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Organizational Environment as a Strengthener The Innovation of University

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Abstract:
The education personnel in universities become an important element to achieve the successful goals of organization's vision and mission. Universities as education providers have functions as services providers to community. Service quality affects the level of community satisfaction and increases the competitive advantage of universities to win competition in education services. The high level of competence requires the organization to optimize the human resources.
This study purpose is to examine the effect of organizational environment to moderate the effect of knowledge sharing behavior on individual innovation capability of educational staffs at State Islamic University of Maulana Malik Ibrahim Malang. A random sampling technique was used to collect data from 81 education personnel. Data processing used was Warlp Pls 5.0. This study shows that knowledge sharing behavior has a positive and significant effect on individual innovation capability. The organizational environment variable positively and significantly moderates the effect of knowledge sharing behavior on individual innovation capability. Therefore, it strengthens the effect of knowledge sharing behavior on individual innovation Capability

Keywords: *Knowledge sharing behavior, organizational environment, individual innovation capability*

1. Introduction

Bureaucratic reform showed main achievements in public sector services to improve the services quality, increase performance capacity, increase performance accountability, professionalism and efforts to implement a bureaucracy with high integrity. Corruption Eradication Commission (KPK) made a survey in 2010 on integrity level of public sector services with a rating scale from 1 to 10. National level results showed a value of 5.42, central government level showed a value of 6.16 while at vertical agency level reaching 5.26, regional level at 5.07 (Bureaucratic Reform Policy Evaluation, 2013). Surveys by Non-Governmental Organizations to monitor the recruitment selection of Civil Servants Candidates in 2013 only has 20% can carry out their work professionally, 80% were assessed as working below standards and had not met employee performance targets. Assessment of performance accountability by State Apparatus Empowerment of Ministry of Religion was ranked 53rd out of a total of 77 Ministries and Institutions with a value of 54.83 and 40% for work quality (Menpan, 2015).

Education personnel at universities were the most important element to achieve the organizational goals successfully. The Bappenas research results in 2004 on performance of State Civil Apparatus (SCA) shows a figure of 50%. This shows that SCA carry out the main tasks and functions in low category to achieve its targets. The low performance assessment can provide an illustration that SCA carry out the duties has not fulfilled the principles of efficiency and effectiveness. University managers were required to manage and maintain individual knowledge resources as basis to strengthen the educational services, in order to remain competitive and maintain competitive advantage they possess. Morling & Yakhlef (1999) said that determinants of company success are company capability to manage knowledge capital. Knowledge excellence and reliable human resources will improve the competitiveness of companies. Nonaka (1994) said that company's capability to produce new knowledge continuously will achieve a better position in competitive advantage.

Knowledge Sharing should able to encourage the human resources capability to innovate and find creative ideas. Knowledge Sharing (donating and collecting) was a joint comprehension related to provide access to employee's information using a knowledge network in organizations should capable to become an innovation driver. Ehsan (2016) found that knowledge sharing has a positive effect on employees' active behavior.

Some conditions in research object to causes low individual innovation behavior of education personnel are: (1) low comprehension of education personnel about the tolerance perception to the risk of innovation actions (2), infrastructure design that does not encourage employee involvement in organization, in sense that there are no systems, procedures and good ways to encourage employees to be physically involved in innovation process and also the

unavailability of interior design that can be used to create a physical environment to facilitates employees the same between units and discuss innovation ideas. In addition, employee involvement also requires emotional encouragement, to increase the involvement likelihood. (3) Organizational orientation was still in bureaucracy, not an action orientation. (4) Low comprehension of employee performance motivation.

