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THE ROLE OF MOTIVATIONAL LANGUAGE AS A MODERATION BETWEEN VARIOUS BEHAVIOR KNOWLEDGE OF WORK BEHAVIOR INNOVATIVE AND JOB SATISFACTION

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ABSTRACT

The purpose of this study was to explore the extent to which the influence of knowledge sharing behavior on innovative work behavior and employee job satisfaction with motivational language as a moderating variable. Hypothesis testing was tested using STATA analysis. The tests used include validity analysis, reliability analysis and regression hypothesis testing. Data collection was carried out by distributing questionnaires to 45 employees at PT Serumpun Indah Perkasa. The results of the study found that knowledge-sharing behavior has a positive effect on innovative work behavior, while knowledge-sharing behavior has a negative effect on employee job satisfaction. Furthermore, motivational language is a moderating variable of the relationship between knowledge sharing behavior and innovative work behavior.

Keywords: Knowledge Sharing Behavior, Innovative Work Behavior, Motivational Language, Job Satisfaction.

ABSTRAK

Tujuan dari penelitian ini adalah untuk mengeksplorasi sejauh mana pengaruh perilaku berbagi pengetahuan terhadap perilaku kerja inovatif dan kepuasan kerja karyawan dengan bahasa motivasi sebagai variabel pemoderasi. Pengujian hipotesis diuji dengan menggunakan analisis STATA. Adapun uji yang digunakan antara lain analisis validitas, analisis reliabilitas dan pengujian hipotesis regresi. Pengumpulan data dilakukan dengan penyebaran kuesioner kepada sebanyak 45 orang karyawan di PT Serumpun Indah Perkasa. Hasil penelitian menemukan bahwa perilaku berbagi pengetahuan berpengaruh positif terhadap perilaku kerja inovatif, sedangkan perilaku berbagi pengetahuan berpengaruh negatif terhadap kepuasan kerja karyawan. Selanjutnya, bahasa motivasi merupakan variabel pemoderasi hubungan antara perilaku berbagi pengetahuan dan perilaku kerja inovatif.

Kata Kunci: Perilaku berbagi pengetahuan, perilaku kerja inovatif, Bahasa motivasi, kepuasan kerja.



INTRODUCTION

Globalization causes an increase in competition between companies. Therefore, when companies want to lead and success at the global market, they must achieve the significant innovative results not only in products but also services (Chowhan et al., 2017). To compete the challenges faced by a diverse workforce in organizations, this research focuses on companies with local employees working together, while multicultural experience enhances creative personal identity (Puente-Diaz et al., 2019) which is closely related to innovative work behavior.

Employee knowledge sharing behavior plays an important role in making them satisfied with their work (Dalati and Alchach, 2018). The effect of employee knowledge sharing on their co-workers is not always same. It relies on many factors that can provide a moderating effect on the relationship between knowledge sharing behavior and innovation (Li-Ying et al., 2016). Some research shows that knowledge-sharing behavior is important, but little is related to innovative work behavior (Afsar, 2016; Radaelli et al., 2014) and job satisfaction (Kianto et al., 2014) ; Malik and Kanwal (2018); Dalati and Alchach, (2018). Therefore, this study explores the impact of knowledge sharing behavior on improvement of innovative work behavior and job satisfaction. This study will examine the moderating role of motivational language in the relationship between knowledge sharing behavior on innovative work behavior and job satisfaction.

Social Cognitive Theory

Individual behavior is represented by their social environment (Salancik and Pfeffer, 1978). Social cognitive theory (SCT) or social learning theory (Bandura and Walters, 1977) analyzes behavior from a shared perspective, where environmental factors influence people, but people can also influence their environment and control their performance (Bandura, 1978). Likewise, the behavior of colleagues in sharing knowledge with employees makes employees learn from the sharer and share knowledge with others. This process, in turn, influences individual work outcomes, so that the concept of SCT outcome expectation is mentioned in individual health behavior studies. Furthermore, environmental factors important for commitment to physical activity include social support such as modeling by family and friends, support from exercise partners and feedback from exercise leader (Bandura, 1997). The supervisor's motivational language and co-workers' knowledge-sharing behavior will increase workers' confidence to behave as expected through four techniques: verbal persuasion (e.g. feedback from the leader), mastery experiences (eg successful self-employment), emotional arousal (eg reduced stress) and vicarious experiences (eg successful behavior from role models such as sharing information from

experienced co-workers). Therefore, employees in the workplace learn by observing colleagues and superiors, then develop their own innovative work behavior thereby increasing job satisfaction.

