

The Influence of Knowledge Sharing, Work Engagement, and Job Autonomy on Innovative Work Behavior of Employees in Multinational Companies

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Abstrak

Perusahaan multinasional yang tidak memiliki perilaku kerja inovatif akan sulit bersaing dengan bisnis lain yang beroperasi melintasi batas-batas internasional. Studi ini mengkaji bagaimana berbagi pengetahuan, keterikatan kerja, dan otonomi kerja secara bersama-sama memengaruhi perilaku kerja inovatif karyawan di perusahaan multinasional. Tim peneliti menyusun kerangka penelitian eksplanatori melalui metodologi penelitian kuantitatif. Data dikumpulkan melalui survei yang melibatkan 150 karyawan perusahaan multinasional. Analisis data dilakukan menggunakan regresi linear berganda setelah menyelesaikan uji validitas, reliabilitas, serta uji asumsi klasik yang mencakup penilaian normalitas, multikolinearitas, dan heteroskedastisitas. Hasil studi menunjukkan bahwa berbagi pengetahuan, keterikatan kerja, dan otonomi kerja memberikan dampak positif terhadap perilaku kerja inovatif; setiap faktor memberikan pengaruh tersendiri, dan pengaruh gabungannya menghasilkan nilai koefisien determinasi sebesar 0,79. Organisasi dapat meningkatkan kapasitas inovasi karyawan dengan menerapkan inisiatif yang memperluas program berbagi pengetahuan, meningkatkan keterikatan kerja, serta memberikan kebebasan organisasional yang memadai bagi karyawan. Studi ini menawarkan solusi praktis manajemen sumber daya manusia bagi manajemen perusahaan multinasional untuk mendorong peningkatan inovasi melalui praktik berbagi pengetahuan, keterikatan karyawan, dan fleksibilitas kerja. Penelitian ini memperkaya literatur yang ada mengenai perilaku inovatif dengan mengkaji organisasi global dalam konteks spesifik ini.

Kata Kunci: Berbagi Pengetahuan; Keterikatan Kerja; Otonomi Kerja; Perilaku Kerja Inovatif.

Abstract

Multinational corporations which lack innovative work behavior will find it impossible to compete against other businesses which operate across international boundaries. The study examines how knowledge sharing and work engagement and job autonomy together impact innovative work behavior of employees in multinational enterprises. The research team establishes an explanatory research framework through its quantitative research methodology. The research team collected data through surveys which included 150 employees who worked at multinational corporations. The research team applied multiple linear regression for data analysis after they had completed validity and reliability tests and classical assumption tests which included assessments of normality and multicollinearity and heteroscedasticity. The study shows that knowledge sharing and work engagement and job autonomy bring positive effects to innovative work behavior because each factor produces separate effects and their combined effects create a coefficient of determination value of 0.79. Organizations can enhance their employees capacity to innovate by implementing initiatives which expand knowledge sharing programs and improve work engagement and provide employees with necessary organizational freedom. The study offers practical human resource management solutions to multinational company management which will lead to improved innovation through knowledge sharing and employee engagement and work flexibility practices. The research expands existing literature on innovative behavior by studying global organizations in this particular context.

Keyword: Knowledge Sharing; Work Engagement; Job Autonomy; Innovative Work Behavior.

1. Introduction

The current business environment requires multinational companies to establish advanced research capabilities because globalization and complex business competition create difficulties for their international operations (Sihombing *et al.*, 2004). The organization achieves its innovative capacity through employee innovative work behavior because this behavior enables employees to create and execute new concepts (Sidjabat, 2021). Multinational organizations need employee innovative behavior for their operations across different cultural environments because this behavior enables companies to handle various changes in their operational environment (Hilman *et al.*, 2022). Organizations achieve higher output through innovative work behavior which also helps them create better productivity solutions and operational systems (Djunaedi *et al.*, 2025). The need to understand innovative behavior factors exists because not all workers exhibit their highest potential in creative activities. Multinational organizations require special organizational factors to identify their main drivers of innovative work behavior (Sjarifudin *et al.*, 2024; Rahayu *et al.*, 2019). The process of sharing knowledge within organizations allows members to exchange their information and work experiences and their specialized knowledge which results in better organizational performance (Tannady *et al.*, 2019; Christine *et al.*, 2022). Multinational companies depend on knowledge sharing as their primary operational method because their employees come from various cultural backgrounds and professional backgrounds (Najooan & Liow, 2023; Sudadi *et al.*, 2023).

