

# The Effect of Personality and Knowledge Sharing Toward Innovation Behavior of Employees

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**Abstract:** The purpose of this study was to determine the effect of agreeableness and openness to experience on innovation behavior through knowledge sharing. The population in this study were coffee shop workers in the city of Semarang which were estimated at 300 workers. The number of samples used 100 respondents with data collection using a questionnaire. The sampling method uses cluster random sampling. Analysis of the data used is descriptive analysis and Partial Least Square (PLS) analysis. The results revealed that agreeableness and openness to experience had a significant effect on knowledge sharing. Knowledge sharing positively influences innovation behavior and knowledge sharing can become an intervening variable (mediation) between agreeableness and openness to experience on innovation behavior.

**Keywords:** agreeableness; openness to experience; knowledge sharing; innovation behavior

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## INTRODUCTION

Indonesia is one of the best coffee bean producing countries in the world. Some areas in Indonesia that are well-known for producing coffee beans include Aceh, Lampung, Medan, Java, Ternate, Sulawesi and Flores. Coffee lovers also come from various groups regardless of age. Until now, it can be said that drinking coffee is a lifestyle. A cultural shift that initially only enjoyed simple coffee by brewing ground coffee, then came the habit of enjoying coffee while chatting with friends in a coffee shop. This habit has increased to enjoy coffee served by baristas in coffee shops. The coffee shop itself is considered to have its own atmosphere that can make the audience feel comfortable. Even some visitors not just to enjoy the coffee, but also the social credibility and emotional touch that coffee shops provide. This has caused the growth of coffee shop outlets to soar and mushroom in various regions, not only in big cities but also in almost all regions.

In Semarang City, the coffee shop business is increasing. The emergence of various kinds of coffee shop outlets creates intense competition. So it is very important for a company to create an innovation. This was revealed by Stark (in Sahara, 2016) that an important basis for a company to compete in the market competitively is a company that

meets customer satisfaction by providing innovative standard quality products. For most companies, it is difficult to maintain and provide products and services with the same standards for long-term survival so that innovation is needed to maintain a competitive advantage (Sahara, 2016). Innovation behavior can contribute to workers in global competition, such as contributing to quality improvement and the development of new knowledge and practices that advance services (Wahyuningrum et al, 2012). Farr and Ford (in De Jong and Hartog, 2007) say that innovation behavior is behavior directed at the initiation and application of new and useful ideas, processes, products or procedures.

Knowledge sharing is a reciprocal process where individuals exchange tacit knowledge (experience / learning) and explicit knowledge (documentation / categories) together to create new knowledge (solutions) (Hooff and Ridder in Musoli, 2018). Nanoka in Gupta (2008) describes knowledge into two dimensions, namely tacit knowledge and explicit knowledge. Tacit knowledge is knowledge contained in a person's brain or mind according to one's understanding, expertise and experience. Meanwhile, explicit knowledge is knowledge that has been collected and translated into a form of documentation so that it is easy to transfer or share throughout the organization in the form of books, articles and journals.

In the context of work, the role of individuals is an important factor in the occurrence of knowledge sharing, it is necessary to understand the characteristics of personality to find out how to share knowledge (Suryariana, 2012). The relationship between personality and knowledge sharing has been widely researched previously in various work contexts, especially using the perspective of The Big Five Personality (Widyasari et al, 2017). As research conducted by Cabrera et al (2006), there are two dimensions of The Big Five Personality that affect knowledge sharing, namely agreeableness and openness to experience. A person who scores high on agreeableness tends to be cooperative, helpful and helpful to others.

These traits are thought to greatly influence someone to share knowledge. Likewise, openness to experience is a reflection of someone's curiosity and a desire to seek insight from others. Because of these characteristics, in the context of work, individuals who agreeableness and openness to experience are strongly suspected of having a high influence on knowledge sharing (Widyasari et al, 2017). Meanwhile, research conducted by Gupta (2008) found that only agreeableness and conscientiousness from the five dimensions of the big five personality had a significant effect.