Hypothesis Development

The Effect of Knowledge Sharing Behavior on Job Satisfaction

Researchers have suggested different definitions of JS over the years that demonstrate its value in the workplace. For example, Locke (1976) defines job satisfaction as an individual's positive or negative attitude toward work. It reflects how people feel about their work in different ways and is an indicator of emotional well-being (Spector, 1997). Denmark et al. (2014) suggest knowledge sharing as an opportunity for workers to learn from each other and stimulate organizational learning and are strongly influenced by the right organizational leadership style (Alshamsi and Ajmal, 2018). Therefore, based on SCT (Bandura, 1977), the current research argues that sharing knowledge from experienced co-workers will motivate other employees' trust to share knowledge together through experience of these representatives, thereby increasing their job satisfaction. The results of the study by Kianto et al. (2016) described that knowledge management, including knowledge sharing, has a positive impact on JS employees. Third, Malik and Kanwal (2018) realize that organizational practices share knowledge play a positive role in employee job satisfaction. Finally, Dalati and Alchach (2018) found that knowledge sharing behavior is positively related to employee job satisfaction.

H1: Knowledge Sharing Behavior has a positive effect on Employee Job Satisfaction.

The Effect of Knowledge Sharing Behavior on Innovative Work Behavior

Innovative Work Behavior (IWB) in the workplace, known as "Deliberate Creativity, Recognition and Application of New Ideas" to meet new challenges in complex environments (Javed et al., 2017). Hameed et al. (2019) found that knowledge sharing behavior (KSB) is the result of organizational justice which is influenced by the psychological ownership mechanism of employees. Afsar (2016) studied KSB as a moderator between IWB and organizational resilience of people. Employee KSB is positively related to their own IWB (Radaelli et al., 2014). The findings of Hussain et al. (2016) showed a significant effect of KSB on employee service innovation performance.

This brings need for further attention in studying the relationship between knowledge sharing and innovation settings. Therefore, KSB will influence individual IWB: Human resource management can promote knowledge-sharing behavior and innovative work behavior consistently by providing space specifically that there is recognition of the role of individuals in the process of sharing knowledge and growing interest in organizations (Kim

and Lee, 2013). It accelerates the knowledge-sharing behavior that links knowledge management and human resource management. By cultivating willingness employees to collect and contribute knowledge to colleagues, managers must encourage learning strategies or mechanisms or be goal oriented and job performance. Furthermore, Mura et al. (2015) knowledge sharing is directly connected with the tendency to implement new ideas resulting in higher innovative behavior. Aulawi et al. (2009) argues that knowledge sharing behavior can stimulate individuals to think more critically and more creatively. So from sharing previous research sources, it can be analogized, the higher the level of knowledge sharing behavior, whether between individuals or groups, the higher the level of innovative work behavior.

H2: Knowledge sharing behavior has a positive effect on innovative work behavior

The Language of Motivation Moderates the Relationship Between Knowledge Sharing Behavior and Innovative Work Behavior

Some scholars study the relationship between knowledge sharing and innovation with moderators such as quality control of care (Li-Ying et al., 2016) and social capital (Mura et al., 2013), where findings regarding the moderating effect are mixed. Thus, there is a need for further research on other boundary conditions that influence knowledge sharing and innovation relationships. Since creative and innovative behavior is a risky endeavor, workers face many risks and disappointments in the innovation procedure. In such uncertain and risky situations, the language of motivation as the power of the spoken word and emotional support on the part of the leader play an effective role in the willingness of subordinates to appear innovative (Gutierrez-Wirsching et al., 2015). It reflects verbal persuasion positive supervisor to attempt a task, according to SCT (Bandura, 1977), thus, workers are more confident to make greater efforts and to sustain difficult tasks.

