

The Effect of Knowledge Sharing, Talent Management, and Competence on Innovative Behavior and Performance in Textile Industry

*Innovative Behavior
and Employee
Performance*

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ABSTRACT

In a competitive industrial environment, textile companies are required to improve employee performance through effective management of human resources. This study aims to examine the influence of knowledge sharing, talent management, and employee competence on innovative behavior and employee performance in the textile industry of West Java, Indonesia. A quantitative approach was employed using a survey method, with data collected from 470 employees selected through proportionate cluster sampling. The data were analyzed using Structural Equation Modeling with LISREL 8.80. The results reveal that knowledge sharing, talent management, and employee competence have a positive and significant effect on innovative behavior, explaining 74.59% of its variance. Among these variables, employee competence shows the strongest contribution to innovative behavior. Furthermore, innovative behavior has a strong and significant influence on employee performance. These findings confirm that employee performance can be optimally enhanced when organizations foster innovative behavior supported by strong employee competence, effective knowledge sharing, and strategic talent management. Therefore, strengthening innovative behavior is a critical mechanism for translating human resource capabilities into sustainable performance improvements in the textile industry.

Keywords: *Employee Competence, Employee Performance, Innovative Behavior, Knowledge Sharing, Talent Management.*

INTRODUCTION

The industrial sector in West Java contributes significantly to the national economy, as half of Indonesia's 82 major industrial zones are in this province. According to the BPS (2020), the total labor force based on main occupational fields in 2019 reached 128,755,271 people, of which 19,197,915 were employed in the industrial sector. West Java accounted for the largest share, with approximately 3,892,044 workers. This is largely due to the concentration of economic activities in urban centers. In order to better comprehend employee performance in the textile industry and the factors influencing it, a preliminary study was conducted through a pre-survey involving employees from textile industries in West Java.

Based on interviews with 30 respondents, employee performance in the textile industry was generally categorized as fair to moderately good, with an average score of 2.68. Approximately 25% of respondents rated employee performance as poor, while 35% assessed it as fair. The relatively adequate level of performance was mainly influenced by

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indicators such as work quantity and quality, working time effectiveness, and collaboration with colleagues. Innovative work behavior has the potential to transform the organizational environment into a more cooperative and productive setting, thereby enhancing employee performance (Contreras et al., 2020). Previous studies have shown that innovative behavior and work motivation simultaneously exert a favorable impact on employee performance (Enly, 2021). Similarly, Hadi et al. (2020) found that innovative behavior has a significantly positive effect on employee performance.

According to Almulhim (2020), knowledge sharing is a social interaction process through which employees exchange information, experiences, and practical know-how to generate new ideas and foster innovation. This process creates opportunities for experience exchange, builds informal relationships, and facilitates learning through observation, listening, and imitation of best practices, all of which are strengthened by mutual trust among individuals. Empirical evidence from Anisah and Sakinah (2020), Nugrahatamala and Fadili (2021), and Yanti and Mursidi (2022) demonstrates that employee performance is considerably and favorably impacted by talent management. However, contrasting findings by Brewster (2020) indicate that although talent management shows a positive relationship with performance, its effect is not statistically significant.

The importance of talent management within organizations arises from the fact that many organizations are still unable to manage their talented employees effectively. Consequently, they often face challenges in placing high-potential employees in strategic roles. Empirical evidence further suggests that talent retention and talent development are critical components of effective talent management. Employees with strong talents are capable of generating innovative ideas based on their expertise and specialized skills (Karatepe et al., 2020). Nevertheless, the limited availability of highly talented employees remains a major challenge for many organizations (Angliawati & Fatimah 2020). Employee competence contributes significantly to the advancement of an organization (Sugma, 2022). In line with this view, Tjahyanti et al. (2020) emphasized that one of the most crucial tasks for companies is managing their human resources effectively. Without a strong and reliable workforce, an organization cannot operate optimally. Human resources, therefore, remain the main driving force behind the continuity and success of business operations.

Although previous studies have highlighted the importance of knowledge management, talent management, and employee competency in improving organizational outcomes, empirical findings regarding their influence on innovative behavior and employee performance remain limited, particularly within the Indonesian industrial context. Most existing research tends to examine these factors separately, while integrated models that connect knowledge management, talent management, competence, and innovative behavior as determinants of employee performance are still rarely explored. This gap is especially evident in labor-intensive industries such as textiles, where employee-level innovation is essential to maintain competitiveness and productivity. Therefore, the present study examines how knowledge management, talent management, and employee competency influence innovative behavior, as well as how innovative behavior subsequently affects employee performance.

LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT

Knowledge Sharing and Innovative Behavior

Knowledge management is defined as a discipline used to enhance individual and organizational performance by organizing and providing access to existing and future knowledge resources (Elburdah et al., 2020; Alfahmi & Alfikri, 2025; Sulistyowati et al., 2025). One of the most essential components of knowledge management is encouraging individuals within the organization to engage in knowledge sharing, which plays a significant role in generating tacit knowledge related to work practices among organizational members Sandra et al. (2022). Knowledge sharing positively contributes to organizational performance by enhancing employees' ability to utilize and apply the

knowledge they possess within the organization. As a result, employees are more capable of generating new ideas that support organizational innovation (Bhatti et al., 2024).

Moreover, Cong (2023) emphasizes that systematic knowledge management practices such as formal knowledge-sharing mechanisms, process documentation, and collaborative forums significantly strengthen employees' capacity to apply new knowledge in their daily tasks and foster innovative behaviors that contribute to sustainable organizational performance. Furthermore, knowledge sharing facilitates the sharing of explicit and implicit knowledge, promotes the development of informal relationships, and strengthens mutual trust among employees. These processes expand employees' exposure to diverse perspectives and best practices, which in turn stimulate idea generation and enhance their willingness to propose and implement innovative solutions.

H1: Knowledge sharing has a positive effect on innovative behavior.

Talent Management and Innovative Behavior

According to Gallardo-Gallardo et al. (2020), talent management is a process that encompasses the development and integration of new members into the workforce, as well as the development and retention of existing human resources. In line with this view, Adamovic (2022) emphasizes that recruitment processes may create barriers to attracting and retaining talent when bias and structural obstacles are present. Evidence from resume-based studies indicates that discriminatory hiring practices limit access to opportunities for qualified candidates and hinder organizations' efforts to secure high-quality talent. To address these challenges, the system needs practical measures such as anonymizing resumes, providing more comprehensive applicant information, and including volunteer experience to reduce selection bias and enhance the fairness and effectiveness of talent acquisition.

Although talent management has been defined in various ways, its fundamental purpose remains consistent. Talent is not confined to specific roles or hierarchical levels; rather, talented individuals exist across all functions within an organization. The main goal of talent management is to employ and develop individuals who consistently demonstrate superior performance (Collings & Mellahi, 2009). Effective talent management begins with supportive organizational characteristics, particularly the adoption of a development mindset that prioritizes continuous personal and professional growth among employees (Shen & Joseph 2021). Through systematic recruitment, continuous development, and strategic retention practices, effective talent management enables organizations to attract and cultivate employees with high potential and strong innovation-related capabilities. These practices enhance employees' motivation and readiness to explore opportunities, generate novel ideas, and actively promote innovative initiatives, thereby strengthening innovative behavior within the organization.

H2: Talent management has a positive effect on innovative behavior.

Employee Competency and Innovative Behavior

According to Sutrisno and Zuhri (2019) competence refers to a capability grounded in skills and knowledge and reinforced by one's work attitude, and applied in performing tasks and responsibilities in accordance with established job requirements. Competence consists of a set of key behaviors required to carry out specific roles and achieve satisfactory performance (Permana & Pendrian 2023). Competence also refers to an individual's capability to deliver satisfactory outcomes within the work environment, encompassing the capacity to adapt and utilize their skills and knowledge in various new contexts, and to enhance the agreed-upon value.

Competence is highly important in the business world as a fundamental basis for recruitment (Hajiali et al., 2022). The critical role of competence necessitates continuous development systems for companies aiming for success, especially in modern

organizations today. Several dimensions of employee competence have been identified in previous studies. For example, the research by Krisnawati and Bagia (2021) found that competence encompasses dimensions such as knowledge, communication, analytical thinking, and decision-making. Employee competence, encompassing knowledge, skills, attitudes, and decision-making ability, equips individuals with the capacity to identify problems, generate feasible solutions, and implement work improvements. Higher levels of competence reduce barriers to experimentation and increase the likelihood that novel ideas are effectively translated into practice.

H3: Employee competency has a positive effect on innovative behavior.