Costa and McCrae in Feist et al (2017: 41) explain the big five personality consisting of extraversion (extraversion), neuroticism (neuroticism), openness to experience (openness to experience), agreeableness (friendliness) and conscientiousness (awareness). The five dimensions have different characteristics. In short, neuroticism tends to have negative traits such as full of anxiety, temperamental and emotional, while extraversion has characteristics that tend to be sociable. Openness to experience tends to be curious, imaginative and creative, while agreeableness is a warm person, because he is soft-hearted, trusting, friendly and tolerant. Meanwhile, conscientiousness has the ability to focus on goals and achieve goals. This study uses two dimensions of the big five personality, namely agreeableness and openness to experience, which are thought to have an influence on knowledge sharing. This is supported by research conducted by Cabrera, et al (2006); Fang

and Liu (2008); Suryariana (2012) and Widayasi, et al (2017) state that agreeableness and openness to experience have a significant positive effect on knowledge sharing.

## LITERATURE REVIEW

### The Relationship Agreeableness and Knowledge Sharing

A person who has a high level of agreeableness, has a tendency to be easy to trust, generous, submissive, easy to accept and has good behavior (Costa and McCrae in Feist et al, 2017: 42). Agreeableness reflects individual differences related to cooperation and trust. The value of individuals who are friendly with others, and have social harmony in friendship (Barrick and Mount, 1991; Digman and Inouye, 1986 in Fang and Liu, 2008). Knowledge sharing is an approach to stimulating learning. However, interactions during knowledge sharing can also build friendships to promote effective learning. Individuals who have knowledge will do knowledge sharing if they have trust in other individuals. This shows that the level of trust can determine the level of knowledge sharing (Senge, 1998; Szulanski, 1996; Cheng and Li in Fang and Liu, 2008).

Several studies have shown a significant positive effect between agreeableness on knowledge sharing (Cabrera et al., 2006; Fang and Liu, 2008; Suryariana, 2012; Widayasi et al., 2017). Cabrera et al (2006) stated that individuals who score high on agreeableness are considered cooperative and supportive, so that they will share knowledge with other individuals, in the form of information, knowledge, experience, ideas and skills. From the opinions above, a hypothesis can be drawn as follows:

H1: Agreeableness has a positive effect on knowledge sharing.

### The Relationship Openness to Experience and Knowledge Sharing

A person who has a high level of openness to experience, has a creative tendency, is imaginative, full of curiosity, is open and has more variety (Costa and McCrae in Feist et al, 2017: 42). Goldberg (1992) in Gupta (2018) shows that individuals who have a low level of openness to experience do not have a sense of motivating someone to do knowledge sharing. Openness to experience a strong predictor of knowledge sharing because openness to experience is a reflection of one's curiosity and the desire to seek insight from others (Cabrera et al., 2006). Such individuals also tend to contribute more in seeking knowledge (Wasko and Faraj in Widayasi et al, 2017).

Several studies have shown a significant positive effect between openness to experience on knowledge sharing (Cabrera et al., 2006; Fang and Liu, 2008; Suryariana, 2012; Widayasi et al., (2017). From the above opinions, a hypothesis can be drawn as following:

H2: Openness to experience has a positive effect on knowledge sharing.

### The Relationship Knowledge Sharing and Innovation Behavior

Knowledge sharing is a social process where employees are willing to share their valuable information and knowledge with others (Mu, Peng and Love, 2008 in Juan et al, 2008). Innovation behavior is defined as the whole individual action that leads to the emergence, introduction and application of something new and beneficial at all levels of

the organization (Kleyesen and Street, 2001 in Sulistiowati, 2018). The existence of knowledge sharing allows an organization to generate new ideas that are used for innovation creation (Rozaq, 2014). So that it can be useful for developing organizations to create new things that are generated from stimulation and increase existing knowledge and abilities to make innovations (Firmaiansyah, 2014).

Knowledge sharing what happens between individuals involved in an organization will be able to create cooperation that gives and receives knowledge so as to encourage innovation. Knowledge sharing is able to increase the ability to innovate and optimize the ability of human resources to find creative ideas (Lin, 2007; Rahab et al., 2011 in Sulistiowati, 2018). Several studies have shown a significant positive influence between knowledge sharing on innovation behavior (Rozaq, 2014; Firmaiansyah, 2014). From the opinions above, a hypothesis can be drawn as follows:

H3: Knowledge sharing has a positive effect on innovation behavior.

