

## **Trust as Antecedent of Innovative Behavior in the Workplace** Kepercayaan sebagai Anteseden Perilaku Inovatif di Tempat Kerja

**Yen Efawati**

Asosiasi Ahli Administrasi Indonesia,  
Bandung, Indonesia  
*E-mail:* yenefawati30@gmail.com

### **ABSTRACT**

This study aims to analyze the factors determining individual innovative workplace behavior. Trust as an antecedent of innovative behavior mediated by knowledge sharing. The approach uses a quantitative approach with 120 respondents from 60 Muslim fashion industries in Indonesia. Hierarchical multiple regression analysis approaches were applied to test the research model. The analysis found that trust values significantly influence individual innovation behavior, which is mediated by knowledge sharing. This research highlights the influential role of promoting individual innovation behavior in management practices. It is shown that mutual trust between subordinates and coworkers needs to be improved. Also, openness and sustainable learning can be developed to improve individual innovation capabilities.

**Keywords:** Trust; Knowledge Sharing; Innovative Behavior

### **ABSTRAK**

Penelitian ini bertujuan untuk menganalisis faktor-faktor yang menentukan perilaku inovatif individu di tempat kerja. Kepercayaan sebagai anteseden perilaku inovatif yang dimediasi oleh berbagi pengetahuan. Pendekatannya menggunakan pendekatan kuantitatif dengan jumlah responden sebanyak 120 orang dari 60 industri fesyen muslim di Indonesia. Pendekatan analisis regresi berganda hierarki diterapkan untuk menguji model penelitian. Hasil analisis menemukan bahwa nilai kepercayaan berpengaruh signifikan terhadap perilaku inovasi individu dan pengaruh ini dimediasi oleh berbagi pengetahuan. Penelitian ini menyoroti peran berpengaruh dalam mendorong perilaku inovasi individu dalam praktik manajemen. Hal ini menunjukkan bahwa rasa saling percaya antara bawahan dan rekan kerja perlu ditingkatkan. Selain itu, keterbukaan dan pembelajaran berkelanjutan dapat dikembangkan untuk meningkatkan kemampuan inovasi individu.

**Kata Kunci:** Kepercayaan; Berbagi Pengetahuan; Perilaku Inovatif

*Received:* 21.12.2022

*Accepted:* 29.12.2023

DOI: 10.61242/ijabo.23.381

JEL Classifications: O15, O31



**License**

This work is licensed under a [Creative Commons Attribution-ShareAlike 4.0 International License](https://creativecommons.org/licenses/by-sa/4.0/).

## INTRODUCTION

Innovation is a mandatory component of competitiveness that integrates new or improved products or processes, new marketing, and new organizational behavior in business practices (Kivipõld, 2015). In the view of industry and business actors, innovation focuses on the market to be valuable and desirable to end-users. Different products, according to needs and solutions to customer problems, become fundamental questions in determining the steps and business strategies. Innovative behavior generally occurs at the individual level (Nonaka & Takeuchi, 1995, Efawati et al., 2021) because individuals can generate new ideas derived from implicit or explicit knowledge. According to Amabile (1993), when individuals show creativity and innovation, they can complete their tasks better, increasing organizational performance and competitive advantage in specific environments. In the long run, innovation behavior is a key factor in the survival and growth of an organization. Thus, it is very important to study the antecedents of innovation behavior to increase the level of organizational innovation.

Previous literature has examined factors that influence innovation behavior from various management and psychological aspects, such as the psychological climate for innovation (Scott & Bruce, 1994), personal and contextual characteristics (Oldham & Cummings, 1996), empowering leadership (X. Zhang & Bartol, 2010), creative climate (Akkermans & Isaksen, 2011), learning organizations (Park et al., 2014) employee participation and manager's encouragement (Zubair et al., 2015), psychological empowerment (Miao et al., 2017), personality traits and tenure factors (Woods et al., 2018). Recently, psychological factors that are important through trust between coworkers and superiors, have gradually emerged and explored in social studies (Burke et al., 2007; Gilstrap & Collins, 2012; Spreiter & Carmeli, 2009). Existing literature shows that mutual trust towards coworkers, superiors, and organizations is essential in building positive emotions, increasing employee satisfaction, reducing employee turnover, and improving employee performance (Hughes et al., 2018; Nooteboom & Six, 2003). A study (Ozturk & Karatepe, 2018) states that employees' trust in an organization is a psychological capital that influences their creative performance. Likewise, (Clegg et al., 2002) suggested two possible implications between trust and innovation related to shared and implemented ideas. Thus far, the impact of trust mediated by knowledge sharing on innovation behavior has not been thoroughly investigated. Trust is the willingness to take risks for the actions of other parties based on positive expectations of intentions and behavior (Schoorman et al., 2007).

According to (Molm et al., 2007), the level of individual trust is a primary component of the effectiveness of social processes. In an organizational context, trust can effectively predict positive employee attitudes and behaviors, such as cooperative behavior (Efawati, 2020) and innovative behavior. Thus, exploring the effect of trust on cooperative behavior, particularly the sharing of knowledge and innovative behavior, becomes an organizational goal to be competitive. However, building organizational trust is still a challenge facing organizations.