Innovative Behavior and Employee Performance

Innovative work behavior has the potential to transform the organizational environment into a more cooperative and productive setting, thereby enhancing employee productivity (Contreras et al., 2020; Izza et al., 2024). Additionally, over time, the formation of Leader-Member Exchange (LMX) relationships is influenced by employees' views of others' work-related and impression-management reasons. High-quality LMX provides employees with the informational, material, and socio-political support necessary to generate, promote, and implement novel ideas, enabling individual innovative behaviors to be translated into improved team and organizational outcomes (Chen et al. 2021). In contributing to organizational goals and development, innovative work behavior consists of individual actions such as exploring, generating, championing, and implementing creative ideas. These actions are reflected in three interrelated stages: idea creation, idea promotion, and idea implementation (Jankelova et al., 2021).

Employee performance refers to the level of work outcomes achieved within a specific period, measured against predetermined standards and organizational objectives (Ariawaty 2020). In response to increasing customer demands, organizations are required to continuously optimize their operational performance (Almita et al., 2023). Performance can be assessed through several dimensions, including service quality, order fulfillment speed, delivery accuracy, flexibility in output volume, adaptability in product configuration, and responsiveness to new product variations. Additionally, performance encompasses the effectiveness of production, marketing, and managerial activities, which collectively contribute to organizational competitiveness (Danastry et al., 2018). Employee activities in performing their tasks are also guided by Standard Operating Procedures (SOPs), which serve as formalized documents outlining daily roles, responsibilities, and work standards (Karatepe et al., 2020). Innovative behavior manifested through opportunity exploration, idea generation, idea promotion, and idea realization enables employees to improve work processes, enhance product quality, and increase operational efficiency. These improvements directly contribute to increased performance levels of employees, particularly in terms of work quality, output quantity, effective time utilization, and teamwork.

H4: Innovative behavior has a positive effect on employee performance.

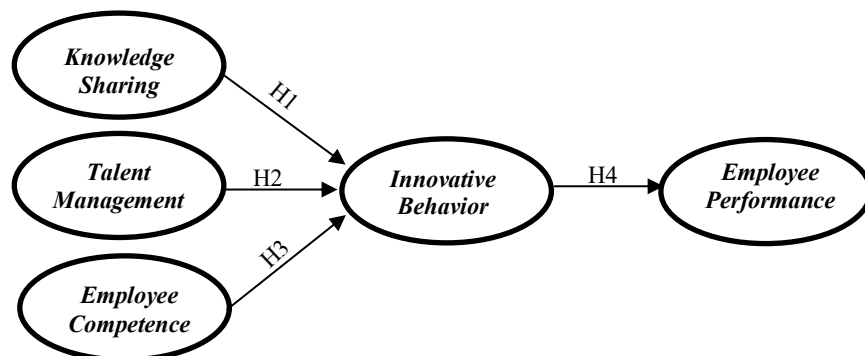


Figure 1 illustrates the conceptual framework of this study, which explains the relationships among knowledge sharing, talent management, employee competence, innovative behavior, and employee performance. In this model, knowledge sharing (X1), talent management (X2), and employee competence (X3) are positioned as independent variables, while innovative behavior (Y) and employee performance (Z) are treated as the dependent variables.

RESEARCH METHODS

This study employs a descriptive and verificative approach to explore and examine the relationships among employee performance, innovative behavior, knowledge sharing, talent management, and competence. Knowledge sharing, talent management, and competence are treated as predictor (independent) variables, and innovative behavior and employee performance are positioned as the dependent variable. The research adopts an explanatory survey combined with descriptive methods to analyze the linkages among variables and to describe their empirical conditions. A proportionate cluster sampling technique was used, resulting in a final sample size of 470 employees from textile industries in West Java, which meets the minimum requirement for generating representative data.

In this study, all research variables were measured using a structured questionnaire developed from established theoretical dimensions. The knowledge sharing variable was operationalized through five dimensions, namely social interaction, experience sharing, informal relationship, observation, and mutual trust. Furthermore, talent management was measured using three dimensions consisting of recruitment, retention, and development. The employee competence variable was assessed through six dimensions, including knowledge, understanding, ability, values, attitude, and interest. In addition, innovative behavior was measured based on four dimensions: opportunity exploration, idea generation, idea promotion, and idea realization. Lastly, employee performance was evaluated using four dimensions, namely quality, quantity, time utilization, and teamwork. All indicators were assessed through respondents' perceptions and subsequently analyzed using structural equation modeling to examine the relationships among variables within the proposed research model.