Organizations use knowledge sharing to create new solutions which combine different ideas and viewpoints to produce extra benefits for their customers. Employees who share knowledge with others will acquire different information resources which assist them in developing original ideas (Mawuntu *et al.*, 2024; Ramli *et al.*, 2023). Work engagement reflects the level of employee involvement and passion and dedication which employees bring to their work. Employees who demonstrate high work engagement levels exhibit both energetic behavior and enthusiastic attitude while maintaining their commitment to fulfilling work requirements (Setyawasih & Budiyo, 2017). Employees at multinational companies use work engagement to drive their participation in creating new organizational innovations (Rahayu *et al.*, 2018). Employees who are engaged in their work will fulfill their job responsibilities while also developing creative ideas and innovative solutions which represent their highest work performance (Susanto *et al.*, 2023). Job autonomy describes how much control employees possess to determine their methods of completing job assignments. Multinational organizations depend on job autonomy because it allows employees to create their unique innovative solutions. Employees who possess high levels of autonomy can explore various ideas while they search for better methods to accomplish their work duties (Destari *et al.*, 2021). The research examines how employees in multinational companies achieve innovative results through the combined effects of work engagement and job autonomy together with their knowledge sharing abilities. The research work develops human resource management and organizational behavior literature through its theoretical study of factors that impact employee innovative behavior in international work settings. The research study presents new findings that demonstrate how social factors and psychological factors and organizational structures combine to foster individual innovation. Multinational companies will use the study results to develop efficient methods for human resource management which include knowledge sharing practices and methods for employee engagement and increased work autonomy dedicated to their employees. The process creates sustainable innovation capability improvements which enable organizations to gain stronger competitive advantages in international markets.

2. Literature Review

The importance of knowledge sharing, work engagement, and job autonomy in fostering innovative work behavior has been widely recognized in organizational research. Knowledge sharing is considered a critical driver of innovation, as it facilitates the exchange of ideas, expertise, and best practices among

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employees, leading to the development of novel solutions and improved organizational performance (Tannady *et al.*, 2019; Christine *et al.*, 2022). In multinational companies, where cultural diversity and varying professional backgrounds are prevalent, effective knowledge sharing becomes even more vital to leverage collective intelligence and foster innovation (Najoan & Liow, 2023; Mawuntu *et al.*, 2024). Work engagement, characterized by vigor, dedication, and absorption, has been shown to significantly influence employees' creative output and their willingness to participate in innovative activities (Setyawasih & Budiyo, 2017; Susanto *et al.*, 2023). Engaged employees tend to demonstrate higher motivation, energy, and commitment, which are essential for generating and implementing innovative ideas (Rahayu *et al.*, 2018). Furthermore, job autonomy has been identified as a key factor enabling employees to experiment with new approaches and develop innovative solutions independently (Destari *et al.*, 2021). Autonomy fosters a sense of ownership and responsibility, which encourages proactive problem-solving and creative thinking. Several studies have highlighted that the interplay of these factors—knowledge sharing, work engagement, and job autonomy—creates a conducive environment for innovation within organizations, especially in complex and dynamic international settings (Sjarifudin *et al.*, 2024; Djunaedi *et al.*, 2025). Overall, the literature emphasizes that fostering these elements can significantly enhance employees' innovative behaviors, ultimately contributing to organizational competitiveness and growth.

3. Research Methodology

The research investigates how knowledge sharing and work engagement and job autonomy affect the innovative work behavior of employees who work at multinational corporations through its quantitative research methods. The study examined employees who worked at multinational companies that operated in Indonesia. The researchers selected participants through purposive sampling which required participants to be permanent employees who had worked for at least one year and needed to work with others and had experience in cross-functional or cross-cultural teams. The study sample consisted of 150 respondents who participated in the research. The researchers used t-test validity testing to evaluate item-total correlation because an item achieves validity when its significance value falls below 0.05 and its correlation value exceeds the established minimum threshold. The researchers used Cronbach's Alpha for reliability testing because they needed to achieve a value threshold of 0.70 in order to demonstrate research instrument internal consistency. The study performed classical assumption tests which included a normality test to assess data distribution and a multicollinearity test to confirm the absence of strong linear relationships between independent variables and a heteroscedasticity test to evaluate residual variance equality. The researchers conducted data analysis through multiple linear regression after they verified all necessary assumptions to examine how knowledge sharing and work engagement and job autonomy affected innovative work behavior through both partial and simultaneous testing.

4. Results and Discussion

4.1 Results

The multiple linear regression analysis results show that knowledge sharing and work engagement together with job autonomy create an effect on multinational company employee innovative work behavior through their combined effects which show a significance level of 0.000 in the F test. The research model explains 79 percent of the change in innovative work behavior through its three independent variables while 21 percent of the change results from factors not included in the model. The three independent variables demonstrate a positive relationship with innovative work behavior because their significance values fall below the 0.05 threshold. The multinational companies will see their employees develop innovative behavior through work engagement and job autonomy and knowledge sharing activities that they implement.

