

The Role of Knowledge-Sharing Attitudes and Self-Efficiency in Increasing Innovation Collaboration Performance Through Employee Competence with the Innovation Climate as the Moderation in the Regional Office of Aceh Province National Land Agency



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ABSTRACT: The study aimed to investigate the impact of knowledge sharing and self-efficacy on enhancing innovation collaboration performance via employee competence, with innovation climate acting as a moderator at the Regional Office of the Aceh Province National Land Agency. The study comprised all the staff members of the Regional Office of the Aceh Province National Land Agency, and a census was used as the sampling technique. The data analysis involved the use of SEM techniques, employing SPSS and Amos software. The results of the study indicated that all of the five direct hypotheses tested were significant, with self-efficacy being the most important variable in improving Collaborative Innovative Performance at BPN due to its highest coefficient influence value compared to other variables. Additionally, the indirect effect of the two hypotheses showed that employee competence plays a crucial role in influencing the behavior of various knowledge on collaborative innovation performance, with a higher influence rate than the second indirect hypothesis which is the effect of self-efficacy on collaborative innovative performance through competent employees.

KEYWORDS: The Role of Knowledge Sharing Attitude, Self-Efficacy, Innovation Collaboration, Employee Competence, and Innovation Climate

INTRODUCTION

As the Ministry that has the authority to carry out governmental tasks in the land sector, the Ministry of ATR/BPN continues to make changes and improvements to create a new Ministry of ATR/BPN that is the pro-poor, pro-job, pro-growth and pro-environment and the Minister of ATR/Head of BPN has established a program - accelerated program to improve land services to the public, including accelerating measurement and mapping, accelerating asset legalization, and accelerating dispute handling. The Ministry of ATR/BPN has also made various innovations in the context of accelerating services in the land sector such as the Short Message Service (SMS) 2409 which provides information on land services that can be accessed from anywhere that operates within 24 hours.

To improve services to the public in the land sector, based on the Regulation of the Head of BPN Number 1 of 2010 concerning Service Standards and Land Arrangements, Instruction of the Minister of ATR/BPN RI Number 1/Ins/II/2013 concerning Acceleration of Implementation of Strategic Programs of the Ministry of ATR/BPN RI 2010 2013, the Ministry of ATR/BPN has accelerated implementation by monitoring and evaluating the implementation of strategic programs intensively and continuously. The Ministry of ATR/BPN makes a strategy to accelerate the completion of strategic program work by creating new service innovations. Land service innovation is intended to provide better service (prime service "Excellent Service") to the community/legal entities and stakeholders, both regarding requirements, procedures, time, and service costs, as well as the realization of transparency and accountability of land services. One Day Service (ODS) is a form of service acceleration innovation in the land sector with one-day service completed. The aim is to simplify services, shorten the flow of bureaucracy, realize the expectations of service users in the land sector, and realize the Ministry of Agrarian Affairs/BPN's commitment to providing fast service. This effort is expected to reduce the role of intermediaries who cause "high costs" in processing land service applications. (Admin-PPID 2022). The reform and improvement of public services in the land sector carried out by the Ministry of ATR/BPN are

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to improve the image of the Ministry of ATR/BPN which has been viewed badly in the eyes of the public, namely services that are convoluted, costly and uncertain.

However, are the planned innovation objectives as expected? Field facts about public services to these agencies inform that public services in the land sector are still poor (Ministry of Agrarian Affairs/BPN). This is indicated by the large number of people who continually complain about the services of the ATR/BPN Ministry, such as complaints regarding illegal levies, manipulated tax calculations, intermediaries, and the emergence of multiple certificates. Throughout 2021, the number of public reports submitted to the Indonesian Ombudsman was 7,186 reports and the agency that received the most reports was the local government at 40.99%. Throughout 2021, the number of public complaints regarding alleged maladministration was 7,186 reports. Reports consist of 6,176 regular reports, 835 Quick Response reports, and 175 Investigation reports on their initiative. There are five agencies that the public reported the most to the Indonesian Ombudsman throughout 2021 sequentially, namely the regional government with 2,945 reports (40.99%), the Ministry of Agrarian Affairs/BPN 811 reports (11.29%), the Police with 676 reports (9.41%), ministries or government agencies 612 reports (8.52%), and BUMN/BUMD 545 reports (7.59%). In substance, most reports were in the agrarian sector, 1,227 reports (17.08%) which incidentally were the task of the ATR/BPN Ministry. The most forms of suspected maladministration handled by the Indonesian Ombudsman were protracted delays 33.23%, non-providing services 28.69%, and procedural irregularities 21.19% (Anita Widyaning, 2022).