While trust can influence innovation behavior, its influence may be indirect. Besides, using trust alone as motivation to predict innovation behavior may not be enough. Research shows trust impacts knowledge sharing (M. J. Zhang, 2014). For example, individuals with high levels of trust are more likely to participate in knowledge sharing activities (Mooradian et al., 2006). Furthermore, knowledge sharing can enhance individuals to promote or apply new ideas and innovative thinking. Although some existing research found that knowledge sharing positively impacts innovation (Abrams et al., 2011; Liao et al., 2007), most of it is discussed at the organizational level, and the role

of the mediator of knowledge sharing remains unexplored. Therefore, from the individual level perspective, this research will explore the mediating role of knowledge sharing between trust and innovation behavior.

This study has three objectives better to understand the antecedents and mediators of innovation behavior. First, we aim to explore the relationship between individual trust, knowledge sharing, and innovation behavior. Second, we investigate the detection effect related to the relationship between the level of trust and individual innovation behavior, and also examine the mediating effects of the ability to increase individuals' knowledge and communication behavior.

## LITERATURE REVIEW

Figure 1 illustrates the research model. This study predicts that innovation behavior is indirectly influenced by trust, while knowledge sharing is as mediator in the relationship between trust and innovation behavior.



Figure 1. Model of individual innovation behavior

### Trust and knowledge sharing

Trust is essential in teams and organizations to create an atmosphere of knowledge sharing (Nonaka & Takeuchi, 1995). According to (Heyns & Rothmann, 2015), trust is influenced by propensity and trustworthiness. The definition of trust proposed in this study is the willingness of one party to be vulnerable to the actions of other parties in the hope that the other party will take specific actions that are beneficial without the need for supervision (Mayer et al., 1995). When there is no compelling reason, many people will not share knowledge if they do not have a good psychological state and trust (Levin & Cross, 2004). Testing the relationship of trust with knowledge sharing behavior with the conclusion of trust is very important to present a transparent situation in sharing and utilizing knowledge. The results of (Rutten et al., 2016) concluded that trust positively impacts knowledge sharing. Likewise, (Seo et al., 2015) showed that interpersonal trust positively affects knowledge sharing. The same thing (Balogun & Adetula, 2015) said that trust influences the desire to share and use tacit knowledge. The dimensions of trust consist of ability, benevolence, and integrity (Mayer et al., 1995). Therefore, when an individual feels empowered, he gets organizational support and interesting social exchanges that increase his trust and then want to share his knowledge with colleagues. Based on this argument, we propose the first hypothesis:

H1. Trust is positively related to knowledge sharing.

### Knowledge sharing and innovation behavior

Knowledge sharing refers to individuals exchanging information and knowledge implicitly or explicitly (Van Den Hooff & Ridder, 2004), contributing to creating new knowledge or ideas, dealing with problems, and achieving common goals (Kim & Park, 2017). According to social exchange theory (Blau, 1986), mutual interdependence is the act of one party depending on the other party's behavior, which means that someone involved in sharing knowledge expects rewards that bring benefits. Specifically, by knowledge sharing, one can collaborate, integrate, and translate new ideas into innovation

(Qammach, 2016; Radaelli et al., 2014). Therefore, knowledge sharing is very influential and a precondition that drives individual innovation behavior (Hassan et al., 2018). Many studies show that knowledge sharing behavior can enhance employees' innovative behavior in the workplace. For example, (Hu & Zhao, 2016) argue that sharing knowledge can stimulate employee innovation. Similarly, (Afsar, 2016) assumes that knowledge sharing is significantly related to the innovative behavior of nurses and doctors at three government hospitals in Thailand. (Asrar-ul-Haq & Anwar, 2016) The support that the important function of sharing knowledge is to maintain innovation and sustainable success. (Phung et al., 2018) show that sharing knowledge can drive innovation, such as faster problem-solving capacity and increased rapid reaction to new challenges.

Besides, (Abukhait et al., 2018) suggested sharing knowledge in organizations will influence the behavior of innovation in the service sector. Also (Liao et al., 2007) show that when knowledge is shared among employees, they are more likely to elaborate, integrate, and process information into something useful. Because knowledge is the cause of innovation, and knowledge sharing is a process of exchanging tacit and explicit knowledge to create knowledge that breeds innovation. Therefore, an individual who shares knowledge can overcome problems with creative solutions, create ideas, and concepts through new or improved processes and products, and then facilitate their innovative activities. Based on this argument, we propose a second hypothesis:

H2. Knowledge sharing is positively related to innovation behavior.

### **The mediating role of knowledge sharing**

Knowledge sharing has an impact on employee innovation (Akhavan et al., 2015; Hassan et al., 2018; Radaelli et al., 2014) while sharing individual knowledge is also influenced by personal psychological states, such as trust, favorable social exchange interactions, environmental support, work engagement and intrinsic and extrinsic motivation (Kim & Park, 2017; Phung et al., 2018; Rutten et al., 2016). The role of knowledge sharing mediates the relationship between trust and innovative behavior. As confirmed by (Levin & Cross, 2004), virtue-based trust is consistently important in the exchange of knowledge and that competency-based trust is most important when the exchange involves tacit knowledge. By knowledge sharing, individuals can better respond to threats and challenges into innovation opportunities.

Likewise, (Youssef & Luthans, 2007) show that positive emotions like trust, excitement, interest, satisfaction, love, and the like can predict knowledge sharing behavior, stimulate individual creative thinking, and create innovation. Because positive emotions affect workplace behavior, especially the intention to share knowledge, this method is very effective in achieving continuous innovation through individual innovative behavior (Wang et al., 2017). Moreover, when an individual feels he has organizational support and psychological rights, he is willing to exchange knowledge and develop new ideas and solutions related to innovation (Alnaimi & Rjoub, 2019). Therefore, we predict that knowledge sharing behavior will influence individual innovation behavior. With this conjecture, we propose a third hypothesis:

H3. Knowledge sharing mediates the relationship between trust and innovation behavior.