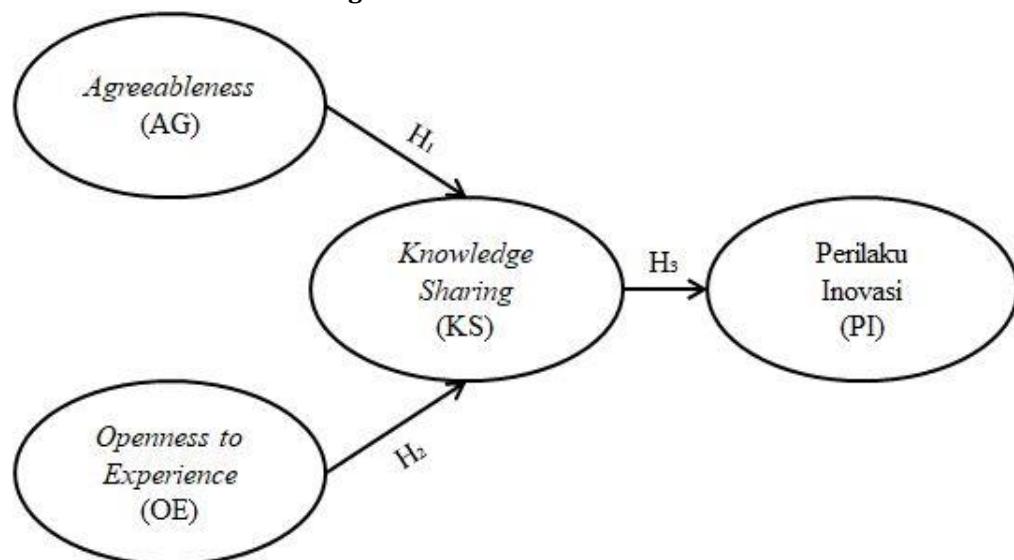
### The Role of Knowledge Sharing as a Mediating Variable

Cabrera et al (2006), Fang and Liu (2008), Suryariana (2012), and Widyasari et al (2017) in their research found that agreeableness and openness to experience have a significant positive effect on knowledge sharing. Then Rozaq (2014), and Firmaiansyah (2014) in their research show that knowledge sharing has a significant positive effect on innovation behavior. In addition, Widhiastuti in Muttaqin (2017) states that there is a significant positive effect between agreeableness on innovation behavior. Furthermore, research conducted by Muttaqin (2017) and Kamae et al (2020) found that openness to experience has a significant positive effect on innovation behavior. Based on the explanation above, the following hypothesis can be formulated:

H4a: Knowledge sharing mediates the effect of agreeableness on innovation behavior

H4b: Knowledge sharing mediates the effect of openness to experience on innovation behavior

**Figure 2:** Research Framework



- H1 : Agreeableness has a positive effect on knowledge sharing  
H2 : Openness to experience take effect'positive'to'knowledge'sharing  
H3 : Knowledge sharing'take effect'positive'to'innovation behavior  
H4a : Knowledge'sharing'mediate the effect of agreeableness on innovation behavior  
H4b : Knowledge sharing mediate the influence between openness to experience  
innovation behavior

## METHODOLOGY

The population in this study are all human resources who work in coffee shops who have a direct role in innovation behavior, such as baristas, chefs, supervisors. This research uses probability sampling where all members of the population have the same opportunity to be used as samples. . The method used was cluster random sampling, namely'how to take samples by selecting clusters or certain areas randomly for each sampling unit'(Juliandi et al, 2014: 56). In this study, sampling was selected by selecting several coffee shops in certain districts in the city of Semarang. The number of samples taken was 100 people.

The data collection method used in this research is cluster random sampling method by distributing questionnaires which are then measured using a Likert scale. Likert scale score. The independent variable used in this study is Agreeableness (AG) and Openness to Experience (OE) Agreeableness (AG) is a personality who is warm to others, has a level of trust in others and behaves generously. OE) is a personality who has an openness to new things or new ideas, tends to be creative and has a high curiosity.

The intervening variable in this study which becomes the intervening variable is Knowledge Sharing (KS) which is the availability of individuals to share tacit knowledge and explicit knowledge, such as information, experiences and abilities possessed by other individuals and with their organization. The dependent variable (dependent variable) ) in this study is the Innovation Behavior (PI) is individual behavior directed at the introduction and application of new ways of working.