The data were examined through Structural Equation Modeling (SEM) using LISREL 8.80, enabling simultaneous testing of causal relationships among latent constructs and their indicators. The analytical procedures included instrument validation through Confirmatory Factor Analysis (CFA) to assess convergent and discriminant validity. The model's fit was further examined using widely applied goodness-of-fit indicators, including Chi-square/df, RMSEA, GFI, CFI, and TLI. Once the model met the fit criteria, the structural model was tested to determine both direct and indirect effects through LISREL's bootstrapping procedure. The results provide empirical evidence on how well the proposed theoretical model aligns with observed data and clarify the contribution of each variable to employee performance in the textile industry context.

RESULTS

The results section begins with an evaluation of the measurement model to ensure that each construct is adequately represented by its observed indicators. Using Confirmatory Factor Analysis (CFA) with LISREL 8.80, the validity of the indicators was assessed through factor loadings, t-statistics, and explained variance (R^2). This analysis provides evidence of how well the indicators reflect the latent variables of Knowledge Sharing, Talent Management, Employee Competence, Innovative Behavior, and Employee Performance.

Table 1. Results of the Measurement Model Analysis of Variable X1

Variable	Item	Loading factor	t-statistic	R ²	Error
Knowledge Sharing (X1)	X ₁₁	0.7925	20.0618	0.6281	0.3719
	X ₁₂	0.7943	20.1300	0.6309	0.3691
	X ₁₃	0.7962	20.1985	0.6339	0.3661
	X ₁₄	0.7760	19.4528	0.6022	0.3978
	X ₁₅	0.7688	19.1887	0.5911	0.4089
Talent Management (X2)	X ₂₁	0.9059	24.7603	0.8207	0.1793
	X ₂₂	0.8959	24.3189	0.8026	0.1974
	X ₂₃	0.7657	19.1669	0.5863	0.4137
Employee Competence (X3)	X ₃₁	0.8306	21.8268	0.6899	0.3101
	X ₃₂	0.8161	21.2395	0.6660	0.3340
	X ₃₃	0.7955	20.4374	0.6328	0.3672
	X ₃₄	0.8487	22.5794	0.7203	0.2797
	X ₃₅	0.8777	23.8433	0.7704	0.2296
	X ₃₆	0.7250	14.7243	0.5256	0.4744
Innovative Behavior (Y)	Y ₁	0.7610		0.5791	0.4209
	Y ₂	0.7719	14.8655	0.5958	0.4042
	Y ₃	0.9108	16.9592	0.8296	0.1704
	Y ₄	0.7850	15.0772	0.6162	0.3838
Employee Performance (Z)	Z ₁	0.8674		0.7524	0.2476
	Z ₂	0.7792	20.0200	0.6072	0.3928
	Z ₃	0.7912	20.4852	0.6260	0.3740
	Z ₄	0.7547	7.6083	0.5696	0.4304

Based on the processed questionnaire data, the results indicate that each variable is primarily represented by its strongest contributing indicator. Table 1 shows that the knowledge sharing variable is mainly influenced by the informal relationship indicator, which has the highest loading factor of 0.7962. Talent management is most strongly reflected by recruitment, with the highest loading factor of 0.9059, suggesting that effective recruitment practices are a key strength of the textile industry in West Java. Employee competence is primarily shaped by attitude, which records the highest loading factor of 0.8777, indicating the importance of positive employee attitudes within the industry. Innovative behavior is most strongly represented by idea promotion, with the highest loading factor of 0.9108, emphasizing employees' ability to effectively promote new ideas. Employee performance is mainly driven by quality, which has the highest loading factor of 0.8674, suggesting that strong quality performance remains a significant strength of the West Java textile industry.

The analysis of the structural models developed in this study examined the path coefficients for each relationship within the models. This analysis also discusses the model fit indices generated by LISREL as indicators of the model's overall goodness of fit.

