

The Role of Personality Traits, Knowledge Sharing, Informational-Normative Conformity, and Instrumental-Expressive Ties in Enhancing Employee Innovative Performance

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Abstract: All business sectors have recognized the importance of innovation in facing the challenges of technological disruption in the post-pandemic era. However, employee innovation performance must still be explored in the creative economy sector, especially the publishing subsector. This research is an effort to examine things that encourage the innovation performance of PT. Litera Media Tama and partners employees. A questionnaire collected data from all employees (n = 180). The research instrument was validated through the outer model test, and the hypothesis was tested through the inner model test using the SEM-PLS analysis. The research results show the partial mediating role of knowledge sharing on the influence of employee personality traits on employee innovation performance. Employee innovation performance is also significantly influenced by instrumental-expressive ties. Meanwhile, instrumental-expressive ties are also strongly influenced by informational-normative conformity. Further research is expected to relate each dimension of personality traits with knowledge sharing and employee innovative performance to determine which personality types are dominant, differentiate between permanent and freelance employees, and expand the research area.

Keywords: Personality traits, Knowledge sharing, Work conformity, Social ties, Employee innovative performance

INTRODUCTION

Since the pandemic, the publishing industry has been affected by its detrimental impacts, such as a drastic decline in market demand and production limitations due to compliance with health protocols (Nugraha et al., 2023). Apart from that, due to the low interest in reading among Indonesian people, many people were laid off, income decreased, even zero, so purchases of print media also decreased (Al Aziz, 2021). Only scientific publications, especially those related to health and COVID-19, experienced an increase (Clark, 2023). It was recorded that losses in the Publishing Industry during the Covid-19 pandemic reached 80% (Machmudi, 2020). The challenges continue in the post-pandemic era, where sharp changes in the publishing business have forced publishers to switch to online and digital media (Guren et al., 2021). Not all publishers can survive and facing the digital transformation requires competent resources (Piccoli et al., 2024), especially in the AI era like today, innovation is the primary key to competing (Tekic & Füller, 2023). Thus, figuring out how to boost employee innovative performance is a pressing issue that needs to be resolved (Abou-shouk et al., 2022).

PT. Litera Media Tama is an indie publisher in East Java, Indonesia, which has also been affected by the Covid-19 pandemic. However, this publisher is moving quickly and facing changes in the business environment at an unreasonable speed. This publisher together with partner companies, there are Kanirana Coaching, Ganesha Public Speaking, PT. Tinta Langit Peradaban, and Lembaga Pengembangan dan Konsultasi Nasional (LPKN), drives employees to innovate and keep the company existing. It has innovated sales promotions through online media and created a unique program to attract writers to publish books, namely "Book Writing Camp". This program is specifically designed to train and guide prospective writers directly and intensively by professional mentors with extraordinary field experience. Aspiring writers can write and complete the book draft in 2 months when the draft is suitable for publication and must be published. Until 2023, Batch 21, to be precise, the total number of BWC participants has reached more than 1000 people. No program is run without problems, so employees must always be innovative to achieve participant satisfaction. The number of participants participating continues to increase. However, currently, more and more competitors are holding similar programs. So, the urgency of this research is to maintain and improve the innovative performance of PT. Litera Media Tama and partners employees to face this intense competition.

Several previous studies show that employee innovative performance can be significantly improved by employee personality traits, such as the research of Dai et al. (2024), which states that the more positive an employee's personality (such as a proactive attitude), the higher their innovative performance. Friendliness and extraversion also show an upbeat personality (Yovav & Harpaz, 2021). Indeed, Zhou et al. (2023) prove that the quality of innovation produced by employees is highly correlated with their personality. Personality traits (extraversion and openness) have been proven to be positively correlated with employee performance in general, not specific innovative performance (Beng & Muthuveloo, 2020; Desaili et al., 2023). An empirical gap occurred in the research of Danish et al. (2019), which revealed that extraversion and openness to change showed an insignificant relationship with innovative work behaviour. This gives rise to a research gap where mediation is needed to bridge the influence of personality on employee innovative performance.

