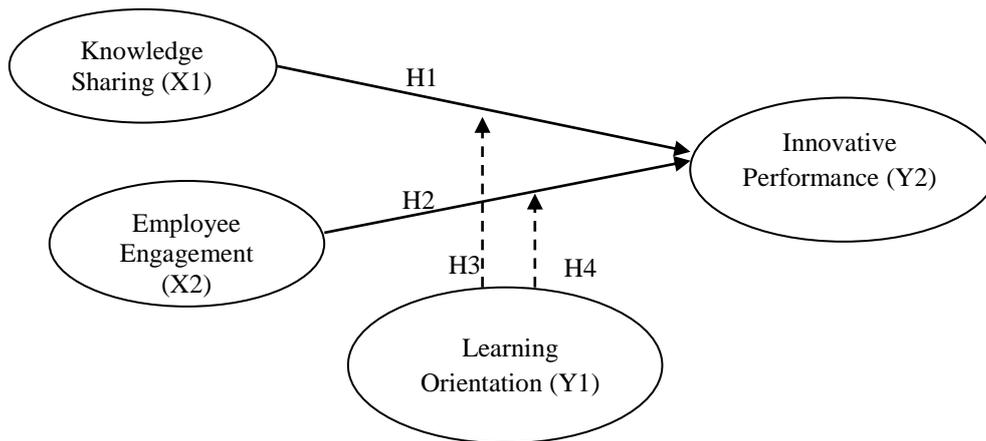
Rhee et al. (2010) said that “commitment continuous learning is central to innovation.” Weisberg (1999) argues that learning is indispensable for creativity, and behavior being creative in generating ideas is a stepping stone to work behavior innovative in adopting and implementing new ideas that useful. This kind of behavior involves the individual in activities that assist individuals in generating and implementing ideas that useful.

A strong learning orientation reduces attention by protecting image and reputation during interpersonal interactions (Frink & Ferris, 1998) and frees the individual to engage in continuous improvement. Colquitt et al. (2000) support this idea by stating that Individuals with a learning orientation will often seek challenging challenges offered to individuals, opportunities to learn and to master tasks delivered in an effective manner. Based on the opinion of experts, it can be concluded that the orientation of learning with openness knowledge among employees is an important factor in achieving behavior innovative work. The employees are more active and involved in orientation If the learning process is high, then the company's innovation will also be achieved quickly. Research Dukeov et al. (2020) shows that firms must be committed to continuously learning and developing culture an open- minded company, and constantly updating its business processes to respond to the challenges of today's dynamic business environment.

**H3: Learning orientation moderates the relationship between Knowledge Sharing with Innovative Performance**

Further research Dukeov et al. (2020) also reveal findings that support the proposition that learning Organizations also play an important role for employees in companies that involved in the process of introducing Organizational Innovation. The result too should inspire companies and policymakers to observe mechanisms that drive enterprise development and design new strategies to drive organizational innovation activities. And decision employees to engage or not engage in innovative behavior is influenced by their motivation to learn (Yu et al., 2018).

**H4: Learning orientation moderates the relationship between Employee Engagement with Innovative Performance**



**Figure 1. Research Model**

## RESEARCH METHODS

### Type of Research

This research was conducted to test the hypothesis with the intention of strengthening the hypothesis based on the theory proposed as a basis. The type of research used is explanatory research, namely research that explains to explain the variables that must be studied and the relationship between one variable and another.

### Population and Sample

The population in this study are employees of PT Bank Rakyat Indonesia, Tbk who have worked for at least 2 (two) years. The employee samples that will be used in this study are Branch Heads, Unit Heads, Managers, Supervisors, Account Officers, Operational Staff and ADK, Back Office, Mantri (Marketing lending/funding), PAB, Bancassurance, Customer Service, and Teller at 3 subsidiaries of PT Bank Rakyat Indonesia, Tbk, namely Bank BRI, PNM, and Pegadaian. The population in this study are employees of PT. Bank People of Indonesia, Tbk. So that the sampling will carried out in 3 main offices of BRI bank, namely in Tegal, Batang and Demak.

The sampling is done by purposive method sampling, ie sampling is done not randomly according to the inclusion and exclusion criteria set by the author. Sample in this study were employees of Bank BRI, PNM, and Pegadaian with the status of a contract employee organic, permanent employees and employees of subsidiaries divided into Bank BRI Riau, Tegal, Pekalongan, Batang, Semarang, Yogyakarta, Jepara, Surabaya, and Malang.

