

The Effects of Knowledge Sharing Capability, Innovation Culture, and Interorganizational Trust on Innovation Ecosystem Performance in Digital MSMEs

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Abstract

This research aims to analyze the effect of Knowledge Sharing Capability, Innovation Culture and Interorganizational Trust on Innovation Ecosystem Performance in digital MSMEs. The survey method by means of a quantitative approach was applied to owners, managers and workers of digital MSMEs. The purposive sample approach was adopted in selecting the respondents based on their skill and knowledge on operational procedures, innovation, use of digital technologies and their interactions with various external partners in the business ecosystem. Data were collected through an online questionnaire by Google Form and analyzed by multiple linear regression. The results indicate a positive and significant influence of Knowledge Sharing Capability, Innovation Culture and Interorganizational Trust on Innovation Ecosystem Performance. The findings indicate the very important role MSMEs have in acquiring, disseminating, integrating and using information to enhance the functioning of the innovation ecosystem. The results also suggest that digital MSMEs need to strengthen the mechanisms of knowledge sharing with customers, suppliers, digital platforms, technology companies, financial institutions, business communities and other partners to improve the quality of collaboration, promote innovation creation and sustainably improve the performance of the innovation ecosystem.

Keywords: knowledge sharing capability, innovation culture, interorganizational trust, innovation ecosystem performance.

INTRODUCTION

The digital economy has dramatically changed the business environment and offered digital MSMEs new avenues to broaden their market access, create innovative products and services and foster connections with a wide range of stakeholders in the business ecosystem (Yani et al., 2025). MSMEs have access to resources and markets that were difficult to access in the past with e-commerce, marketplaces, social commerce, digital payments, cloud computing, data analytics, artificial intelligence and many other digital platforms (Mustari et al., 2024; Baskoro et al., 2025). However, the ability of the digital MSMEs to generate innovation is not only based on internal resources as the innovation process involves interactions with customers, suppliers, digital platforms, financial institutions, technology

companies, government agencies, universities, business communities and a variety of other partners (Judijanto et al., 2024). These determinants indicate that Innovation Ecosystem Performance is an important aspect in assessing the success of digital MSMEs. The performance of an innovation ecosystem is its capacity to promote productive linkages, bring together resources and expertise, encourage innovation, speed up the commercialization of ideas and create value for stakeholders. An effective innovation ecosystem provides MSMEs access to information, technology, networks, finance, markets and competences that may not always be accessible within the firm (Anggraini & Khairunnisa, 2025).

The transfer of knowledge is considered one of the main criteria to enhance the performance of the innovation ecosystem in digital MSMEs. Knowledge sharing capability is the ability of an organization to acquire, share, transfer, understand and use knowledge through interactions between people, organizational units and external partners (Rustiyana et al., 2025). Knowledge is a strategic resource of an innovation ecosystem that is usually distributed among several players and not fully owned by a single firm. Customers may know about changes in market needs Suppliers may know about materials and processes Technology companies may know about technological developments and digital platforms may know about transaction patterns and consumer behavior (Masa'deh et al., 2015; Yang & Chen, 2007). Innovation Culture is expected to have a significant impact on improving Innovation Ecosystem Performance in digital MSMEs, in addition to knowledge sharing skills. Innovation Culture is the set of values, norms and behaviors of an organization that encourages openness to new ideas, innovation, experimentation, learning, cooperation and willingness to change (Apriani et al., 2025; Nur et al., 2020). For digital MSMEs, a culture of innovation is especially important, as technological advances and changing consumer demand require continuous adjustments to products, services and business models. MSMEs that have a strong culture of innovation are more open to information and ideas from outside the business and are better able to incorporate such knowledge into the process of innovation creation (Zhang et al., 2023). Another factor that is likely to have a significant impact on Innovation Ecosystem Performance in digital MSMEs is Interorganizational Trust. Interorganizational Trust is the extent to which a firm believes that its business partners have the competence, integrity, reliability, and goodwill required to maintain cooperative relationships (Hendratni et al., 2025). Trust is particularly important in an innovation ecosystem, since the innovation process should be based on the interchange of information, expertise, technology, and resources that are often strategically valuable to enterprises. MSMEs may be afraid that information related to consumers, products, strategies, or new ideas that are shared with partners could be misused or could benefit other parties (Schilke & Lumineau, 2025; Zou et al., 2023).

