

## **The Influence of Entrepreneurship Leadership Traits, Knowledge Sharing, and Interpretation on Business Innovation in a University: A Conceptual Paper**

Angelina Vivian Lin, Chrisanty V. Layman

Faculty of Economics and Business, Universitas Pelita Harapan, Tangerang, Indonesia

### **ABSTRACT**

In a dynamic higher education landscape marked by fierce competition, the need for Entrepreneurial Leadership and Business Innovation within universities has become crucial. This study investigates how Entrepreneurial Leadership which is based on knowledge sharing and knowledge interpretation affects business innovation in an Indonesian university. This conceptual paper draws a model from past literature to study the factors influencing business innovation. The study plans to gather data from employees/lecturers/staff/leaders actively working at Pelita Harapan University (UPH) and will be analyzed using a quantitative approach and partial least squares-SEM technique. The study hopes to reveal that entrepreneurial leadership traits, such as locus of control, self-esteem, narcissism, need for achievement, and risk propensity, have direct effects on business innovation. Moreover, knowledge sharing and knowledge interpretation are two organizational learning subprocesses that play mediating roles in the relationship between entrepreneurial leadership traits and business innovation. Furthermore, the study seeks to contribute to UPH's further innovative endeavors to stay competitive and sustainable in the market.

**Keywords:** entrepreneurial leadership traits; organizational learning; knowledge sharing; knowledge interpretation, business innovation

### **INTRODUCTION**

In this era characterized by intense competition, organizations must innovate to remain competitive in an uncertain market. The influence of entrepreneurship and management within organizations can enhance competitiveness (Somwethee et al., 2023). According to BPS data, the growth of universities in Indonesia experienced a decline of 4.70% in 2022, with a total of 3,107 higher education institutions (BPS, 2022). This is in comparison to 3,166 higher education institutions in 2020 (BPS, 2020). Universities have undergone numerous changes, including the adoption of applications, changes in the learning system, curriculum development, and interaction methods to ensure their sustainability (Sasmita et al., 2021). The decrease in the number of higher education institutions in Indonesia reflects the high level of competitive rivalry in the sector. While many studies focus solely on entrepreneurship, emphasizing entrepreneurs who start businesses for the first time (Diandra & Azmy, 2020), there are relatively few studies that explore Corporate Entrepreneurship (Urbano et al., 2022). However, Corporate Entrepreneurship is a key driver of increased innovation and profitability within organizations (Urban & Wood, 2017). To support innovation capability, creativity is

essential to generate ideas that can be channelled through competent managers and employees to enhance strategic performance (Nwachukwu, 2020).

Leadership within Corporate Entrepreneurship can be categorized into several characteristics. According to research conducted by Mai et al., (2022), leadership traits such as locus of control, self-esteem, narcissism, need for achievement, and risk propensity can influence success and innovation within an organization.

Pelita Harapan University (UPH) is one of the universities that has successfully implemented ways to continuously innovate and compete. UPH's campus houses a business incubator called SparkLabs, a space provided for students to exchange ideas, receive mentoring from experts, and establish business connections (UPH, 2019). Before the COVID-19 pandemic, UPH had already been using an e-learning management system called Moodle for online learning (Karlinda & Christiani, 2023). Starting early compared to other universities made it easier for UPH to adapt to online learning during the pandemic. This demonstrates corporate entrepreneurship at UPH, which can be seen in the university's environment that facilitates students and faculty in fostering organizational growth. Based on the presented issues and phenomena, this research aims to investigate whether factors that support innovation in the corporate entrepreneurship of Pelita Harapan University.

## **LITERATURE REVIEW**

### **Entrepreneurship and Business Innovation**

Entrepreneurship and Business Innovation are two concepts that are often closely associated. However, using these two terms interchangeably can yield different meanings (Turay, 2018). According to Firmansyah & Roosmawarni (2019), Entrepreneurship is a creative effort rooted in innovation to create something new with added value, providing benefits, and being useful for job creation. This is further complemented by the contemporary understanding of Entrepreneurship, which is a collaborative process based on relevant entrepreneurial qualities and the ability to identify opportunities in all situations (Rosado-Cubero et al., 2022).

