



UPGRADING SMES EMPLOYEE PERFORMANCE WITH KNOWLEDGE SHARING AND INNOVATIVES BEHAVIOUR

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Abstract. *Indonesia's micro, small, and medium enterprises (MSMEs) continue to encounter a range of obstacles, particularly in enhancing their productivity and competitiveness. The 2020 survey conducted by the Ministry of Education and Cultural Affairs indicates that Indonesia still has substantial challenges in terms of education quality, especially in rural and underdeveloped urban areas. Several factors, such as the availability of high-quality education, access to educational resources, and the level of teaching excellence, can significantly impact individuals' capacity to effectively manage their enterprises and promote innovation (Kemendikbud RI, 2020). This study investigates the link between knowledge sharing practices, innovation, and employee performance within Indonesian MSMEs. Through exploratory analysis, it offers fresh insights into how innovation and knowledge sharing behaviour can affect employee performance in Indonesian MSMEs. The main objective is to analyse and explore the impact of innovation and information sharing behaviours on employee performance in small and medium-sized enterprises (SMEs) in Indonesia. Based on this research and its findings, several strategies have been identified. These strategies aim to explore the complex relationship between an employee's performance, their willingness to share knowledge, and their ability to demonstrate innovative behaviours in MSMEs. Future study could focus on improving the quality of human resources, specifically in areas such as knowledge, expertise, competence, and entrepreneurial attitude. Investing in the development of human resources yields benefits for both MSME business owners and the overall well-being of workers..*

Keywords: *SMES, Upgrading, Knowledge Sharing, Innovatives Behaviour.*

INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) have played a crucial role in the Indonesian economy, making substantial contributions to economic expansion, employment generation, and fair development throughout the nation. MSMEs, with their vast number of business units, are a significant economic force and contribute significantly to the development of national economic resilience (Chatra et al., 2024). Indonesia, characterized by its cultural richness, abundant natural resources, and vast market potential, offers a highly conducive environment for the expansion of MSMEs. During the complex processes of globalization and advancements in technology, Indonesian's MSMEs have distinct difficulties and prospects. Although the government has made different efforts and provided support to promote the MSMEs sector, there are still certain obstacles that must be overcome, including difficulties in accessing financing, limited expertise and knowledge, and inadequate infrastructure (Fitz et al., 2022).

Received: August 29, 2023; Accepted: November 22, 2023; Published: Desember 28, 2024

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Indonesia's MSMEs still face various challenges, especially in improving their productivity and competitiveness. A World Bank report in 2020 ranked Indonesia 56th out of 131 countries in terms of ease of doing business. Despite MSMEs in Indonesia contributing significantly to GDP and job creation, there is still a gap in terms of productivity compared to MSMEs in developed countries. The contributing factors to this low productivity include limited access to technology, lack of labour qualifications, and low investment in research and innovation (Talim, 2024). The data indicates that MSMEs owners in Indonesia continue to encounter substantial hurdles in terms of education and competence. Based on 2020 data from the Central Bureau of Statistics (BPS), merely approximately 7% of all MSMEs owners possess tertiary education, while the majority of MSMEs owners have only completed lower secondary education. This disparity highlights an education access gap that necessitates additional focus and action (BPS, 2020). The data from the 2020 survey conducted by the Ministry of Education and Cultural Affairs reveals that Indonesia continues to confront significant obstacles in terms of education quality, particularly in rural and underdeveloped urban regions. Various factors, including access to quality education, availability of educational resources, and the standard of teaching, can profoundly influence individuals' ability to effectively manage their businesses and foster innovation (Kemendikbud RI, 2020).

MSMEs are crucial drivers of innovation and creativity, as they constantly develop new solutions and unique products that enhance the market and boost Indonesia's economic competitiveness. Moreover, they serve as the foundation of large industries through integrated supply chains, ensuring industry resilience and sustainability. Additionally, MSMEs play a pivotal role in expanding social and economic inclusion by providing economic opportunities to marginalized groups. Therefore, providing strong and continuous support to the MSMEs sector is a vital investment for Indonesia's future, fostering inclusive, sustainable, and prosperous development (Chatzistamoulou, 2023; Giraldo et al., 2024; Zahoor et al., 2023). MSMEs play a crucial role in both economic growth and social change, working towards a more inclusive, sustainable, and prosperous Indonesia. Therefore, it is vital to provide consistent and robust support to the MSMEs sector as an investment in Indonesia's future development.