Information about the various complaints that have occurred can be related to the spirit of innovation being carried out by the Ministry of ATR/BPN. In the context of Aceh, at least the results of preliminary research involving the Collaborative Innovative Performance variable were confirmed, which were conducted on 30 respondents from the BPN Prov. Aceh. The mean result of the preliminary survey conducted was $3.28 < 3.40$. These results illustrate the level of collaborative innovation that occurs in the BPN Prov. Aceh is not as expected, namely > 3.40 . Thus the application of innovation based on the development of information technology is still not as expected. These results at least confirm the existence of problems related to Collaborative Innovative Performance which can contribute to the improvement of services developed by the Prov. BPN Office. Aceh. From the facts above, both in the national and local contexts in Aceh, it can be concluded that the Innovative Performance target is to be achieved by the BPN Prov. Aceh's to improve the quality of its public services through various innovations that have been carried out has not reached expectations.

If we examine further, many innovations have been carried out by land offices in various regions which are fully supported by the Ministry of Agrarian Affairs/BPN. For example, drive-thru services are carried out by the Kendal Regency Land Office to facilitate the community in land matters. He saw that all stages of the drive-thru service were running well. Then there is the Touch My Land program with the Co-Working Space concept carried out by the Medan Land Office so that people who manage land ownership can immediately upload all administrative files online. The latest example is what was carried out in Wakatobi to carry out the Agrarian Reform program targeting coastal communities. For this, the ATR/BPN Ministry formed the Agrarian Reform Task Force (GTRA), which is a cross-sectoral collaboration involving various community organizations, as well as academics. In addition, the emergence of land mafia cases that have been rife recently, as experienced by artist Nirina Zubir, which has captured the attention of all Indonesian people, is another form of the weak application of technology to back up the transparency of land services in Indonesia. Whereas previously, by cooperating with PT Telkom Indonesia and the Ministry of State Apparatus Empowerment and Bureaucratic Reform of Indonesia, an online complaint program was launched which is expected to minimize problems like this.

Many factors are suspected to be the cause of the low innovation performance, both carried out in full by the Ministry of ATR/BPN and involving other parties (collaborative), including Innovative Employee Competencies (Lundvall & Nielsen, 2007), Knowledge sharing attitude (Berraies, 2019) and Innovative Self-Efficacy (Park et al., 2021). Innovative Employee Competencies are developing new, better, or unique useful ideas. Introducing new ways of looking at problems. Can take creative ideas and put them into practice. Embrace diverse perspectives to promote or nurture innovation. Knowledge sharing attitude is a series of individual behaviors that involve sharing knowledge and expertise related to one's work with other members of one's organization. Innovative Self-Efficacy Innovation self-efficacy refers to an individual's belief in his or her ability to complete the tasks required to innovate. It is becoming clearer in the literature that self-efficacy is an important component of innovation.

In contrast to previous research which only analyzed the factors causing low collaborative innovative performance which only involved mediating and independent variables, in this study the authors included the innovative climate variable as a moderator on the effect of Employee Competencies on Collaborative Innovative Performance. This is in line with research put forward by

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Berrais, S. (2019) which states the importance of the role of an innovative climate in a company to encourage better innovative performance achievements.

2. LITERATURE REVIEW

2.1. Knowledge-Sharing Attitude

The culture of social interaction that involves the exchange of knowledge, experience, and skills among employees across all departments or organizations is referred to as Knowledge Exchange Behavior. A person's effectiveness at work and superior performance are based on their competencies, which are the underlying characteristics that must be mastered. Every employee possesses a unique character or characteristic based on their abilities. McEvily et al. (2000) examined the impact of Knowledge Sharing Attitudes on Employee Competence and found a significant relationship between the two variables. Similarly, Kuzu, Ö. H., & Özilhan, D. (2014) expressed a comparable opinion, revealing that Knowledge Sharing Attitudes have a positive and significant influence on Employee Competence.

