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**KNOWLEDGE SHARING BEHAVIOR, ISLAMIC
WORK ETHIC AND INNOVATIVE BEHAVIOR:
ENTREPRENEURIAL ORIENTATION AS
A MODERATOR**



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INNOVATIVE BEHAVIOR:
ENTREPRENEURIAL ORIENTATION AS A MODERATOR**



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ABSTRACT

Innovative behavior is one of the most important aspect to improve quality of public service. Thus, resource such as individual characteristic through specific behavior can be an approach to underpin innovative behavior in the public sector. Therefore, key objective of this study is to explore moderating role of entrepreneurial orientation (EO) on the relationship between knowledge sharing behavior (KSB), and Islamic work ethic (IWE) on innovative behavior (IB) in public sector organization supported by Social Exchange Theory and Social Capital Theory as a foundation. The data were collected through questionnaires from individual manager in public sector in Aceh Province. A total of 192 managers were the sample of the study using cluster sampling technique. This study used Partial Least Squares Structural Equation Modeling (PLS-SEM) to test hypotheses developed for the study. The results of this study proved that innovative behavior is mainly dependent on the level of knowledge sharing behavior, Islamic work ethic and entrepreneurial orientation of individual manager in the public sector. The finding of this study found a direct significant effect of knowledge sharing behavior and Islamic work ethic on innovative behavior. Meanwhile, moderating effect of entrepreneurial orientation can be revealed between knowledge sharing behavior, Islamic work ethic on innovative behavior. Thus, Public sector agencies should emphasize on knowledge sharing behavior, Islamic work ethic and entrepreneurial orientation to enhance innovative behavior among its managers that in return will help improve innovation in public sector. Finally, this study also presents theoretical and practical contributions, as well as limitations and suggestions for future research.

Keywords: knowledge sharing behavior, Islamic work ethic, entrepreneurial orientation, innovative behavior, public sector

ABSTRAK

Gelagat berinovasi merupakan antara aspek yang paling penting untuk meningkatkan kualiti perkhidmatan awam. Maka, sumber seperti ciri-ciri individu melalui gelagat tertentu boleh diambil sebagai pendekatan bagi menyokong gelagat berinovasi dalam sektor awam. Oleh demikian, objektif utama kajian ini adalah untuk meneroka peranan orientasi keusahawanan sebagai penyederhana bagi hubungan antara gelagat perkongsian pengetahuan, dan etika kerja Islam terhadap gelagat berinovasi dalam organisasi sektor awam dengan sokongan Teori Pertukaran Sosial dan Teori Modal Sosial sebagai asas. Data dikumpulkan dengan menggunakan soal selidik daripada pengurus individu sektor awam di Wilayah Aceh. Sejumlah 192 pengurus merupakan sampel kajian ini menggunakan teknik persampelan kluster. Kajian ini menggunakan *Partial Least Squares Structural Equation Modeling* untuk menguji hipotesis yang telah dibangunkan. Hasil kajian membuktikan bahawa gelagat berinovasi bergantung kepada tahap gelagat perkongsian pengetahuan, etika kerja Islam dan orientasi keusahawanan seseorang pengurus dalam sektor awam. Hasil kajian ini menemui kesan langsung gelagat perkongsian pengetahuan dan etika kerja Islam terhadap gelagat berinovasi. Sementara itu, kesan penyederhana orientasi keusahawanan turut didedahkan di antara gelagat perkongsian pengetahuan, etika kerja Islam terhadap gelagat berinovasi. Oleh itu, agensi sektor awam perlu memberi penekanan kepada gelagat perkongsian pengetahuan, etika kerja Islam dan orientasi keusahawanan bagi meningkatkan gelagat berinovasi dalam kalangan pengurus yang pada masa yang sama dapat meningkatkan inovasi dalam sektor awam. Akhir sekali, kajian ini juga membincangkan sumbangan teori dan praktikal, serta batasan dan cadangan untuk kajian pada masa akan datang.