Study the effect of organizational climate on knowledge sharing and behavior change has been carried out by Li Zhihong, Zhu Tao and Luo Fang (2010). The study results indicate an indirect effect on knowledge sharing.Kustiningsih (2007) and Suryani (2008) in Widodo (2010) provided evidence that an effective and efficient work environment significantly affects on employee performance. In addition, Sugiarti (2012) showed the effect of work environment, organizational culture and compensation for job satisfaction to improve employee performance. Research conducted by (Pringgabayu & Kusumastuti, 2017) entitled increasing employee engagement through the system of recruitment, job design, compensation and Organizational Climate with Work Environment as a Moderation Variable. The role of a good work environment is a driving force for employees so that they feel comfortable in doing their work, can be more motivated and ultimately can work optimally, so it cannot be denied that work environment in a company gets further attention than in past.

1.1. Formulation of Problem

Based on above background, this study will describes the effect of organizational environment moderation on knowledge sharing behavior on individual innovation Capability.

2. Literature Review

2.1. Knowledge Sharing Behavior

Knowledge sharing is an activity to exchange knowledge between employees and colleagues in order to solve problems in workplace (Burke, 2011). Employees who have more knowledge about their work or beyond that and can process that knowledge properly will most likely have an effect on innovation growth of employees. Trust becomes the main aspect to share knowledge in organization, low trust among employees create a barrier to share knowledge (Davenport &Prusak, 1998). Kosasih & Budiani (2008) said that factors effecting the business environment today are no longer information factors but knowledge factors. Chauhan & Bontis (2004) also said in industrial engineering journal that this is "knowledge-era", only organizations with capability to process the knowledge can optimally survive in competition between organizations. Benefits from knowledge sharing behaviors are expanding knowledge, quality and innovation.

Du et al. (2007) found that knowledge sharing is the best way for managerial to improve company performance. Applying knowledge sharing to companies gives a positive effect on company performance. Previous studies at large companies regarding the effect of knowledge sharing on individual innovation capability show that knowledge collection and knowledge donation have a significant effect on individual innovation capability (Rahab&Sulistyandari, 2011); Fen Lin, 2007). Knowledge sharing between organizational members tends to generate new ideas to develop process and product innovation (Mehrabani, 2012). Knowledge collection has a significant effect on product and process innovation (Alhusseini&Elbeltagi, 2013). Knowledge collection based on ICT does not affect on the innovation of new ideas generation (Saenz*et al*., 2012). Knowledge sharing can improve the company's capability to innovate (Rahab&Sulistyandari, 2011; Fen Lin, 2007), knowledge sharing is also expected can encourage the growth of human resource capacity to innovate and find creative ideas.

Zahra & George (2002) made a reconceptualization model to connect the sources of knowledge, absorptive capacity and capability of companies to produce competitive advantages. Competitive advantage can be achieved if the source of individual knowledge as the basis of strength is well managed and maintained. Morling&Yakhlef (1999) said the success determinants of a company are the capability to manage knowledge assets. The importance of employees to share knowledge is the key to success or failure of a knowledge management strategy (Bollinger & Smith, 2001). However the source of knowledge lies in individual and is created by individual (Nonaka, 2001).

2.2. Individual Innovation Capability

Lawson & Samson (2001) defined Innovative capability as the capability to continually change new knowledge and ideas into products, processes and systems for companies and stakeholders benefit. Innovative capability uses 7 indicators that refer to Saunila *et al*. (2014) as a measurement, namely (1) participatory leadership culture, (2) ideation and organizing structure, (3) work climate and wellbeing, (4) know-how development, (5) regeneration, (6) external knowledge, and (7) innovation capability. Innovation can also be defined as the application of new ideas into products, processes or other aspects of company activities. Innovation focuses on processes to commercialize or extract ideas into values (Aulawi *et al*., 2009). Szmytkowski (2005) said that innovation focuses on two things, namely product innovation and process innovation, because they have different social and economic effects. The introduction of new products is generally considered to have a clear and positive effect on income growth, while process innovation tends to cost-cutting.