According to Al-Emran & Teo (2020), Knowledge Sharing is defined as a culture of social interaction that involves exchanging employee knowledge, experience, and skills throughout an organization or department. They also proposed a new approach that collaboratively combines directive and non-directive methods. In contrast, Estrada et al. (2016) studied the impact of Knowledge Sharing Attitudes on Collaborative Innovative Performance. Although studies have yielded mixed evidence regarding the impact of collaboration, including collaboration with competitors, on product innovation performance, Estrada et al.'s (2016) findings indicated that the innovation performance implications of competitor collaboration rely on the planned intra-organizational design characteristics.

H1: Knowledge Sharing Attitudes have a significant impact on Employee Competence.

H3: Knowledge Sharing Attitudes have a significant impact on Collaborative Innovative Performance.

2.2 Self-efficacy is a person's conviction that they can accomplish specific tasks or objectives

It is one element that contributes to an individual's self-perception (Mun & Hwang, 2003). On the other hand, according to Wibowo (2016), competence involves having the skills, knowledge, and work attitude required to perform a job or task successfully. The impact of self-efficacy on employee competence has been studied by Shih (2006), and the findings are substantial. Likewise, Alnoor et al. (2020) have also investigated the effect of self-efficacy on employee competence, which is similar to previous research by Alnoor et al. (2010).

Self-efficacy is the belief in one's ability to make significant lifestyle changes, such as quitting smoking, eating healthier, or engaging in physical exercise, which requires motivation, perseverance, and exertion (Bandura, 2006). Collaborative learning entails two or more individuals working together to learn or improve their skills (Mumtaz & Parahoo, 2019). They investigated the relationship between self-efficacy and growth needs as antecedents of innovative employee performance (IK) and focused on exploring the impact of self-efficacy on Collaborative Innovative Performance. The research was conducted on 354 employees in the service sector of the United Arab Emirates, and the results showed that self-efficacy effort, and persistence had a significant direct effect on Collaborative Innovative Performance.

H2: Self-efficacy has an impact on employee competence H4: Self-efficacy affects Collaborative Innovative Performance

2.3 Employee Competency

Jabbouri & Zahari (2014) contend that competence factors have an impact on performance because high ability leads to high performance. Conversely, if employees' abilities are low or do not align with their expertise, they will not achieve the expected results. Jing & Cisheng (2021) examined the relationship between employee competence and Collaborative Innovative Performance. The purpose of this study was to highlight the importance of competence as a critical element of knowledge management in companies that operate in markets where product innovation is a crucial competitive factor. The analysis integrated knowledge from management and organization theory with an evolutionary economic analysis of the relationship between competence, learning, innovation, and knowledge. An empirical survey conducted on urban private sector companies with 25 or more employees and a stratified proportional sample of firms with 20-25 employees in Denmark supported this argument.

H5: Employee competence has an Impact on Collaborative Innovative Performance

2.4 Innovation Climate Innovation in an organization refers to anything new that occurs in either the formal or informal structure. This innovation is always in the form of a change process that provides progress for the organization. Competence is used to plan,

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support, and develop an individual's behavior and performance. Additionally, a company can identify its employees' strengths and weaknesses through their work competence (McClelland, 1998). Prior research findings are still inconclusive on how competence can linearly affect innovative performance but rather follow a U-shape (Park et al., 2021). Therefore, this study incorporates the innovative climate variable as a moderator to investigate the influence of employee competencies on Collaborative Innovative Performance. This aligns with Berraies' (2019) assertion that the role of an innovative climate in a company is critical in encouraging better innovation collaboration performance achievements.

H6. Innovation Climate moderates the impact of Employee Competence on Collaborative Innovative Performance

2.5 Collaborative Innovative Performance.

Collaborative Innovative Performance emphasizes the significance of collaboration and innovation in achieving better. By creating an environment that encourages collaboration, sharing of ideas, and innovation, employees feel empowered to contribute to the company's success and are more likely to feel a sense of ownership and engagement in their work.

H7: Collaborative Innovative Performance is influenced by the Innovation Climate

This research paper explores the relationships between self-efficacy, employee competence, innovation climate, and collaborative innovative performance. It is hypothesized that self-efficacy has a significant effect on employee competence and collaborative innovative performance, while employee competence has a significant effect on collaborative innovative performance. Moreover, the innovation climate is expected to moderate the relationship between employee competence and collaborative innovative performance. These findings have important implications for organizations that seek to foster a culture of innovation and enhance their employees' collaborative innovative performance.

2.6 Research Models

The model in this study is like Figure 1 below.