Kata kunci: gelagat perkongsian pengetahuan, etika kerja Islam, orientasi keusahawanan, gelagat berinovasi, sektor awam

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LIST OF ABBREVIATIONS

ABBREVIATION

IB	Innovative Behavior
CP	Cooperation
EF	Effort
EO	Entrepreneurial Orientation
IVT	Innovativeness
IWE	Islamic Work Ethic
KC	Knowledge Collecting
KD	Knowledge Donating
KSB	Knowledge Sharing Behavior
MR	Moral Responsibility
PBUH	Peace Be Upon Him
PCT	Proactiveness
PW	Perceived Worship
RTK	Risk Taking
SCT	Social Capital Theory
SET	Social Exchange Theory
SWT	Subhanahuwataala
SAW	Sallallahualaihiwasallam

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CHAPTER I

INTRODUCTION

1.0 Background of the Study

In recent years, innovation in the public sector is being considered as the most important aspect for providing the best services to the society, addressing social problems and improving the welfare of citizens (Bloch, 2011). Innovation is one of the key elements that can be utilized by organization as an effective means for survival and sustainability (MacCurtin, Flood, Ramamoorthy, West, & Dawson, 2008; Yu, Yu, & Yu, 2013). Thus, innovation is no longer an optional luxury in the public sector. It should be seen as a core activity as the effectiveness of the government and public sector depends on successful innovation that is needed to sustain improvements of public services quality (Albury, 2005; Kamarck, 2004; Mulgan & Albury, 2003).

Innovation in the public sector was a result of reform movement. It was often known as "new public management" or "reinventing government". This movement was begun in England and New Zealand in 1980s then expanded to other countries, including the United States in 1993 (Kamarck, 2004). In the early 1980s, private sector in the United States created new profound adjustment capabilities that led them to "customer friendly". While, this adjustment is contrary with rigid and uncomfortable service by the public sector. Likewise in Europe in the early 1980s, service industries became more competitive. It looks that public sector is hopeless and unresponsive to the society. Phenomenon of increasing expectations of citizens towards the services provided by the public sector was evident (Kamarck, 2004).

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APPENDIX 1

QUESTIONNAIRE

السَّلَامُ عَلَيْكُمْ وَرَحْمَةُ اللَّهِ وَبَرَكَاتُهُ

Dear Respondent/Bapak/Ibu Yang Terhormat,

I am a doctoral candidate from College of Business (COB), School of Business Management (SBM), Universiti Utara Malaysia. I am currently conducting survey research for my study. The study endeavors to examine the relationship between knowledge sharing behavior, Islamic work ethic and public sector innovation in Aceh Province by using the entrepreneurial orientation as moderator. This research was later expected to be contributing to the improvement of the service quality of public sector in Aceh Province. I would greatly appreciate your willingness to provide approximately not more than 15 minutes to answer this questionnaire.

Saya adalah Kandidat Doktor dari College of Business (COB), School of Business Management (SBM), Universiti Utara Malaysia. Saat ini, saya sedang melakukan survey kuisisioner penelitian untuk studi saya. Penelitian tersebut mencoba untuk menguji hubungan diantara perilaku berbagi pengetahuan, etika kerja Islam dan inovasi melalui perilaku inovatif individu di publik sektor di Provinsi Aceh dengan menggunakan orientasi kewirausahaan sebagai moderator. Penelitian ini nantinya diharapkan akan memberikan kontribusi bagi peningkatan kualitas pelayanan publik sektor di Aceh. Saya sangat menghargai kesediaan Saudara untuk menyediakan waktu sekitar tidak lebih dari 15 menit untuk menjawab kuisisioner ini.

Thank you for your participation/Terima kasih atas partisipasi Saudara.