In addition, motivational language briefing speeches provide clear instructions on solving work-related problems and support workers to achieve mastery in risky tasks. Wirsching et al. (2015) have implied a relationship of language innovation to worker motivation. In addition, leadership-related variables were tested as moderators to enhance the relationship between certain influencers and the outcomes of creativity or innovation (Montani et al., 2015; Amjed and Tirmzi, 2016).

The relationship between knowledge sharing and innovation is moderated by such factors as quality of care control (Li-Ying et al. 2016) and social capital (Mura et al. 2013), where findings regarding the moderating effect are mixed. In such uncertain and risky circumstances, the importance of motivational language is a factor that can become emotional support from the leader and plays an active role in the willingness of subordinates

to appear innovative (Gutierrez-Wirsching et al., 2015). Workers are more confident to make greater efforts in even difficult jobs. (Bandura, 1977)

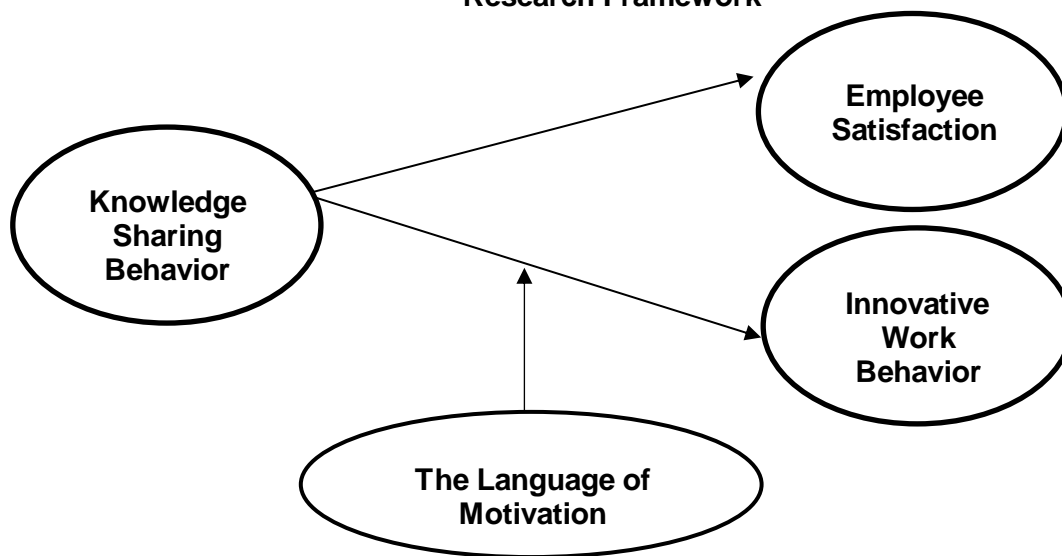
Directioners who use good motivational language provide clear instructions and can solve work-related problems and support workers to achieve mastery in risky tasks. Gutierrez-Wirsching et al., (2015) have implied a relationship of language innovation worker motivation. In addition, variables related to leadership were tested as moderators to increase connections between certain clients based on the results of creativity and innovation carried out (Montani et al., 2015; Amjed and Tirmzi, 2016). So from previous research, it can be analogized, that the higher the motivational language, the stronger the relationship between knowledge sharing behavior and innovative work behavior.

H3 : The Language of Motivation Moderates the Relationship Between Knowledge Sharing Behavior and Innovative Work Behavior

Research Framework

Figure 1

Research Framework



METHOD

The object of research in this study is PT. Serumpun Indah Perkasa which is located in Lubuk Alung Padang Pariaman and is engaged in heavy equipment rental services, processing and producing mineral stone or crusher and energy and mining stands. The data used in this study is primary data by using a questionnaire or the only one in data collection. The sample in this study were all employees of PT. Serumpun Indah Perkasa totaled 45 people, meaning that the entire population was sampled