A prior study by Akbar et al. (2023) evidence of the influence of personality traits on knowledge sharing, where employees who agreeableness and openness to experience strongly intend to share knowledge. Meanwhile, Abou-shouk et al. (2022) and Suryadi et al. (2022) explain that four types of personality have a positive influence on knowledge sharing in order, namely openness, agreeableness, extraversion, and conscientiousness. Several studies have also stated that knowledge sharing can create innovative behaviour (Kmieciak, 2021; Osmanaj et al., 2022; Suryanto et al., 2023). The more knowledge sharing is carried out, the more innovative the employees in a company will be (Akbar et al., 2023; Wang, 2023), and shows high performance (Akbar et al., 2023).

For this reason, employee innovative performance is strongly impacted by knowledge sharing (Abou-shouk et al., 2022). Previous research has shown a relationship between the three variables, where employees with positive personalities will be willing to share knowledge, which ultimately impacts their

innovation performance. In other words, knowledge sharing is a mediating influence of personality traits on employee innovative performance. However, this relationship still needs to be proven empirically. Conversely, research indicates that the innovative performance of employees is significantly shaped by their social ties. Innovative ideas often emerge from discussions that traverse instrumental and expressive ties, as these ties facilitate the exchange of information (Lee & Kim, 2021). Therefore, instrumental-expressive ties serve as a crucial platform for idea exchange, fostering innovative thinking and leading to high employee innovative performance (Chang et al., 2023).

To form strong social bonds, employees must first adapt to the groups in their work environment (social work conformity) (Chang et al., 2023). Informational conformity usually appears when employees are in an ambiguous situation with uncertain judgment, so they cannot determine appropriate behaviour. In this condition, the individual will depend on guidance from the group as a source of information. Meanwhile, normative conformity occurs when someone wants to be accepted or liked, forcing that person to follow existing norms (Jasmine et al., 2022). When someone has a high level of conformity (informational-normative conformity), it will be easy to enter social networks or achieve social ties (instrumental-expressive ties). Other research, with objects in the form of product consumers, not employees, supports the opposite path, where social ties influence social conformity (Badawi et al., 2021).

There are several empirical gaps in previous studies, such as the findings of Dai et al. (2024) which revealed that only proactive individuals have high innovation performance. Contrary to the findings of Beng and Muthuveloo (2020) and Desaili et al. (2023) prove that extroversion and openness produce high performance. A very sharp empirical gap is seen in the research of Danish et al. (2019), which speaks the opposite, where extroversion and openness do not produce high innovation performance. Meanwhile, it is proven that personality traits have a strong influence on knowledge sharing (i.e. Akbar et al., 2023; Abou-shouk et al., 2022; Suryadi et al., 2022). Other findings explain the influence of solid knowledge sharing on innovative behaviour (i.e. Kmiecik, 2021; Osmanaj et al., 2022; Suryanto et al., 2023). On the other hand, to achieve high innovative performance, employees need to have strong social ties (Lee & Kim, 2021; Chang et al., 2023). To have strong social ties, employees must also have high work conformity (Chang et al., 2023). Thus, there is a relationship between personality traits, knowledge sharing, informational-normative conformity, instrumental-expressive ties, and employee innovative performance, which forms a new framework that is the main novelty of this research.

The framework we offer contributes to the development of Trait Activation Theory by Tett and Burnett (2003) confirmed by Zhang et al. (2023), which explains that each individual tends to express certain traits when facing a situation. This theory explains how personality traits influence individual behaviour (Pérez-Fernández et al., 2022). Thus, personality traits are closely related to employee behaviour, ultimately impacting innovative performance. This research also contributes to the development of the Social Exchange Theory by Homans (1958) confirmed by Han et al. (2023) regarding social conformity. This theory views social interaction as the result of exchanging resources

between two or more parties in a process of building reciprocity between perceived rewards and costs (Li et al., 2024) which ultimately has an impact on the resulting innovative performance.

This paper consists of 4 main parts, including: (1) an introduction that reveals the background to why the research must be carried out, (2) the research method used, (3) the results of data analysis and discussion, and (4) conclusions.

METHODS

Research Design

The research was carried out following quantitative research procedures. This study places significant emphasis on five important latent constructs, namely employee innovative performance, employee personality traits, knowledge sharing, informational-normative conformity, and instrumental-expressive bonding, as these five constructs form the backbone of our investigation through which the conceptual framework generates hypotheses (see Figure 1).