## RESULT AND DISCUSSION

### Model Analysis Measurement (Outer Model)

The first stage in the analysis using Partial Least Square (PLS) is to test the outer model. The technique used to analyze is the PLS algorithm. In this study, the outer model is used to test validity and reliability.

### Test Validity

Validity means the accuracy and accuracy of a measuring instrument in performing its measuring function. This validity test is carried out by correlating the scores of a questionnaire item with the total (Juliandi et al, 2014: 133). There are two validity tests, namely convergent validity and discriminant validity. The method for convergent validity is to look at the AVE value. The expected AVE value must be greater than 0.5. The following is the AVE value in this study:

**Table 1:** Average Variance Extracted (AVE)

Average Variance Extracted (AVE)	
Agreeableness	0.736
Openness to Experience	0.754
Knowledge Sharing	0.711
Innovation Behavior	0.794

The AVE output in the table above shows that all variables have a value above 0.5. Agreeableness variable with an AVE output value of 0.736, Openness to Experience variable with a value of 0.754, Knowledge Sharing variable with a value of 0.711 and Innovation Behavior variable with a value of 0.794. So it can be concluded that all the research variables are valid.

The reliability test aims to measure the extent to which the measurement results of the research variables can be trusted / reliable, as well as knowing the level of consistency of a questionnaire used by researchers (Juliandi et al, 2014: 137). The reliability test can be seen from the Cronbach's Alpha and Composite Reliability scores. Both scores are required to be more than 0.7 in order to be said to be reliable. The following are the results of the reliability test in the research conducted:

**Table 2:** Cronbach's Alpha and Composite Reliability

	Cronbach's Alpha	Composite Reliability
Agreeableness	0.968	0.971
Openness to Experience	0.970	0.973
Knowledge Sharing	0.864	0.908
Innovation Behavior	0.914	0.939

Based on the calculations in table 2, it shows that all measurement variables meet the required criteria, both Cronbach's alpha and Composite reliability. So it can be concluded that this research model is accurate or reliable.

### Analysis Model Structural (Inner Model)

The structural model is evaluated using the R-square. Calculations using the PLS algorithm in the SmartPLS r-square program are only found in latent variables that are influenced by other latent variables. In this study, there are two latent variables that have an R-square calculation, namely Knowledge Sharing and Innovation Behavior. There are three R-square measurement criteria, namely 0.67 (strong), 0.33 (moderate) and 0.19 (weak).

**Table 3:** Result Measurement R-Square

	R-Square	Criteria
Knowledge Sharing	0.673	High
Innovation Behavior	0.774	High

The R-square value of the Knowledge Sharing variable is 0.673, or in other words the Knowledge Sharing variable is influenced by the variables in the model by 67.3%. Variables that affect Knowledge Sharing include Agreeableness and Openness to

Experience. The remaining 32.7% is influenced by other factors outside the research model.

The R-square value of the Innovation Behavior variable is 0.774 or in other words the Innovation Behavior variable is influenced by the variables in the model by 77.4%. The variable that affects Innovation Behavior is Knowledge Sharing. The remaining 22.6% is influenced by other factors outside the research model.

### Hypothesis Test

The hypothesis in the research carried out can be seen from the Bootstrapping analysis processed using PLS. From the results of the Bootstrapping analysis, the T-statistics value of each relationship or path will be obtained. The hypothesis can be accepted if the path coefficients of the value of T-statistics  $> 1.96$  and significant if the P values  $< 0.05$ .

**Table 4:** Path Coefficients

	Original Sample	T Statistics (  O / STDEV )	P Values
Agreeableness → Knowledge Sharing	0.308	4,369	0,000
Openness to Experience → Knowledge Sharing	0.694	13,638	0,000
Knowledge Sharing → Innovation Behavior	0.880	35,259	0,000

### The Effect of Agreeableness on Knowledge Sharing

The first hypothesis in this study is that Agreeableness has a significant positive effect on Knowledge Sharing. The calculation result shows the T-statistics value of 4.369 ( $> 1.96$ ) and the significance shows the number of 0.000 ( $< 0.5$ ). This indicates that Agreeableness has a positive and significant impact on Knowledge Sharing. So that the hypothesis which states the alleged influence of Agreeableness on Knowledge Sharing can be accepted.