## RESEARCH METHOD

This study uses a survey through questionnaires as a data collection tool and applies structural equation modeling to test proposed research models empirically. SPSS and AMOS 23.0 are used for data analysis.

### Data collection

Data collection from July to December 2019 was conducted to test the hypothesis empirically. Respondents are employees of 60 Muslim fashion industries located in Bandung, West Java province, Indonesia. The industry average has been running for at least 5 years. The steps are as follows: first, we contact each HR owner/manager and tell them to choose 2 employees who meet one or more criteria, such as having the highest education, being considered to be more creative, performing well, or the best than the others. Tenure of at least 1 year in their current position. Second, we send 2 questionnaires for each owner/manager to be filled in by employees selected at work. All completed questionnaires were returned in closed envelopes. 120 completed questionnaires were received from the 60 companies used in the study to be analyzed. Our demographic is shown in Table 1.

Table 1. Respondent gender, range of age, education, and work experience

Respondent Demographics	Categories	Numbers	In %
Gender	Male	76	63.3
	Female	44	36.7
Range of age	< 20 years old	1	0.8
	21 – 30 years old	28	23.3
	31 – 40 years old	43	35.8
	41-50 years old	31	25.8
	>50 years old	17	14.2
Education	Junior high school	2	1.67
	Senior high school	37	30.83
	Bachelor degree	67	55.83
	Master of degree	14	11.67
Work experience	< 2 year	22	18.33
	2 – 5 year	12	10.00
	6 -9 year	52	43.33
	> = 10 year	34	28.33

Source: Own preparation

### Measurement development

Based on previous literature, we developed a questionnaire to measure trust, knowledge sharing, and innovative behavior. The questionnaire was adjusted to the understanding of the employees. We also conducted a pretest with 30 employees from 15 companies to see the reliability of each measuring instrument.

*Trust.* The ability, benevolence, and integrity dimensions developed by (Mayer et al., 1995) with a six-item scale are used to measure trust. Measures are rated on a five-point Likert-type scale, and response options range from 1, "strongly disagree," to 5, "strongly agree."

*Innovation behavior.* Dimensions of idea exploration, idea generation, idea championing, and idea implementation were drawn by (Scott & Bruce, 1994) with a six-item scale developed by (Janssen, 2000) used to measure innovation behavior. Measures are rated on a five-point Likert-type scale, and response options range from 1, "strongly disagree," to 5, "strongly agree".

*Knowledge sharing.* The knowledge donating and collecting dimensions developed by (Van Den Hooff & Ridder, 2004) with a scale of four items are used to measure knowledge sharing. Measures are rated on a five-point Likert-type scale, and response options range from 1, "strongly disagree," to 5, "strongly agree."

*Control variable.* Assessing the impact of control variables on the dependent variable is essential to rule out other possible effects unrelated to the hypothesized relationship. According to previous research, demographic variables can usually be used as control variables. For this study, gender, age, education, and work experience in companies are currently selected as control variables, considering their potential effects on trust and innovation behavior (Carmeli & Schaubroeck, 2007; Janssen, 2004; Oldham & Cummings, 1996; Spreiter & Carmeli, 2009). Gender is a dummy code (1 = "male" and 2 = "female"), while age is measured using a five-point scale (1 = "less than 20" to 5 = "more than 50"). Education and work experience are assessed using a four-point scale.

## RESULTS AND FINDINGS

### Construct validity and reliability analysis

We use exploratory factor analysis to assess the actions taken. Analysis of the main components and varimax rotation with eigenvalues greater than one applied. Table 2 presents the loading factors of all constructs involved in this study. Experts recommend that a factor loading value  $> 0.50$  is the minimum level for loading items on a given scale (Velicer, 1976). As shown in Table 2, all loading is above the 0.50 level, indicating that the scale's construct validity is supported. Besides, we conducted a reliability analysis to check whether the questionnaire items matched our intentions. The items were tested for scale reliability using SPSS 23.0 software, and the Cronbach  $\alpha$  value must be at least equal to 0.5 and preferably greater than 0.7 (Nunnally & Bernstein, 1994). The results in Table 2 revealed that Cronbach's  $\alpha$  values ranged from 0.847 to 0.871, indicating a high level of internal consistency of the scale.

Table 2. Construct validity and reliability analysis results

Variables	Measure items	Factor loading	Cronbach $\alpha$ value
Trust	T1	0.631	0,847
	T2	0.757	
	T3	0.676	
	T4	0.689	
	T5	0.638	
	T6	0.854	
Knowledge sharing	KS1	0.716	0,858
	KS2	0.886	
	KS3	0.700	
	KS4	0.791	
Innovation behavior	IB1	0.746	0,871
	IB2	0.745	
	IB3	0.641	

IB4	0.698
IB5	0.733
IB6	0.807

**Convergent validity analysis**

Confirmatory factor analysis was conducted to analyze the convergent validity of all constructs by applying the structural equation model with Amos 23.0. We examined a three-factor model in which trust, knowledge sharing, and innovation behavior were included. The overall model's  $\chi^2$ , the comparative fit index/CFI; (Bentler, 1990), the Tucker-Lewis index/TLI; (Tucker & Lewis, 1973), and the root mean square error of approximation/RMSEA; (Steiger, 1998) were used to assess the model fit. Generally speaking, a value over 0.90 for CFI and TLI and a value below 0.08 for RMSEA indicate a good fit between the proposed model and the observed data (Bagozzi & Yi, 1988). The results with  $\chi^2 (101) = 146.033 (p < 0.01)$ , RMSEA = 0.061, CFI = 0.954, TLI = 0.946 indicate that the fit of our proposed model is acceptable. Also, all factor loadings from the latent construct are significant, further confirming the convergent validity shown in Figure 2.