Ussahawanitchakit (2007) defined the innovation capability as the capability to develop new products to satisfy market needs, apply technology processes to more appropriate produce new products, develop and adopt new products and processing technology for future needs, respond unexpected technological change activities, as well as unexpected opportunities carried out by competitors. Innovation Capability can be measured at individuals and companies level (Angehrn *et al*., 2001).

The Individual innovation capability can be viewed from various perspectives, but generally can be divided into three perspectives (De Jong & Den Hartog, 2007). First is personality characteristics perspective, for example measuring an individual's willingness to change. Second is a behavioural perspective, where the individual innovation capability is conceptualized into a set behaviour. Some researchers focus to the creativity and idea generation (e.g. the capability to try something new). Third is output perspective, it is based on individual's capability to produce something (new product / process). This study defines individual innovation capability as individual's capability to produce useful new products or processes for company. Organizational culture can encourage higher innovation orientation, including respect, caring for team, and attention to cultural details, team orientation, aggressive and competitive.

2.3. Organizational Environment

The organizational environment is an element within and outside organization that can affect the organization in partial or overall. Fieldman (2003) said that a work environment was related to human capabilities and the work performance was affected by physical, chemical, biological, physiological, mental and socio-economic factors. Every individual has the capability to adapt to environment, certain patterns and behaviors to overcome all the problems in his environment (Sofyan, 2013). Work environment is everything around the workers and affects him to do tasks given (Nitisemito in Sofyan, 2013). Sedarmayanti (2001) divided the environment into two, internal and external environment. The internal environment affects directly to organization (employees and leaders or managers) and external environment. The external environment is divided into two, having direct and indirect effects. The external environment with direct effect is the competitor, supplier of local community, customer and others. The external environment with indirect effect is the political, economic and social conditions. The environment generally must be analyzed by managers because it affects decision makers and planning as the power of technology, economics, demography, social culture and politics and law.

Li Zhihong, Zhu Tao and Luo Fang (2010) said that organizational climate is an organizational condition with a harmonious relationship, capability to innovate, and existence of fair policies. Kustiningsih (2007) and Suryani (2008) provided evidence that an effective and efficient work environment significantly affects employee performance. Adversely, Sugiarti (2012) showed the effect of work environment, organizational culture and compensation on job satisfaction to improve employee performance. Pringgabayu & Kusumastuti (2017) promoted to increase the employee engagement through the recruitment system, job design, compensation and organizational climate with work environment as a moderating variable. The role of a good work environment becomes a driver for employees so they feel comfortable to do job, can be more enthusiastic, and can work optimally. It cannot be denied that work environment in a company gets further attention than in past.

2.4. Relationship between Knowledge Sharing and Innovation Capability

Knowledge sharing is needed to produces innovation in order to achieve competitive advantage. Innovation is the capability to apply creativity in order to solve problems and opportunities to enrich and improve the life (Suryana, 2003). Knowledge has a significant effect on Innovative capability (Fen Lin, 2007) and Knowledge has a significant effect on individual innovation capability (Rahab& Sulistyandari, 2011). Knowledge sharing between organizational members tends to generate new ideas to develop process and product innovation (Mehrabani, 2012). Knowledge has a significant effect on product innovation and process innovation (Alhusseini&Elbeltagi, 2013). There is a relationship between tacit knowledge, innovation quality on trading performance trading at industrial companies (Azadehdel*et al*., 2013). Explicit and tacit knowledge sharing have a significant effect on speed and quality of innovation (Zohoori*et al*., 2013).