### Data Collection

Data collection in this study using a questionnaire. The questionnaire is a data collection instrument used to collect large amounts of data (Ismail & AlBahri, 2019). The questionnaire is a data collection technique that is done by giving a set of written questions to respondents to be filled in (Rahmadi & Heryanto, 2016). This research will be conducted at PT Bank Rakyat Indonesia, Tbk. by distributing questionnaires regarding Knowledge Sharing, Employee Engagement, Learning Orientation and Innovation Performance. Data collection will be carried out in March-June 2022. The

form of the questionnaire is a Likert scale. Likert scale (1 - 5) is a scale used to measure the attitudes, opinions, and perceptions of a person or group of people about a phenomenon that occurs (Harpe, 2015). For each answer choice a score is given, then the respondent must fill out the questionnaire that has been provided to support the statement (positive) or not support the statement (negative). The number 1 indicates that the respondent does not support the question given. While the number 5 indicates that the respondent supports the question given.

### Analysis Technique

The data processing process in this study will use PLS Statistics technology media to determine the relationship between variables. Previously, in analyzing the data, namely by grouping data based on variables and types of respondents, tabulating data based on variables from all respondents, then presenting data for each variable studied. Data processing will be carried out by conducting validity and reliability tests and then hypothesis testing. There are several reasons why using PLS in a study. In this study the reasons are: *First*, PLS (Partial Least Square) is a data analysis method based on the assumption that the sample does not have to be large, that is, a sample size of <100 can be analyzed, and the residuals are normally distributed. *Second*, PLS (Partial Least Square) can be used to analyze theories that are still said to be weak, because PLS (Partial Least Square) can be used for prediction.

## RESULTS AND DISCUSSIONS

### Respondent

Respondents in this study were employees of PT. Bank Rakyat Indonesia, Tbk (BRI) with the status of a contract employee organic, permanent employees and employees of subsidiaries divided into Bank BRI Riau, Tegal, Pekalongan, Batang, Semarang, Yogyakarta, Jepara, Surabaya, Malang. How this research was conducted by indirectly providing a google form to the BRI Bank employees and takes approximately 3 months until all the questionnaires have been collected.

### Cronbach's Alpha

A variable can declared reliable if it has a value of Cronbach's Alpha >0.70 (Henseler et al., 2015). From the results of Table 1 on the variable of knowledge sharing, involvement employees, learning orientation, and innovation performance all have value >0.70. These results show Cronbach's alpha test on all variables in good and valid reliability.

**Table 1. Cronbach's Alpha**

Variable	Cronbach's Alpha
Knowledge Sharing	0.798
Employee Engagement	0.722
Learning Orientation	0.795
Innovation Performance	0.747

Source: Processed primary data (2022).

### Composite Reliability

Other tests use composite reliability, where a variable can be declared reliable if the composite value reliability  $>0.70$  (Henseler et al., 2015). From the results of the Table 2 on the knowledge sharing variable, employee engagement, learning orientation, and innovation performance have CR value  $>0.70$ . A measurement is said to have reliability which is good for measuring each latent variable if it has correlation between constructs and latent variables. Therefore can concluded that the variables tested were valid and reliable, so that it can proceed to the next test.

**Table 2. Composite Reliability**

Variable	Cronbach's Alpha
Knowledge Sharing	0.881
Employee Engagement	0.844
Learning Orientation	0.875
Innovation Performance	0.856

Source: Processed primary data (2022).

### Discriminant Validity

To test the discriminant validity, the researcher used Fornell- Larcker and HTMT (heterotrait-monotrait ratio of correlations) (Henseler et al., 2015). In Fornell-Larcker, the value of root of AVE square (diagonal) is greater than all values, and the value of HTMT less than 1.

**Table 3. Fornell-Larcker (correlation)**

Variable	KI	KK	KS	OB
KI	0,816			
KK	0,582	0,802		
KS	0,542	0,445	0,843	
OB	0,552	0,634	0,636	0,837

Source: Processed primary data (2022).