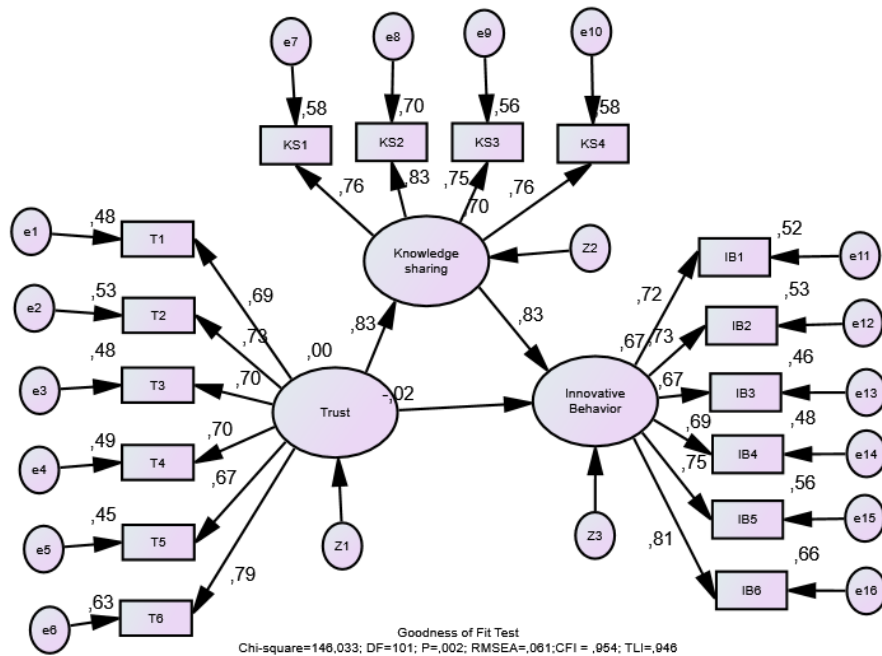


Figure 2. The measurement model of innovative behavior

**Descriptive statistics**

Table 3 provides data means, standard deviations, and correlations for all variables research. Consistent with our predictions, trust is positively correlated with knowledge sharing and individual innovation behavior ( $r = 0.645, p < 0.01$ , and  $r = 0.588, p < 0.01$ ), and knowledge sharing is positively correlated with individual innovation behavior ( $r = 0.596, p < 0.01$ ). Furthermore, trust does not have a significant correlation with gender ( $r = -0.186, ns$ ), age ( $r = 0.136, ns$ ), education ( $r = 0.029, ns$ ), and work experience ( $r = 0.122, ns$ ). This shows that individual trust is not related in terms of gender, age, education, and work experience. At the same time, knowledge sharing significantly correlates with work experience ( $r = 0.239$ ). Meanwhile, gender, age, and education do not correlate significantly. On the other hand, innovation behavior

significantly correlates with age ( $r = 0.222$ ) and work experience ( $r = 0.242$ ). Gender and education variables are not correlated with individual innovation behavior.

Table 3. Means, standard deviations, and correlations

Variables	Mean	SD	1	2	3	4	5	6	7	8
1. Gender	1.37	0.484	1.00							
2. Age	3.29	1.007	-0.014	1.00						
3. Education	2.52	0.721	0.046	0.782**	1.00					
4. Work expe.	2.82	1.045	-0.016	0.873**	0.708**	1.00				
5. Trust	3.22	0.837	-0.186	0.136	0.029	0.122	1.00			
6. Knowl. sharing	3.40	1.280	-0.188	0.151	0.023	0.239**	0.645**	1.00		
7. Inno. behavior	3.47	0.854	-0.065	0.222*	0.073	0.242*	0.588**	0.596**	0.399**	1.00

Notes:  $n = 120$ . \* $p < 0.05$ ; \*\* $p < 0.01$

### Hypothesis testing

Hierarchical multiple regression analysis is applied to test H1-H3. Table 4 presents the results of the study. The basic models 1 and 3 contain control variables for sex, age, education, and work experience. Models 2 and 4 introduce the effect of trust, and Models 5 and 6 introduce the effects of variable mediation knowledge sharing. Concerning H1-H3, we work based on the criteria suggested by (Baron & Kenny, 1986), that complete mediation is supported if four conditions are met: the independent trust variable is significantly related to the mediator variable knowledge sharing; the independent variable is significantly related to the dependent innovation behavior variable; The mediator is significantly related to the dependent variable and when the two variables are entered into the model, the relationship between independent and dependent becomes not significant.