Table 2. Results of the Goodness of Fit of the Research Model

GOF Size	Estimate	Test Results	Condition
Chi-Square (X ²)	1.7721	Good Fit	
P-Value	0.0693	Good Fit	>0.05
Goodness-of-fit Index (GFI)	0.9341	Good Fit	≥ 0.90
Root mean square error of approximation (RMSEA)	0.0720	Good Fit	≥0.05
Expected cross-validation index (ECVI)	3.0690	Good Fit	~1
Tucker-Lewis Index (TLI) or Non-Normed Fit Index (NNFI)	0.9540	Good Fit	≥ 0.90
Normed Fit Index (NFI)	0.9532	Good Fit	≥ 0.90
Adjusted Goodness of Fit Index (AGFI)	0.9421	Good Fit	≥ 0.90
Incremental Fit Index (IFI)	0.9598	Good Fit	≥ 0.90
Comparative Fit Index (CFI)	0.9598	Good Fit	≥ 0.90
Parsimonious Goodness of Fit (PGFI)	0.9340	Good Fit	~1
Parsimonious Normed Fit Index (PNFI)	0.9336	Good Fit	~1

The model fit results indicate that the proposed model satisfies all Goodness of Fit (GOF) criteria. The computed goodness-of-fit measures confirm that the model is appropriate for representing the relationships among the variables examined in this study. The path coefficients for all variables in the structural model reflect the magnitude of influence each variable has on the others. The effects of independent variables on dependent variables are expressed through gamma (γ) coefficients, whereas the effects among dependent variables are represented by beta (β) coefficients.

Structural model 1 illustrates the relationships among knowledge sharing, talent management, and employee competence in predicting innovative behavior, as formulated in the following hypothesis: Knowledge sharing, talent management, and employee competence have both partial and simultaneous effects on innovative behavior. Based on the LISREL analysis results for Structural Model 1, the findings are as follows: $Y = 0.3217X1 + 0.2938X2 + 0.3361X3$, Errorvar=0.2541, $R^2=0.7459$.

Referring to the structural equation model, the findings indicate that innovative behavior is positively shaped by knowledge sharing (path coefficient = 0.3217), by talent management (path coefficient = 0.2938), and by employee competence (path coefficient = 0.3361). Therefore, the suggested conceptual theory is validated and accepted. The complete structural model for sub-structure 1 can be illustrated in Figure 2.

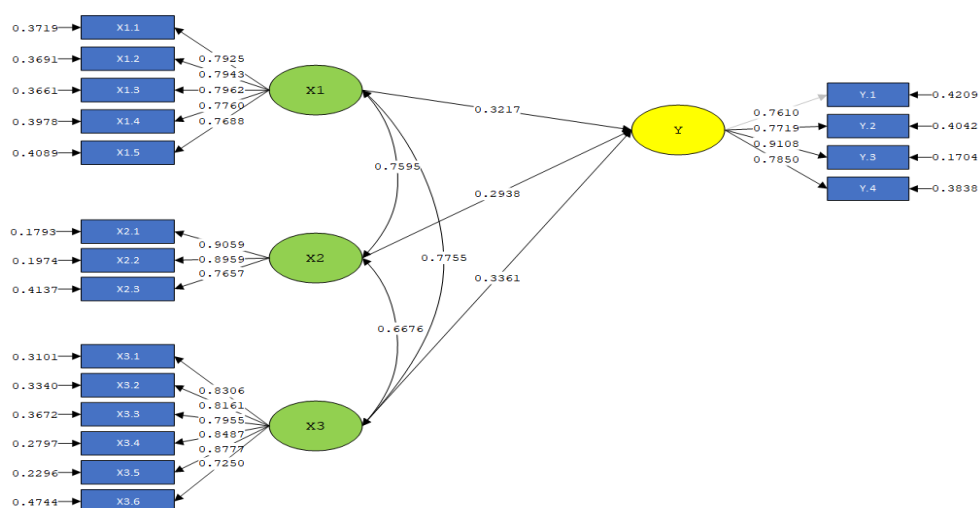


Figure 2. Path Coefficients of Structural Model 1

The results of Figure 2 indicate that innovative behavior is influenced by knowledge sharing, talent management, and employee competence, both partially and simultaneously. Based on the correlations and path coefficients generated through LISREL 8.80, the magnitude of the direct and indirect effects of knowledge sharing, talent management, and employee competence on innovative behavior can be determined as follows in Table 3.