### **Entrepreneurial Leadership Traits**

#### **Locus of Control**

Locus of Control refers to an individual's perception of who has the authority to determine success in their own life (Alfitami & Rustiana, 2017). The Locus of Control personality theory is included in the Cognitive Social Learning Theory developed by Albert Bandura. This theory explains the cognitive learning process of how individuals learn by observing and interacting with others (D. Firmansyah & Saepuloh, 2022).

#### **Self-Esteem**

Every person possesses emotions regarding their self. It goes beyond just something complex, but also involves affective feelings about one's skills, the desire to be loved, and a sense of self-worth as an individual (Hepper, 2016). In another sense, Self-Esteem can be

described as self-evaluation and a descriptive concept that an individual can maintain (Abdel-Khalek, 2016). Individuals with high Self-Esteem tend to feel secure and have high interpersonal relationships. They tend to actively solve problems and avoid risks associated with unwanted events (Wenjia Zhang, 2022).

### **Narcissism**

In psychological terms, Narcissism is defined as an individual's excessive self-confidence, self-admiration, and careful self-observation (Burger et al., 2023). Individuals who possess narcissism are referred to as narcissistic. From research conducted, leaders tend to have high levels of narcissistic traits, which are related to how they motivate themselves when unexpected events occur (Burger et al., 2023). According to Dr. Ramani Durvasula, Narcissism can be considered as passive smoking in today's world, meaning that if an individual associates with narcissistic tendencies, they may also be influenced by this "condition" (Ramani Durvasula, 2022). Narcissism is related to impression management, where narcissistic individuals employ methods to control how they react to others, which can be beneficial for enhancing their creativity and reputation for career performance (Ji et al., 2023). Narcissism can shape how a team responds to a situation and argues during conflicts (Lynch et al., 2022).

### **Need for Achievement**

Need for Achievement is one of the three motivational needs identified by David McClelland, which consists of the Need for Achievement, the Need for Power, and the Need for Affiliation (Salim & Yonda Aseptia, 2019). The Need for Achievement can be defined as a motivational factor that measures the extent of effort an individual puts into planning and implementing achievement-oriented behaviors (Maharani et al., 2020). According to (Chang & Uen, 2022), individuals with a high Need for Achievement tend to be more ambitious and enjoy participating in activities that provide direct feedback.

## **HYPOTHESES BUILDING**

### **Locus of Control on Knowledge Sharing**

Previous research conducted by Töre (2019) stated that internal Locus of Control and Knowledge Sharing have a positive mutual influence on the implementation of ideas within a company. This is supported by the research of (Ayatullah & Nasution, 2023), which demonstrates the importance of employees' roles and their willingness to engage in Knowledge Sharing stemming from an individual's internal Locus of Control. With the belief that their initiatives can achieve common goals and the company's vision and mission, every company encourages employees to interact and engage in Knowledge Sharing, which will ultimately impact how employees solve emerging problems, based on both internal and external Locus of Control, to achieve better work outcomes (Nindya Ayu Setawati, 2021).

H1: Locus of Control has a positive influence on Knowledge Sharing.

### **Locus of Control on Business Innovation**

Research conducted on entrepreneurs and employees by Dawwas & Al-Haddad (2018) found that individuals with an Internal Locus of Control tend to have higher levels of

Innovation compared to individuals with an External LOC. Having a Locus of Control allows a business to possess flexibility and create Business Innovation. Locus of Control enables a business to experiment freely and generate Business Innovation (Muh. Rum, 2012). This is also supported by research conducted by Hamzah & Othman (2023) explaining that Locus of Control can enhance business performance by providing freedom for innovation through Entrepreneurial Competency. An entrepreneur with an Internal Locus of Control tends to have a higher level of innovation compared to an entrepreneur without an Internal Locus of Control (Dawwas & Al-Haddad, 2018).

H2: Locus of Control can positively influence Business Innovation.

### **Self-Esteem on Knowledge Sharing**

The success or failure of an individual within a company can influence their level of Self-Esteem. This assertion is reinforced by the research of Krauss & Orth (2022), which found that an individual's level of Self-Esteem can affect their experiences while working. Research conducted by Takhsha et al. (2020) suggests that a company should enhance employee Self-Esteem, which may subsequently increase the level of knowledge-sharing behavior within the company. Another study by Zaenal Ariffin (2013) also supports the above statement, indicating that an individual's Self-Esteem significantly influences their attitude toward Knowledge Sharing.