Indonesia has a vast number of MSMEs. However, these businesses often encounter numerous challenges when it comes to enhancing employee performance and staying competitive in an ever-growing market. According to data from the Central Statistics Agency (BPS) and the Ministry of Cooperatives MSMEs, MSMEs make up a staggering 99% of all business units in Indonesia, playing a pivotal role in the country's economic growth. Not only do they drive economic progress, but they also contribute to building a more inclusive, sustainable, and prosperous Indonesia. Consequently, providing unwavering support to the MSMEs sector is an essential investment for Indonesia's future development (Kumar et al., 2024).

This study examines the relationship between knowledge sharing practices, innovation and employee performance based on phenomena that occur within an

Indonesian MSMEs. Using exploratory analysis, this study provides a new perspective on how innovation and knowledge sharing behaviour can impact employee performance in Indonesian MSMEs. The primary aim of this study is to analyse and explore the influence of innovation and information sharing behaviours on the performance of employees in small and medium-sized enterprises (SMEs) in Indonesia.

LITERATURE REVIEW

A goal is an objective or aim that an individual strives to achieve. It is the desired outcome or purpose of an action. For example, a goal may involve reaching a specific level of skill or competency within a specified timeframe (Locke, et al., 1981). Goal orientations refer to the motives that drive and guide individuals' behaviours in achievement-oriented environments. Over the past thirty years, there has been significant development in the conceptual frameworks of success goals. Initially, achievement objectives were categorized based on how competence was assessed, specifically mastery and performance goals. However, the framework later expanded to include the evaluation of competence, encompassing approach and avoidance goals. As a result, a comprehensive framework was created to measure goal orientations across multiple dimensions. These dimensions categorize goals into four types based on different patterns of antecedents and consequences. These types include mastery-approach goals, which aim to develop personal competence or skills; mastery-avoidance goals, which focus on avoiding personal mistakes or incompetence; performance-approach goals, which strive to surpass others; and performance-avoidance goals, which aim to avoid being inferior to others (Jiang, et al., 2023).

Goal setting is widely utilized in the industry as a vital element in improving the performance of individuals and teams (Locke & Latham, 2019). The concept of goal setting involves striving to achieve a high level of performance, which encompasses not only completing tasks but also executing them with exceptional quality. For instance, we may have a strong aversion to a particular genre of music, yet still demonstrate graceful movements while dancing to such music at a high school prom. Similarly, we may not have a passion for the advertising profession, yet still excel in our role as an employee. The effectiveness of goal setting in organizations is maximized when organizations have a strong ethical and supportive culture. It is also important for organizations not to impose punitive measures when individuals fail to achieve their goals.

Deliberately setting a specific, demanding, and challenging goal leads to exceptional achievements for four main reasons. First, specificity helps focus on actions that are directly relevant to the goal and disregard those that are not. Second, challenges increase both the effort and determination required to achieve the goal. Third, the combination of specificity and difficulty encourages the exploration of innovative solutions to reach the objective. However, for this to be possible, individuals or teams must have the necessary capabilities and resources to achieve the goal. Moreover, it is

crucial that the objective is significant and there is a strong commitment to achieving it. Lastly, providing feedback on the progress of the goal is essential for making any necessary adjustments to the effort or approach being used to achieve it (Wei, et al., 2023).

The success levels individuals achieve in setting ambitious career objectives can be attributed to two factors. One factor is their level of self-efficacy, which refers to their belief in their own capabilities. Those with a high level of self-efficacy tend to exert more effort to succeed in challenging endeavours. Research suggests that students who possess a strong sense of self-efficacy are more likely to set ambitious professional objectives and actively engage in proactive career-related actions. Another factor that affects success in setting ambitious career objectives is the difference in individuals' inclination towards setting goals that prioritize achievement versus those that prioritize avoiding failure. These two types of goals, known as 'approach objectives' and 'avoidance goals', can vary based on an individual's level of interest in the work and their willingness to take on challenges. Studies have shown that those who set approach objectives tend to outperform those who set avoidance goals, suggesting that setting higher goals leads to better performance (Demirkol, 2021).