Knowledge collecting by supply chain partners does not increase innovation, and knowledge donating from supply chain partners does not have a mediation effect between core competencies and innovation (Sun, 2013). Knowledge sharing (donating) on the innovation of new ideas (Saenz*et al*., 2012). ICT-based knowledge collecting has a significant effect on Innovation Capability (Rahab& Sulistyandari, 2011), and Knowledge collecting has a significant effect on Innovative capability (Fen Lin, 2007). Explicit and tacit knowledge sharing has a positive and significant effect on innovation speed and innovation quality (Zohoori*et al*., 2013). Knowledge Collecting has a significant effect on product and process innovations (Alhusseini&Elbeltagi, 2013). Knowledge can improve product innovation (Chatarina& Landeta, 2013). Knowledge collecting has a significant effect on exploration innovation and ambidextrous innovation (Kamasak& Bulutlar, 2010). The tacit knowledge sharing will help SMEs to become creative and innovative to improve their performance (Ngah& Jusoff, 2009). Based on above description, the hypothesis H1 is formulated below.

H1: Knowledge sharing behavior has a positive and significant effect on individual innovation capability.

2.5. The Relationship of Organizational Environment and Individual Innovation Capability

Innovation is generally understood as the behavior change. Innovation is related to an environment with dynamic and developing characteristics. Comprehension to innovation itself is very diverse and having many perspectives. Rogers, Everett (2003), the leading of innovation book writers, explained the innovation as an idea, practice, or object considered new by an individual other adoption unit. The other sources said that innovation is an activity to encompasses the entire process to create ng and offering services or goods that are new, better or cheaper compared to those previously available.

Organizational environment both physical and non-physical and work culture greatly affects on innovation. An innovation can from new products or services, new production process technologies, new structure and administrative systems or new plans for organizationmembers. Ian Miles (2004) explained the characteristics of public sector; it consists of several aspects stated in short matrix. Based on above description, the hypothesis H2 is formulated below.

- H2: Organizational Environment Moderates the Effect of Knowledge Sharing Behavior on Individual Innovation Capability

3. Research Methods

3.1. Research Design

This research is explanatory research type to test the hypotheses. There are two hypotheses that will be tested the truth (Sani, Achmad, Maharani, Vivin, 2013). Data analysis uses WarPls 5.0.

3.2. Population and Sample

The population is educational staff at State Islamic University of Maulana Malik Ibrahim Malang. The samples are calculated by the Slovin formula at estimated error of 7%. The samples are 81 respondents representing the education staff. The data is collected by research instruments distributed directly to all respondents.

4. Research Results and Discussion

4.1. Hypothesis Test Results (Indirect and Total Effect)

The hypotheses testing results are shown in Table 1, Figure 1 and Figure 2 below.

Hypotheses	Path Coefficient	P-Value	Significance	Description
Knowledge Sharing → Innovation	0.209	0.025	Significant	Accepted
Knowledge Sharing → Organizational Environment → Innovation	0.229	0.016	Significant	Accepted

