

CREATING INNOVATION THROUGH KNOWLEDGE SHARING AND ABSORPTIVE CAPACITY

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Abstract: The aims of this research are to create innovation through knowledge sharing and absorptive capacity in *ikat* weaving industry Bali. This research is conducted using quantitative and qualitative designs. Questionnaires were distributed, and the results were measured using a 5-point Likert scale. The research population included 1,132 employees of the *ikat* weaving industry. Samples were selected using Slovin formula, resulting in the minimum samples of 175 employees. WarpPLS was employed to analyze the influences of variables mentioned in the research hypotheses. Knowledge obtained from external resources is expected to complete the available information in the organization. Knowledge sharing would be more meaningful and effective in supporting innovation. Even though knowledge sharing does not significantly influence the improvement of innovation, knowledge sharing is still essential to enhance stakeholders' comprehension about the business in general and the detailed process of the business. Leaders' creativity is an important dimension in obtaining and collecting various information from external resources as knowledge sharing has a significant influence on innovation through absorptive capacity. The research in Klungkung Regency is considered to represent Bali because it has the largest number of *ikat* weaving craftsmen. Knowledge and learning unique things should be maintained in order to enhance employees' knowledge and comprehensions of new knowledge from external sources.

Key words: knowledge sharing, innovation, absorptive capacity

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Introduction

Industrial revolution 4.0 has triggered disruptions of technology demanding companies to leave the conventional ways and apply innovation-based management both in business and public sector (Ab Rahman et al., 2018; Abbas et al., 2018). Innovation is a mechanism that produces products, process and a new system that allow an organization to adapt to changes in the market competition (Hana, 2013; Mumford, 2000; Wang and Noe, 2010). Innovation is difficult to apply even though this condition triggers weak competitiveness (Hort and Vehar, 2012; Pratoon and Savatsomboon, 2012). According to Darroch (2005), job

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performance would be difficult to enhance without innovation. Innovation occurs when several preconditions are fulfilled including creativity, dynamicity, knowledge formation, and new skills (Esteve and Sanchez, 2012; Hana, 2013; Parthasarathy et al., 2011). This condition also applies in small and micro enterprises, in which creativity and innovation are tremendously important factors that allow an enterprise to face the competition pressure.

Innovation development demands the management of a company to stimulate the employees to transform their experience into organizational assets and enhance their knowledge in order to stay competitive (Mathuramaytha, 2012). To maintain organizational sustainability, organizations need employees who are visionary, imaginative, creative, innovative, and responsive to changes. Creativity is the primary source of the capability to grow inspiration and to be able to adapt with changes design new paradigm to replace the outdated model (Allio, 2005).

Kafetzopoulos and Psomas (2013) stated that innovation capability directly contributes to the improvement of product quality. The ability to make innovation is reflected through the attempts made by an organization in sharing various information, experiences, and ideas (Mumford et al., 2008; Nevalainen and Maijala 2012; Hendriks, 1999; Wang and Noe, 2010). Meanwhile, innovation improvement can be carried out by applying knowledge sharing as a means for employees to give their positive contribution by applying their new ideas to enhance the competitiveness of the organization. Within the ideal implementation of knowledge sharing, employees should be given the chances to both give and receive new knowledge from other members (Shahin and Zahra, 2010; Wang and Noe, 2010).

Knowledge sharing becomes an essential element as it improves employees' knowledge, skills and capability to learn new techniques, solve problems, create core competence, and initiate new situations (Hsu, 2008). However, organizational management should seek for knowledge that will be beneficial for organizational development and should manage the knowledge through informal processes including knowledge transfer, knowledge synthesis, and knowledge application (Arsawan et al. 2018; Gray, 2006; Hutchinson and Quintas, 2008). Innovation also requires specific learning capacity and access to external knowledge (Crema et al., 2014; Mei and Nie, 2007; Tsai, 2001). According to Gray (2006), the organization is relatively limited to the use of new knowledge obtained from internal and external resources. Those two sources of knowledge should be combined and utilized to generate new knowledge and ideas that will be beneficial for the organization.