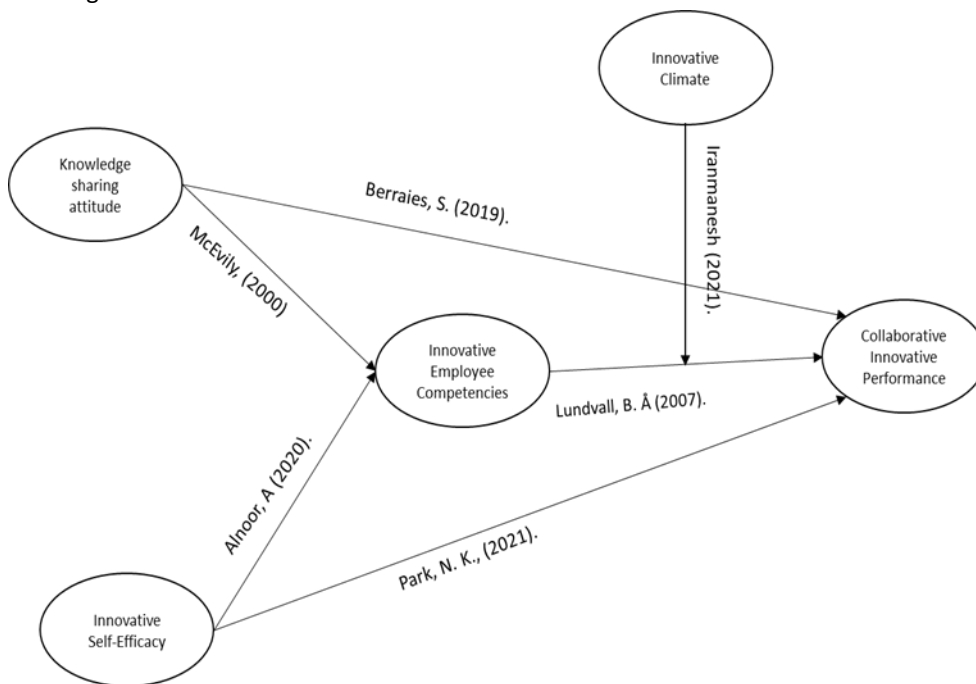


Figure 1. Research Framework

3. RESEARCH METHODOLOGY

The target population for this study comprises all the employees working in the Regional Office of the Aceh Province National Land Agency. A sample of 130 employees was selected for the research, consisting of 36 personnel from the Administration department, 17 from the Survey and Mapping department, 20 from the Determination of Rights and Registration section, 14 from the Management and Empowerment section, 20 from the Land Procurement and Development division, and 23 from the Dispute Management and Handling division. The research employed a census sampling technique. SPSS and Amos's software were used for data processing and Structural Equation Modeling (SEM) techniques were applied to the data. The causality hypothesis was tested using a structural equation model with the criteria CR > 1.960 and P < 0.05 (Ferdinand, A. 2006).

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4. RESEARCH RESULTS

4.1 Characteristics of Respondents

As many as 72 people from respondents consisted of male respondents and as many as 58 people consisted of female respondents, thus respondents at the Aceh Province National Land respondents it can be explained that as many as 57 people aged between 30 to 39 years, as many as 37 respondents aged 20 to 29 years, as many as 22 respondents aged 40 to 49 years and as many as 12 respondents aged over 50 years. Characteristics of respondents based on marital status can be explained that as many as 26 respondents are unmarried, and as many as 98 respondents are married. Thus, it can be explained that married respondents are more dominant than unmarried respondents.

4.2 Research Instrument Tests

4.2.1 Testing the Coefficient of Determination (R Square)

To measure the collective impact of independent variables on the dependent variable, i.e., Collaborative Innovative performance and Employee Competence, a coefficient of determination test was conducted, which is represented by the R-Squared value (Ghozali, 2016). Chin (1998) categorized R2 values into three classes: substantial, moderate, and weak, with values of 0.67, 0.33, and 0.19, respectively. In this study, the Knowledge Sharing Attitude and Self-Efficacy variables were used to explain 87.2% of Employee Competencies. Meanwhile, Knowledge Sharing Attitude, Self-Efficacy, and Employee Competencies together can explain Collaborative Innovative Performance of 92.5%. The two coefficients of determination show that the independent variable in the model is the appropriate determinant variable for the two dependent variables. These three values can be categorized as strong because the value is > 67%.