H3: Self-esteem has a positive influence on Knowledge Sharing.

### **Self-Esteem in Knowledge Interpretation**

Having sound knowledge in a profession can boost an individual's professional Self-esteem (Johannessen, 2018). Research by Johannessen (2018) also reveals that Self-Esteem mutually influences Knowledge Interpretation. Another study conducted on librarians indicates that individuals with high Self-Esteem have a favorable attitude toward collaborative Knowledge Interpretation within the company (Aharony, 2011). Additionally, research by Malm (2020) shows that Self-Esteem positively affects knowledge interpretation competence in teacher-student relationships and professional development.

H4: Self-esteem has a positive influence on Knowledge Interpretation.

### **Narcissism on Knowledge Sharing**

An individual, particularly academics in higher education, should possess the willingness to engage in Knowledge Sharing without withholding information based on personal interests (Jameel et al., 2021). Research conducted by Xiao et al. (2018) provides evidence that Narcissism has a positive and significant influence on Knowledge Sharing. Additionally, other research indicates that organizational Narcissism significantly affects Knowledge Sharing among academics, especially in relation to external academic network interactions (Pertuz-Peralta et al., 2022). However, a study by Kuntum & Prawita (2021) reveals that Narcissism does not influence Knowledge Sharing on social networks.

H5: Narcissism has a positive influence on Knowledge Sharing.

### **Narcissism on Knowledge Interpretation**

The relationship between Narcissism and Knowledge Interpretation remains ambiguous due to varying findings from several studies. Research by Liao et al. (2019) suggests that

Narcissistic traits do not influence Employee Voice Behavior, meaning an individual's Narcissistic traits are not related to employees adapting knowledge to enhance company performance. On the contrary, research by (Serenko & Choo, 2020) suggests that Narcissistic traits affect Knowledge Adaptation, with high or extreme Narcissism negatively impacting Knowledge Adaptation by providing incorrect or misleading knowledge. This is also supported by De Clercq et al. (2022), who found that Narcissistic traits can lead individuals to conceal their knowledge.

H6: Narcissism can positively influence Knowledge Interpretation.

### **Need For Achievement in Knowledge Sharing**

An individual's Need For Achievement can influence their Knowledge Sharing behavior. Research by (Suhana et al., 2022) found a relationship between Knowledge Sharing and an individual's Need For Achievement. Similarly, research conducted on real estate agents in Surabaya demonstrates a significant influence between the Need For Achievement and an individual's Knowledge Sharing (Wijaya et al., 2020). Another study involving 202 employees in Jakarta also confirms a significant influence between the Need For Achievement and Knowledge Sharing (Grace Herlina et al., 2022).

H7: Need for Achievement has a positive influence on Knowledge Sharing.

### **Need for Achievement in Knowledge Interpretation**

Research by (Wijaya et al., 2020) provides evidence of an influence between an individual's Need for Achievement and Knowledge Interpretation. The stronger an individual's Need For Achievement or motivation for recognition, the stronger their knowledge becomes (Bathesta, 2020). Additionally, research involving teachers in Lampung demonstrates a significant influence between the Need For Achievement and Pedagogic Competence, in the form of knowledge interpretation within schools (Rubayhan & Hariri, 2018).

H8: Need for Achievement has a positive influence on Knowledge Interpretation.

### **Risk Propensity on Knowledge Interpretation**

A tendency to take risks can influence how someone interprets knowledge to make decisions. Research by (Wang et al., 2015) shows a relationship between Knowledge Interpretation and Risk Propensity. Furthermore, research by (Sobaih & Elshaer, 2023) states that the knowledge used affects an individual's intention to take risky actions or Risk Propensity. Innovation not only requires good Knowledge Interpretation but also the presence of Risk Propensity (Games & Rendi, 2019). Based on these statements, there is a relationship between Risk Propensity and Knowledge Interpretation.

H9: Risk Propensity has a positive influence on Knowledge Interpretation.