The ability to make innovation also depends on the adaptability of an organization in absorbing various information from external sources, allowing the organization to adjust to market dynamicity (Cohen and Levinthal, 1990; Zahra and George, 2002). Large absorptive capacity stimulates an organization to utilize new knowledge from other units, including the ones from within or outside the organization that knowledge will support innovation. The absorptive capacity allows an organization to learn something new and different (Lane et al., 2006).

Adequate absorptive capacity can drive the identification of the ever-changing market opportunities (Gray, 2006). Research on innovation still results in contradictory findings. Darroch (2005) stated that there is no significant influence of innovation towards organizational performance. Therefore, research on this matter often relates to absorptive capacity and knowledge sharing to make an organization more flexible and adaptive towards the development of the environment.

The formation of new knowledge will be effectively done through information, experience and idea sharing among employees (Mumford et al., 2008; Nevalainen and Maijala, 2012; Wang and Noe, 2010). Unless it is shared, organizational knowledge that results from creativity will not give any significant contribution to the growth of an organization (Weisberg et al., 2012). Hence, it is vital to intensify knowledge sharing within an organization as well as with other partners. A research done by Denti and Hemlin (2012) explained how the innovation process creates interaction between the management staffs and employees in facilitating employees' cognitive skills. Davenport and Prusak (1998) and Liao et al. (2007) also stated that knowledge sharing affects the absorptive capacity level. A similar finding was also found by Gray (2006) who explained that absorptive capacity shares a positive and significant influence on innovative capacity.

Literature Review

Teece and Pisano (1994) have developed a dynamic capability theory which relates to the capability of an organization in creating, reforming, and assimilating the knowledge and skills within a dynamic market competition. They believe that the current paradigm should be further developed in order to obtain and maintain competitiveness. Market dominators are often organizations that are very responsive and offer innovative products supported by effective managerial skills in coordinating and distributing both internal and external competencies which are essentials in developing a product that is difficult to imitate. The theory of dynamic capability refers to the dynamic skills as competitive advantages, which emphasize on two aspects. First, the term dynamic refers to the changes in environmental characteristics, strategic responses and time needed to accelerate innovation. Second, the proper adaptive managerial skills can integrate and configure internal and external skills, resources, and functional competence of an organization to any environmental changes. This theory has been widely used as a fundamental theory in some research on knowledge sharing, behavior, absorptive capacity, and innovation.

There are at least three categories that determine the dynamic capability of an organization (Teece and Pisano, 1994; Teece et al., 1997): 1) A managerial and organizational process refers to the capability of an organization to make effective and efficient coordination of various organizational activities both internally and externally. The managerial process is a continual and experimental process that improves the activities done by an organization. Also, reconfiguration and

transformation are also necessary to obtain maximum results; 2) Position and the posture of an organization are not only determined by the learning process and intensified coherent internal-external processes, but they are also affected by the location and business assets. Knowledge is not a tradable asset as it is a reflection of a creative mind; 3) Path, referring to the alternative strategies and opportunities that can be applied to bring an organization forward.

Innovation is an internal mechanism within an organization to develop a product, process and new system to adapt with market dynamicity, technology advancement and competition (Lawson and Samson, 2001). Meanwhile, Crossan and Apaydin (2010) stated that innovation is the result of production, assimilation, and exploration that add values to the output of an organization. Innovation needs strong support, transformation, and exploitation of knowledge owned by an organization (Tsai, 2001). A research conducted by Gao et al. (2008) confirmed that absorptive capacity significantly affects innovation as it relates to the opportunities of successful exploitation of new knowledge. Also, Weisberg et al. (2012) put more emphasis on individual creativity and knowledge sharing as the requirements for finding creative and innovative solutions.

Allio (2005) highlights the important role of creativity as the main resource for an organization to adapt to changes. Knowledge sharing could be more effectively conducted through a real attempt to share knowledge, experience, and ideas between employees and leaders (Mumford et al. 2008). The results of various research indicate a significant influence of knowledge sharing on innovation (Nevalainen and Maijala, 2012; Wang and Noe, 2010). Furthermore, Liao et al. (2007) stated that knowledge sharing influences the absorptive capacity of employees with higher education level, which gives them a better ability to make innovation (Gray, 2006). Knowledge sharing also plays an essential role in stimulating employees to make innovation when absorptive capacity occurs (Wuryaningrat, 2013).