As shown in Table 4, trust is positively related to knowledge sharing (M2,  $\beta = 0.565$ ,  $p < 0.01$ ) and individual innovation behavior (M4,  $\beta = 0.574$ ,  $p < 0.01$ ). knowledge sharing is positively related to individual innovation behavior (M5,  $\beta = 0.579$ ,  $p < 0.01$ ). After entering knowledge sharing, the effect of trust on the individual Individual innovation behavior declined slightly, but the effect was still significant (M6,  $\beta = 0.377$ ,  $p < 0.01$ ). Also, knowledge sharing positively affects individual innovation behavior (M6,  $\beta = 0.348$ ,  $p < 0.01$ ). This means that knowledge sharing is a partial mediator in the relationship between trust and individual innovation behavior. Therefore, H1, H2, and H3 are supported.

Table 4. Hypothesis Test Results

Variable Type	Knowledge Sharing			Innovative Behavior		
	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6
Control variable						
Gender	-0.166	-0.076	-0.170	0.049	-0.079	0.075
Age	0.249	-0.210	0.069	0.084	0.267	0.157
Education	-0.160	-0.161	-0.251	-0.175	-0.122	-0.119
Work experience	0.013	0.467**	0.474**	0.225	-0.042	0.062
Independent variable		0.565**		0.574**		0.377*
Trust						
Mediator					0.579**	0.348**
Knowledge sharing						
$R^2$	0.059	0.429	0.129	0.400	0.382	0.469
$F$	1.816	17.163**	4.261**	15.201**	14.070**	16.652**

Notes:  $n = 120$ . \* $p < 0.05$ ; \*\* $p < 0.01$



## **DISCUSSIONS**

This study empirically examines the relationship between trust and innovation behavior. Our research reveals that knowledge sharing mediates the relationship between trust and individual innovation behavior.

### **Theoretical contributions**

This study makes three theoretical contributions. First, although literature already explores factors that influence individual innovation behavior, very little research examines trust factors. Building on this gap, we established a mediation model by integrating planned behavior theory and social exchange theory, empirically testing the relationship between trust and individual innovation behavior. In contrast to the advice of (Gilstrap & Collins, 2012), our results find that the relationship is not a one-way cycle, that is, trust influences individual innovation behavior, and relationships are mediated by knowledge sharing. The results provide a more comprehensive understanding of the effect of trust on individual innovation behavior and explain how individual innovation behavior can be developed and influenced by one's psychology.

Second, knowledge sharing plays a vital role in promoting behavioral innovation. As shown by previous research, trust has a significant positive impact on individual knowledge sharing individual (Rutten et al., 2016), and an individual who is willing to share more innovative knowledge (Hughes et al., 2018). Also, (Javadi et al., 2012) proposed that knowledge sharing behavior mediates the relationship between knowledge sharing tendencies and individual performance. Our study extends this research, discusses only one type of trust, and analyzes specific beliefs with innovation behavior. This finding offers new insights into sharing knowledge that mediates the relationship between trust and individual innovation behavior. Thus, trust can not only influence individual innovation behavior through share knowledge but also directly impact individual innovation behavior. This is important because trust is a major determinant of individual innovation behavior.

Finally, the results also show that work experience from control variables significantly impacts trust and knowledge sharing. In contrast, gender, age, and education do not significantly impact trust, knowledge sharing, and individual innovation behavior. This study found that individuals with work experience are willing to share their knowledge regardless of gender, age, and education. The findings are somewhat different from previous studies (Weiyue et al., 2015), which propose that individual knowledge sharing does not have statistically significant differences regarding gender, age, education, and work experience.

### **Practical contributions**

The main managerial implications in our study are offered. First, our results reveal trust individuals have a significant positive impact on knowledge sharing and innovation behavior. It is also interesting to note that the critical aspect of individual innovation behavior is a feeling of trust in the organization. In other words, individuals who demonstrate psychological elements of trust. For example, the level of trust in superiors, coworkers, and subordinates can shared knowledge and innovation rather than low trust. Thus, trust is essential in encouraging the sharing of individual knowledge and innovation. To inspire trust among employees, managers must be transparent in every

information and decision, fostering an environment that is mutually open, democratic, and free to express opinions, flexible, and pleasant.

Second, the results of this study confirm that knowledge sharing influences innovation behavior and mediates the relationship between trust and innovation behavior. Because sharing knowledge between individuals will make individual interaction and communication more straightforward, which can further promote individual innovation behavior, to help ensure the success of innovation, managers must consider sharing individual knowledge, minimizing obstacles, and providing a type of knowledge-sharing support mechanism. Also, the manager must create an atmosphere to increase knowledge sharing in secret and explicit employees, such as building mentoring knowledge-sharing platforms and holding informal, weekly, and monthly communication meetings.

### **Limitation of research**

This study covers the following limitations. First, because all the research data is self-reported, and individuals report dependent and independent variables, there is a potential for general method bias. In future research, the employer's subordinate approach can be applied. Employees provide demographic information their perceptions about trust, and share knowledge, while supervisory employees are asked to evaluate their subordinates' innovative behavior. Second, we are respondents from 60 Muslim fashion companies in Indonesia, and their cultural backgrounds can limit the generalizations of our findings, given that trust may differ at each level, such as lower, middle, or top management. Future studies can focus on comparing the effects of trust on innovation behavior at various levels. Third, we only focus on one type of variable (trust) as an antecedent of innovation behavior. It is necessary to recognize that trust is not the only factor that can lead to innovation. Likewise, negative psychology that cannot be ignored can influence innovation behavior. Therefore, it is also valuable for future research to consider various psychological factors.