### **Risk Propensity on Business Innovation**

When someone aims to innovate, they are likely to face various risks. In this context, there is a significant influence between Business Innovation and an individual's Risk Propensity (Sonia C. Giaccone & Mats Magnusson, 2021). This is also supported by research conducted on 1414 students from various countries, which demonstrates that Risk risk-taking propensity is closely related to entrepreneurial actions such as innovation (Antoncic et al.,

2018). Risk-taking behavior or Risk risk-taking propensity can enhance an individual's intention to create a new product or innovate by starting a new business (Lubada et al., 2021). H10: Risk Propensity has a positive influence on Business Innovation.

### Knowledge Sharing on Business Innovation

Business innovation can occur due to Knowledge Sharing within a company, which can stem from employees frequently distributing or sharing documents within the company, thus leading to innovation (Putro & Ilmaniati, 2020). (Castaneda & Cuellar, 2020) also states, through a survey of 7991 articles discussing Knowledge Sharing and Innovation, that Innovation depends on Knowledge Sharing. A company or organization that promotes freedom in Knowledge Sharing (Collecting and Donating) within its premises will enhance the company's ability to innovate. (Wijaya et al., 2020) also asserts that Knowledge Sharing is significantly related to Innovative Work Behavior.

H11: Knowledge Sharing has a positive influence on Business Innovation.

### Knowledge Interpretation on Business Innovation

Business Innovation is one form of Knowledge Interpretation through the Knowledge Management Process within a company (García-Piqueres et al., 2019). This is also supported by research conducted by Wijaya (2023), which states that Knowledge Interpretation significantly influences Innovative Work Behavior in Surabaya. An innovation within a company is formed through the Knowledge Management Process, which involves obtaining the right data, sharing that knowledge internally, and applying that knowledge as an innovative product (Ngoc Thang & Anh Tuan, 2020).

H12: Knowledge Interpretation has a positive influence on Business Innovation

## METHODOLOGY

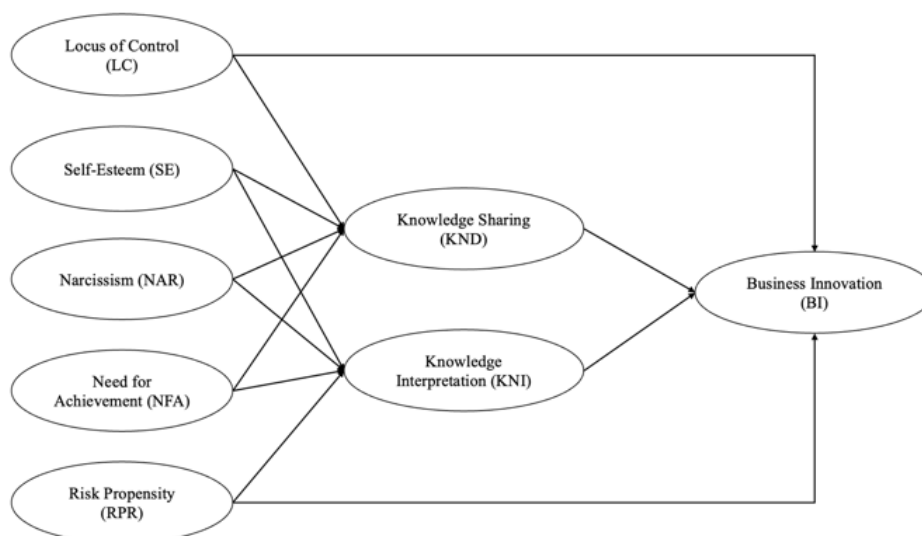


Figure 1 Modification from Mai, Do & Phan (2022)

In this research, the researcher will use the unit of analysis as individuals. The researcher will examine the attitudes, behaviors, perspectives, and opinions of individuals who will

become the subjects of the study. Therefore, the researcher decides to use the unit of analysis as individuals, which aligns with the ultimate goal of the research, which is to assess the influence of Corporate Entrepreneurship on business innovation among faculty and staff at Pelita Harapan University.

In this study, the sample to be studied is faculty and staff at Pelita Harapan University Karawaci.

For this research, the data source planned to be used is primary data. The instrument used is a questionnaire. A questionnaire is defined as a text-based instrument that presents a series of questions for respondents to answer (Young, 2015). The researcher will use a questionnaire created and accessed through Google Forms online. The questionnaire will be distributed via written communication and email. The questionnaire will be closed-ended.