The goal-setting theory encompasses two key aspects that explain individual behaviour in the pursuit of goals: content and intensity. The content attribute relates to the qualities of the objectives, defined by goal specificity and goal complexity. Goal specificity refers to the degree of clarity and precision with which a goal is articulated, enabling a thorough understanding of the objective. Typical goal setting involves focusing on the measurable aspects of aspirations. Numerically expressed goals are easier for humans to comprehend, prompting cognitive processes that help them consider the actions required to achieve these objectives. Research suggests that goal specificity has an impact on goal attainment and psychological empowerment (Hartono & Murniati, 2021). The goal-setting theory consists of two main elements that provide a comprehensive understanding of an individual's motivation to achieve specific objectives. The cognitive approach explains how goal setting drives individuals to take specific actions. The characteristics of these goals and their impact on human efforts to achieve them are important factors that motivate individuals both internally and externally to display specific behaviours.

Competitions between small and medium-sized enterprises (SMEs) and large corporations necessitate a competitive edge achieved through superior business performance and organizational resources (Arsawan et al., 2020a; Pauli, 2016). Competitive advantage for export SMEs is contingent upon factors such as productivity and knowledge (Ballestar et al., 2020), internal enhancement of research and development (Davicik et al., 2020), market intelligence, and marketing capabilities (Falahat et al., 2020). Additionally, the competitive advantage is influenced by various factors such as financial limitations (Trachenko et al., 2021; Tsimoshynska et al., 2021), innovation (Bodlaj et al., 2020), export performance (Sinkovics et al., 2018), and the effective

utilization of leadership expertise (Afsar et al., 2019). Despite empirical evidence demonstrating that innovation enhances performance (Prange & Pinho, 2017), export SMEs are generally regarded as less inventive (Bodlaj et al., 2020).

A study was undertaken on SME exports by scholars for several reasons. SMEs serve as a significant provider of employment and revenue, particularly in developing nations such as Indonesia. In addition, the exporters of the country generate employment opportunities and make a significant economic contribution. Thus, it is imperative for SMEs to enhance employee dedication to sustain long-term competitiveness. Furthermore, export-oriented small and medium enterprises (SMEs) must engage in competition within a rapidly changing environment and a worldwide economy, thereby enhancing the ability of these SMEs to generate innovation. Nevertheless, models of innovative work behaviours are predominantly employed in major corporations. There is limited research that investigates this subject specifically in the context of small and medium-sized enterprises (SMEs) (Stoffers et al., 2019). Furthermore, it is imperative to foster innovation growth from the standpoint of employees in small and medium-sized enterprises (SMEs) (Danyliuk et al., 2020). It is commonly believed that the responsibility for the innovation process lies with the entrepreneur (Nolan & Garavan, 2016). Hence, transformational leadership facilitates direct interaction between employees and leaders, fostering resourceful thinking (Knezovic & Drkic, 2020).

METHODS

The purpose of this study is to explore novel work practices and analyse the act of sharing knowledge. In theory, these findings are anticipated to enhance the existing body of literature on employee performance in MSMEs, while reinforcing the "best practice" approach. The goal setting theory can be utilized to address the gap in export activities of MSMEs in Indonesia, particularly as it pertains to emerging countries. Empirical findings demonstrated a substantial impact on employee performance, knowledge sharing behaviour, and the innovative work behaviour in emerging economies. Therefore, entrepreneurs practice and develop this employee performance to increase the productivity of MSMEs in Indonesia.

The primary objective of this study is to stimulate discourse on the performance of employees in MSMEs, with a particular focus on the Indonesian context. This research is primarily aimed at conducting a conceptual analysis by utilizing a case study of MSMEs in Indonesia. The purpose is to promote employee performance by focusing on information sharing behaviours and innovative work behaviours inside MSMEs. It is customary in the interpretive paradigm to analyse employee performances using exploratory research. The case study is selected because to its portrayal of a typical building society that boasts both nationwide reach and influence (Andriana, et al., 2024). Indonesia systematically and uniformly fostered the growth of MSMEs. Regardless of their unique geographical and socio-economic conditions, Indonesia is projected to have over 66 million MSMEs by 2023. MSMEs account for 61% of Indonesia's gross domestic

product (GDP) or equal to Rp 9,580 trillion. MSMEs in Indonesia provide employment to over 117 million individuals, which accounts for 97 percent of the total workforce (KADIN, 2024). This study utilizes a form of literary analysis that incorporates books and scientific journal articles, which are then amalgamated with the author's viewpoint..