The research aims to examine the influence of Knowledge Sharing Capability, Innovation Culture, and Interorganizational Trust on the Innovation Ecosystem Performance of digital MSMEs. This research is very important because the innovative success of digital MSMEs is not only determined by their internal capability but increasingly determined by their ability to engage, share information and establish cooperation with various actors in the ecosystem. Theoretically, this study is expected to contribute to the development of the literature in the areas of innovation management, knowledge management, organizational culture, interorganizational relationships and innovation ecosystems, especially by providing a better understanding of the factors that can strengthen the performance of the innovation ecosystem within the framework of digital MSMEs. The other three perspectives used in this research are: (1) information sharing capabilities through information Sharing Capability, (2)

internal environment for creativity through creativity Culture, and (3) quality of interorganizational interactions through Interorganizational Trust.

METHOD

The research was quantitative in nature and using survey method. The population of this study is owners, managers and employees of digital MSMEs in Indonesia who use digital technology or platforms in their business activities and interact with various partners in the business ecosystem such as suppliers, customers, market places, technology companies, financial institutions, distributors, business communities and other business partners. The sampling technique used is purposive sampling, the criteria for respondents are owners, managers or active employees of digital MSMEs, who have been in business activities for at least one year, have an understanding of operational and innovation processes in the organization, use digital technology or platforms to support business activities and have experience in interacting or collaborating with external partners. Data collection was done using an online questionnaire published by Google Forms. All questions in the study instrument were assessed using a five-point Likert scale from 1 = "strongly disagree" to 5 = "strongly agree". The data were analyzed using multiple linear regression to identify the partial and simultaneous effect of Knowledge Sharing Capability, Innovation Culture and Interorganizational Trust on Innovation Ecosystem Performance in digital MSMEs. The partial hypothesis testing was done using t-test at 5% level of significance ($\alpha = 0.05$) and the simultaneous effects of the three independent variables were tested using F-test. Furthermore, the coefficient of determination was used to explain the variation in Innovation Ecosystem Performance attributable to Knowledge Sharing Capability, Innovation Culture and Interorganizational Trust.

RESULT AND DISCUSSION

The results of data analysis using respondents of digital MSMEs in Indonesia show that Knowledge Sharing Capability, Innovation Culture and Interorganizational Trust have a positive and significant effect on Innovation Ecosystem Performance simultaneously. The partial hypothesis testing results also indicate that all of the independent variables have a positive and significant effect on Innovation Ecosystem Performance. This implies that all of the hypotheses in the study are supported. The coefficient of determination of 0.476 indicates that Knowledge Sharing Capability, Innovation Culture and Interorganizational Trust explain 47.6% of the variation in Innovation Ecosystem Performance, and the remaining variance is attributed to variables not included in the study model. The results of the model show that Knowledge Sharing Capability has a stronger effect on Innovation Ecosystem Performance than Innovation Culture and Interorganizational Trust. The results suggest that the digital MSMEs' capacity to enhance the innovativeness ecosystem performance is mainly driven by the ability to gather, disseminate, integrate and apply information obtained from different stakeholders in the ecosystem. However, the success of the knowledge-sharing process also needs a culture that supports creativity and interorganizational interactions based on trust, thus enabling cooperation to develop innovation and create value in a sustainable way.