### **EXPECTED RESULTS & CONCLUSION**

Based on the conceptual model, the study highlights the importance of understanding and leveraging these personality traits and motivations to foster a culture of innovation and knowledge sharing among faculty and staff.

Additionally, the research emphasizes the need for tailored strategies and interventions to encourage knowledge sharing and innovation in higher education institutions like UPH. By recognizing the impact of individual characteristics on these processes, UPH can develop targeted programs and initiatives to maximize the potential of its faculty and staff, ultimately contributing to its growth and sustainability in a competitive academic landscape.

### **ACKNOWLEDGMENT**

This author would like to thank you for the support from Pelita Harapan University.

### **REFERENCES**

- Abdel-Khalek, A. M. (2016). Introduction to the Psychology of self-esteem. In *Self-Esteem : Perspectives, Influences and Improvement Strategies*.
- Aharony, N. (2011). Librarians' attitudes toward knowledge management. *College and Research Libraries*, 72(2), 111–126. <https://doi.org/10.5860/crl-87>
- Alfitami, D., & Rustiana, A. (2017). Pengaruh Locus of Control Internal, Locus of Control Eksternal, Manajemen Waktu, dan Kreativitas Mengajar Terhadap Motivasi Berprestasi. *Economic Education Analysis Journal (EEAJ)*, 6(3). <http://journal.unnes.ac.id/sju/index.php/eeaj>
- Antoncic, J. A., Antoncic, B., Gantar, M., Hisrich, R. D., Marks, L. J., Bachkirov, A. A., Li, Z., Polzin, P., Borges, J. L., Coelho, A., & Kakkonen, M.-L. (2018). Risk-Taking

Propensity and Entrepreneurship: The Role of Power Distance. *Journal of Enterprising Culture*, 26(01), 1–26. <https://doi.org/10.1142/s0218495818500012>

Ayatullah, K. P., & Nasution, M. I. (2023). Pengaruh Knowledge Sharing terhadap Organizational Citizenship Behavior dan Work Engagement yang dimediasi oleh Locus of Control. *Journal of Education, Humaniora and Social Sciences (JEHSS)*, 6(1), 543–556. <https://doi.org/10.34007/jehss.v6i1.1897>

Bathesta, Y. (2020). The Effect of Initial Knowledge and Achievement Motivation on the Learning Result of Narrative Essay Writing in English. *The Journal of Educational Development JED*, 8(2), 113–121. <http://journal.unnes.ac.id/sju/index.php/jed>

BPS. (2020). Jumlah Perguruan Tinggi, Tenaga Pendidik dan Mahasiswa (Negeri dan Swasta) di Bawah Kementerian Riset, Teknologi dan Pendidikan Tinggi/Kementerian Pendidikan dan Kebudayaan Menurut Provinsi, 2020. *Badan Pusat Statistik*.

BPS. (2022). Jumlah Perguruan Tinggi, Dosen, dan Mahasiswa (Negeri dan Swasta) di Bawah Kementerian Pendidikan, Kebudayaan, Riset, dan Teknologi Menurut Provinsi, 2022. *Badan Pusat Statistik*.

Burger, B., Kanbach, D. K., & Kraus, S. (2023). The role of narcissism in entrepreneurial activity: a systematic literature review. *Journal of Enterprising Communities*. <https://doi.org/10.1108/JEC-10-2022-0157>

Castaneda, D. I., & Cuellar, S. (2020). Knowledge sharing and innovation: A systematic review. *Knowledge and Process Management*, 27(3), 159–173. <https://doi.org/10.1002/kpm.1637>

Chang, H. C., & Uen, J. F. (2022). Shaping Organizational Citizenship Behavior of New Employees: Effects of Mentoring Functions and Supervisor Need for Achievement. *SAGE Open*, 12(1). <https://doi.org/10.1177/21582440211068515>

Dawwas, A., & AL-Haddad, S. (2018). The impact of locus of control on innovativeness. In *International Journal of Development and Sustainability* (Vol. 7, Issue 5). <https://www.researchgate.net/publication/326293226>