Table 1: Hypotheses Testing Results

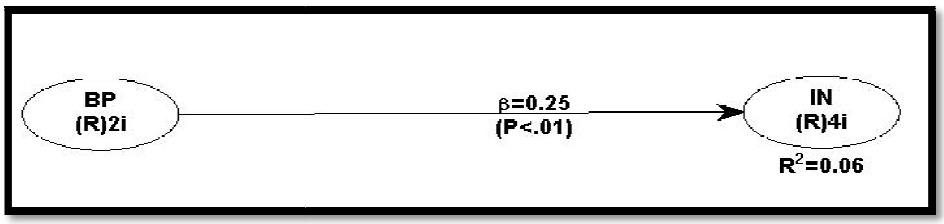

Figure 1: Hypotheses Testing Before Moderation

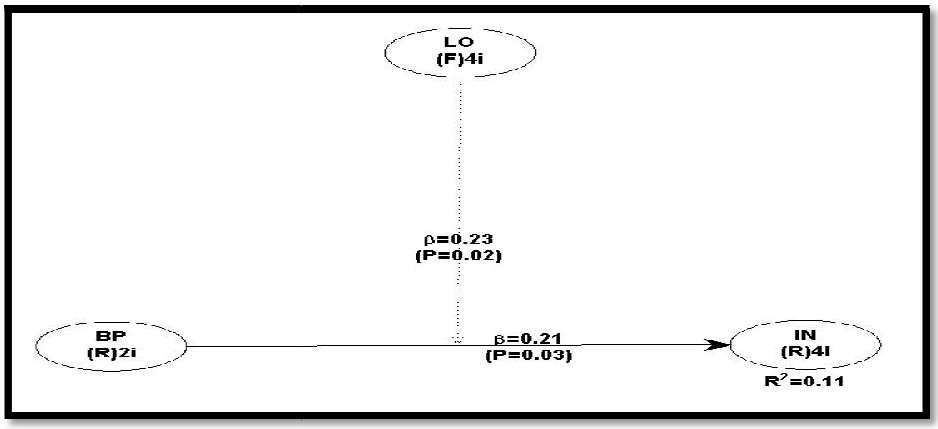

Figure 2: Hypothesis Testing after Moderation

4.2. Knowledge Sharing Behavior Has a Positive and Significant Effect on Individual Innovation Capability

Table 1 shows the path coefficients testing for the effect of Knowledge sharing behavior on individual innovation capability has a positive value of 0.209 at a significance level (P-value) of 0.025. The P-value <0.05 is significant. This means that Knowledge Sharing has a significant positive effect on Individual Innovation Capability. Therefore, the first hypothesis is proven (accepted).

4.3. Organizational Environment Moderates the Effect of Knowledge Sharing Behavior on Individual Innovation Capability

Table 1 shows the path coefficients for the effect of organizational environment as moderation the effect of knowledge sharing behavior on individual innovation capability has a positive value of 0.229 with a significance level (P-

value) of 0.016. P-value <0.05 is significant. This means that organizational environment moderates the knowledge sharing behavior on individual innovation capability in a positive on significant effect.

5. Discussion

Analysis results shows that knowledge sharing behavior has a positive and significant effect on individual innovation capability of education staff at State Islamic University of Maulana Malik Ibrahim. The higher enthusiasm of education staffs find and share knowledge, whether it is tacit or explicit knowledge, will increase their innovation capability. Knowledge is a very important and valuable asset in educational institutions, capability to manage knowledge assets will support the achievement of institutional goal, improve the institutions competitiveness to enhance and improve the performance. Good knowledge management can assist the institution to disseminate the knowledge about educational services for educators, education personnel and students as well as the community as the recipient of these services.

Strengthening, behavior development and culture of knowledge sharing among education staff personnel by developing the spirit of sharing knowledge to seek knowledge has a positive effect to improve individual innovation capability. Innovation capability is not solely affected by innate or internal factors, individual innovation capability will emerge when educational staff face new challenges in their work, get broad authority to do their duties and responsibilities, and have the opportunity to develop their Capability.

The moderation effect of organizational environment to moderate knowledge sharing behavior on individual innovation capability of education staff in State Islamic University of Maulana Malik Ibrahim is positive and significant. Good organization structure of work, work responsibilities, leadership direction, confidence, attention and appreciation of cooperation between groups, good cooperation between existing work groups (leadership attention and support), good, open and smooth communication between peer work or leadership (smooth communication) have implications and strengthens the effect of knowledge sharing behavior to improve individual innovation Capability. Therefore, the organizational environment as a moderation variable has a significant effect on education personnel staff in process to find new technologies, new ideas, new processes and techniques, likes to do new things related to work, communicate new ideas effectively, carry out high-quality work processes to produce new innovations in order to support the achievement of the vision, mission of the organization.

6. Conclusion

The study results show that Knowledge Sharing has a significant positive effect on Individual Innovation Capability. The organizational environment moderates the effect knowledge sharing behavior on individual innovation capability. It has two practical implications for university education and management personnel. First, management the knowledge sharing behavior can directly increase the effect of knowledge sharing behavior on individual education personnel to improve the education services to consumers. Second, organizational environment moderation increase the effect of knowledge sharing behavior on individual education personnel who ultimately support the universities competitiveness.

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