

# Analysis of the Effect of Organizational Culture, Emotional Intelligence, and Knowledge Sharing on Innovative Work Behavior at Warunk Wow KWB Ponorogo

Deva Aldiyan Syah

Faculty of Economics, Universitas Muhammadiyah Ponorogo; Indonesia

\* Correspondence e-mail; [devaals2112@gmail.com](mailto:devaals2112@gmail.com)

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## Abstract

This study aims to examine the effects of organizational culture, emotional intelligence, and knowledge sharing on innovative work behavior among employees of Warunk WOW KWB Ponorogo. A quantitative explanatory approach was employed using a saturated sampling technique involving all 45 employees. Data were collected through questionnaires and analyzed using multiple linear regression with IBM SPSS Statistics 26, including validity, reliability, classical assumption, t-test, F-test, and coefficient of determination analyses. The results reveal that organizational culture, emotional intelligence, and knowledge sharing each have a positive and significant effect on innovative work behavior. Simultaneously, these three variables significantly influence innovative work behavior, with emotional intelligence emerging as the strongest predictor. The coefficient of determination ( $R^2 = 0.825$ ) indicates that 82.5% of the variance in innovative work behavior is explained by the combined effects of organizational culture, emotional intelligence, and knowledge sharing. This study contributes to the human resource management literature by providing empirical evidence on the determinants of innovative work behavior in a local culinary business context. The findings suggest that organizations should strengthen organizational culture, enhance employees' emotional intelligence, and implement systematic knowledge-sharing practices to foster innovation in the workplace. However, this study is limited to a single culinary business with a relatively small sample size; therefore, future research is recommended to involve broader organizational settings and incorporate additional variables influencing innovative work behavior.

## Keywords

Organizational Culture; Emotional Intelligence; Knowledge Sharing; Innovative Work Behavior



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## INTRODUCTION

Business competition has become increasingly dynamic due to globalization, digital transformation, and changing consumer preferences, requiring organizations to continuously strengthen their competitiveness through innovation. In today's business environment, innovation is no longer viewed solely as a managerial responsibility but also depends on employees' ability to generate, promote, and

implement new ideas in their daily work. Employees who actively contribute innovative ideas enable organizations to improve operational efficiency, service quality, and organizational performance while maintaining long-term competitiveness. Consequently, innovative work behavior has become one of the most important strategic assets for organizations seeking sustainable competitive advantage (Afsar et al., 2021; De Jong & Den Hartog, 2010).

Innovative work behavior (IWB) refers to employees' intentional behavior aimed at exploring opportunities, generating ideas, promoting innovative solutions, and implementing those ideas to improve organizational effectiveness (De Jong & Den Hartog, 2010). Unlike creativity, which focuses primarily on producing novel ideas, innovative work behavior encompasses the complete innovation process from idea generation to implementation. Employees with strong innovative work behavior are more likely to identify workplace opportunities, solve organizational problems creatively, and contribute to organizational adaptability in highly competitive environments (Nazir et al., 2022). Accordingly, understanding the factors that stimulate innovative work behavior has become an important concern in contemporary human resource management research.

Previous studies indicate that innovative work behavior is influenced by both organizational and individual factors. Among organizational factors, organizational culture plays a central role because it shapes employees' attitudes, values, and behavioral norms within the workplace. Organizational culture is defined as a system of shared values, beliefs, and assumptions that guides organizational members in achieving common objectives (Robbins & Judge, 2022). According to the Resource-Based View (RBV), organizational culture represents a valuable intangible resource that is difficult for competitors to imitate and therefore contributes to sustainable competitive advantage (Barney, 1991). Organizations characterized by collaboration, openness, trust, continuous learning, and psychological safety encourage employees to express ideas freely and participate actively in innovation. Empirical evidence also supports this relationship, demonstrating that supportive organizational cultures significantly enhance employees' innovative work behavior (Khan et al., 2022; Purwanto et al., 2023).

Besides organizational culture, emotional intelligence has received considerable attention as an important individual determinant of innovative work behavior. Emotional intelligence refers to an individual's ability to recognize, understand, regulate, and utilize emotions effectively in both oneself and others (Mayer et al., 2004). Employees with high emotional intelligence tend to manage work-related stress more effectively, adapt to organizational change, maintain constructive interpersonal relationships, and resolve workplace conflicts productively. The Ability Model of Emotional Intelligence further explains that effective emotional regulation facilitates creative thinking and problem solving, enabling employees to generate and implement innovative ideas more effectively (Mayer et al., 2004). Consistent with this theoretical perspective, previous empirical studies have reported that emotional

intelligence positively influences innovative work behavior by improving employees' confidence, adaptability, and collaborative capability (Akram et al., 2023; Miao et al., 2021).