Spector (1985) describes indicators of job satisfaction consisting of salary, promotion, supervision, additional benefits, awards, work procedures and regulations, co-workers, the work itself and communication and is measured by five Likert scales with 8 statement items. De Jong & Hartog (2008) state that innovative work behavior is behavior that includes exploring opportunities and new ideas, can also include behavior to implement new ideas, apply new knowledge and to achieve increased personal or business performance. The dimension of innovative work behavior is Idea Generation, Idea Championing & Idea Implementation. And measured by five Likert scale with 12 question items. Ho & Ganesan (2013) define knowledge sharing behavior as the intensity of a valuable knowledge exchange system for partners, for example in terms of technical skills, product knowledge, manufacturing processes in cooperative partnerships. The dimensions of knowledge-sharing behavior include knowledge of technological innovation, new product introduction and capability development and are measured by five Likert scales with 7 statement items. Mayfield, (2015) the language of motivation is the creation of a model of how leaders can transfer internal and external organizational vision and values to stakeholders to maintain organizational performance and stakeholder welfare.

Validity testing uses confirmatory factor analysis (CFA). According to Hair et al. (2010) the requirements for checking the loading factor are: a loading of 0.30 is considered to have met the minimum level; loading 0.40 is considered better; and for loading ≥ 0.50 is considered practically significant. After conducting the validity test, the next test is carried out, namely the reliability test which aims to determine the consistency of the measurement items carried out. Reliability test by looking at Cronbach's Alpha value to measure whether the concepts used are positively correlated between one and the other (Sekaran, 2010). While the data analysis method used is Moderating Regression Analysis (MRA) with SEM STATA.

RESULT AND DISCUSSION

Instrument Test Results Validity test Job Satisfaction

Tabel 1. Factor Loading

Variable	Factor1	Uniqueness
JS1	0,56	0,68
JS2	0,23	0,95
JS3	-0,61	0,63
JS4	0,55	0,63
JS5	0,48	0,77
JS6	-0,66	0,57
JS7	-0,49	0,76
JS8	0,43	0,81

Source : Data Processed with STATA (2023)

From the job satisfaction validity test table above, there are eight question items and those above the number 0.40 there are four items, namely JS1, JS4, JS5, JS8 so that it can be continued for the next analysis. While items that are below 0.40 are discarded and not included in the next test.

Innovative Work Behavior

Tabel 2. Factor Loading

Variable	Factor1	Uniqueness
IWB1	0,31	0,91
IWB2	0,21	0,96
IWB3	-0,30	0,91
IWB4	0,13	0,98
IWB5	0,22	0,95
IWB6	-0,35	0,88
IWB7	0,79	0,37
IWB8	0,82	0,33
IWB9	0,77	0,41
IWB10	0,29	0,92
IWB11	0,26	0,93
IWB12	0,70	0,51

Source : Data Processed with STATA (2023)

From the table of validity testing of innovative work behavior above, there are twelve question items and those above 0.40 have four question items, namely PK7, PK8, PK9 and PK12 so that they can be continued for the next analysis. While items that are below 0.40 are discarded and not included in the next test.

Tabel 3. Knowledge Sharing Behavior

Variable	Factor1	Uniqueness
KSB1	0,72	0,49
KSB2	0,82	0,32
KSB3	0,54	0,71
KSB4	0,12	0,98
KSB5	0,52	0,72
KSB6	0,62	0,62
KSB7	0,59	0,65

Source : Data Processed with STATA (2023)

From the table of validity testing of knowledge sharing behavior above, there are seven question items and those above 0.40 have six question items, namely PBP1, PBP2, PBP3, PBP5, PBP6 and PBP7 so that they can be continued for the next analysis. While items that are below 0.40 are discarded and not included in the next test.

Tabel 4. The Language of Motivation

Variable	Factor1	Uniqueness
LM1	0,57	0,68
LM2	0,60	0,65
LM3	0,37	0,86
LM4	0,60	0,64
LM5	0,64	0,59
LM6	0,53	0,72
LM7	0,46	0,78
LM8	0,39	0,85
LM9	0,59	0,66
LM10	0,70	0,50
LM11	0,76	0,42
LM12	0,79	0,38
LM13	0,64	0,59
LM14	0,71	0,49
LM15	0,81	0,34
LM16	0,60	0,64

Source : Data Processed with STATA (2023)

From the table of validity testing of language of motivation above, there are sixteen question items and those above 0.40 have fourteen question items that they can be continued for the next analysis. While items that are below 0.40 are discarded and not included in the next test.