RESULTS

In-role job performance refers to the consistent and predictable work behaviour that allows for the coordination and management of basic organizational tasks, ultimately leading to the achievement of organizational goals (Khoreva & Wechtler, 2018). Knowledge sharing has become a crucial component of firms' business plans, enabling them to expand, innovate, and acquire a competitive edge in the market (Ganguly, et al., 2019). The capacity of individuals to produce and apply novel and valuable ideas in the workplace, known as innovative behaviour, is crucial for organizational innovation and long-term competitive advantage (Newman, et al., 2018).

Knowledge sharing is an essential component of innovation, and the success of innovation is determined by how effectively firms utilize the knowledge, skills, and experience of their employees in the process of creating value within the organization. An organization's capacity to transform and utilize knowledge can have an impact on the amount of innovation, such as how the organization applies the most up-to-date technologies, methodologies, and problem-solving methods. However, companies can only effectively manage knowledge when their employees are enthusiastic about participating in activities that entail sharing knowledge. Knowledge sharing techniques in organizations are crucial for generating ideas for new organizational activities in response to growing business prospects in the marketplaces. This leads to prompt reactions to client requirements while minimizing costs. Knowledge sharing is a crucial component of a firm's learning operations, which leads to the creation of innovative market activities (Singh, et al., 2021).

Innovation is crucial for the development of countries because it drives market expansion, boosts company profitability, and helps prevent bankruptcy. It also plays a major role in advancing knowledge, which leads to improvements in health, education, and technology. Therefore, innovation is a critical factor in achieving success. Innovation involves creating new products, services, or processes. The innovation process in organizations is influenced by both structural and social factors. Creativity, proactivity, and innovation are increasingly important for driving organizational change. Innovation stems from the cultivation of creative ideas by individuals. As a result, research on innovation focuses on understanding the personal and contextual factors that foster innovative thinking. We need a deeper understanding of what motivates innovative individuals to innovate. Innovation is inherently challenging because it involves uncertainty, differing perspectives, knowledge, and collaboration, making it a complex process (Sameer, 2018).

Knowledge sharing is a vital activity for organizations to function effectively. The importance of knowledge is highlighted in a company's knowledge-based approach.

However, simply having access to knowledge resources does not guarantee success. To establish a strong and advantageous position in the market, individuals within a business must actively exchange and utilize information in practical situations. Knowledge sharing provides numerous benefits, such as reduced costs, shorter product development cycles, improved customer satisfaction, and increased innovation and performance capabilities (Ahmad & Karim, 2019). The primary objective of knowledge management is to methodically impact the exchange, application, and generation of knowledge, therefore resulting in the production of value. The success of knowledge-management practices in a business depends on the sharing of knowledge among employees and the subsequent outcomes. Due to the intricate nature of information sharing, which is impacted by various human, organizational, and contextual elements, a significant area of research has been dedicated to identifying the factors that hinder or facilitate it. One criticism of knowledge-sharing research is that it excessively emphasizes information-sharing enablers, such as technology, organizational culture, and rewards, while neglecting the importance of realizing the value of knowledge sharing.

During the fast-paced changes brought about by the Industrial Revolution 4.0, the SME sector has demonstrated its ability to address social and environmental issues through innovation and competitiveness. This is achieved by being responsive to change, mapping knowledge, and recognizing the value of intellectual capital (Arsawan, et al., 2022). SMEs have evolved by fostering innovation, creativity, and information exchange to generate new offerings, cater to evolving client demands, and sustain a competitive edge (Berraies, 2019). SMEs lacking the capacity to acquire knowledge, adapt to changing circumstances, and innovate were unable to sustain themselves (Indrawati, et al., 2024). SMEs were motivated to establish a framework of mutually advantageous principles and confidence to foster unity and provide support mechanisms, facilitating positive interactions and the exchange of intangible resources. To stay competitive in the ever-changing market, they successfully adapted their business strategies by incorporating information and establishing a research and development network to enhance sustainable innovation performance (Hsieh, et al., 2019). Applying knowledge management is crucial for achieving a sustained competitive advantage (Bashir and Farooq, 2019). The expectation was that optimizing knowledge exchange would enhance problem-solving methodologies, hence fostering their innovation culture.