Another important determinant of innovative work behavior is knowledge sharing. Knowledge sharing refers to the process through which employees exchange information, expertise, experiences, and skills to improve collective learning and organizational effectiveness (Nonaka & Takeuchi, 1995). From the perspective of the Knowledge-Based View (KBV), organizational knowledge constitutes one of the most valuable strategic resources because organizational innovation depends largely on employees' ability to create, disseminate, and apply knowledge effectively (Grant, 1996). Through systematic knowledge-sharing practices, employees gain broader perspectives, improve problem-solving capabilities, and develop innovative solutions to organizational challenges. Recent empirical studies consistently demonstrate that organizations promoting knowledge sharing achieve higher levels of employee creativity and innovative work behavior (Hussain et al., 2023; Nguyen et al., 2021).

Although numerous studies have examined the relationships among organizational culture, emotional intelligence, knowledge sharing, and innovative work behavior, most empirical evidence has been generated from manufacturing companies, hospitals, educational institutions, and other large service organizations (Akram et al., 2023; Khan et al., 2022; Purwanto et al., 2023). Comparatively, studies focusing on small and medium-sized enterprises, particularly local culinary businesses, remain relatively limited. The characteristics of culinary SMEs differ from those of large organizations because employee interaction with customers, operational flexibility, and service innovation directly influence business competitiveness. Consequently, empirical evidence regarding the determinants of innovative work behavior in this context remains insufficient and deserves further investigation.

Warunk WOW KWB Ponorogo is one of the local culinary businesses operating in an increasingly competitive market where continuous innovation is required to maintain customer satisfaction and business sustainability. Preliminary observations indicate that employees' participation in generating innovative ideas, exchanging work-related knowledge, and implementing service improvements has not yet been fully optimized. These conditions provide an appropriate context for examining how organizational culture, emotional intelligence, and knowledge sharing influence employees' innovative work behavior. Investigating these relationships is expected to provide empirical evidence that can strengthen innovation management practices within local culinary businesses.

Based on the theoretical perspectives and empirical findings discussed above, this study proposes that organizational culture, emotional intelligence, and knowledge sharing positively influence innovative work behavior. Organizational culture provides a supportive environment that encourages creativity and

experimentation, emotional intelligence strengthens employees' capacity to adapt and collaborate during innovation processes, while knowledge sharing enhances organizational learning and facilitates the development of new ideas. Accordingly, the hypotheses proposed in this study are: H1: Organizational culture has a positive and significant effect on innovative work behavior. H2: Emotional intelligence has a positive and significant effect on innovative work behavior. H3: Knowledge sharing has a positive and significant effect on innovative work behavior. H4: Organizational culture, emotional intelligence, and knowledge sharing simultaneously have a positive and significant effect on innovative work behavior.

Accordingly, this study aims to analyze the partial and simultaneous effects of organizational culture, emotional intelligence, and knowledge sharing on innovative work behavior among employees of Warunk WOW KWB Ponorogo. The findings are expected to contribute to the development of human resource management literature by extending empirical evidence on innovative work behavior within the context of local culinary SMEs while providing practical recommendations for managers to strengthen organizational innovation through supportive organizational culture, emotional intelligence development, and systematic knowledge-sharing practices.

## **METHODS**

This study employed a quantitative approach using an explanatory research design to examine the causal relationships between organizational culture, emotional intelligence, knowledge sharing, and innovative work behavior. The research was conducted at Warunk WOW KWB Ponorogo, a culinary business located in Ponorogo Regency, East Java, Indonesia. The organization was selected because it operates in a highly competitive business environment that requires employees to continuously develop innovative ideas to improve service quality and organizational performance. The population consisted of all 45 employees of Warunk WOW KWB Ponorogo. Since the *population* size was relatively small, this study applied a saturated sampling (census) technique, in which all members of the population were included as research respondents, resulting in a total sample of 45 employees.

The study involved one dependent variable, namely innovative work behavior, and three independent variables: organizational culture, emotional intelligence, and knowledge sharing. Innovative work behavior was defined as employees' behavior in generating, promoting, and implementing new ideas that contribute to organizational improvement (De Jong & Den Hartog, 2010). Organizational culture refers to the shared values, norms, and beliefs that guide employees' behavior within the organization (Robbins & Judge, 2022), emotional intelligence represents employees' ability to recognize, understand, regulate, and utilize emotions effectively in workplace interactions (Mayer et al., 2004), while knowledge sharing refers to the process of exchanging knowledge, experiences, and information among employees to support organizational learning and *innovation* (Nonaka & Takeuchi, 1995). All variables were measured using indicators adapted from established theories and

previous empirical studies through a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Primary data were collected using structured questionnaires distributed directly to all respondents, while secondary data were obtained from organizational documents, books, and relevant scientific literature.