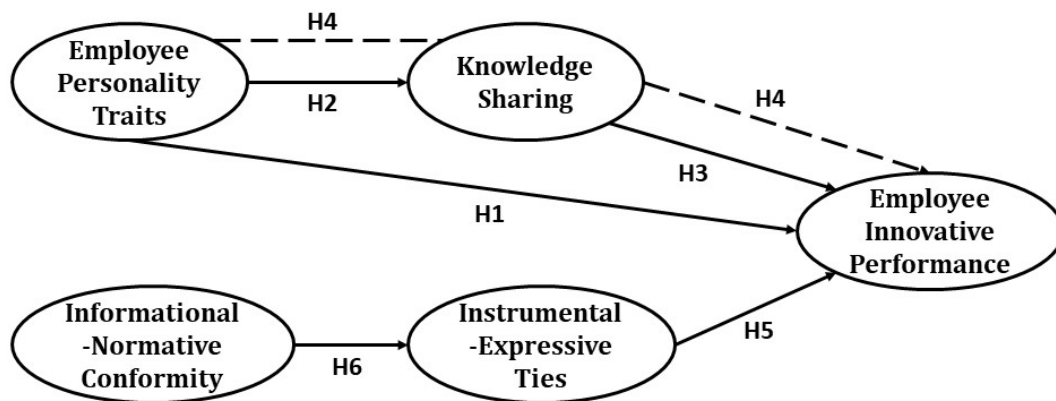


Figure 1. Conceptual Model
Source: Created by Authors (2023)

Hypotheses:

- H1: Employee innovative performance can increase rapidly if supported by positive employee personality traits
- H2: The more positive the employee's personality traits are, the more knowledge is shared
- H3: The more knowledge is shared the higher employee innovative performance
- H4: The more positive the employee's personality traits are, the higher the employee's innovation performance will be if supported by high knowledge sharing as mediation
- H5: Employee innovative performance can increase rapidly if supported by positive instrumental-expressive ties
- H6: Instrumental-expressive ties will be stronger if supported by positive informational-normative conformity

Population and Sample

The population in this study were all employees of PT. Litera Media Tama and partners in making joint projects, one of which was the "Book Writing Camp" program. The total population was 180 people consisting of 46 employees of PT. Litera Media Tama, 30 employees of Kanirana Coaching, 30 employees of Ganesha Public Speaking, 50 employees of PT. Tinta Langit Peradaban, and 20 employees of the National Development and Consultation Institute (Lembaga Pengembangan dan Konsultasi Nasional (LPKN) and a team of experts of four people (Dr. Surya Kresnanda, M.Pd., Asma Nadia, Ahmad Fuadi, and Ahmad Imron, S.Si.). The sample of employees studied was determined using a saturated sampling technique so that all 180 employees were studied. This number of samples is considered sufficient in quantitative research (Memon et al., 2020; Hair et al., 2020). Respondent demographics based on their occupation can be seen in Table 1.

Table 1. Respondent Occupation

Occupation	Amount (People)
Administrator	10
Finance	8
Marketing	22
Editor	40
Lay-outer	16
Graphic design	10
Freelance editor	40
Freelance illustrator	10
Freelance marketing	20
Expert team	4
Total	180

Source: PT. Litera Media Tama and Partners's Management (2023)

Based on gender, most employees were women, as many as 106 people (59%) and 74 men (41%). Based on education level, the majority of employees have a bachelor's degree, as many as 160 people (89%), 16 people have a high school education (9%), and 4 people have a diploma (2%). In terms of age, most employees are aged 23 - 30 years, as many as 146 people (81%), and the remaining 34 people (19%) are over 31 - 38 years old. Most of the employees are unmarried; as many as 149 people (83%), the remaining 31 (17%) are married. Most new employees have worked for less than three years, as many as 133 (74%), and the remaining 47 (26%) have worked for 4 - 6 years.