### Influence Openness to Experience on Knowledge Sharing

The second hypothesis in this study is that Openness to Experience has a significant positive effect on Knowledge Sharing. The calculation result shows that the T-statistics value is 13.638 ( $> 1.96$ ) and the significance shows the number 0.000 ( $< 0.05$ ). This indicates that Openness to Experience has a significant positive effect on Knowledge Sharing. So that the hypothesis which states the alleged influence of Openness to Experience on Knowledge Sharing can be accepted.

### Influence Knowledge Sharing to Behavior Innovation

The third hypothesis in this study is that Knowledge Sharing has a significant positive effect on Innovation Behavior. The results of the calculation show that the T-statistics value is 35,259 ( $> 1.96$ ) and the significance shows several 0,000 ( $< 0.5$ ). This indicates that Knowledge Sharing has a positive and significant influence on Innovation Behavior. So that the hypothesis which states the alleged influence of Knowledge Sharing on Innovation Behavior can be accepted.

## Influence Knowledge Sharing As A Mediating Variable

The fourth hypothesis in this study is Knowledge Sharing as a mediating variable between Agreeableness and Openness to Experience on Innovation Behavior. Hypothesis testing for the mediating variables is seen in the total indirect effects. A variable can be said to be intervening if the value of T-statistics > 1.96 and P value < 0.05.

**Table 5:** Total Indirect Effect

Original Sample (O)	T Statistics (  O / STDEV)	P Values
Agreeableness → Knowledge Sharing		
Agreeableness → Innovation Behavior	0.271	4,264
Knowledge Sharing → Innovation Behavior		
Openness to Experience → Knowledge Sharing		
Openness to Experience → Innovation behavior	0.611	12,586

## Knowledge Sharing Mediating the Effect of Agreeableness on Innovation Behavior

The calculation results show the effect of Agreeableness on Innovation Behavior through Sharing of 0.271 with a T-statistics value of 4.264 and a significance of 0.000 (1%). This indicates that the Agreeableness variable has a significant positive effect on Innovation Behavior through Knowledge Sharing. So that the hypothesis which states that the alleged Knowledge Sharing mediates the effect of Agreeableness on Innovation Behavior can be accepted.

## Knowledge Sharing Mediating the Effect of Openness to Experience on Innovation Behavior

The calculation results show the effect of Openness to Experience on Innovation Behavior through Knowledge Sharing of 0.611 with a T-statistics value of 12.586 and a significance of 0.000 (1%). This indicates that the Openness to Experience variable has a significant positive effect on Innovation Behavior through Knowledge Sharing. So that the hypothesis which states the presumption of Knowledge Sharing mediates the influence of Openness to Experience on Innovation Behavior can be accepted.

## DISCUSSION

Agreeableness is a personality that is characterized as being warm to others, thus someone who has a character of agreeableness tends to have a high level of trust in others, behaves generously and is helpful. Furthermore, from generous behavior it will make it relatively easy for someone to open opportunities to communicate with others (Siregar and Ningsih, 2019) and make relationships interact, including interactions in terms of exchanging or sharing knowledge to be effective. Meylasari and Qamari (2017) state that

communication is an important factor in socializing, especially for knowledge sharing activities. Communication skills will make it easier for someone to share, receive and understand the information and knowledge they have.

The results of this study found that individual agreeableness characters had a positive effect on knowledge sharing. In this case, another indicator in agreeableness, which is shown by prioritizing an attitude of humility and a sense of not thinking about oneself makes agreeableness individuals tend to share easily with others. This can raise a level of concern for others, for example in the form of self-improvement, agreeableness and caring for colleagues. So that when individuals have or acquire new knowledge or skills, they tend to like and love to share with other people / colleagues. Thus, agreeableness in a person can encourage knowledge sharing.

The results of this study are consistent with previous studies which showed a significant positive effect between agreeableness on knowledge sharing conducted by Cabrera et al (2006); Fang and Liu (2008); Suryariana (2012) and Widyasari et al (2017). Cabrera et al (2006) stated that individuals who score high on agreeableness are considered cooperative and supportive, so that they will share knowledge with other individuals, in the form of information, knowledge, experience, ideas and skills. So, the higher the agreeableness score you have, the higher the knowledge sharing will be.