Knowledge sharing practice in an organization positively influences the pace and quality of innovation made by an organization (Wang and Wang, 2012) because innovation occurs when employees conduct knowledge sharing where they merge their knowledge (Mathuramaytha, 2012). According to Alwis and Hartmann (2008), the steps of the innovation process are determined by knowledge. Organizations with better creativity can drive knowledge exchange and idea transformation which will result in innovation (Weisberg et al., 2012). The research done by Weisberg et al. (2012) also showed that creativity has a significant influence on innovation through knowledge sharing. This research has investigated the influence of knowledge sharing on innovation mediated by the absorptive capacity to add value to the innovation. According to Liao et al. (2007) and Wuryaningrat (2013), knowledge sharing can be transformed into innovative capability when it is supported by adequate absorptive capacity.

Regarding those views, the hypotheses of this research have been proposed as follows.

- H1: Knowledge sharing has a positive and significant influence on innovation*
H2: Knowledge sharing has a positive and significant influence on absorptive capacity
H3: Absorptive capacity has a positive and significant influence on innovation
H4: Absorptive capacity mediates the effect of knowledge sharing on innovation

Methodology

This research was conducted using quantitative designs. The questionnaires were distributed, and the results were measured using a 5 (five) point Likert scale (Johnson et al. 2008); 1 = strongly disagree to scale 5 = strongly agree. Questionnaires were directly distributed to respondents and respondents were interviewed based on the questionnaires. The research population included 1,132 employees of *ikat* weaving industry consisting of 8 micro businesses with 62 employees; 45 small businesses with 937 employees; and 2 medium-scale businesses with 133 employees in Klungkung Regency. Klungkung is considered to represent Bali because it has the most significant number of *ikat* weaving craftsmen. Samples were selected using Slovin formula, resulting in the minimum samples of 175 employees. Questionnaires were distributed to 190 employees to anticipate any invalid data in the questionnaires. The questionnaires contained a number statements that measured three variables using eight indicators, namely knowledge sharing with two indicators as proposed by (Hooff and Weenen, 2004; Liao et al., 2007; Sharratt and Usoro, 2003), absorptive capacity based on (Kohlbacher et al., 2013; Jansen et al., 2005) with four indicators and innovation with two indicators as proposed by Wang and Ahmed (2004). Before the primary data collection was carried out, validity and reliability tests had been conducted on the questionnaires. The results of the tests showed that the questionnaire was considered valid (with $r > 0.30$) and reliable based on the Cronbach alpha value ($\alpha > 0.60$). The sample distribution is shown in Table 1.

Table 1. Distribution of samples (*Disperindag* of Bali, 2017)

Business Scale	Number of <i>Ikat</i> Weaving	Number of Employees (person)	Samples (Employees)
Micro-scale Business	8	62	10
Small-scale Business	45	937	158
Medium-Scale Business	2	133	22
Total	55	1,132	190

Results and Discussions

In this research, WarpPLS has been employed to analyze the influences of variables mentioned in the research hypotheses. The results of the test are presented in Figure 1, followed by the criteria of Fit Model and quality indices in Table 2.