The results show that Knowledge Sharing Capability has a positive and significant effect on Innovation Ecosystem Performance in digital MSMEs, being the variable that has the greatest influence on the study model. This conclusion emphasizes the importance of MSMEs' ability to acquire, share, exchange, integrate and use information as a key basis for the development of a dynamic innovation ecosystem. Knowledge for innovation in the digital MSME environment is not only located within the organization but is distributed across

customers, suppliers, marketplaces, technology companies, financial institutions, business communities, government agencies and a host of other partners. The information Sharing Capability allows MSMEs to access more information about changes in customer needs, technological innovations, market opportunities, operational processes and other solutions that can be applied in the production of goods and services. A good exchange of information also allows the experiences and learning of one actor to be used by other players. This means that the process of innovation does not always have to start from scratch. Such environments can limit trial and error, raise issue resolution and improve the quality of the judgments on innovation. The importance of Knowledge Sharing Capability suggests that the success of the innovation ecosystem mostly depends on how good the knowledge flows are among participants. If knowledge is fragmented and cannot be combined, it does not automatically follow that different groups in a network will innovate.

The results indicate that Innovation Culture has a significant positive effect on the Innovation Ecosystem Performance of digital MSMEs. The research findings show that the success of an innovation ecosystem relies not only on the availability of information and resources, but also on an organizational culture that allows the translation of such knowledge into new ideas and discoveries. Innovation Culture is the climate that fosters openness to ideas, innovation, experimentation, learning, cooperation and a willingness to accept change. These features are particularly important for digital MSMEs, since innovation usually springs from a combination of the organization's own knowledge and ideas and information from consumers and external partners. MSMEs with a strong culture of innovation are more open to information from outside and do not perceive ideas from partners as a threat to their way of operating. This openness enables enterprises to derive more benefits from their involvement in the innovation ecosystem. The Innovation Culture enables the people of the business to explore alternative ways of solving problems and testing ideas before they are rolled out at scale. In the digital world, experimentation can move pretty quickly through feature testing, digital marketing campaigns, building prototypes and seeing what customers do. An innovation culture also promotes organizational learning, as both successes and failures can be viewed as a source of knowledge for further development. Moreover, the collaborative innovation orientation can increase the readiness of MSME to collaborate with partners to find solutions, so the innovation process can go beyond the organizational boundaries. This is an important link because value creation in an ecosystem relies on the active involvement of the participants and not simply on their presence in the network.

The results show that the effect of Interorganizational Trust on the Innovation Ecosystem Performance in digital MSMEs is positively significant. The result shows that the quality of MSMEs' trust-based relationships with their various partners is a key to improving the effectiveness of innovation cooperation. The innovation process in an ecosystem requires the engagement of different entities with different resources, interests, competences and knowledge. In this context, any business is at risk of others opportunistically exploiting the information, expertise or resources they provide. When trust is low, businesses may be less willing to share information, less willing to commit to cooperation and more likely to put controls in place that could slow down the process of collaboration. Conversely, high levels of Interorganizational Trust create perceptions of partners' capabilities, integrity, dependability and commitment to maintain mutually beneficial partnerships. This trust allows for open communication and encourages the willingness of firms to share information and knowledge that are critical for innovation growth.

CONCLUSION

The outcomes of this study demonstrate that Knowledge Sharing Capability, Innovation Culture and Interorganizational Trust have a positive and significant impact on Innovation Ecosystem Performance in digital MSMEs. Knowledge Sharing Capability is the most influential variable on Innovation Ecosystem Performance. This means that the ability of MSMEs to acquire, share, integrate and utilize knowledge is a basic foundation for improving the effectiveness of the innovation ecosystem. Digital MSMEs, in practice, must develop their Knowledge Sharing Capability through the creation of channels for information exchange with different partners, through the use of digital collaboration platforms, through the creation of learning communities, through the promotion of knowledge sharing with customers and business partners and through the incorporation of external knowledge in the processes of product and service development. The most important factor is the ability to share knowledge. Therefore, the digital MSMEs need to pay special attention to create efficient knowledge flows among consumers, suppliers, digital platforms, technology firms, financial institutions, business communities and many other partners.

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