Openness to experience is a personality that is characterized as having an openness to new things or new ideas. Someone with a character of openness to experience tends to be creative and has a high curiosity. Someone who is open to new information and knowledge tends to always be curious and wants to be aware of new creative ideas. Creativity encourages a person to have a high and active imagination. In their creativity and activity, individuals tend to need a means to express their creative ideas. This means of expressing creative ideas usually involves the process of exchanging and sharing knowledge.

This research found that individuals who prioritize openness and freedom of expression at work, such as working in their own way, tend to like sharing knowledge. Individuals who tend to be open will usually try new things and encourage communication to exchange experiences and knowledge. This study is in line with previous research which shows a significant positive effect between openness to experience on knowledge sharing, as was done by Cabrera et al (2006); Fang and Liu (2008); Suryariana (2012) and Widyasari et al (2017). Cabrera et al (2006) stated that openness to experience is a strong predictor of knowledge sharing because openness to experience reflects one's curiosity and the desire to seek insight from others. Thus, the higher the score for openness to experience, the higher the knowledge sharing will be.

## **Knowledge Sharing on Innovation Behavior**

Knowledge sharing is the availability of individuals to share and collect knowledge, information, experiences and skills with other individuals and their organizations. Effective implementation of knowledge sharing can encourage someone to share their knowledge with others. So that the knowledge sharing that is carried out can generate new ideas. New ideas that emerge encourage creativity. The creativity that is owned is the success support for someone to behave in innovation. Thus, knowledge sharing has an impact on innovative

behavior.

The results of the study reveal that knowledge sharing can improve innovation behavior, indicated by the availability of respondents to collect knowledge. So that the skills and competencies possessed by respondents can be developed. This can be realized to produce something new in the respondent's work environment, such as producing new menus, both food and beverages. In addition, knowledge sharing can create cooperation that gives and receives knowledge that will encourage innovation.

This research is in line with previous research which shows a significant positive influence between knowledge sharing and innovation behavior carried out by Rozaq (2014) and Firmaiansyah (2014). Rozaq (2014) argues that knowledge sharing allows an organization to generate new ideas that are used for innovation creation. So that it can be useful for developing organizations to create new things that are generated from stimulation and increase existing knowledge and abilities to make innovations (Firmaiansyah, 2014). Therefore, the higher the knowledge sharing, the higher the innovation behavior.

### **The Role of Knowledge Sharing Mediation on the Relationship Between Agreeableness and Openness to Experience with Innovation Behavior**

The occurrence of knowledge sharing can be influenced by a person's personality, including agreeableness and openness to experience. Characters that behave generously, are easy to trust and maintain good relationships between individuals in agreeable personality can make it easy for someone to communicate with others. Effective communication encourages knowledge sharing by sharing, receiving, and understanding information, knowledge, and skills. Then, the personality of openness to experience is described as someone who is creative and has a high curiosity. A person with high curiosity will generate the desire to try new things. So that it will encourage someone to share knowledge in adjusting to a new idea or situation. Likewise, a person's creativity can make it easier for him to channel expressions and ideas. In channeling the ideas that are owned, there will be a process of knowledge sharing. This is in line with the results of the research conducted, which obtained an R-square value of 0.673 (67.3%). This means that agreeableness and openness to experience in individuals dominate the occurrence of knowledge sharing and only 32.7% of other variables outside the research model influence the occurrence of knowledge sharing.

Knowledge sharing can create cooperation that gives and receives knowledge and channel creative ideas. The existence of good cooperation and the process of knowledge sharing makes it easier for someone to develop their skills and competencies, so that it will encourage the creation of innovative behavior. This is in line with the results of the research conducted, where the R-square value was obtained of 0.774 (77.4%). This means that knowledge sharing dominates the occurrence of innovation behavior in individuals and only 22.6% of other variables outside the research model influence the occurrence of innovation behavior.

This research found that knowledge sharing acts as a mediating variable between agreeableness and openness to experience on innovation behavior. So, it can be said that the effect of agreeableness and openness to experience characters on innovation behavior will be more effective if it is through the process of sharing knowledge. This means that

managerial intervention and intervention are needed to design a policy so that the employee's character of agreeableness or openness to experience can have a greater impact on innovation behavior through knowledge sharing activities.