De Clercq, D., Fatima, T., & Jahanzeb, S. (2022). The link between interpersonal conflict and knowledge hiding: mediated by relatedness need frustration, moderated by narcissistic rivalry. *International Journal of Conflict Management*, 33(3), 494–518. <https://doi.org/10.1108/IJCMA-05-2021-0072>

Diandra, D., & Azmy, A. (2020). Understanding Definition of Entrepreneurship. In *Article in Journal of Management Accounting and Economics*. [www.ijmae.com](http://www.ijmae.com)

Firmansyah, D., & Saepuloh, D. (2022). Social Learning Theory: Cognitive and Behavioral Approaches. *Jurnal Ilmiah Pendidikan Holistik (JIPH)*, 1(3). <https://doi.org/10.55927/jiph.v1i3.2317>



- Firmansyah, M. A., & Roosmawarni, A. (2019). Wirausaha. In *Kewirausahaan (Dasar dan Konsep)*. <https://www.researchgate.net/publication/336146325>
- Games, D., & Rendi, R. P. (2019). The effects of knowledge management and risk taking on SME financial performance in creative industries in an emerging market: the mediating effect of innovation outcomes. *Journal of Global Entrepreneurship Research*, 9(1). <https://doi.org/10.1186/s40497-019-0167-1>
- García-Piqueres, G., Serrano-Bedia, A. M., & Pérez-Pérez, M. (2019). Knowledge management practices and innovation outcomes: The moderating role of risk-taking and proactiveness. *Administrative Sciences*, 9(4). <https://doi.org/10.3390/admsci9040075>
- Grace Herlina, M., Hadipoespito, R., & Harlianto, J. (2022). Empowering Innovative Team Among Knowledge Workers: McClelland’s Needs Theory with Rasch Model Analysis. *Industrial Engineering and Operations Management*.
- Hamzah, M. I., & Othman, A. K. (2023). How do locus of control influence business and personal success? The mediating effects of entrepreneurial competency. *Frontiers in Psychology*, 13. <https://doi.org/10.3389/fpsyg.2022.958911>
- Hepper, E. G. (2016). Self-Esteem. In *Encyclopedia of Mental Health: Second Edition* (pp. 80–91). Elsevier Inc. <https://doi.org/10.1016/B978-0-12-397045-9.00076-8>
- Jameel, A. S., Massoudi, A. H., Mehdi, A., Agha, Q., Massoudi, A. H., & Qasim Agha, A. M. (2021). Knowledge Sharing among Academic Staff in the Higher Education Institutions Innovation View project Leadership View project Knowledge Sharing among Academic Staff in the Higher Education Institutions. *Article in Cihan University-Erbil Journal of Humanities and Social Sciences*. <https://doi.org/10.24086/cuejhss.vol5n1y2021.pp67-74>
- Ji, Y., Liu, H., Liu, S., Xu, M., & Lin, Z. (2023). Are narcissists more creative? Only if we believe it: How narcissism can relate to creativity. *Frontiers in Psychology*, 13. <https://doi.org/10.3389/fpsyg.2022.1091770>
- Johannessen, H. T. D. (2018). The need to grow, learn and develop – How does management affect motivation for professional development? *LIBER Quarterly*, 28(1). <https://doi.org/10.18352/lq.10238>
- Karlinda, A., & Christiani, A. (2023). Analisis Penerimaan Mahasiswa Uph Terhadap Uph Moodle Learning Management System Menggunakan Metode Tam. In *Jurnal Ilmiah Teknik Industri* (Vol. 11, Issue 2). <https://learn.uph.edu/>.
- Krauss, S., & Orth, U. (2022). Work Experiences And Self-Esteem Development: A Meta-Analysis Of Longitudinal Studies. *European Journal Of Personality*, 36(6), 849–869. <https://doi.org/10.1177/08902070211027142>
- Kuntum, A., & Prawita, R. A. (2021). Pengaruh Self-Esteem, Kepercayaan, Dan Narsisme Terhadap Perilaku Individu Dalam Berbagai Pengetahuan Di Facebook. *Jurnal Manajemen Mandiri Saburai*, 05(01).