The collected data were analyzed using IBM SPSS Statistics version 26. Prior to hypothesis testing, the research instrument was evaluated through validity and reliability tests using the Pearson Product Moment correlation and Cronbach's Alpha coefficient, respectively, with a reliability threshold of  $\alpha > 0.70$ . The data analysis procedures included descriptive statistics, validity and reliability testing, classical assumption tests comprising normality, multicollinearity, and heteroscedasticity tests, followed by multiple linear regression analysis, partial hypothesis testing (t-test), simultaneous hypothesis testing (F-test), and coefficient of determination ( $R^2$ ). The multiple regression model employed in this study was expressed as  $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$ , where  $Y$  represents innovative work behavior,  $X_1$  organizational culture,  $X_2$  emotional intelligence,  $X_3$  knowledge sharing,  $\alpha$  the constant,  $\beta_1$ – $\beta_3$  the regression coefficients, and  $e$  the error term. The proposed hypotheses were accepted when the significance value ( $p < 0.05$ ), indicating statistically significant relationships among the variables.

## FINDINGS AND DISCUSSION

**Table 1. T Test Results**  
Coefficients<sup>a</sup>

| Model                           | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. | Collinearity Statistics |       |
|---------------------------------|-----------------------------|------------|---------------------------|-------|------|-------------------------|-------|
|                                 | B                           | Std. Error | Beta                      |       |      | Tolerance               | VIF   |
| (Constant)                      | .960                        | .944       |                           | 1.017 | .315 |                         |       |
| 1 <i>Organizational Culture</i> | .243                        | .090       | .246                      | 2.696 | .010 | .513                    | 1.948 |
| <i>Emotional intelligence</i>   | .510                        | .096       | .542                      | 5.328 | .000 | .412                    | 2.430 |
| <i>Knowledge Sharing</i>        | .189                        | .088       | .222                      | 2.148 | .038 | .398                    | 2.510 |

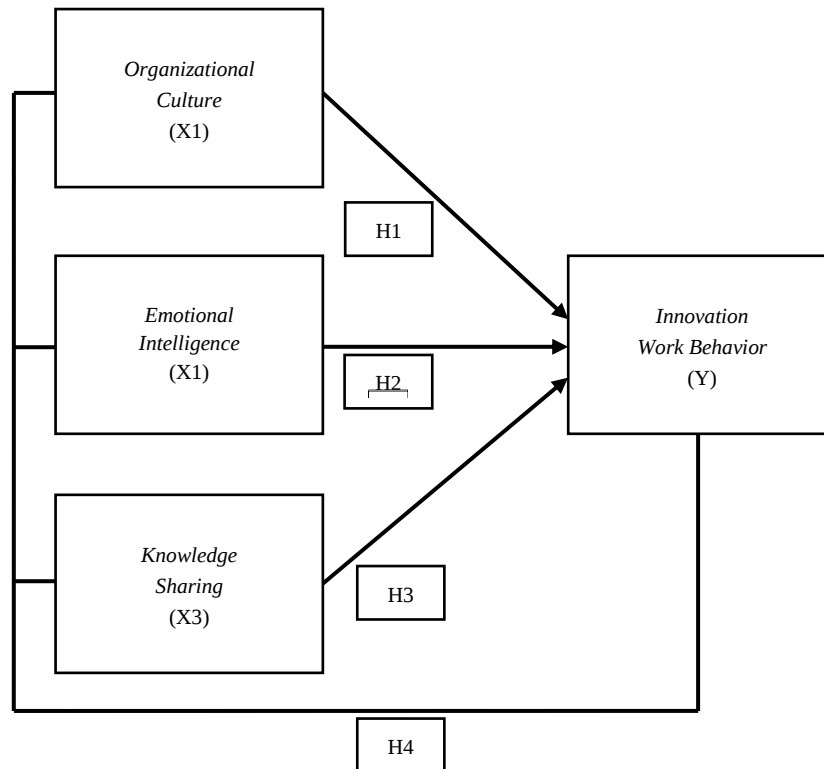
**Table 2. F Test Results**  
ANOVA<sup>a</sup>

| Model        | Sum of Squares | df | Mean Square | F      | Sig.              |
|--------------|----------------|----|-------------|--------|-------------------|
| 1 Regression | 570.985        | 3  | 190.328     | 64.484 | .000 <sup>b</sup> |
| Residual     | 121.015        | 41 | 2.952       |        |                   |
| Total        | 692.000        | 44 |             |        |                   |

a. Dependent Variable: Innovation Work Behavior

b. Predictors: (Constant), Knowledge Sharing, Organizational Culture, Emotional Intelligence

**Figure 1 Conceptual Model**



### Respondent Characteristics

The respondents consisted of 45 employees of Warunk WOW KWB Ponorogo selected using a saturated sampling technique. The respondents represented various demographic characteristics, including gender, age, educational background, position, and length of employment. These characteristics indicate that the sample adequately represents the employee population and is appropriate for analyzing the factors influencing innovative work behavior.