Fourth, the research sample in the fashion industry is included in the creative industry category, where knowledge, ideas, and creativity are critical factors for innovative behavior. Further studies can be implemented for employees in the government sector or other sectors not included in the creative industry so that the mediating or moderating variables can be considered. Finally, our survey data are cross-sectional and not longitudinal; some causal relationships cannot be established. For example, our research only discusses the causal impact that is assumed from knowledge sharing on individuals' innovation behavior. Meanwhile, it cannot be ignored that there may be feedback from innovation behavior to knowledge sharing. Future studies can consider longitudinal designs or other research methods that make it possible to understand causality.

### **REFERENCES**

- Abrams, L. C., Cross, R., Lesser, E., & Levin, D. Z. (2011). Nurturing interpersonal trust in knowledge-sharing networks. *Academy of Management Executive*, 17(4), 64–77. <https://doi.org/10.5465/ame.2003.11851845>
- Abukhait, R. M., Melhem, S. B., & Zaffane, R. (2018). Empowerment, Knowledge Sharing, and Innovative Behaviors: Exploring Gender Differences. *International Journal of Innovation Management*, 23(01), 1950006. <https://doi.org/10.1142/s1363919619500063>
- Afsar, B. (2016). The impact of person-organization fit on innovative work behavior. *International Journal of Health Care Quality Assurance*, 29(2), 104–122. <https://doi.org/10.1108/ijhcqa-01-2015-0017>
- Akhavan, P., Hosseini, M. S., Abbasi, M., & Manteghi, M. (2015). Knowledge-sharing determinants , behaviors , and innovative work behaviors An integrated theoretical view and. *Aslib Journal of*

- Information Management*, 67(5). <https://doi.org/10.1108/AJIM-02-2015-0018>
- Akkermans, H. J., & Isaksen, S. G. (2011). Creative Climate : A Leadership Lever for Innovation. *Journal of Creative Behavior*, 45(3), 161–187.
- Alnaimi, A. M. M., & Rjoub, H. (2019). Perceived organizational support, psychological entitlement, and extra-role behavior: The mediating role of knowledge hiding behavior. *Journal of Management & Organization*, 1–16. <https://doi.org/10.1017/jmo.2019.1>
- Amabile, T. M. (1993). Motivational synergy: Toward new conceptualizations of intrinsic and extrinsic motivation in the workplace. *Human Resource Management Review*, 3(3), 185–201. [https://doi.org/10.1016/1053-4822\(93\)90012-S](https://doi.org/10.1016/1053-4822(93)90012-S)
- Asrar-ul-Haq, M., & Anwar, S. (2016). A systematic review of knowledge management and knowledge sharing: Trends, issues, and challenges. *Cogent Business and Management*, 3(1), 1–17. <https://doi.org/10.1080/23311975.2015.1127744>
- Bagozzi, R. P., & Yi, Y. (1988). On the evaluation of structural equation models. *Journal of the Academy of Marketing Science*, 16(1), 74–94. <https://doi.org/10.1007/BF02723327>
- Balogun, A. G., & Adetula, G. A. (2015). Dimensions of trust as predictors of willingness to share and use tacit knowledge among health workers in Nigeria. *International Journal of Research Studies in Management*, 4(2). <https://doi.org/10.5861/ijrsm.2015.1070>
- Baron, R. M., & Kenny, D. A. (1986). The Moderator-Mediator Variable Distinction in Social Psychological Research: Conceptual, Strategic, and Statistical Considerations. *Journal of Personality and Social Psychology*, 51(6), 1173–1182.
- Bentler, P. . (1990). Comparative Fit Indexes in Structural Models. *Psychological Bulletin*, 107(2), 238–246. <https://doi.org/10.1037/1082-989X.3.4.424>
- Blau, G. J. (1986). The relationship of management level to effort level, direction of effort, and managerial performance. *Journal of Vocational Behavior*, 29(2), 226–239. [https://doi.org/10.1016/0001-8791\(86\)90006-0](https://doi.org/10.1016/0001-8791(86)90006-0)
- Burke, C. S., Sims, D. E., Lazzara, E. H., & Salas, E. (2007). Trust in leadership: A multi-level review and integration. *Leadership Quarterly*, 18(6), 606–632. <https://doi.org/10.1016/j.leaqua.2007.09.006>
- Carmeli, A., & Schaubroeck, J. (2007). The influence of leaders' and other referents' normative expectations on individual involvement in creative work. *Leadership Quarterly*, 18(1), 35–48. <https://doi.org/10.1016/j.leaqua.2006.11.001>
- Gilstrap, J. B., & Collins, B. J. (2012). The Importance of Being Trustworthy: Trust as a Mediator of the Relationship Between Leader Behaviors and Employee Job Satisfaction. *Journal of Leadership and Organizational Studies*, 19(2), 152–163. <https://doi.org/10.1177/1548051811431827>
- Hassan, H. A., Asif, J., Waqar, N., Khalid, S., & Abbas, S. K. (2018). Exploring the Impact of Knowledge Sharing on the Innovative Work Behavior of Employees: A Study in China. *International Business Research*, 6(5). <https://doi.org/10.5539/ibr.v11n3p186>
- Heyns, M., & Rothmann, S. (2015). Dimensionality of trust: An analysis of the relations between propensity, trustworthiness and trust. *SA Journal of Industrial Psychology*, 41(1), 1–12. <https://doi.org/10.4102/sajip.v41i1.1263>
- Hu, B., & Zhao, Y. (2016). Creative Self-efficacy Mediates the Relationship Between Knowledge Sharing and Employee Innovation. *Social Behavior and Personality: An International Journal*, 44(5), 815–826. <https://doi.org/10.2224/sbp.2016.44.5.815>
- Hughes, M., Rigtering, J. P. C., Covin, J. G., Bouncken, R. B., & Kraus, S. (2018). Innovative Behavior, Trust and Perceived Workplace Performance. *British Journal of Management*, 29(4), 750–768. <https://doi.org/10.1111/1467-8551.12305>
- Janssen, O. (2000). Job demands, perceptions of effort–reward fairness and innovative work behavior. *Journal of Occupational and Organizational Psychology*, (73), 287–302. <https://doi.org/10.1016/j.aquaculture.2010.01.018>
- Janssen, O. (2004). How fairness perceptions make innovative behavior more or less stressful. *Journal of Organizational Behavior*, 25(2), 201–215. <https://doi.org/10.1002/job.238>
- Javadi, M. H. M., Zadeh, N. D., Zandi, M., & Yavarian, J. (2012). Effect of Motivation and Trust on Knowledge Sharing and Effect of Knowledge Sharing on Employee's Performance. *International Journal of Human Resource Studies*, 2(1), 210. <https://doi.org/10.5296/ijhrs.v2i1.1675>
- Kim, W., & Park, J. (2017). Examining structural relationships between work engagement, organizational procedural justice, knowledge sharing, and innovative work behavior for sustainable organizations. *Sustainability (Switzerland)*, 9(2). <https://doi.org/10.3390/su9020205>
- Kivipõld, K. (2015). Organizational leadership capability – a mechanism of knowledge coordination for inducing innovative behavior: A case study in Estonian service industries. *Baltic Journal of Management*, 10(4), 478–496. <https://doi.org/10.1108/09574090910954864>
- Levin, D. Z., & Cross, R. (2004). the Strength of Weak Ties You Can Trust: the Mediating Role of Trust