4.2.2: Determining the Effect Size (F-Test).

The F2 effect size is used to assess whether exogenous latent variables have a significant impact on endogenous latent variables. The magnitude of the impact can be measured through the changes in the R2 value. According to Cohen (1988), effect sizes of 0.02, 0.15, and 0.35 indicate small, moderate, and large effects of exogenous latent variables on the structural level, respectively. The study revealed that all F2 coefficient effect sizes fell under the medium to high categories, indicating that the F2 test is acceptable.

4.2.3: Testing for Validity.

The validity testing aimed to determine the accuracy of each indicator in representing its corresponding variable. Invalid indicators were removed and only valid ones were retained. The validity testing process employed discriminant validity techniques.

Table 1. Discriminant Validity Results

	Collaborative Innovative	Employee Competence	Innovative Climate	Knowledge Sharing	Self Efficacy
Collaborative Innovative	0939				
Employee Competence	0.938	0931			
Innovative Climate	0.9	0.872	0.922		
Knowledge Sharing	0921	0.91	0.906	0.859	
Self Efficacy	0917	0.9	0.873	0879	0893

If the Discriminant Validity value is less than 0.70, there is a possibility of correlation between the two variables. However, in the table above, all values of the difference in validity between the two variables exceed 0.70, which suggests that there is no correlation between the variables involved in this study.

4.2.4 Reliability Test

In this study, a reliability test was conducted to evaluate the consistency of the measurement results. The reliability was calculated by estimating the composite data based on the obtained output. Malhotra (2006) states that a reliability coefficient of over 0.60 is acceptable. As shown in Table 4.7, the instruments used in this study were found to be reliable as the Coefficient Reliability value exceeded this threshold.

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Table 2. Cronbach's Alpha

No		Cronbach's Alpha
1	Collaborative Innovative	0.973
2	Employee Competence	0.961
3	Innovative Climate	0.956
4	Knowledge Sharing	0.908
5	Self-Efficacy	0.937

Based on the reliability analysis, the alpha score for each respondent's perception variable was as follows: Collaborative Innovative (0.973), Employee Competence (0.961), Innovative Climate (0.956), Knowledge Sharing (0.908), and Self-Efficacy (0.937). Since all CA reliability coefficients are greater than 0.60, it can be concluded that the variables meet the reliability requirements.

4.3 Confirmatory Factor Analysis (CFA)

Confirmatory Factor Analysis (CFA) was employed in this study as a part of Structural Equation Modeling (SEM) analysis. The SEM analysis was employed to test the developed models and hypotheses. Initially, CFA was used to test the measurement model. One indicator, X2.4, had a loading factor of 0.5 and was excluded from subsequent tests. The significance of causality was examined using a regression cohesion test in SEM analysis.

Table 3. Confirmatory Factor Analysis

			Estimates
a25	<---	Perc_of Used	,785
a26	<---	Perc_of Used	,840
a27	<---	Perc_of Used	,771
a28	<---	Perc_of Used	,812
a29	<---	Gami_Principle	,526
a30	<---	Gami_Principle	,786
a31	<---	Gami_Principle	,798
a32	<---	Gami_Principle	,848
a33	<---	FlowState	,722
a34	<---	FlowState	,444
a35	<---	FlowState	,651
a1	<---	FlowState	,582
a16	<---	Cust_Engagement	,543
a15	<---	Cust_Engagement	,710
a14	<---	Cust_Engagement	,779
a13	<---	Cust_Engagement	,781
a17	<---	Shopping_Loyalty	,725
a18	<---	Shopping_Loyalty	,569
a19	<---	Shopping_Loyalty	,733
a20	<---	Shopping_Loyalty	,545

The table indicates that one indicator does not meet the required standard due to a loading factor below 0.5. Consequently, the a34 indicator was eliminated from the model.