Data Collection and Measurement

Data collection was conducted through an online questionnaire survey where respondents' perceptions were measured using a 5-point Likert scale. The online questionnaire link was sent to the directors of each company which was then distributed to all employees through the employee WA group. Employees were directly advised by each director to fill it out no later than 3 days after the link was shared. There was direct coordination between the researchers and the directors, so if the number of samples was lacking, the researchers immediately notified the directors. One of the researchers was also the director of the company being

studied, so there were no missing respondents. The selection of the 5-point Likert scale in this study is because it contains a midpoint to allow analysis of the influence of “none” on respondents' opinions (de Rezende & de Medeiros, 2022). In addition, the 5-point scale also provides an easier answering process for respondents while not causing major losses compared to the 7-point answer category in terms of reliability (Aybek & Toraman, 2022). While each latent construct is measured through several items as listed in Table 2.

Table 2. Latent Constructs Measurements

Latent-Constructs	Items
Employee Personality Traits	(X11) Curiosity to obtain new ideas (X12) Activeness and enthusiasm in doing positive things (X13) Social engagement (X14) Self-motivation (X15) Positive, tolerant, and cooperative interpersonal relationships
Informational-Normative Conformity	(X21) Observes and imitates how colleagues deal with similar work problems (X22) Study co-workers work practices to prevent errors/failures (X23) Complies with applicable regulations in the company (X24) Tries to have the same views and ways of working as colleagues (X25) Does not challenge unspoken rules among co-workers (X26) Adapt to the organizational culture and social norms that apply in the company
Knowledge Sharing	(Y11) Helping solve co-worker's problems (Y12) Assisting colleagues in developing their knowledge (Y13) Exchanging information to complete work (Y14) Training new employees (Y15) Answer any questions on the job (Y16) Sharing new ideas with colleagues and leaders
Instrumental Expressive Ties	(Y21) Involvement in receiving and sending information to colleagues (Y22) Involvement in receiving or sending technical assistance to colleagues (Y23) Involvement in providing work-related advice and suggestions to colleagues (Y24) Know colleagues personally well. (Y25) Consult with colleagues about personal matters. (Y26) Building friendships with colleagues.
Employee Innovative Performance	(Y31) Looking for new ways to complete tasks to be more effective and efficient (Y32) Ready to take risks (Y33) Thinking of creative solutions to every work problem (Y34) presents ideas about new processes or products that are different from what the company currently does (Y35) become a source of new and creative ideas to overcome work problems (Y36) obtains approval for innovative ideas from superiors and colleagues

Source: Authors own (2023)

Data Analysis

Two types of analysis have been used, including (1) descriptive analysis to explain respondent demographics, and (2) PLS-SEM analysis which consists of: Outer Model Test (convergent and discriminant validity test, as well as the reliability of the research instrument), Inner Model Test (related to the feasibility of the structural model formed (determination test R^2), as well as hypothesis testing via the t-test.

RESULTS AND DISCUSSION

SEM-PLS Outer-Model Test

Convergent Validity

The loading factor value have to be more than 0.70 to indicate a valid item that measure the latent construct (Hair et al., 2014; Garson, 2016; Hair et al., 2017). Figure 2. reflects that each item is valid since the loading factor value (the number printed on the connection line between the item and the latent construct) more than 0.7.