- in Effective Knowledge Transfer. *Management Science*, 50(11), 1477–1490. <https://doi.org/10.5465/apbpbp.2002.7517527>
- Liao, S. H., Fei, W. C., & Chen, C. C. (2007). Knowledge sharing, absorptive capacity, and innovation capability: An empirical study of Taiwan's knowledge-intensive industries. *Journal of Information Science*, 33(3), 340–359. <https://doi.org/10.1177/0165551506070739>
- Mayer, R. C., Davis, J. H., & Schoorman, F. D. (1995). An Integrative Model of Organizational Trust. *The Academy of Management Review*, 20(3), 709–734. <https://doi.org/10.5465/AMR.1995.9508080335>
- Miao, Q., Newman, A., Schwarz, G., & Cooper, B. (2017). How Leadership and Public Service Motivation Enhance Innovative Behavior. *Public Administration Review*, 00(00), 1–11. <https://doi.org/10.1111/puar.12839>
- Molm, L. D., Collett, J. L., & Schaefer, D. R. (2007). Building Solidarity through Generalized Exchange: A Theory of Reciprocity. *American Journal of Sociology*, 113(1), 205–242. <https://doi.org/10.1086/517900>
- Mooradian, T., Renzl, B., & Matzler, K. (2006). Who trusts? Personality, trust and knowledge sharing. *Management Learning*, 37(4), 523–540. <https://doi.org/10.1177/1350507606073424>
- Nonaka, I., & Takeuchi, H. (1995). *The Knowledge-Creating Company: How Japanese Companies Create the Dynamics of Innovation*. New York: Oxford University Press.
- Nooteboom, B., & Six, F. (2003). *The Trust Process in Organizations Empirical Studies of the Determinants and the Process of Trust Development*. (B. Nooteboom & F. Six, Eds.), Edward Elgar (Vol. 84). Edward Elgar Publishing, Inc. Retrieved from <http://ir.obihiro.ac.jp/dspace/handle/10322/3933>
- Nunnally, J. C., & Bernstein, I. H. (1994). *Psychometric Theory* (Third Edit). New York, USA: McGraw-Hill, Inc. Retrieved from [https://books.google.com/books?id=\\_6R\\_f3G58JsC&pgis=1](https://books.google.com/books?id=_6R_f3G58JsC&pgis=1)
- Oldham, G. R., & Cummings, A. (1996). Employee creativity: Personal and contextual factors at work. *Academy of Management Journal*, 39(3), 607–634. <https://doi.org/10.2307/256657>
- Ozturk, A., & Karatepe, O. M. (2018). Frontline hotel employees' psychological capital, trust in organization, and their effects on nonattendance intentions, absenteeism, and creative performance. *Journal of Hospitality Marketing and Management*, 28(2), 217–239. <https://doi.org/10.1080/19368623.2018.1509250>
- Park, Y. K., Song, J. H., Yoon, S. W., & Kim, J. (2014). Learning organization and innovative behavior. *European Journal of Training and Development*, 38(1/2), 75–94. <https://doi.org/10.1108/ejtd-04-2013-0040>
- Phung, V. D., Hawryszkiewicz, I., & Binsawad, M. (2018). Exploring How Environmental and Personal Factors Influence Knowledge Sharing Leads to Innovative Behavior. In *Advances in Information Systems Development* (p. ). Springer International Publishing. <https://doi.org/10.1007/978-0-387-70761-7>
- Qammach, N. I. J. (2016). The Mediating Role of Knowledge Sharing on Relationship between IT Capability and IT Support as Predictors of Innovation Performance: An Empirical Study on Mobile Companies in Iraq. *Procedia Economics and Finance*, 39(November 2015), 562–570. [https://doi.org/10.1016/s2212-5671\(16\)30300-8](https://doi.org/10.1016/s2212-5671(16)30300-8)
- Radaelli, G., Lettieri, E., Mura, M., & Spiller, N. (2014). Knowledge sharing and innovative work behavior in healthcare: A micro-level investigation of direct and indirect effects. *Creativity and Innovation Management*, 23(4), 400–414. <https://doi.org/10.1111/caim.12084>
- Rutten, W., Blaas - Franken, J., & Martin, H. (2016). The impact of (low) trust on knowledge sharing. *Journal of Knowledge Management*, 20(2), 199–214. <https://doi.org/10.1108/JKM-10-2015-0391>
- Schoorman, F. D., Mayer, R. C., & Davis, J. H. (2007). An Integrative Model of Organizational Trust: past, present, and future. *Academy of Management Review*, 32(2), 344–354. <https://doi.org/10.2307/258792>
- Scott, S., & Bruce, R. A. (1994). Determinants of Innovative Behavior: A Path Model of Individual Innovation in The Workplace. *Academy of Management Journal*, 37(3), 580–607. [https://doi.org/10.1007/978-3-211-79271-1\\_2](https://doi.org/10.1007/978-3-211-79271-1_2)
- Seo, H. M., Kim, M. C., Chang, K., & Kim, T. (2015). Influence of Interpersonal Trust on Innovative Behavior of Service Workers: Mediating Effects of Knowledge Sharing. *International Journal of Innovation Management*, 20(02), 1650026. <https://doi.org/10.1142/s1363919616500262>
- Spreiter, G. M., & Carmeli, A. (2009). Trust, Connectivity, and Thriving: Implications for Innovative Behaviors at Work. *Journal of Creative Behavior*, 43(3), 169–191. <https://doi.org/10.1002/j.2162-6057.2009.tb01313.x>
- Steiger, J. H. (1998). A note on multiple sample extensions of the RMSEA fit index. *Structural Equation Modeling*, 5(4), 411–419. <https://doi.org/10.1080/10705519809540115>