4.4 Goodness of Fit

According to the SEM analysis results, the goodness of fit index value is not satisfactory. The GFI, RMSEA TLI, and IFI values exceeded the allowable limits. Nevertheless, the CMIN/DF and AGFI values failed to meet the required criteria. Therefore, the model needs modifications. The desired results were achieved by adding covariance lines to the items with the highest MI values

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and verifying the model. The goodness of fit value is provided in Table 1, and the results of the structural equation modeling analysis are presented in the subsequent

Table 4. Evaluation of the Goodness of Fit Indices Criteria

The Goodness of Fit Index	Cut of Value	The calculation results	Information
CMIN/DF	<2	1,817	fit
RMSEA	≤ 0.08	0.080	fit
PRATIO	≥ 0.90	0.894	Marginal Fit
TLI	≥ 0.95	0.954	fit
IFI	≥ 0.95	0.951	fit
CFI	≥ 0.95	0.951	fit

All indicators tested for model feasibility have exceeded the required threshold values so that the model can be said to be fit and can be continued in the further data processing.

4.5 Hypotheses Testing with Structural Models

Table 5. Results of the Structural Equation Modeling Analysis

			Estimates	SE	CR	P	Est.
Employee_Comp.	<---	Knowledge_Sharing	,685	,161	4,252	***	,596
Employee_Comp.	<---	Self Efficacy	,463	,120	2,888	,004	,392
Collaborative_Innov.	<---	Knowledge_Sharing	,395	,191	2,068	.039	,341
Collaborative_Innov.	<---	Employee_Comp.	,251	,110	1,395	,163	,248
Collaborative_Innov	<---	Self Efficacy	,486	,152	3,201	,001	,407

4.6 Direct Hypothesis Testing

the Effect of Self-Efficacy on Employee Competence, the Effect of Knowledge Sharing Attitudes on Collaborative Innovative Performance, the Effect of Self-Efficacy on Collaborative Innovative Performance, and the Effect of Employee Competence on Collaborative Innovative Performance are all signed with their respective CR values -4.252, 2.888, 2.368, 3.201 and 2.280 respectively and probabilities ***, 0.004, 0.039, 0.001 and 0.041 respectively. The coefficients of influence are 0.596, 0.392, 0.341, 0.407, and 0.248, respectively. Thus, to improve employee competence and collaborative innovative performance, it is necessary to increase knowledge sharing, increase self-efficacy, and increase employee competence.

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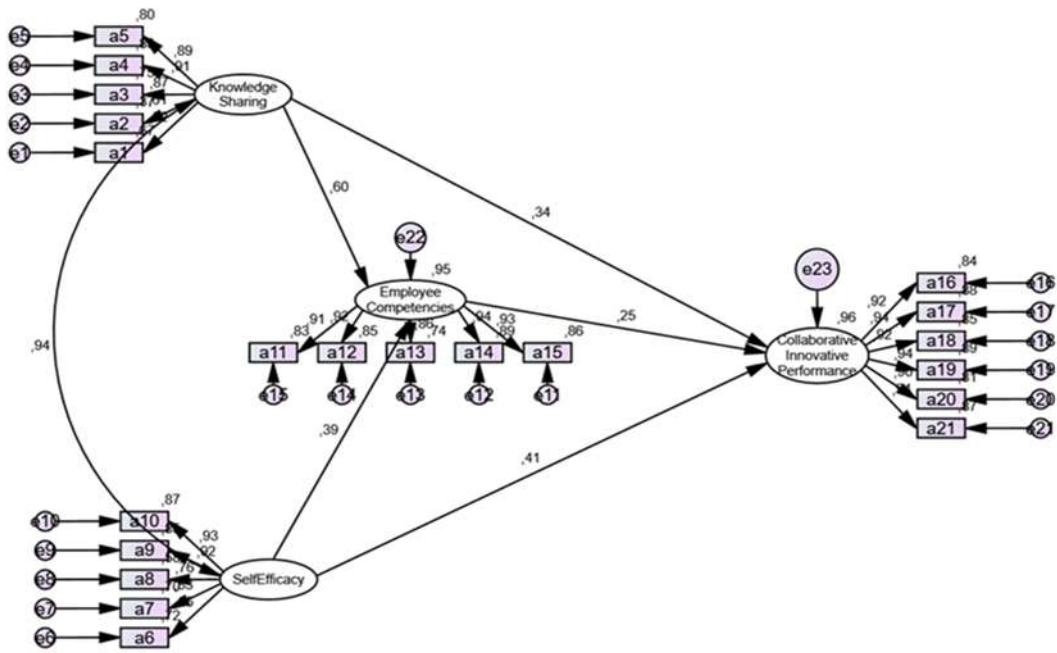


Figure 2. Structural Model

The test results reveal that the Effect of Knowledge Sharing Attitudes on Employee Competence,