## CONCLUSION

The agreeableness has a significant effect on knowledge sharing. This means that the higher the agreeableness score that coffee shop workers have, the higher the knowledge sharing that is carried out by coffee shop workers. The openness to experience has a significant effect on knowledge sharing. This means that the higher the openness to experience score of the coffee shop workers, the higher the knowledge sharing carried out by the coffee shop workers. Knowledge sharing has a significant effect on innovation behavior. This means that the higher the knowledge sharing, the higher the innovation behavior carried out by coffee shop workers. *Knowledge sharing* able to be an intervening variable between agreeableness on innovation behavior. This means that if coffee shop workers have a high score on agreeableness by doing good knowledge sharing, the effect on innovation behavior will be greater. *Knowledge sharing* able to be an intervening variable between openness to experience and innovation behavior. This means that if coffee shop workers have a high score on openness to experience by doing good knowledge sharing, the effect on innovation behavior will be greater. The effect of openness to experience on innovation behavior through knowledge sharing is greater than the effect given by agreeableness, namely with a T-statistical value of 12.586.

## Suggestions

Regarding the agreeableness variable with the lowest mean score is an indicator of tenderness. Where in showing feelings of empathy in making judgments and forming attitudes is still low. Therefore, coffee shop workers need to increase socialization because it can help to be more open to the needs of others and pay attention to others, thereby increasing their ability to empathize. Furthermore, related to the openness to experience variable with the lowest average value is an indicator of the ability of imagination. Where in having a high and active imagination is still not optimal. Therefore, to motivate coffee shop workers, an innovation award program can be held. This will motivate workers to get creative and innovative ideas in doing their work.

Regarding the knowledge sharing variable with the lowest average value is an indicator of willingness to apply knowledge. Where in applying the knowledge obtained from colleagues is still considered lacking. This is thought to be due to a lack of confidence in coffee shop workers. Therefore, to increase the confidence of coffee shop workers, a policy on work culture in the coffee shop can be formed, such as freeing workers to express what they think in serving consumers and creating ideas, as well as providing facilities that can support them. abilities and skills of workers, such as brewing equipment, espresso coffee machines and so on. This will encourage coffee shop workers to apply the knowledge they have acquired.

Related to the innovation behavior variable with the lowest average value is an indicator of seeing opportunities. Where in identifying opportunities or opportunities that

are still not optimal. Therefore, it is hoped that the managerial coffee shop will hold or participate in an event regarding latte art, espresso base, brewing and others. This can help coffee shop owners and workers alike to identify opportunities, such as what new menus will be produced.

In increasing the innovation behavior in the coffee shop, it can be done by observing what consumers are interested in. This can identify opportunities to generate new menus as well as update existing ones. Then a freedom can be applied in expressing ideas and creations that are owned by coffee shop workers. Freedom in expressing ideas and creations that are owned will make workers have active creativity and will continue to develop. In addition, it is necessary to maintain a good relationship between workers and their work environment. This is because when workers feel comfortable with their environment, they will tend to do the best for their surroundings, one of which is where they work. Then the worker will involve himself in the innovation that will be carried out by the place where he works. So that the innovation behavior in a coffee shop can continue to increase.

### **Research Limitations**

The limitations of this study are the data collection techniques used in this study using a questionnaire, so the conclusions that can be drawn are based on the data collected through the questionnaire. Therefore, the data analyzed is the perception of the respondent's answer based on the provisions that have been available, so that the respondent's answer is in accordance with the real conditions of the research object. Furthermore, the limitation of the research conducted is the lack of sample size in this study.

### **Future Research Agenda**

In the future research agenda, it is hoped that researchers will also use interviews so that they do not only use questionnaires as a data source. This is related to the different determinants of innovation behavior in each place the respondent works. To know innovation behavior better, it is necessary to investigate a person's freedom of thought by interview, as was done by José Bobo (2017). Then it is expected to expand the research sample related to service people, such as teachers and those related to manufacture. Furthermore, the future research agenda can complement or use other variables, such as using the five Big Five Personality, knowledge creation, employee engagement and so on related to improving innovation behavior. And it is expected to use other models by including moderating variables, such as tenure which is thought to increase the effect of agreeableness on innovation behavior. So that researchers will gain better insight, experience and research results.

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