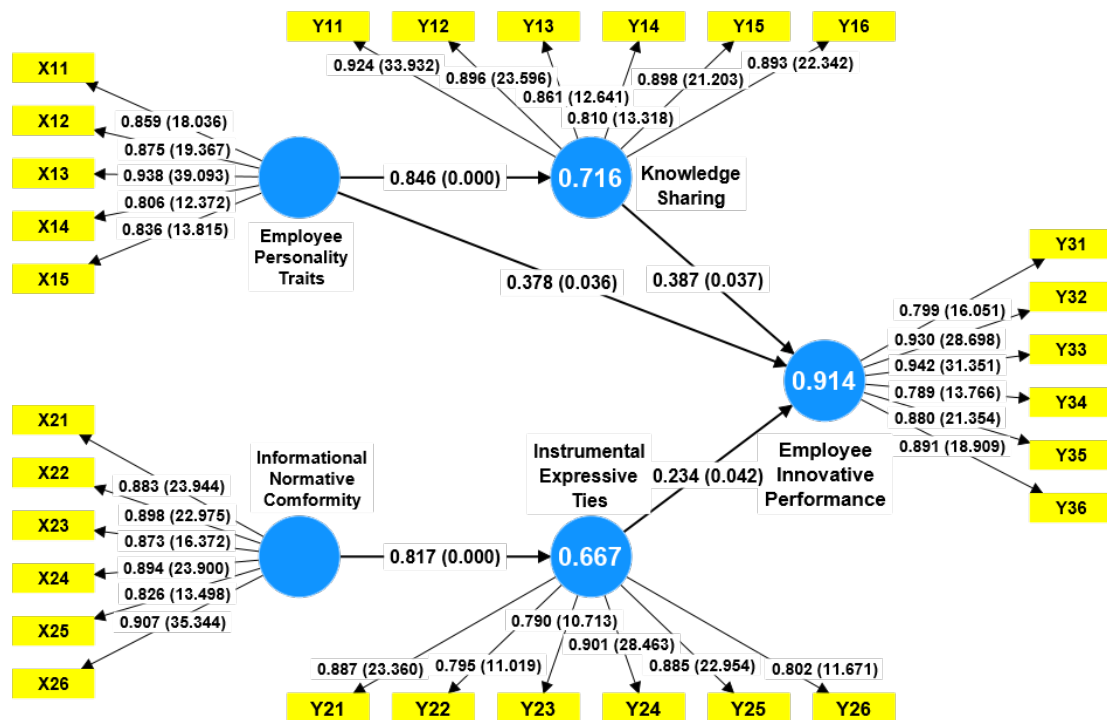


Figure 2. Graphical Output of PLS-SEM model of SmartPLS-4.1.0.6 (2024)

Another measurement of convergent validity in indicating a valid research instrument is the Average Variance Extracted (AVE) value, which has to be more than 0.5. Table 3 shows that the AVE value of every latent construct is more than 0.5. Meanwhile, Cronbach's alpha and Composite reliability in Table 2. show the reliability of the research instrument, which is expected to be more than 0.6 (Cronbach's alpha)

and more than 0.8 (Composite reliability). Thus, the research instrument (statement items in the questionnaire) is valid.

Table 3. Reliability and Validity

	AVE	C-A	C-R-(rho_a)	C-R (rho_c)
EIP	0.764	0.937	0.943	0.951
EPT	0.746	0.914	0.921	0.936
INC	0.775	0.942	0.944	0.954
IET	0.713	0.919	0.927	0.937
KS	0.776	0.942	0.944	0.954

Source: SmartPLS-4.1.0.6-Software Output (2024)

Discriminant Validity

Discriminant validity is reviewed using the Fornell-Larcker criteria and cross-loading. Fornell-Larcker has criteria for a valid research instrument if the square root of the AVE value (Fornell Larcker value) is greater than the correlation value between latent variables. Based on the data in Table 4, it is known that the Fornell-Larcker EPT value of 0.864 is greater than the EPT-KS correlation of 0.846 and the EPT-EIP correlation of 0.378. The Fornell-Larcker INC value of 0.880 exceeds the INC-IET correlation of 0.817. The Fornell-Larcker KS value of 0.881 is greater than the KS-EIP correlation of 0.387 and more significant than the KS-EPT correlation of 0.846. The Fornell-Larcker IET value of 0.845 exceeds the IET-EIP correlation of 0.234. The Fornell-Larcker of EIP value of 0.874 is greater than the EIP-EPT correlation of 0.378, more significant than the EIP-KS correlation of 0.387, and greater than the EIP-IET correlation of 0.234. This result shows that, in a discriminant manner, the research instrument that measures the research variables is valid.

Table 4. Fornell-Larcker Criterion

	EPT	INC	KS	IET	EIP
EPT	0.864		0.846		0.378
INC		0.880		0.817	
KS			0.881		0.387
IET				0.845	0.234
EIP					0.874

Source: SmartPLS-4.1.0.6-Software Output – Modified by Authors (2024)

Table 5. Cross-Loading Value

	EPT	INC	KS	IET	EIP
X11	0.859	0.587	0.742	0.723	0.821
X12	0.875	0.694	0.754	0.721	0.777
X13	0.938	0.687	0.814	0.823	0.856
X14	0.806	0.669	0.647	0.650	0.641
X15	0.836	0.547	0.684	0.713	0.786
X21	0.705	0.883	0.733	0.733	0.683
X22	0.635	0.898	0.714	0.728	0.641
X23	0.633	0.873	0.655	0.655	0.579