Best regards/Hormat Saya,

Muliati Usman
Doctoral Candidate/Kandidat Doktor
College of Business, School of Business Management
Universiti Utara Malaysia

PART 1: PROFILE OF RESPONDENT/PROFIL RESPONDEN

Please fill the following information below (please ticks (√) :

1. Name of Public Sector>Nama Instansi Saudara: _____
2. What is your gender/Jenis Kelamin Saudara: _____
3. Age/Umur: _____
4. Your Department/Bagian (Bidang): _____
5. Your Position/Jabatan Saudara: _____
6. Your highest educational qualification/Pendidikan Tertinggi Saudara :
 () Diploma/Diploma () Degree/Sarjana
 () Postgraduate Degree/Pascasarjana
7. Number of years working with the agency/Lama Saudara Bekerja dengan Instansi ini:
 () Less than 5 years/Kurang dari 5 tahun
 () Between 5 and 10 years/Diantara 5-10 tahun
 () Between 10 and 20 years/Diantara 10-20 tahun
 () Above 20 years/Diatas 20 tahun

PART 2: INNOVATIVE BEHAVIOR/PERILAKU INOVATIF, KNOWLEDGE SHARING BEHAVIOR/PERILAKU BERBAGI PENGETAHUAN, ISLAMIC WORK ETHIC/ETIKA KERJA ISLAM AND/DAN ENTREPRENEURIAL ORIENTATION/ORIENTASI KEWIRAUSAHAAN

Please indicate your degree agreement with the following statements on innovative behavior, knowledge sharing behavior, Islamic work ethic and entrepreneurial orientation in your organization/Silahkan nyatakan tingkat persetujuan Saudara mengenai perilaku inovatif, perilaku berbagi pengetahuan, etika kerja Islam dan orientasi kewirausahaan

PART 2-1: INNOVATIVE BEHAVIOR/ PERILAKU INOVATIF

No.	Statemen/Pernyataan	Strongly Disagree/ Sangat Tidak Setuju	Disagree/ Tidak Setuju	Undecided/ Netral	Agree/ Setuju	Strongly Agree/ Sangat Setuju
1.	<i>I create new ideas for difficult issues</i> Saya menciptakan ide-ide baru untuk permasalahan yang sulit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	<i>I search out new working methods, techniques, or instruments</i> Saya mencari metode kerja baru, teknik, atau instrumen-instrumen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3.	<i>I generate original solutions for problems</i> Saya menghasilkan solusi mendasar untuk berbagai masalah	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.	<i>I mobilize support for innovative ideas</i> Saya menggerakkan dukungan terhadap ide-ide inovatif	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.	<i>I acquire approval for innovative ideas</i> Saya mendapatkan persetujuan untuk mewujudkan ide-ide inovatif	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.	<i>I make important organizational members enthusiastic for innovative ideas</i> Saya menjadikan anggota penting organisasi antusias terhadap ide-ide inovatif	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.	<i>I transform innovative ideas into useful applications</i> Saya mengubah ide-ide inovatif kedalam aplikasi yang berguna	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8.	<i>I introduce innovative ideas into the work environment in a systematic way</i> Saya memperkenalkan ide-ide inovatif ke dalam lingkungan kerja secara sistematis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9.	<i>I evaluate the utility of innovative ideas</i> Saya mengevaluasi manfaat ide-ide inovatif	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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PART 2-2: KNOWLEDGE SHARING BEHAVIOR/PERILAKU BERBAGI PENGETAHUAN

No.	Statemen/Pernyataan	<i>Strongly Disagree/Sangat Tidak Setuju</i>	<i>Disagree/Tidak Setuju</i>	<i>Undecided/Netral</i>	<i>Agree/Setuju</i>	<i>Strongly Agree/Sangat Setuju</i>
1.	<i>When I have learned something new, I tell my colleagues in my department about it</i> Ketika saya telah mempelajari sesuatu hal yang baru, saya menyampaikan rekan kerja di departemen saya tentang hal baru tersebut	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	<i>When they have learned something new, colleagues within my department tell me something about it</i> Ketika mereka telah mempelajari sesuatu hal yang baru, rekan kerja didalam departmen saya, menyampaikan kepada saya tentang hal baru tersebut	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. *Knowledge sharing with my colleagues outside of my department is considered normal a normal thing*
 Berbagi pengetahuan dengan rekan kerja diluar departemen dianggap sebagai hal yang normal
4. *I share the information I have with my colleagues within my department, when they ask me to*
 Saya berbagi informasi saya punyai dengan rekan kerja didalam departemen saya, ketika mereka meminta saya untuk berbagi informasi tersebut
5. *I share my skills with colleagues within my department, when they ask me to*
 Saya berbagi keahlian dengan rekan kerja didalam departemen, ketika mereka meminta saya untuk berbagi keahlian tersebut
6. *Colleagues within my department tell me what they know, when I ask them about it*
 Rekan-rekan kerja di departemen saya menyampaikan kepada saya apa yang mereka tahu, ketika saya memintanya
7. *Colleagues within my department tell me what their skills are, when I ask them about it*
 Rekan-rekan kerja di departemen saya menyampaikan kepada saya keahlian yang mereka miliki, ketika saya memintanya