- Liao, S., Zhou, X., Guo, Z., & Li, Z. (2019). How does leader narcissism influence employee voice: The attribution of leader impression management and leader-member exchange. *International Journal of Environmental Research and Public Health*, 16(10). <https://doi.org/10.3390/ijerph16101819>
- Lubada, F., Kusumojanto, D. D., & Indrawati, A. (2021). The Mediating Entrepreneurial Self-efficacy Between Entrepreneurship Education, Need For Achievement, and Creativity on Entrepreneurial Intention. *Journal of Business and Management Review*, 2(12), 832–849. <https://doi.org/10.47153/jbmr212.2602021>
- Lynch, J., McGregor, A., & Benson, A. J. (2022). My way or the highway: Narcissism and dysfunctional team conflict processes. *Group Processes and Intergroup Relations*, 25(4), 1157–1171. <https://doi.org/10.1177/13684302211001944>
- Maharani, D. F., Indrawati, A., & Saraswati, T. T. (2020). The Influence of Adversity Quotient, Need for Achievement, and Entrepreneurial Attitude on Entrepreneurial Intentionns. *Jurnal Entrepreneur Dan Entrepreneurship*, 9(1), 9–16. <https://doi.org/10.37715/jee.v9i1.1316>
- Mai, N. K., Do, T. T., & Phan, N. A. (2022). The impact of leadership traits and organizational learning on business innovation. *Journal of Innovation and Knowledge*, 7(3). <https://doi.org/10.1016/j.jik.2022.100204>
- Malm, B. (2020). On the complexities of educating student teachers: teacher educators’ views on contemporary challenges to their profession. *Journal of Education for Teaching*, 46(3), 351–364. <https://doi.org/10.1080/02607476.2020.1739514>
- Muh. Rum. (2012). Locus Of Control, Innovation, Performance Of The Business People In The Small Business And Medium Industries In South Sulawesi Muh. Rum. In *Journal of Economics* (Vol. 15, Issue 3).
- Ngoc Thang, N., & Anh Tuan, P. (2020). Knowledge acquisition, knowledge management strategy and innovation: An empirical study of Vietnamese firms. *Cogent Business and Management*, 7(1). <https://doi.org/10.1080/23311975.2020.1786314>
- Nindya Ayu Setawati. (2021). *Pengaruh Locus Of Control Dan Knowledge Sharing Terhadap Kinerja Karyawan Ukm Su’ud Al-Hamid Pasuruan*. <https://eprints.umm.ac.id/77128/>
- Nwachukwu, C. E. (2020). Creative Leadership and Creativity: An Overview. *Sustainable Economic Development and Advancing Education Excellence in the Era of Global Pandemic*. <https://www.researchgate.net/publication/346644414>
- Pertuz-Peralta, V., Arias-Pérez, J., & Daza-Calier, Y. (2022). Knowledge sharing among academics: why organizational narcissism in higher education matters? *VINE Journal of Information and Knowledge Management Systems*, 52(1), 141–157. <https://doi.org/10.1108/VJIKMS-03-2020-0044>