Table 3. Direct and Indirect Effects

Variable	Coefficient	Direct Effect	Effect Through			Total Indirect Effect	Total
			Knowledge Sharing	Talent Management	Employee Competence		
Knowledge Sharing	0.3217	10.35%		7.18%	8.38%	15.56%	25.91%
Talent Management	0.2938	8.63%	7.18%		6.59%	13.77%	22.40%
Employee Competence	0.3361	11.30%	8.38%	6.59%		14.98%	26.27%
Total		30.28%	15.56%	13.77%	14.98%	44.31%	74.59%

Considering the result of Table 3, innovative behavior is influenced by direct and indirect effects. The direct effect of the knowledge sharing variable is 10.35%, while the indirect effects through talent management and employee competence are 7.18% and 8.38%, respectively. The direct influence of the talent management variable on innovative behavior is 8.63%, while its indirect influence through knowledge sharing and employee competence is 7.18% and 6.59%, respectively. The direct effect of the employee competency variable on innovative behavior is 11.30%, while the indirect effect through knowledge sharing and talent management is 8.38% and 6.59%, respectively.

Structural model 2 illustrates the relationship between innovative behavior and employee performance. Figure 3 is an illustration of the entire structural model for substructure 2.

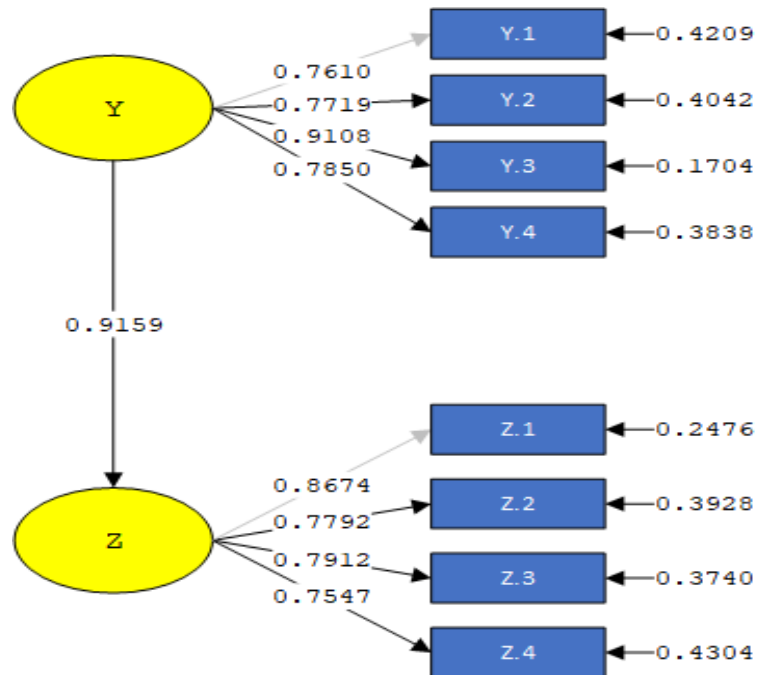


Figure 3. Coefficient of Innovative Behavior Path on Employee Performance

As shown in Figure 3 for the path coefficient of Y to Z = 0.9159, the calculated t-statistic is 15.0433. Using a significance level of α of 5%, the calculated t-table is 1.9664. Therefore, because the calculated t-statistic of 15.0433 is greater than the calculated t-statistic of 1.9664, H_0 is rejected. In other words, employee performance influences employee performance by 0.9159 units. Thus, each increase in employee performance will increase employee performance by 0.9159 units.

Table 4. Model Fit Test Results

Relationship Between Variables	Pra-Estimate	Pasca Estimate	Compliance
The influence of knowledge sharing on innovative behavior.	+	+	In Accordance
The influence of talent management on innovative behavior.	+	+	In Accordance
The influence of employee competence on innovative behavior.	+	+	In Accordance
Innovative behavior in employee performance.	+	+	In Accordance

The research model satisfies the requirements for the goodness of an econometric model, or the expected qualities, as outlined below, according to the model feasibility test results presented in Table 4. Thus, it can be concluded that the model that has been prepared has met the requirements for model viability (the quality of an econometric

model), which is predicated on a solid theoretical framework, so that it can aid in the advancement of science, policy, or problem-solving.

DISCUSSION

To strengthen the influence of knowledge sharing on innovative behavior, it is essential to enhance all dimensions and indicators of knowledge-sharing practices to ensure their effectiveness. This effort includes providing employees with adequate training and development opportunities so that they can properly internalize and apply knowledge-sharing practices in their daily work. The results of this investigation are consistent with Bhatti et al. (2024), who describe knowledge sharing as a process of transferring knowledge from one individual to another, which can stimulate more creative and effective thinking.