4.7. Moderation Testing

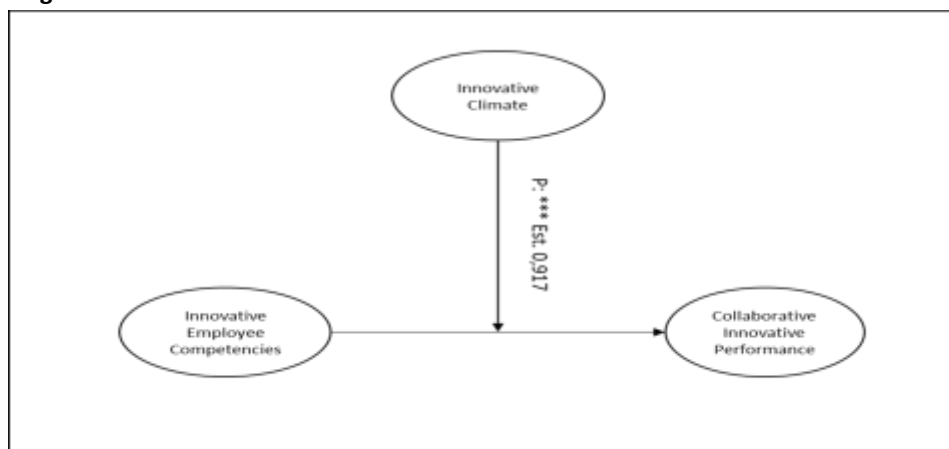


Figure 3. The moderating role of the Innovation Climate on the Influence of Employee Competence on Collaborative Innovative Performance

From the results of testing the moderation hypothesis, it turns out that the role of the innovative Climate variable in the BPN organization is capable of acting as a moderator in increasing the coefficient of influence of employee competence on Collaborative Innovative Performance. The acceleration contribution value of the innovative climate variable in increasing the magnitude of the influence of employee competence on the performance of this collaborative innovation is 0.917 or 91.7%.

4.8. Managerial Implications

The research outcomes demonstrate that all variables examined in this research model have performed as expected, following a series of tests conducted. Of the 5 direct hypotheses tested, all of them exhibit a significant effect, which confirms the research model's high validity. Several key points derived from the practical implications of this study's results are that Self-Efficacy is the most crucial variable for enhancing Collaborative Innovative Performance at BPN. In comparison to other variables such as Knowledge Sharing Attitude and Employee Competence, Self-Efficacy has the greatest coefficient influence value. Consequently, BPN office management should prioritize increasing self-efficacy among its employees to accomplish the institution's objective of

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boosting innovation. The "I can" belief that motivates people to transform their lives and adopt high self-efficacy attitudes can overcome the obstacles associated with collaborative innovative performance that were identified early in this research.

Changes can be made by paying attention to indicators that have the highest average score in this category, namely employees at BPN have confidence in their ability to take the necessary actions to achieve results. Several things that can be done by management to continue to increase confidence that employees at BPN can work even better are motivated human resources and a clear training program. Goals and targets must also be measurable and have a clear time frame so that each employee can adjust himself to achieve individual targets which together can achieve the BPN organizational collaborative innovation targets agreed upon at the outset.

In addition, attention will also be directed to the behavior of always wanting to share knowledge among BPN employees. By implementing knowledge sharing, employees and colleagues can learn from each other and will find enlightenment in doing things more efficiently. If employee performance is efficient, the company's performance will also be better. Knowledge sharing is a part of knowledge management that aims to spread knowledge or information in the company. In this case, discussion sessions, presentations, brainstorming, and the like should become a culture so that each individual has the same understanding of an issue or a problem and discusses how to solve it.

5. CONCLUSION

From the results of this study, it can be concluded that all the variables tested in this research model show the expected role so this research model proves to be quite valid. Of the five hypotheses tested, all of them show a significant effect, which indicates that Self-Efficacy is the most important variable in increasing Collaborative Innovative Performance at BPN.

Therefore, BPN management needs to pay attention to Self-Efficacy as the main factor in increasing innovation in their institutions. Clear training programs, HR motivation, as well as measurable and clear targets must be implemented to increase the confidence of BPN employees in their ability to achieve the desired results. In addition, BPN management needs to build a culture of knowledge sharing among its employees. Periodic discussion and brainstorming sessions can improve employee competency and help improve BPN's performance as an organization.

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