MSMEs represent a significant component of any country's economy. This category plays a crucial role in boosting the GDP, which is essential for driving economic development. MSMEs have a crucial role in fostering economic growth and development (Bakhouche, Elchaar, & Emam, 2020). Indonesia, a developing nation, places significant emphasis on the role of MSMEs in driving its economy. Small and medium-sized enterprises (SMEs) have a significant role in generating economic opportunities for impoverished individuals and contributing to the reduction of poverty. The Indonesian government is prioritizing the development of MSMEs due to their strong performance in the economy. In Indonesia, both the GDP and MSMEs function in a parallel manner to stimulate economic growth. Investing in MSMEs is directly correlated with the GDP. The

Indonesian government's substantial investment in MSMEs necessitates a corresponding level of performance. Nevertheless, these MSMEs are encountering diverse challenges pertaining to their success. The underperformance of MSMEs can be attributed to a range of issues concerning both employees and innovation. In general, the high performance of employees directly contributes to the improved performance of MSMEs (Rr, 2020).

Knowledge sharing refers to the deliberate action of an individual within an organization to make their knowledge accessible to others. There are two important factors to consider when it comes to sharing: the frequency at which colleagues share knowledge and the quality or utility of the knowledge being shared. An alternative viewpoint has enhanced our comprehension of knowledge dissemination by seeking to gain a deeper grasp of the motivations behind individuals concealing their knowledge. Knowledge hiding refers to the deliberate act of an individual withholding or concealing knowledge that has been specifically sought by another person. The current research considers various strategies employed to deliberately conceal knowledge, such as evasiveness (e.g., making false promises to share knowledge), feigning ignorance, and providing justifications for not sharing knowledge. Knowledge concealing is more than just the act of not sharing information. Individuals may refrain from sharing knowledge due to a lack of awareness regarding the knowledge needs of others. Conversely, intentionally concealing knowledge is a deliberate and driven way of withholding information, particularly when others want the actor's expertise (Gagné, et al., 2019).

The initial focus of goal setting theory was exclusively on intentionally established goals. So far, the goal setting theory has demonstrated its universality across various participants, tasks, nationalities, sources of goals, locations, experimental designs, outcome variables, levels of analysis (individual, group, division, and organizational), and time periods. The theory highlights factors that both mediate and moderate the effects of goals (Locke & Latham, 2019). Work motivation encompasses the orientation, strength, and endurance of job-related actions. Understanding motivation requires recognizing the significance of goals, as they serve as the desired outcomes that drive motivated effort and persistence. Goal-oriented processes can be divided into two primary stages: goal establishment and goal pursuit. Goal establishing entails choosing a goal based on its feasibility (i.e., likelihood of success) and attractiveness (i.e., value), whereas goal striving requires planning and actively working towards the goal by investing effort and resources. Goals are organized in a hierarchical manner, with more detailed and shorter-term goals at the lower levels of the hierarchy, and more abstract and longer-term goals at the higher levels of the hierarchy.

Knowledge sharing and innovation behaviours can be understood by considering individual characteristics, such as talents and attitudes that promote creativity and willingness to take risks. Indicators pertaining to this dimension encompass the amount of education, the extent of experience, and the attitude towards change. External factors, such as market forces and competition, also impact the level of innovation, as evidenced by metrics such as the level of competition and market dynamics. The effectiveness of Human Resources (HR) in MSMEs is a crucial determinant of corporate success and long-

term viability. (HR performance can be assessed by evaluating individual contributions to organizational objectives, such as productivity, work quality, and job satisfaction. The skills, motivation, and dedication of employees have a significant impact on HR performance within the context of MSMEs. Effective HR management, encompassing training, development, and motivation, plays a vital role in enhancing employee performance. Efficient training prioritizes the enhancement of skills necessary for improved job performance, while career development offers a route for professional progression and promotion (Allameh, 2018).

Ensuring optimal performance is crucial for a firm. By achieving optimal performance, the organization will be able to endure and thrive among competition. Performance refers to the outcome of work that individuals or groups within an organization can accomplish within their designated roles and responsibilities. It involves the lawful achievement of the organization's objectives while adhering to ethical and moral standards. Many elements influence the performance of individuals, which can be categorized into three groups: individual competence, organizational support, and managerial support. Performance is influenced by various elements such as corporate culture, work motivation, and job satisfaction (Wahjoedi, 2021). In the global economy, the ability to engage in innovative work behaviours is a crucial aspect that determines the survival and competitiveness of organizations. Employee innovative work behaviours is a self-motivated behaviour. It is anticipated that organizational justice, if it exists, can influence this motivational process and impact innovative work behaviours. Organizational justice is a crucial determinant of employee motivation, influencing their conduct. When employees feel that they are not being treated properly by their organization, their sense of duty towards the organization is negatively impacted, leading to a reduction in their performance and positive attitude towards work.