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The research results indicate that multinational company employees demonstrate greater innovative work behaviors because their organizations provide them with shared knowledge resources. The organization increases its employee creative output through the knowledge sharing system which it implements at its higher operational levels. Organizations use knowledge sharing as an important tool which enables them to create new innovative ideas through their multinational operations that involve employees from diverse cultural and professional backgrounds. Employees use the knowledge exchange process to acquire new skills because they learn from their colleagues' work experiences while gaining essential knowledge which helps them solve work-related problems. The process establishes a workspace which promotes the emergence of authentic workplace innovations. Employees who share knowledge with each other create stronger team bonds while they enhance their problem-solving capacities which leads to the development of new effective solutions. Knowledge sharing operates as an essential system which allows international companies to share their best practices throughout their organizational structure, thus accelerating their progress in developing new products. The sharing of knowledge establishes a fundamental foundation which drives organizations to create innovative work practices because organizations require effective knowledge distribution to achieve their highest potential in creating new products.

The study results demonstrate that work engagement directly improves innovative work behavior among employees who work in multinational corporations. Employees who demonstrate high work engagement levels dedicate additional time for developing innovative concepts. Employees use work engagement which includes vigor and dedication and absorption to perform their job tasks at full power. Employees who work with dedication create value through their development of new solutions which they use to meet their job requirements. Employees who maintain high work engagement levels exhibit greater determination to overcome obstacles while they search for innovative methods to solve their problems. Work engagement increases employee commitment to their organization because it motivates them to drive organizational progress through their innovative work. Multinational companies use work engagement as a vital element which helps them increase productivity while supporting their employee creative output. Organizations should monitor employee engagement levels because it serves as an effective method to enhance their employees' ability to create innovative work results. The research findings show that job autonomy helps employees at multinational corporations to develop innovative work outcomes. The research shows that employees who manage their own work tasks will achieve success in developing new concepts. Employees who receive job autonomy benefits from enhanced work flexibility which enables them to generate new concepts and develop improved work methods. Employees who have job autonomy at work show increased responsibility for their tasks which results in the creation of valuable innovative solutions. Employees need job autonomy because it allows them to experiment with different solution methods which serves as a fundamental requirement essential for their innovation development process. Employees who have job autonomy should adapt their work patterns to their present situations because they can choose their preferred methods for accomplishing work tasks. The approach not only increases productivity but also creates new solutions which establish a market edge for the business. Job autonomy serves as an essential element which enables employees to engage in innovative work activities.

4.2 Discussion

The findings of this research align with existing literature that underscores the significant role of knowledge sharing, work engagement, and job autonomy in fostering innovative work behavior among employees in multinational companies. Consistent with Tannady *et al.* (2019) and Christine *et al.* (2022), this study confirms that effective knowledge sharing enhances employees' ability to generate innovative ideas by facilitating the exchange of diverse perspectives and expertise across cultural boundaries. The results also support the work of Setyawasih and Budiyo (2017) and Susanto *et al.* (2023), who highlight that high levels of work engagement—characterized by vigor, dedication, and absorption—are positively related to employees' creative performance. Engaged employees are more motivated to contribute to organizational innovation because they feel emotionally connected and committed to their work.

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Additionally, the research findings corroborate Destari *et al.* (2021), who emphasize that job autonomy empowers employees to experiment and develop innovative solutions independently, which is crucial in dynamic international settings. The combined effect of these factors creates an environment conducive to innovation, as supported by Sjarifudin *et al.* (2024) and Djunaedi *et al.* (2025), who argue that social, psychological, and structural organizational elements work synergistically to promote individual innovation. Overall, this study reinforces the notion that organizations aiming to enhance innovation should focus on fostering knowledge sharing, increasing employee engagement, and providing sufficient autonomy, especially within the complex and culturally diverse context of multinational enterprises.

5. Conclusion

The research results show that knowledge sharing work engagement and job autonomy together with knowledge sharing and work engagement act as two separate factors which positively affect employee innovative work behavior in multinational companies. The process of knowledge sharing leads to better understanding which drives people to share their thoughts that create innovative solutions. Employees create vital artistic solutions through their work engagement which helps them build emotional relationships with their job. Employees who work autonomously can develop new methods for their tasks which leads to better organizational innovation. Multinational companies should develop their knowledge sharing systems by using digital platforms and creating communities of practice and building an environment that encourages open collaboration. The organizations should implement work engagement programs through three main methods which are better leadership training and employee reward systems and development of employee-centered work environments. The organization needs to establish work autonomy for employees because this practice enables their innovation at work while maintaining organizational objectives. The multinational companies will achieve continuous improvements in their innovative work behavior through this strategy which helps them compete in international markets.

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