From the results of table 3 shows that the results of Fornell larcker ensure the validity of the discriminant where the value of the square root AVE for each variable is higher than the correlation value of the variable the latent with all other latent variables. Correlation value each latent variable can be seen in the color Fornell-Larcker table yellow. The innovation performance variable has an AVE square root of 0.816, employee involvement variable has the square root of AVE of 0.802, the variable knowledge sharing has the square root of AVE of 0.842, and the learning orientation variable has a square root AVE of 0.837. So it can be concluded that the results of the variable knowledge sharing, employee engagement, learning orientation, and innovation performance has good and valid discriminant validity.

The results of the HTMT values per variable show all  $<1$  (Table 4). Henseler et al. (2015) recommend that the value of HTMT should not exceed 0.90. if path model includes conceptually similar constructs. In other words, the value of HTMT in table 4 all of which  $<0.90$  indicate validity good discriminant. It can be concluded that for

measurement using two methods, namely Fornell Larcker and HTMT all of them are within the valid criteria and have the same discriminant value good.

**Table 4. HTMT**

Variable	KI	KK	KS	OB
KI				
KK	0,786			
KS	0,692	0,598		
OB	0,676	0,845	0,806	

Source: Processed primary data (2022).

## Hypothesis Results

Hypothesis significance test can be done through the menu bootstrapping on SmartPLS by looking at the Path Coefficients table in the t-statistics and -values column. Testing this hypothesis using the significance criterion of -value <0.05 and the significance value of by 5%.

**Table 5. Hypothesis**

Variable	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistik ( O/STDEV )	P-values
Employee Engagement → Innovation performance	0.290	0.302	0.087	3.320	0.001
Knowledge Sharing → Innovation performance	0.495	0.493	0.096	5.156	0.000
KK Moderation → Innovation Performance	0.024	0.027	0.080	0.301	<b>0.763</b>
KS Moderation → Innovation Performance	0.347	0.333	0.074	4.699	0.000

Source: Processed Primary Data, 2022

## Hypothesis Test Results of H1

Hypothesis 1 of this study is the higher the employee BRI, PNM, and Pegadaian have involvement in activities work and collaborative programs that are run, the easier it is the program is carried out in order to improve its innovation performance. Employee involvement variable has a significant positive effect on innovation performance with a path coefficient (O) of 0.290 and a t-value of statistic is 3.320 with a significance level of  $0.001 < 0.05$ , then it can be concluded that employee engagement has a significant relationship strong on innovation performance. This positive sign is shows that the higher the BRI, PNM and Pegadaian have employee involvement, the higher the innovation performance will be carried out is a collaboration between the three companies. Therefore Therefore, the first hypothesis which states that there is an influence between employee involvement on innovation performance, is accepted.

## **Hypothesis Test Results of H2**

Hypothesis 2 of this study is the higher the collaboration BRI, PNM, and Pegadaian have knowledge sharing in their activities business, the easier the program is to run in improving innovation performance. Knowledge sharing variable has a significant effect on innovation performance with a path coefficient (O) of 0.495 and a value of t- statistic of 5.156 with a significance level of  $0.000 < 0.05$ , then it can be concluded that knowledge sharing has a strong relationship strong on innovation performance. This positive sign is shows that the higher the BRI, PNM and Pegadaian have knowledge sharing, the higher the innovation performance will be carried out is a collaboration between the three companies. Therefore Therefore, the first hypothesis which states that there is an influence between employee involvement on innovation performance, is accepted.

## **Hypothesis Test Results of H3**

The results of testing hypothesis 3 give the result that the orientation of learn to moderate the relationship between employee engagement and performance innovation with a path coefficient (O) of 0.024 and a value of t-statistic of 0.301 with a significance level of  $0.763 > 0.05$ . Could concluded that learning orientation cannot moderate the relationship employee engagement on innovation performance. Therefore, the hypothesis third, which states that learning orientation has a moderating effect on the relationship between employee engagement and innovation performance, was rejected.

## **Hypothesis Test Results of H4**

The results of testing hypothesis 4 give the result that the orientation of learn to moderate the relationship between knowledge sharing and performance innovation with path coefficient (O) of 0.347 and the value of t-statistic of 4.699 with a significance level of  $0.000 < 0.05$ . Could concluded that learning orientation has a moderating effect on relationship between knowledge sharing and innovation performance. Therefore, the fourth hypothesis which states that learning orientation has an effect moderation on the relationship between knowledge sharing and innovation performance, is accepted.