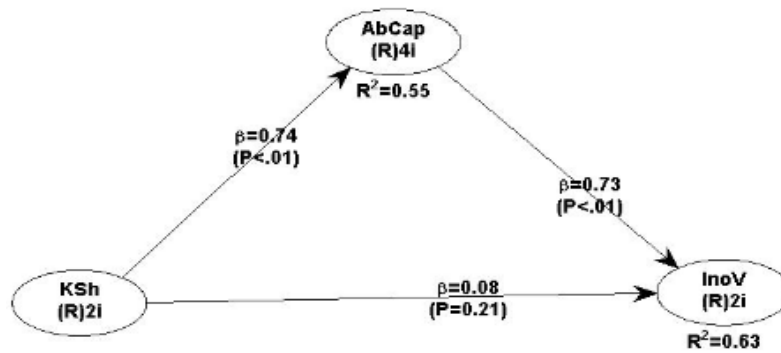


Figure 1. The Results of WarpPLS Analysis

Table 2. Model Fit and quality indices

No	Model fit and quality indices	Criteria fit	Result	Remark
1	Average path coefficient	$P < 0.05$	0.519 ($P < 0.001$)	Good
2	Average R-squared	$P < 0.05$	0.584 ($P < 0.001$)	
3	Average adjusted R-squared (AARS)	$P < 0.05$	0.584 ($P < 0.001$)	Good
4	Average block VIF (AVIF)	acceptable if ≤ 5 ideally ≤ 3.3	2.168	Good
5	Average full collinearity VIF (AFVIF)	acceptable if ≤ 5 ideally ≤ 3.3	2.871	Ideal
6	Sympson's paradox ratio (SPR)	acceptable if ≥ 0.7 ideally = 1	1.000	Ideal
7	R-squared contribution ratio (RSCR)	acceptable if ≥ 0.9 ideally = 1	1.000	Ideal
8	Tenenhaus GoF (GoF)	small ≥ 0.1 , medium ≥ 0.25 large ≥ 0.36	0.698	Large
9	Statistical suppression ratio (SSR)	acceptable if ≥ 0.7	1.000	Ideal
10	Nonlinear bivariate causality direction ratio (NLBCDR)	acceptable if ≥ 0.7	1.000	Ideal

In WarpPLS analysis, some requirements should be first fulfilled regarding various fit models and quality indices (Kock, 2011). The results of the analysis have shown that all fit model measurements have met the standardized criteria; good, large, and ideal. Before making a certain interpretation, those requirements have to be fulfilled before re-evaluating the validity and reliability of the questionnaires including composite reliability, Cronbach's alpha, R^2 endogen, and average variance extracted (AVE).

Reliability will be fulfilled if the composite value is greater than 0.70. The results of the questionnaires have shown that composite values have met the reliability criteria. The internal consistency reliability is fulfilled when the Cronbach's alpha coefficient is greater than 0.60.

Table 3. Composite reliability, R^2 , Cronbach`s alpha, and AVE

No	Variables	Composite reliability coefficients	R ² endogen	Cronbach's alpha coefficients	AVE
1	Knowledge sharing (KSh)	0.943		0.879	0.892
2	Absorptive capacity (AsCap)	0.917	0.545	0.878	0.735
3	Innovation (Inov)	0.917	0.624	0.819	0.847

The results of the questionnaires have fulfilled the internal consistency reliability (Hair et al., 2010). Table 4 presents that the composite reliability is found > 0.70 and the internal consistency reliability is > 0.60 and it indicates that the predetermined standards have been fulfilled. Meanwhile, AVE value is found greater than 0.50, which can be implied that the proposed model in this research has met the discriminant validity criteria (Ghozali and Lathan, 2012:78). The measurement of R² referred to the one proposed by (Cohen, 1998), that is 0.02 = small, 0.13 = medium, and 0.26 = large. The result reveals the average R² = 0.584, which means the figure shares a significant influence on the model.

The measurement of goodness of fit inner model was measured based on predictive relevance value (Geisser, 1971) using this formulation $Q^2 = 1 - (1 - R^2_1)(1 - R^2_2) = 1 - (0,455)(0,376) = 1 - 0,1711 = 0,8289$. It implies that 82.89% of the model can be explained by the variables mentioned in this research, while 17.11% is influenced by other variables that are not discussed in this research. Therefore, the model can be stated to have adequate goodness of fit. It can be inferred from this research that there is very least possible that the model can be expanded using another latent variable (Hair et al., 2010).

Table 4. Discriminant Validity

Variables	Knowledge sharing behavior	Absorptive capacity	Innovation
Knowledge sharing (KSh)	0.945	0.740	0.619
Absorptive capacity (AsCap)	0.740	0.857	0.792
Innovation (InoV)	0.619	0.792	0.920

In detail, the discriminant validity test can be carried out by calculating the AVE root value which is then compared to the correlation value between latent variables. When the AVE root (in the main diagonal) is higher than the correlation between variables, the model meets the discriminant validity. The results of the analysis have shown that the model proposed in this research has met the discriminant validity criteria. Table 5 shows that the AVE root value of knowledge sharing is 0.945, which is greater than the correlation value between other variables (0.740 and 0.619); AVE root value of absorptive capacity is 0.857 that is greater than the correlation between other variables in the model (0.740 and 0.792); while the root AVE of innovation is 0.920 that is greater than the correlation between other variables in the model (0.619 and 0.792). These findings have shown that the variables in the model (knowledge sharing, absorptive capacity, and innovation)

have met discriminant validity (Hair et al., 2010). Furthermore, data quality test has been administered in the form of convergence validity test by paying attention to the loading factor value of each indicator based on the combined loading and cross loading values.