PART 2-3: ISLAMIC WORK ETHIC/ETIKA KERJA ISLAM

No.	Statemen/Pernyataan	Strongly Disagree/ Sangat Tidak Setuju	Disagree/ Tidak Setuju	Undecided/ Netral	Agree/ Setuju	Strongly Agree/ Sangat Tidak Setuju
1.	<i>Justice and forgiveness in the workplace are essential terms</i> Keadilan dan memaafkan ditempat kerja merupakan hal yang penting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	<i>Good work is the result of good faith</i> Pekerjaan yang baik adalah hasil dari itikad baik	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	<i>In Islam, working hard is worship</i> Dalam Islam, bekerja keras merupakan suatu ibadah	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. *Work is a virtue*
Bekerja membawa suatu nilai kebajikan
5. *Work value comes from intensions and not results*
Nilai kerja datang dari niat dan bukan hanya untuk memenuhi target atau hasil yang ingin dicapai
6. *The work must be done with adequate effort*
Setiap pekerjaan harus dilakukan dengan usaha yang maksimal
7. *The successful person is the one who commits to a work timeTable*
Orang sukses adalah orang yang berkomitmen dengan jadwal kerja (pekerjaan yang telah direncanakan)
8. *Life has no meaning without work*
Hidup tidak akan bermakna/bernilai tanpa bekerja
9. *Work is a source of self-confidence*
Bekerja memberikan rasa percaya diri
10. *Cooperation in work is a virtue*
Bekerjasama dalam suatu pekerjaan akan memberikan nilai tambah/kebajikan
11. *Collaboration produces satisfaction and helps the society*
Bekerjasama dalam suatu pekerjaan memberikan hasil yang memuaskan yang berguna bagi kemaslahatan masyarakat
12. *Every person should participate in economic events*
Setiap orang hendaknya berpartisipasi dalam setiap kegiatan ekonomi.
13. *Teamwork is a source of self-confidence*
Bekerjasama dalam sebuah tim akan menumbuhkan kepercayaan diri
14. *Human relations between workers should be focused on and encouraged*
Menjaga hubungan baik di antara para staf hendaklah selalu diutamakan dan dianjurkan
15. *Work is not the goal but a means to improving personality and social relations*
Bekerja bukanlah semata-mata tujuan tetapi sarana untuk memperbaiki kepribadian dan hubungan sosial

16. *Community affairs should be taken into consideration at work*
Hal-hal yang berkaitan dengan masyarakat harus selalu diutamakan
17. *Problems in our society will be reduced if everyone commits to his/her work*
Permasalahan yang terjadi di dalam masyarakat akan dapat dikurangi manakala setiap orang memiliki komitmen terhadap pekerjaannya