Reliability Test Results

After conducting the validity test, the next test is carried out, namely the reliability test which aims to determine the consistency of the measurement items carried out. Reliability test by looking at Cronbach's Alpha value to measure whether the concepts used have a positive correlation between one and the other (Sekaran, 2010).

Table 5. Reliability Test

Variable	Original Item	Validity	Alpha	Result
Job Satisfaction	8	4	0,6151	Very Good
Innovative Work Behavior	12	4	0,8875	Very Good
Knowledge Sharing Behavior	7	6	0,7835	Very Good
The Language of Motivation	16	14	0,8906	Very Good

Source : Data Processed with STATA (2023)

Table 6. Summary of Hypothesize Testing

NO	Hypothesis	P > t	Result
H1	Knowledge Sharing Behavior has a positive effect on Employee Job Satisfaction.	0,870	Rejected
H2	Knowledge sharing behavior has a positive effect on innovative work behavior	0,022	Accepted
H3	The Language of Motivation Moderates the Relationship Between Knowledge Sharing Behavior and Innovative Work Behavior	0,021	Accepted

Source : Data Processed with STATA (2023)

DISCUSSION

Sharing Knowledge has a positive effect on Employee Job Satisfaction

From the research results obtained results $P > |t|$ the knowledge sharing variable on employee job satisfaction is 0.870 where the P value $> |t| > 0.05$ so that it can be concluded that the first hypothesis is rejected. This is not in line with previous research, such as knowledge sharing is a culture of social interaction that involves sharing knowledge, experience and skills of staff across departments or organizations (Lin, 2007). Cummings (2004) implied knowledge sharing as "providing valuable information and knowledge to help others, working with them, solving questions, developing new ideas, and implementing actions." Furthermore, Denmark et al. (2014) suggest knowledge sharing as an opportunity for workers to learn from each other and stimulate organizational learning and are strongly influenced by the right organizational leadership style (Alshamsi and Ajmal, 2018). This research is not supported, this can occur due to lack of time, opportunity and cooperation that exists between employees so that the opportunity to share knowledge is also small and results in decreased job satisfaction.

Knowledge Sharing Behavior has a positive effect on Innovative Work Behavior

From the research results obtained results $P > |t|$ the knowledge sharing variable on innovative work behavior is 0.022 where the P value $> |t| > 0.05$ so it can be concluded that the second hypothesis is supported. This is in line with research conducted by Holub (2003) emphasizing that the rapid transfer of knowledge through participation helps develop thinking and creativity and these conditions encourage employee innovation behavior. This is in line with research by Woodman et al. (1993), which states that personal innovation is influenced by cognitive abilities, personality, knowledge, internal motivation and social networks. Employees observe and learn from knowledge with co-workers.

Furthermore, Mura et al. (2015) knowledge sharing is directly connected with the tendency to implement new ideas resulting in higher innovative behavior. Aulawi et al. (2009) argues that knowledge sharing behavior can stimulate individuals to think more critically and more creatively. Likewise, Hameed et al. (2019) found that knowledge sharing behavior is the result of organizational justice which is influenced by the psychological ownership mechanism of employees. It refers to future generations with useful and original ideas related to innovative work behavior (Amabile, 1988, 1996).

The Language of Motivation Moderates the Relationship Between Knowledge Sharing Behavior and Innovative Work Behavior

From the research results obtained results $P > |t|$ the variable perception of transformational leadership on performance is 0.021 where the P value $> |t| < 0.05$ so it can be concluded that the third hypothesis is supported. This is in line with previous research that has been carried

out, among others, directives who use good motivational language provide clear instructions and can solve work-related problems and support workers to achieve mastery in risky tasks. The findings of Mayfield and Mayfield (2004) show a strong and important relationship between the motivational language of leaders and employee innovation.

CONCLUSION

The conclusion answers the objectives of research or study based on a more comprehensive meaning of results and discussion of research. Suggestions are addressed for practical action (to the participating institution), for the development of new theories, and further research.

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