- Putro, B. E., & Ilmaniati, A. (2020). The Effectiveness Model of Knowledge Sharing in Business Innovation to Improve the Performance of Micro Small and Medium Enterprises. *Jurnal Ilmiah Teknik Industri*, 19(1), 39–46. <https://doi.org/10.23917/jiti.v19i1.10231>
- Rosado-Cubero, A., Freire-Rubio, T., & Hernández, A. (2022). Entrepreneurship: What matters most. *Journal of Business Research*, 144, 250–263. <https://doi.org/10.1016/j.jbusres.2022.01.087>
- Rubayhan, J., & Hariri, H. (2018). Impact Of Teacher Achievement Motivation On Teacher Pedagogic Competence Atprimary Schools In Muaradua Sub-District, South Sumatera, Indonesia. *Diaspora: Sosiohumaniora*, 1(2), 109–115.
- Salim, D. P., & Yonda Aseptia, U. (2019). Pentingnya Need For Achievement, Need for Power dan Need for Affiliation Individu PADA SUATU ORGANISASI. *Jurnal Manajemen*.
- Sasmita, F. A., Swartika, F., Hasan, M., Arisah, N., & Alisyahbana, A. N. (2021). Inovasi Pembelajaran Perguruan Tinggi Dimasa Pandemi Covid 19. *Implementasi Merdeka Belajar Di Masa Pandemi Covid-19: Peluang Dan Tantangan*.
- Serenko, A., & Choo, C. W. (2020). Knowledge sabotage as an extreme form of counterproductive knowledge behavior: the role of narcissism, Machiavellianism, psychopathy, and competitiveness. *Journal of Knowledge Management*, 24(9), 2299–2325. <https://doi.org/10.1108/JKM-06-2020-0416>
- Sobaih, A. E. E., & Elshaer, I. A. (2023). Risk-Taking, Financial Knowledge, and Risky Investment Intention: Expanding Theory of Planned Behavior Using a Moderating-Mediating Model. *Mathematics*, 11(2). <https://doi.org/10.3390/math11020453>
- Somwethee, P., Aujirapongpan, S., & Ru-Zhuae, J. (2023). The Influence of Entrepreneurial Capability and Innovation Capability on Sustainable Organization Performance: Evidence of Community Enterprise in Thailand. *Journal of Open Innovation: Technology, Market, and Complexity*, 100082. <https://doi.org/10.1016/j.joitmc.2023.100082>
- Sonia C. Giaccone, & Mats Magnusson. (2021). Unveiling the role of risk-taking in innovation: antecedents and effects. *R&D Management*.
- Suhana, S., Mansyur, A., & Rachmawati, L. (2022). Efforts to Increase Student Academic Achievement Through Knowledge Sharing. *Advances in Intelligent Systems Research*, 175.
- Takhsha, M., Barahimi, N., Adelpnah, A., & Salehzadeh, R. (2020). The effect of workplace ostracism on knowledge sharing: the mediating role of organization-based self-esteem and organizational silence. *Journal of Workplace Learning*, 32(6), 417–435. <https://doi.org/10.1108/JWL-07-2019-0088>
- Töre, E. (2019). *The effects of knowledge sharing, internal locus of control and self-efficacy on innovative work behavior*. <https://www.researchgate.net/publication/335602269>
-

- UPH. (2019). *‘UPH SPARKLABS’ Siap Memfasilitasi Mahasiswa Menjadi StartUp Handal*.  
<https://www.uph.edu/id/2019/09/27/uph-sparklabs-siap-memfasilitasi-mahasiswa-menjadi-startup-handal/>
- Urban, B., & Wood, E. (2017). The innovating firm as corporate entrepreneurship. *European Journal of Innovation Management*, 20(4), 534–556. <https://doi.org/10.1108/EJIM-10-2016-0100>
- Urbano, D., Turro, A., Wright, M., & Zahra, S. (2022). Corporate entrepreneurship: a systematic literature review and future research agenda. *Small Business Economics*, 59(4), 1541–1565. <https://doi.org/10.1007/s11187-021-00590-6>
- Wang, W., Zhao, J., Zhang, W., & Wang, Y. (2015). Conceptual Framework For Risk Propensity, Risk Perception, And Risk Behaviour Of Construction Project Managers. *Association of Researchers in Construction Management*, 165–174.
- Wijaya, A. F., Rosalina, S., Program, T., Bisnis, M., Manajemen, S., Bisnis, F., & Ekonomi, D. (2020). Pengaruh Motivasi Intrinsik, Knowledge Sharing Behavior, Knowledge Application Behavior Terhadap Perilaku Inovatif Karyawan Agen Properti Di Surabaya. *AGORA*, 8(2).
- Xiao, X., Liu, F., Zhou, F., & Chen, S. (2018). Narcissistic leadership and employees’ knowledge sharing: Influence of organizational identification and collectivism. *Social Behavior and Personality*, 46(8), 1317–1329. <https://doi.org/10.2224/SBP.7034>
- Young, T. J. (2015). Questionnaires and Surveys. In *Research Methods in Intercultural Communication* (pp. 163–180). John Wiley & Sons, Inc. <https://doi.org/10.1002/9781119166283.ch11>
- Zaenal Ariffin. (2013). Pengaruh Rasa Harga Diri Dan Kepercayaan Sosial Terhadap Sikap Berbagi Pengetahuan Yang Dimediasi Oleh Norma SUBJEKTIF. In *Jurnal Ilmu Manajemen* | (Vol. 113).