PART 2-4: ENTREPRENEURIAL ORIENTATION/ORIENTASI KEWIRAUSAHAWANAN

No.	Statemen/Pernyataan	Strongly Disagree/ Sangat Tidak Setuju	Disagree/ Tidak Setuju	Undecided/ Netral	Agree/ Setuju	Strongly Agree/ Sangat Setuju
1.	<i>I am open to innovations</i> Saya terbuka terhadap berbagai macam inovasi	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	<i>I am creative</i> Saya adalah orang yang kreatif	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	<i>I am innovative</i> Saya adalah orang yang inovatif	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.	<i>I often implement new approaches to meet my responsibilities</i> Saya sering menggunakan pendekatan baru untuk menyelesaikan tugas/tanggung jawab	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.	<i>I rarely behave hesitantly</i> Saya jarang memiliki keragu-raguan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.	<i>I respond to public demand changes as they occur</i> Saya respon terhadap perubahan tuntutan masyarakat yang terjadi	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.	<i>I respond mostly actively to public demand changes</i> Saya merespon secara sangat aktif terhadap setiap perubahan tuntutan masyarakat	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8.	<i>I often approach external groups to initiate projects</i> Saya sering mendekati kelompok eksternal saat akan memulai projek.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9.	<i>I also implement promising but risky projects</i> Saya juga melakukan pekerjaan yang menjanjikan tapi memberikan memiliki resiko	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10. *I also implement projects with no direct effect on the target system's KPIs (Key Performance Indicators)*
 Saya juga melakukan pekerjaan yang tidak berdampak secara langsung pada indikator pencapaian kinerja
11. *I often get involved, even if the outcome is initially uncertain*
 Saya sering dilibatkan dalam pekerjaan yang hasilnya belum pasti.
12. *I often enter ventures to promote particularly promising projects*
 Saya sering melakukan usaha untuk mempromosikan proyek/pekerjaan yang memberikan harapan.
13. *I am especially careful in my course of action*
 Saya sangat berhati-hati dalam setiap tindakan tertentu

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



APPENDIX 2: COMMON METHOD VARIANCE

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	13,297	28,906	28,906	13,297	28,906	28,906
2	3,684	8,009	36,915			
3	2,863	6,223	43,138			
4	2,529	5,498	48,636			
5	2,094	4,552	53,188			
6	1,734	3,769	56,957			
7	1,394	3,031	59,988			
8	1,345	2,924	62,912			
9	1,221	2,654	65,566			
10	1,175	2,555	68,121			
11	1,070	2,327	70,448			
12	1,032	2,244	72,692			
13	,901	1,959	74,651			
14	,836	1,818	76,469			
15	,832	1,808	78,277			
16	,760	1,652	79,930			
17	,706	1,535	81,465			
18	,663	1,441	82,906			
19	,649	1,412	84,318			
20	,621	1,350	85,667			
21	,551	1,198	86,865			
22	,539	1,171	88,036			
23	,499	1,084	89,121			
24	,472	1,026	90,146			
25	,446	,969	91,116			
26	,412	,895	92,011			
27	,391	,849	92,860			
28	,329	,716	93,576			
29	,319	,693	94,269			
30	,301	,653	94,922			
31	,290	,631	95,553			
32	,267	,582	96,135			
33	,246	,535	96,670			
34	,200	,435	97,105			
35	,187	,407	97,512			
36	,177	,385	97,897			
37	,156	,338	98,235			
38	,142	,310	98,545			
39	,123	,268	98,813			
40	,113	,245	99,058			
41	,106	,229	99,287			
42	,098	,212	99,499			
43	,087	,189	99,688			
44	,061	,133	99,821			
45	,053	,116	99,937			
46	,029	,063	100,000			

Extraction Method: Principal Component Analysis.

APPENDIX 3: PUBLICATIONS

PUBLICATION DERIVED OF THIS THESIS

1. Usman, M., & Mat, N. (2016). Investigating the link between knowledge sharing and innovation capability. *Journal of Technology and Operations Management*, 11(2), 58-67.
2. Usman, M., & Mat, N. (2017). Islamic work ethic and public sector innovation: Entrepreneurial orientation as a moderator. *International Journal of Business and Technopreneurship*, 7(2), 203-212.
3. Usman, M., & Mat, N. (2017). Assessing the importance of entrepreneurial orientation on innovation in service sector. *International Journal of Business and Management Invention*, 6(7), 35-39.
4. Usman, M., & Mat, N. (2017). The Emergence of innovation, knowledge sharing behavior, Islamic work ethic and entrepreneurial orientation: A conceptual framework for the public sector. *International Business Management*, 11(6), 123-1239. doi:10.3923/ibm.2017.1234.1239
5. Usman, M., & Mat, N. (2018). Challenges and solutions: Islamic work ethic and public sector innovation. *Proceeding of National Human Resource Management Conference (NHRMC), 18 September, EDC Hotel, Universiti Utara Malaysia, Kedah, Darul Aman, Malaysia*



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