### Instrument Testing

The validity test results indicate that all questionnaire items have correlation coefficients exceeding the required threshold, confirming that each item is valid in measuring its respective construct. Furthermore, the reliability test shows that all research variables have Cronbach's Alpha values above 0.70, indicating that the research instrument is reliable and suitable for further analysis.

### Classical Assumption Tests

The classical assumption tests demonstrate that the regression model satisfies the assumptions of normality, multicollinearity, and heteroscedasticity. Therefore, the multiple linear regression model is appropriate for hypothesis testing.

### Multiple Linear Regression Analysis

The results of multiple linear regression analysis indicate that organizational culture, emotional intelligence, and knowledge sharing positively influence innovative work behavior. This finding suggests that improvements in these variables are associated with higher levels of innovative work behavior among employees.

### **Hypothesis Testing**

The partial hypothesis test (t-test) indicates that organizational culture has a positive and significant effect on innovative work behavior. This finding suggests that a supportive organizational culture encourages employees to generate and implement innovative ideas. The result is consistent with previous studies emphasizing the importance of organizational culture in promoting innovation. Emotional intelligence also has a positive and significant effect on innovative work behavior. Employees who are capable of managing their emotions effectively tend to be more adaptive, collaborative, and confident in expressing creative ideas. This finding supports previous empirical evidence highlighting emotional intelligence as an important determinant of innovative behavior.

Knowledge sharing is likewise found to have a positive and significant effect on innovative work behavior. Employees who actively exchange knowledge and experience are more likely to develop creative solutions and contribute to organizational innovation. The simultaneous hypothesis test (F-test) confirms that organizational culture, emotional intelligence, and knowledge sharing collectively have a significant effect on innovative work behavior. This result indicates that these variables jointly contribute to enhancing employees' innovative behavior. The coefficient of determination ( $R^2$ ) demonstrates that organizational culture, emotional intelligence, and knowledge sharing explain a substantial proportion of the variation in innovative work behavior, while the remaining variation is influenced by other factors outside the scope of this study.

### **Discussion**

The findings indicate that organizational culture plays a significant role in encouraging innovative work behavior. A supportive organizational culture creates an environment that motivates employees to share ideas, collaborate effectively, and participate in organizational improvement. This finding is consistent with organizational culture theory and previous empirical studies. Emotional intelligence also contributes significantly to innovative work behavior. Employees with higher emotional intelligence are better able to manage work-related challenges, maintain positive interpersonal relationships, and transform creative ideas into practical innovations. These findings reinforce the importance of emotional competencies in promoting workplace innovation.

Knowledge sharing positively affects innovative work behavior by facilitating the exchange of information, experience, and expertise among employees. Continuous knowledge sharing supports organizational learning and enables employees to develop innovative solutions for improving work performance.

Overall, the findings confirm that organizational culture, emotional intelligence, and knowledge sharing are complementary factors in enhancing innovative work behavior at Warunk WOW KWB Ponorogo. Strengthening these aspects can help organizations improve employee creativity, organizational performance, and competitiveness.

## CONCLUSION

The findings of this study demonstrate that organizational culture, emotional intelligence, and knowledge sharing each have a positive and significant effect on innovative work behavior among employees of Warunk WOW KWB Ponorogo. Simultaneously, these three variables significantly influence employees' innovative work behavior, indicating that both organizational and individual factors play complementary roles in fostering workplace innovation. These results reinforce the importance of establishing a supportive organizational culture, enhancing employees' emotional intelligence, and promoting systematic knowledge-sharing practices to encourage employees to generate, promote, and implement innovative ideas that contribute to organizational performance and competitiveness. This study contributes to the human resource management literature by providing empirical evidence from the context of a local culinary business, where research on innovative work behavior remains relatively limited. From a practical perspective, the findings suggest that managers should strengthen collaborative organizational values, implement employee development programs aimed at improving emotional intelligence, and facilitate continuous knowledge-sharing activities within the organization. Nevertheless, this study was limited to a single organization with a relatively small sample size and focused only on three predictor variables. Therefore, future research is recommended to involve larger and more diverse samples from different industries and incorporate additional variables, such as transformational leadership, organizational commitment, employee engagement, organizational learning, psychological empowerment, or digital competence, to provide a more comprehensive understanding of the determinants of innovative work behavior.

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