Table 5. Combine Loading and Cross Loading

Indicators	Variables			Standard Error (SE)	P- values
	KSh	AsCap	InoV		
Knowledge donating	0.945	-0.007	0.080	Reflect 0.080	<0.001
Knowledge collecting	0.945	0.007	-0.080	Reflect 0.080	<0.001
Acquisition	0.454	0.870	-0.078	Reflect 0.081	<0.001
Assimilation	0.269	0.877	-0.435	Reflect 0.081	<0.001
Transformation	-0.152	0.913	-0.003	Reflect 0.081	<0.001
Exploitation	-0.645	0.761	0.593	Reflect 0.081	<0.001
Product Innovation	-0.183	-0.020	0.920	Reflect 0.080	<0.001
Process Innovation	0.183	0.020	0.920	Reflect 0.080	<0.001

If the loading factor is greater than 0.60 and has $p < 0.001$, then the model can be stated to have convergent validity. The results of the analysis show that all the loading factor in each variable indicator is greater than 0.60 (> 0.60). Therefore, the model is stated to have fulfilled the convergent validity.

Table 6. Path coefficient direct effect and indirect effect

Path Coefficient Direct Effect				
	Path coefficients	P Values	effect size	Remarks
KSh-->AsCap	0.742**	<0.001	0,550	Highly Significant
AsCap -->InoV	0.733**	<0.001	0,581	Highly Significant
KSh--> InoV	0.082	0.212	0,051	Weakly Significant
Path Coefficient - Indirect Effect				
KSh--> InoV--> through AsCap	KSh--> InoV	Weakly Significant		Full Mediation
	AsCap ->InoV	Highly Significant		
	KS--> InoV	Highly Significant		

Testing the effect size (f^2) provides information about variations explained by exogenous latent variables towards endogenous latent variables (Cohen, 1998). The Criteria (f^2) value is 0.02 - 0.15 (small effect), 0.15 - 0.35 (medium effect) and if > 0.35 (strong effect). Table 3 shows that the average (f^2) value is 0.394. Hence, the pattern of relationships between latent variables in this research model is considered strong. Furthermore, the hypothesis has been tested by considering the direct and indirect effect coefficients on the influence between latent variables. Table 6 provides information that knowledge sharing has a significant positive effect on absorptive capacity with a path coefficient of 0.742 and p-values < 0.001 indicating that the effect is highly significant. These results indicate that the hypothesis stating that knowledge sharing has a significant positive effect on

absorptive capacity is accepted. The hypothesis test on the effect of absorptive capacity on innovation shows a path coefficient of 0.733 with p-values <0.001, which means the effect is highly significant. Therefore, hypothesis 2 which states absorptive capacity has a significant positive effect on innovation is accepted. While the influence of knowledge sharing on innovation has shown a path coefficient of 0.082 and p-value of 0.212, which means that the effect is weak (not significant). This result also rejects hypothesis 3 which states that knowledge sharing has a significant positive effect on innovation.

Furthermore, the testing of hypothesis 4 of knowledge sharing indirect influence with innovation through absorptive capacity shows that knowledge sharing influence on innovation is weakly significant. Absorptive capacity influence on innovation is strongly significant, and knowledge sharing influence on innovation is also strongly significant. This proves that absorptive capacity provides full mediation between knowledge sharing indirect influence and innovation (Hair et al., 2010). The pattern of relationships between latent variables that indicate the type of mediation is described in Figure 2, below.