Knowledge, as the paramount organizational asset, enables the emergence of unique organizational outcomes, such as innovation. Knowledge is commonly recognized as the fundamental element in the innovation process within organizational literature. A multitude of research has demonstrated that knowledge management is essential for enhancing organizational performance and fostering knowledge exchange and innovation among employees inside the business. A superior knowledge management system necessitates the unrestricted exchange of knowledge through the act of contributing and gathering knowledge. Hence, knowledge sharing not only facilitates the transfer of knowledge from employees to other workers, but also helps others to acquire useful knowledge, which in turn promotes the generation, promotion, and implementation of innovative ideas. Knowledge sharing is recommended as a means for individuals to broaden their knowledge base and enhance their problem-solving skills and productivity efficiently (Kim & Shim, 2018). The knowledge-based view of the firm acknowledges the significance of knowledge as a means of gaining a competitive edge. This is due to the significance of knowledge in enhancing productivity, establishing a lasting competitive advantage, and developing and safeguarding a company's intangible assets.

Enhancing the standard of human resources is crucial, particularly in the realm of human resource proficiencies such as knowledge, expertise, capability, and entrepreneurial mindset. Investing in human resources development is beneficial not only for MSMEs business owners but also for enhancing the well-being of workers. The enhancement of technology is crucial for fostering entrepreneurship and productivity, thereby bolstering the overall quality of the human workforce. However, the utilization of technology is becoming increasingly crucial as it accounts for 60 percent of the industrial process (Yusuf, et al., 2023). It is crucial to prioritize the development of human resource competencies in small and medium enterprises (SMEs) to have a workforce that can compete effectively in the global market. To promote the growth of MSMEs, it is crucial to prioritize human resource development through enhancing the knowledge and skills of MSMEs owners. The skills and knowledge of human resources have a substantial impact on the performance of MSMEs

CONCLUSION

MSMEs have a crucial role in promoting social and economic inclusion in Indonesia by offering economic possibilities to underprivileged people. Hence, it is imperative to invest in the MSMEs sector in Indonesia as it plays a crucial role in promoting inclusive, sustainable, and prosperous development for the country's future (Chatzistamoulou, 2023). MSMEs constitute an astounding 99% of all business entities in Indonesia, exerting a crucial influence on the nation's economic expansion. They not only drive economic advancement, but also play a role in constructing a more inclusive, sustainable, and successful Indonesia. Hence, it is imperative to make a steadfast commitment to supporting the MSMEs sector as a crucial investment for the future growth of Indonesia (Kumar et al., 2024).

The objective of this study is to elucidate concepts, determine priorities, explicate the meaning of the term, and formulate the primary notion. Andriana et al. (2024) state that exploratory analysis helps in gaining new knowledge when the elements involved are insufficient to completely explain it. The exploratory method is applicable for assessing subjective matters, data that is less representative, and designs that are unsystematic. Therefore, organizations can be seen as a structure of duties and a sequence of actions created to achieve a shared goal.

According to this research and findings, there is a series of strategies that aim to provide tangible advantages for examining the intricate connection between an employee's performance, their inclination to share knowledge, and their capacity to demonstrate innovative behaviours in MSMEs. Recent research can provide insights on resolving this problem. The performance requirements of employees might impact the incentive processes that facilitate employability, particularly by diminishing the link between the desire for mastery and taking proactive steps towards professional advancement. This study is limited to analysing the behaviour of individuals in their pursuit of goals, specifically focusing on employee knowledge sharing and innovative behaviours in Indonesian MSMEs. Future study may focus on improving the quality of human resources, specifically in areas such as knowledge, expertise, competence, and entrepreneurial attitude. Investing in the development of human resources yields benefits

for both MSME business owners and the overall well-being of workers. Technological advancement is essential for promoting entrepreneurship and productivity, thereby strengthening the overall quality of the human workforce.

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