- Tucker, L. R., & Lewis, C. (1973). A Reliability Coefficient for Maximum Likelihood Factor Analysis. *Psychometrika*, 38(1), 421–422.
- Van Den Hooff, B., & Ridder, J. A. (2004). Knowledge sharing in context: The influence of organizational commitment, communication climate and CMC use on knowledge sharing. *Journal of Knowledge Management*, 8(6), 117–130. <https://doi.org/10.1108/13673270410567675>
- Velicer, W. F. (1976). Identifiability problems, *Educational and Psychological Measurement*, 36, 149–159. <https://doi.org/https://doi.org/10.1177/001316447603600114>
- Wang, J., Yang, J., & Xue, Y. (2017). Subjective well-being, knowledge sharing and individual innovation behavior: The moderating role of absorptive capacity. *Leadership and Organization Development Journal*, 38(8), 1110–1127. <https://doi.org/10.1108/LODJ-10-2015-0235>
- Weiyue, H. H., Weichun, W. Z., & Harris, L. (2015). Service workers' job performance: the roles of personality traits, organizational identification, and customer orientation. *European Journal of Marketing*, 49(11/12).
- Woods, S. A., Mustafa, M. J., Anderson, N., & Sayer, B. (2018). Innovative work behavior and personality traits: Examining the moderating effects of organizational tenure. *Journal of Managerial Psychology*, 33(1), 29–42. <https://doi.org/10.1108/JMP-01-2017-0016>
- Yen Efawati, Eeng Ahman, Disman, Kusnendi and Harmon Chaniago. (2021). The Effect of Entrepreneurial Leadership on Firm Innovation Through Innovative Work Behavior. Proceedings of the 5th Global Conference on Business, Management and Entrepreneurship (GCBME 2020). Advances in Economics, Business and Management Research, volume 187. Pp. 188-194. Atlantis Press. <https://doi.org/10.2991/aebmr.k.210831.037>
- Yen Efawati. (2020). The Influence of Working Conditions, Workability and Leadership on Employee Performance. *International Journal Administration, Business & Organization*, 1(3), 8-15. <https://doi.org/10.61242/ijabo.20.40>
- Youssef, C. M., & Luthans, F. (2007). Positive Organizational Behavior in the Workplace. *Journal of Management*, 33(5), 774–800. <https://doi.org/10.1177/0149206307305562>
- Zhang, M. J. (2014). The impacts of trust and feelings on knowledge sharing among Chinese employees. *New England Journal of Entrepreneurship*, 17(1), 21–28. <https://doi.org/10.1108/NEJE-11-02-2008-B007>
- Zhang, X., & Bartol, K. M. (2010). Linking Empowering Leadership and Employee Creativity: the Influence of Psychological Empowerment, Intrinsic Motivation, and Creative Process Engagement. *Academy of Management Journal*, 53(1), 107–128. <https://doi.org/10.5465/amj.2010.48037118>
- Zubair, A., Bashir, M., Abrar, M., Baig, S. A., & Hassan, Y. S. (2015). Employee's Participation in Decision Making and Manager's Encouragement of Creativity: The Mediating Role of Climate for Creativity and Change. *Journal of Service Science and Management*, 08(03), 306–321. <https://doi.org/10.4236/jssm.2015.83033>