	EPT	INC	KS	IET	EIP
X24	0.679	0.894	0.763	0.778	0.703
X25	0.573	0.826	0.709	0.663	0.651
X26	0.652	0.907	0.767	0.745	0.669
Y11	0.758	0.787	0.924	0.840	0.821
Y12	0.766	0.690	0.896	0.781	0.858
Y13	0.803	0.680	0.861	0.844	0.856
Y14	0.703	0.684	0.810	0.843	0.733
Y15	0.701	0.789	0.898	0.824	0.767
Y16	0.732	0.726	0.893	0.826	0.848
Y21	0.797	0.692	0.820	0.887	0.874
Y22	0.582	0.635	0.694	0.795	0.608
Y23	0.694	0.726	0.818	0.790	0.709
Y24	0.778	0.743	0.879	0.901	0.901
Y25	0.800	0.683	0.840	0.885	0.872
Y26	0.578	0.656	0.669	0.802	0.615
Y31	0.694	0.497	0.703	0.683	0.799
Y32	0.834	0.704	0.905	0.850	0.930
Y33	0.891	0.705	0.866	0.871	0.942
Y34	0.681	0.656	0.746	0.764	0.789
Y35	0.845	0.626	0.763	0.785	0.880
Y36	0.771	0.699	0.857	0.835	0.891

Source: SmartPLS-4.1.0.6-Software Output (2024)

The item of a latent construct is considered valid if its loading value to its latent construct is higher than the loading value to others. The data in Table 5 shows that the loading value of each variable indicator on the variable is higher than that of other variables. So that every indicator that measures a variable is declared valid.

SEM-PLS Inner Model Measurement

The inner model test considered in this research is the R-Square test which shows the percentage contribution of the independent variable to the dependent. An independent variable is interpreted to have a strong influence on the dependent if it has an R-Square value of at least 0.67 (Chin, 1998 in Hair et al., 2014). The numbers shown in Figure 2, precisely the numbers in the blue circle symbol, in the variable "Knowledge Sharing" show an R-Square value of 0.716. This means that around 71.6% of Knowledge Sharing is explained by Employee Personality Traits (strong influence). Likewise, the variable "Instrumental-Expressive Ties" shows an R-Square value of 0.667. This means that around 66.7% of Instrumental-Expressive Ties are explained by Informational-Normative Conformity (a fairly strong influence). Likewise, the variable "Employee Innovative Performance" shows a value of 0.914. This means that around 91.4% of Employee Innovative Performance is explained by Employee Personality Traits, Knowledge Sharing, and Instrumental-Expressive Ties.

Testing the Hypotheses

Hypotheses must be tested for truth. Hypothesis testing is carried out using the t test. If

the t-statistics value is > 1.96 (at a significance level of 5%) or the p-value $< 5\%$, then the influence of the independent variable on the dependent is significant, and vice versa. Meanwhile, the path coefficient value (Original Sample (O)) shows the direction of influence, positive or negative. The t test results are presented in Table 5.

Table 6. T-Test Result

Relationship	Path.Coeff	T statistics	P values	Inference
Direct Effects				
EPT → EIP	0.378	2.098 > 1.96	0.036 < 0.05	(+) Sig; H1-Supported
EPT → KS	0.846	17.817 > 1.96	0.000 < 0.05	(+) Sig; H2-Supported
KS → EIP	0.387	2.091 > 1.96	0.037 < 0.05	(+) Sig; H3-Supported
IET → EIP	0.234	2.037 > 1.96	0.042 < 0.05	(+) Sig; H5-Supported
INC → IET	0.817	15.170 > 1.96	0.000 < 0.05	(+) Sig; H6-Supported
Specific Indirect Effects				
EPT → KS → EIP	0.327	2.010 > 1.96	0.044 < 0.05	(+) Sig; H4-Supported KS is Partial-Mediation

Source: SmartPLS.4.1.0.6-Software Output (2024)