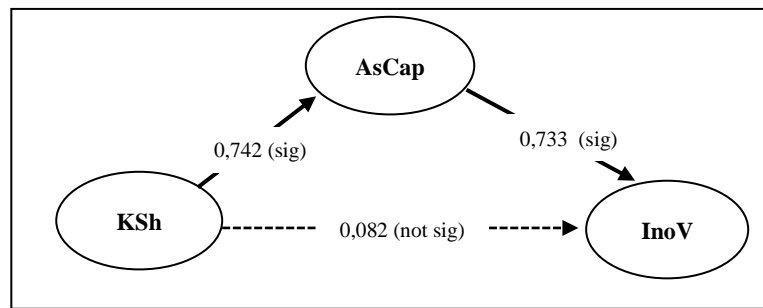


Figure 2. The relationship between variables that determines the type of mediation

Discussions

To face the industrial revolution 4.0, organizations are demanded to be more creative in seeking actual information in order to develop their capability in facing dynamicity. One type of capability that can be used to enhance innovation is knowledge sharing. Every organization needs innovation to produce superior products to remain competitive in the market (Kafetzopoulos and Psomas, 2013; Rosenbusch et al., 2011). The dynamicity of product development and process innovation cannot be separated apart from knowledge sharing. Behaviors are formed by a functional relationship between organization stakeholders to continue developing togetherness and implement the proper process of knowledge sharing. Individual's capability in sharing valuable knowledge within an organization positively affects the innovation development of the organization. Therefore, effective implementation of knowledge sharing that enhances the skill, knowledge and learning unusual things should be maintained in order to enhance employees'

knowledge and comprehensions of new knowledge from external sources. Wang and Wang (2012) also stated that knowledge sharing could reform conventional ways to innovative ways as it empathizes on the importance of sharing actual information.

Absorptive capacity reflects the extent to which an organization can absorb new knowledge from other organizations related to new values. The capability of an organization to implement acquisition, assimilation, transformation, and exploitation of external resources triggers innovation, including innovation of process and product innovation by implementing the knowledge for commercial purposes. Organizations with strong absorptive capacity tend to use new knowledge from other units to support innovative actions (Tsai, 2001). Access to external knowledge through internal learning capacity is an important aspect that improves innovation (Liao et al., 2007; Mei and Nie, 2007). Strong absorptive capacity also strongly relates to better opportunities to obtain success to produce more innovation (Gao et al., 2008). Furthermore, Gray (2006) and Lane et al. (2006) assert that organizations should pay more attention to their capability in managing, developing and converting various information from external resources to be used to improve the internal capacity.

The results of this research inform that knowledge sharing reflected through knowledge donating and knowledge collection does not significantly influence the formation of innovation. Whereas, those two aspects of knowledge sharing; knowledge donating and knowledge collecting have equal strength in forming knowledge sharing behavior among employees. This research resulted in different findings from the ones found by Hooff and Weenen (2004), Hana (2013), Wang and Wang (2012), Liao et al. (2007) and Lin (2007) that knowledge donating and knowledge collecting vigorously contribute to the formation of innovation. This research provides a strategic role for information from various external resources (Darroch, 2005). Absorptive capacity refers to various external resources that can be integrated into the internal resources of an organization to trigger innovation. The implementation of knowledge sharing will successfully trigger innovation when it is supported by adequate absorptive capacity (Weisberg et al., 2012; Wuryaningrat, 2013). Therefore, leaders' strategic roles are necessary elements in integrating and disseminating available information to all organization members (Ghorbani and Ahmadi, 2011; Morales et al., 2012).

Conclusions

Theory of dynamic capability (Teece and Pisano, 1994) is a significant theory that has been employed in this research to reflect on how organizations share and absorb various information from external resources that enhance innovation. The implementation of knowledge sharing should be considered as a distinctive organizational culture that allows employees to maintain intensive interaction related to knowledge sharing. Limited information within an organization to be shared requires creativity to seek other information from external resources.

Knowledge obtained from external resources is expected to complete the available information in the organization. Hence, knowledge sharing would be more meaningful and useful in supporting innovation. Even though knowledge sharing does not significantly influence the improvement of innovation, knowledge sharing is still essential to enhance stakeholders' comprehension about the business in general and the detailed process of the business.

The results of this study indicate that knowledge sharing has not been able to support the creation of organizational innovation directly. It is necessary to have an absorptive capacity to supplement the information that already exists in the organization to be shared in improving innovation. The result also implies that absorptive capacity is the essential roles to acquisition outcomes in terms of increased knowledge transfer (Junni and Sarala, 2013).