## **Discussion**

### **Effect Knowledge Sharing on Innovation Performance**

The results of hypothesis testing in this study, knowledge sharing has a positive effect on innovation performance. This indicates that the higher the knowledge sharing between BRI, PNM and Pegadaian employees, it will increase innovation performance that has been created, namely collaboration between the three the company. Knowledge sharing has two core activities, namely collecting and where employees are able to collect and accumulate knowledge and donating where the knowledge or information obtained can shared among other employees (Kang & Lee, 2017). And the result of knowledge sharing that has been carried out by BRI, PNM and Pegadaian namely the creation of UMI simpedes products that can serve even to the ultramicro category of society.

My research supports research conducted by Bagherzadeh et al. (2019) with a sample of several companies with standard industry classification (agriculture, forestry, fisheries, etc) which states that knowledge sharing has a positive effect significant impact on innovation performance. While this research using a sample of BRI

companies that collaborate with PNM and Pegadaian. The results of this study explain, by collaborating with external partners will give the company access to ideas, valuable external skills and knowledge.

### **Effect of Employee Engagement on Innovation Performance**

Based on the results in this study stated that employee involvement has a significant positive effect on performance innovation. This indicates that BRI, PNM and employees Pegadaian has been actively involved in supporting collaborative programs that run. So that the program can run well and facilitate up to the ultramicro community. This research is in line with research conducted by (Trabucchi et al., 2020) where specifically, the research focuses on 2 categories of involvement, namely internal company and external to the company. On the one hand, within the company's internal employees and managers. Then for external is customer and stakeholders. On the other hand, in my research that internal employee involvement has been enthusiastically supported collaboration innovation policy launched by stakeholders interests between 3 companies, namely BRI, PNM and Pegadaian. Where the benefit is that people with the ultramicro category can be served well.

### **Learning Orientation Moderates Knowledge Sharing and Innovation Performance**

From the test results of this study, it was found that the learning orientation able to moderate the relationship between knowledge sharing and performance innovation. That means, the human resources owned by BRI, PNM and Pegadaian already have creativity in generating ideas to do bold innovation by collaborating the three companies. Learning orientation with open knowledge among employees is an important factor in achieving innovative work behavior. Because more and more employees are active and involved in a better learning orientation high, the company's innovation will also be achieved quickly. This research is in line with research conducted by Dukeov et al. (2020) with a study in Russian manufacturing companies. That companies must be committed to continuing to learn and develop an open-minded corporate culture, and continue to updating business processes.

### **Learning Orientation Moderates Employee Engagement and Innovation Performance**

From the test results of this study, it was found that the learning orientation unable to moderate the relationship between employee engagement and innovation performance. Learning is very necessary to foster creativity and ideas in the context of enterprise development. Then from the idea will be implemented in a behavior where employees are required to be committed and involved in the success programs run by the company. In this case, BRI employee, PNM and Pegadaian are also very open to new ideas where employees are very enthusiastic and dedicated in their work. If linked, involvement of BRI employees in holding with PNM and Pegadaian still limited to only a few pilot offices. So that, Most BRI employees are still not fully involved in the process of marketing the products resulting from the holding of the three companies. On the other hand, this study is not in line with previous research conducted by Dukeov et al. (2020) with a study in the company Russian manufacturers whose findings support the proposition that organizational learning also plays an important role for employees in companies involved in the company's innovation process and (Yu et al., 2018) stated that the employee's decision to engage or not engage in innovative behavior is influenced by their motivation to study.

## CONCLUSIONS AND RECOMMENDATIONS

This study aims to analyze the role of orientation learning to moderate the influence of knowledge sharing and engagement employees on innovation performance. Then to understand to what extent where, the role of knowledge sharing and employee involvement as one of the an important role for the collaboration program of BRI, PNM and Pegadaian. Based on the formulation of the problems that occurred in this study, it can be concluded that:

1. Knowledge Sharing has a significant effect on innovation performance. This indicates that the collaboration of BRI, PNM and Pegadaian have skills in aligning their experiences through synergistic tacit relationships into explicit knowledge. This matter indicates that in the process of its application, explicit knowledge easier because it is obtained in the form of a document system that structured.
2. Employee involvement has a significant effect on performance innovation. This shows that the involvement of BRI employees, PNM and Pegadaian play a very important role in the success of the program collaboration between the three companies. Where is it? support, dedication and involvement of employees then the program The collaboration of the three companies will of course also work properly and will have a positive impact on services to all elements of society.
3. Learning orientation can be used in moderating influence knowledge sharing in improving innovation performance run by BRI, PNM and Pegadaian. It shows that for the success of the program run by the company In this case, all employees are committed to learning something new to support the additional jobdesk that charged to them. So with this, you can it is hoped that in addition to the collaboration program the three companies will running successfully, will also have human resources with integrity high in their work to serve the community/customers.
4. Learning orientation cannot moderate employee involvement in improve the innovation performance of BRI, PNM and Pegadaian. the thing indicates that although the collaboration of the three companies going well, but from the respondent's point of view it is only limited in terms of CS staff, Marketing and leadership only who have a relationship to learn new things in the third holding process the company. So that it is not able moderate on other staff.

### Managerial Implication

Managerial implications will provide orientation for achievement company, so this research will provide recommendations to the BRI, PNM and Pegadaian employees to improve innovation performance which has been executed. This can be done by:

1. Improve innovation performance by managing collaborative programs which has been carried out through the development of employee knowledge, more active involvement of employees in selling bank products such as Simpedes UMI so that the ultramicro community too can be served well.
2. Maintain the integrity and code of ethics that have been set companies to avoid fraud. And in order to create other innovative products that can be enjoyed by all society.
3. Continue to hold morning briefings accompanied by PNM employees and Pegadaian to share the latest update information.

## Theoretical Implication

Based on the research framework that has been developed in this research, the theoretical results can strengthen the theoretical concepts in this study and can provide empirical support to previous studies. And this research can overcome the research gap where there are differences in previous research that said that knowledge sharing had a significant effect and not significant effect on innovation performance. And the results of this study contribute to the SECI theory development model, namely Socialization, Externalization, Combination, and Internalization. Where The theory has two main indicators, namely Tacit Knowledge and Explicit Knowledge. In other words, the externalization process is explicit knowledge becomes tacit knowledge that has been successfully carried out, of course will maximize work with system management support well-structured management. With management system well structured, will allow more knowledge sharing effective and efficient.

The results of this knowledge sharing research have a significant effect on innovation performance. And this research supports research previously conducted by Bagherzadeh et al. (2019) where collaborate with external partners to capture knowledge they can improve technology development capability company (that is, a set of tasks and procedures that unite external and internal knowledge), enabling it to combine external resources better into the innovation process that run. Employee engagement has a significant positive effect on innovation performance. The results of this study support previous research which conducted by (Trabucchi et al., 2020) where the involvement of internal company with stakeholders are expected to serve customers better. In the case of this research, the involvement of and alignment between internal and stakeholders has been resulted in an innovative collaboration between BRI, PNM and Pegadaian.

Where the output is the existence of a new product called Simpedes UMI which can be serving the ultramicro community. And this research contributes on the theory of the Hierarchy of Needs where each individual or person must meet basic needs A sense of comfort and a place to live before finally having a passion and growing. In this case, BRI, PNM and Pegadaian employees are completely comfortable in the world their current job (Highly Engaged). And this is proven by full support for the holding innovation process of 3 corporate entities and realize their important role to the company. And, this research supports learning orientation to moderate knowledge sharing on innovation performance. This is in line with previous research conducted by Dukeov et al. (2020) that companies must be committed to continuous learning and develop an open- minded corporate culture, and continue to updating business processes.

On the other hand, this research does not support learning orientation moderating employee engagement on innovation performance. Of course things This is not in line with previous research conducted by Dukeov et al. (2020) whose findings support the proposition that organizational learning also plays an important role for employees in companies involved in the innovation process and in line with (Yu et al., 2018) which states that the employee's decision to be involved or not engaging in innovative behavior influenced by their motivation to learn.

## Research Limitation

This research also has limitations. It is hoped that this can be improved in future research agendas. The limitations and suggestions for future research are:

1. The majority of the distribution of this questionnaire is still carried out in employees of Bank BRI and employees of subsidiaries. Preferably for future research, can distribute research questionnaires to PNM and Pegadaian employees as well as to the community general or priority customer
2. Although in this study, the questionnaire has been distributed successfully to cover several areas of Indonesia, but for offices BRI unit used as a model office for implementation The collaboration between BRI, PNM and Pegadaian in this research is only three offices, all of which are in Central Java. Expected in future research, can increase the number of pilot offices in order to obtain more complex research results.

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