The direct effect of EPT on EIP turned out to be positive significant with a path coefficient of 0.378 (positive), t-statistic $2.098 > 1.96$ and p-value $0.036 < 0.05$ (significant). This result supported the first research hypothesis (H1). The direct effect of EPT on KS turned out to be positive significant, with a path coefficient of 0.846 (positive), t-statistic $17.817 > 1.96$ and p-value $0.000 < 0.05$ (significant). This result supported the second research hypothesis (H2). The direct effect of KS on EIP turned out to be positive significant with a path coefficient of 0.387 (positive), t-statistic $2.091 > 1.96$ and p-value $0.037 < 0.05$ (significant). This result supported the third research hypothesis (H3). While, the specific indirect effect of EPT on EIP through KS as a mediator turned out to be positive significant, with a path coefficient of 0.327 (positive), t-statistic $2.010 > 1.96$ and p-value $0.044 < 0.05$ (significant). This result supported the fourth research hypothesis (H4). KS is partial-mediation because the direct effect of EPT on EIP is significant too (H1).

The direct effect of IET on EIP turned out to be positive significant with a path coefficient of 0.234 (positive), t-statistic $2.037 > 1.96$ and p-value $0.042 < 0.05$ (significant). This result supported the fifth research hypothesis (H5). The direct effect of INC on IET turned out to be positive significant, with a path coefficient of 0.817 (positive), t-statistic $15.170 > 1.96$ and p-value $0.000 < 0.05$ (significant). This result supported the sixth research hypothesis (H6).

Discussion

This research proves the strong influence of positive personality traits on employee innovative performance. However, this is still important for PT. Litera Media Tama and partners pays attention to knowledge sharing by employees because this research also shows the partial mediating role of knowledge sharing on the positive influence of employee personality traits on employee innovative performance.

This research support previous findings (e.g., Abou-shouk et al., 2022; Suryadi et al., 2022), which revealed that four types of upbeat personalities have an impact on an individual's willingness to share knowledge, namely: personality openness,

agreeableness, extraversion, and conscientiousness. The same was also expressed by Chrapek (2021) that employees with conscientious, solid personalities are willing to share knowledge. However, Chrapek (2021) also stated something that contradicts the results of this research, where the agreeableness personality could be more assertive in making employees willing to share knowledge. Indeed, Akbar et al. (2023) explained that employees with positive personalities, such as agreeableness and openness to experience, are strongly willing to share their knowledge with colleagues and superiors, or subordinates.

These results support only one part of the findings of Shaukat et al. (2023), which more dramatically revealed that only employees with open personalities are willing to share knowledge; others are not. Employees' willingness to share knowledge will have an impact on the creation of brilliant ideas for innovation so that employees' innovative performance will also be high (Akbar et al., 2023; Kmiecik, 2021; Osmanaj et al., 2022; Suryanto et al., 2023). Knowledge sharing can take the form of sharing practical experiences through abstract resources to achieve a high level of innovation (Akbar et al., 2023; Wang, 2023; Shuja & Shuja, 2023).

High team member innovative performance is characterized by the employee's ability to find new ideas, especially to overcome problems or create new products or services. Such abilities are stimulated by contributions of knowledge, especially from colleagues, supported by positive employee personality traits. Suppose employees have a high sense of curiosity to obtain new ideas, are active and enthusiastic in doing positive things, have high social involvement, have strong self-motivation, and have positive, tolerant, and cooperative interpersonal relationships. In that case, they will have to take the initiative to help solve co-workers' problems, help co-workers develop their knowledge, be willing to exchange information to complete work, be willing to train new employees, be willing to answer any questions related to work, and volunteer to share new ideas with co-workers and leaders, so that new ideas will be created easily.

Trait Activation Theory explains that individual behavior is greatly influenced by parts of that individual's personality (Pérez-Fernández et al., 2022), including innovative behavior. In such a way, personality traits are closely related to employee innovative performance. To achieve high employee innovative performance, PT. Litera Media Tama and partners should empower its employees who have positive personalities and are willing to share knowledge as optimally as possible. Therefore, the company can foster a culture of innovation, improve problem-solving capabilities, and enhance the quality of products and services. Employees who are experienced and knowledgeable, and who master digital technology are important assets in the current digital era.