Furthermore, Bhatti et al. (2024) explain that knowledge sharing is a social interaction process that creates opportunities for exchanging experiences, building informal relationships, and facilitating learning through observation, listening, and the replication of best practices, all of which are reinforced by mutual trust among individuals. This perspective is further supported by Cong (2023), who demonstrates that organizational context, team processes, and individual characteristics jointly shape knowledge-sharing behaviors. Accordingly, strengthening training programs, fostering trust, and promoting supportive organizational practices can enhance employees' ability to apply new knowledge and generate innovative solutions, particularly within the textile industry in West Java.

To strengthen the influence of talent management on innovative behavior, employees and organizations must focus on enhancing all dimensions of talent management, including recruitment, development, and retention. Appropriate training and development initiatives are essential to reinforce employee skills and stimulate innovation in the workplace (Ji & Zou, 2017; Sutrisno & Zuhri, 2019). Moreover, fostering an organizational culture that supports talent development and providing constructive feedback to company leaders can further maximize the effectiveness of talent management practices (Hadi et al., 2020). As a result, employees will be better positioned to contribute to innovation and to improving work quality within the organization. The findings of this study are supported by those who argue that talent management is a process undertaken by organizations to anticipate and meet their human resource needs.

Lailiyah et al. (2025) note that talent comprises employees who deliver above-average performance or possess potential that significantly contributes to both short-term and long-term organizational development across all functional levels. In addition, Collings et al. (2018) and Kurniawan et al. (2025) emphasize that an effective strategic talent management approach should begin with the identification of pivotal positions and be supported by a differentiated HR architecture, integrated HR policies such as job rotation, clear career pathways, and incentives tied to strategic contribution, to ensure that developed talent is placed in roles where it can most effectively drive innovation and organizational performance.

Employee competence plays a crucial role in strengthening innovative behavior, particularly in improving work quality. Organizations should enhance employee skills and knowledge through continuous training and foster a learning-oriented culture that motivates innovation. Empirical evidence supports this relationship, as competence is essential for effective job performance and is defined as the integration of skills, knowledge, and work attitudes applied to meet job requirements (Sutrisno & Zuhri, 2019). To strengthen the influence of innovative behavior on employee performance, companies must enhance various dimensions and indicators of innovative behavior, such as creativity and openness to new ideas, by providing training focused on innovation techniques and creative problem-solving. Such training enables employees to effectively implement new ideas in their daily work. In addition, fostering an organizational culture that supports experimentation and rewards novel ideas can further encourage innovation,

while constructive feedback to leaders regarding innovation support helps build a more conducive environment.

Innovative behavior has been shown to have a significant positive impact on employee performance across different organizational contexts. Isa and Muafi (2022) Describe innovative behavior as a set of individual actions aimed at generating, introducing, and applying new and useful ideas at various levels of the organization. Furthermore, innovative work behavior can transform the organizational environment into a more cooperative one, thereby increasing employee productivity (Contreras et al., 2020). Findings by Hadi et al. (2024) also indicate that innovative behavior and work engagement positively influence employee performance. This demonstrates that innovative behavior, when reinforced by competence and quality management, becomes a powerful driver of employee performance.

CONCLUSION

Based on the results of the analysis, all proposed hypotheses in this study are supported, fulfilling the research objectives in the context of the textile industry in West Java, Indonesia. Knowledge sharing, talent management, and employee competence are proven to have a positive and significant effect on innovative behavior, with employee competence emerging as the most dominant contributing factor. Furthermore, innovative behavior has a strong and significant influence on employee performance. These findings confirm that improvements in employee performance are optimally achieved when human resource practices are translated into innovative behavior at the employee level.

From a practical perspective, this study implies that textile companies should prioritize strengthening employee competence while simultaneously fostering knowledge-sharing practices and implementing strategic talent management. Organizations should focus not only on developing human resource capabilities but also on creating an environment that supports idea generation, promotion, and implementation to ensure sustainable performance improvement. This study is limited by its focus on a single industry and region, as well as the use of cross-sectional data, which restricts the observation of long-term effects. Future research is recommended to extend the analysis to other industries or regions, adopt longitudinal designs, and incorporate additional variables such as organizational commitment, leadership style, or job satisfaction to enrich the understanding of factors influencing innovative behavior and employee performance.

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