Future research, paying attention to leader's creativity is an essential dimension in obtaining and collecting various information from external resources as knowledge sharing has a significant influence on innovation through absorptive capacity. Creative leaders tend to have a strong ability to make innovation by developing strategic resources of the organization (Rickards and Moger, 2000). Creative leadership is also closely related to innovation and new product development (Ghorbani and Ahmadi, 2011; Morales et al., 2012). Creative leaders have characteristics that are more flexible in making decisions, looking at situations from different angles, and taking risks so that can make strengthening the competitiveness of the organization (Bosiok and Sad, 2013). Furthermore, leadership support has been shown to improve employee perceptions on knowledge sharing through employee confidence and willingness to help other employees (Wang and Noe, 2010).

The limitation of this research cannot be generalized because this research was limitedly conducted to *ikat* woven artisans in Bali. The majority of respondents had relatively low education level, which led to poor employee skills in sharing and absorbing information from external resources (Liao et al., 2007). Therefore, leaders play essential roles in carrying out knowledge sharing and information retrieving from external resources to be disseminated to all organization members. Traditional business players are recommended to emphasize local-based knowledge sharing items to trigger innovation which could not be optimally developed by other competitors (Cavusgil et al., 2003) as according to Alwis and Hartmann (2008) tacit knowledge plays a vital role in the early stages of the innovation process.

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TWORZENIE INNOWACJI POPRZEZ UDOSTĘPNIANIE WIEDZY ORAZ ZDOLNOŚĆ ABSORPCJI

Streszczenie: Celem badania jest analiza tworzenia innowacji poprzez dzielenie się wiedzą i zdolności absorpcyjne w branży tekstylnej *ikat* Bali. Badania prowadzone są z wykorzystaniem metod ilościowych i jakościowych. Badanie przeprowadzono za pomocą kwestionariusza badawczego, a wyniki zmierzono za pomocą 5-punktowej skali Likerta. Populacja badawcza obejmowała 1132 pracowników przemysłu tekstylnego *ikat*. Próbę badawczą wybrano przy użyciu wzoru Slovina uzyskując minimalną liczbę próby 175 pracowników. WarpPLS wykorzystano do analizy wpływów zmiennych wymienionych w hipotezach badawczych. Oczekuje się, że wiedza uzyskana z zasobów zewnętrznych uzupełni dostępne informacje w organizacji. Wymiana wiedzy byłaby bardziej znacząca i skuteczna we wspieraniu innowacji. Mimo że dzielenie się wiedzą nie wpływa znacząco na poprawę innowacyjności, dzielenie się wiedzą ma nadal zasadnicze znaczenie dla zwiększenia zrozumienia interesariuszy w odniesieniu do działalności w ogóle oraz szczegółowego procesu działalności. Kreatywność liderów jest ważnym wymiarem w pozyskiwaniu i gromadzeniu różnych informacji z zasobów zewnętrznych, ponieważ dzielenie się wiedzą ma znaczący wpływ na innowacje dzięki zdolności absorpcyjnej. Uważa się, że badania w Klungkung Regency reprezentują Bali, ponieważ znajduje się tam największa liczba rzemieślników branży tekstylnej *ikat*. Wiedza i uczenie się rzeczy unikalnych powinny być podtrzymywane w celu zwiększenia wiedzy pracowników i zrozumienia nowej wiedzy ze źródeł zewnętrznych.

Słowa kluczowe: dzielenie się wiedzą, innowacje, zdolność absorpcyjna

通过知识共享和吸收能力创造创新

摘要: 巴厘岛 *ikat* 织造行业的创新和学习目标。这项研究使用定量和定性设计是成功的。分发调查问卷, 并使用5分李克特量表测量结果。研究人员包括 *ikat* 织造业的1,132名员工。使用 Slovin 公式选择样品, 得到175名员工的最小样本。

WarpPLS 用于分析研究假设中列出的变量的影响。从外部资源获得的知识。知识共享在支持创新方面更有意义和有效。即使知识共享不是一个重要问题。领导者的创造力是获取和吸收能力的重要方面。

Klungkung 再生研究。未来的知识和理解。从外部资源中获取新知识的知识和理解。

关键词: 知识共享, 创新, 吸收能力