This research also reveals that employee innovative performance can increase rapidly if supported by positive Instrumental-Expressive Bonds. This finding aligns with research by Lee and Kim (2021), emphasizing that innovative ideas can only develop quickly with the exchange of information and knowledge from the originators. Information exchange will be easy with strong social ties between group members. Social ties, both instrumental and expressive ties, are an essential work format for exchanging ideas that can stimulate innovative ideas for employees (Chang et al., 2023).

Meanwhile, to have strong social ties with colleagues or superiors, according to this research, employees must adapt well; in this case, work conformity must also be good. This finding follows previous research, where social conformity strongly influences social ties (Chang et al., 2023). In this case, employees can follow guidance from a solid group to adapt themselves (Informational Conformity) or immediately change their attitudes to suit the norms that apply in the workplace (Normative Conformity) (Jasmine et al., 2022). Employees with a high level of conformity will quickly enter social networks and have instrumental-expressive ties.

As the theory of social exchange theory which views social interaction as the result of exchanging resources between two or more parties in a process of building reciprocity, a mutual give-and-take relationship (Han et al., 2023). How well the interaction occurs really depends on the relationship between the two parties, which of course requires conformity in the process (Chang et al., 2023). The existence of informational-normative conformity makes interactive social relationships a catalyst for resource allocation and innovation (Riaz, Xu, & Hussain, 2020).

Thus, good conformity can strengthen positive social ties, which ultimately have an impact on increasing employee innovative performance. Employees who are willing to observe and imitate the way colleagues deal with similar work problems, willing to study colleagues' work practices to prevent mistakes/failures, willing to comply with applicable regulations in the company and try to have the same views and ways of working as colleagues, do not go against the rules, and are willing to adapt to the organizational culture and social norms that apply in the company, will be quickly involved in receiving and sending information to co-workers, involved in providing technical assistance, giving work-related advice and suggestions, getting to know co-workers well and even being able to consult about personal problems until finally establishing a positive friendship.

It becomes essential for PT. Litera Media Tama and partners stimulate innovation by encouraging social interaction across functional areas and fostering reciprocal employee bonds (Cangialosi et al., 2014). In the current digital era, social ties can also be created through communication on social media (Amalina & Pusparini, 2024). The use of social media has been proven to have an impact on employee innovative performance (Cheng et al., 2020). Creative and innovative employees tend to be involved with technology (Khan et al., 2022) which forms attachments that ultimately influence their innovation performance (Wang et al., 2022). Social ties can also emerge from positive social networks that birth to innovative behavior (Li et al., 2023).

CONCLUSION

This research has investigated the relationship between personality traits, knowledge sharing, informational-normative conformity, instrumental-expressive ties, and employee innovative performance of PT. Litera Media Tama and partners, Indonesia. The findings prove that Employee Innovative Performance can increase rapidly if supported by positive employee personality traits. The more positive the employee's personality traits, the more knowledge is shared, and the more knowledge is shared, the higher the employee's innovative performance. Thus,

knowledge sharing can partially mediate the influence of personality traits on employee innovative performance. The findings also prove that employee innovative performance can increase rapidly if an optimistic instrumental-expressive bond supports it, and the instrumental-expressive bond will be stronger if a positive informational-normative conformity supports it.

The theoretical implication of this study is the development of Trait Activation Theory, and Social Exchange Theory, where both can be combined as a basis for determining the direction of company strategy in achieving employee innovative performance at the small creative industry level, such as the industry that publishes through the understanding that employee personality, how they share knowledge, how they conform, and how strong their social ties are determinants of their level of innovation performance. Meanwhile, the managerial implication confirms that to compete in this competitive era, PT. Litera Media Tama must improve the innovative performance of its employees by optimizing positive employee personalities, optimizing knowledge sharing, and paying attention to how employees carry out conformity until they form positive and robust social ties that can trigger innovative performance.

The limitations of this research lie in (1) each dimension of personality traits is not related, and only positive personality traits are considered in this research, and (2) there is no distinction between respondents who are permanent employees of PT. Litera Media Tama and partners have employees who have freelance status. Further research is expected to relate each dimension of personality traits with Knowledge Sharing and Employee Innovative Performance to determine which personality types are dominant, differentiate between permanent and freelance employees, and expand the research area, not only on one indie company but also on several indie companies simultaneously with a control variable in the form of company size.

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