

The Effect of Perceived Organizational Support on Knowledge Sharing and Innovative Work Behavior

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Abstract—This research was conducted to determine the effect of perceived organizational support on knowledge sharing and innovative work behavior, and uses explanatory research with a quantitative approach. A proportional random sampling method was used with a sample of 121 non-medical staff Lavalette Hospital in Malang. Data were collected with a survey using a questionnaire, and Structural Equation Modeling (SEM) is applied to explain the effect of relationships between variables. The results of this study indicate that perceived organizational support has a positive and significant effect on knowledge sharing and innovative work behavior. Knowledge sharing also has a positive and significant effect on innovative work behavior. Additionally, knowledge sharing has also succeeded in mediating the relationship between perceived organizational support and innovative work behavior.

Keywords—perceived organizational support, knowledge sharing, innovative work behavior

I. INTRODUCTION

Innovative work behavior is an effort to deliberately create, introduce and implement new ideas in the role of individuals, groups and organizations [1]. Innovative work behavior is important for productivity and sustainable development in organizations which depend on the abilities of each individual in the organization. Therefore, it is important to create a culture where innovative work behavior is supported and every employee is able to produce, promote, and use knowledge in imaginative ways [2].

Innovative work behavior is a factor that allows organizations to gain competitive advantage. The process of innovation in an organization or company involves all individuals in the organization, being an innovative organization means actively encouraging all members of the organization to innovate. Patterson, Kerrin, and Gatto-Roisad [3] divided the factors related to innovative work behavior in two factors, internal factors and work environment factors. Internal factors include cognitive abilities, personality, motivation, knowledge, behavior and emotions by individuals, while work environment factors are organizational ambidexterity, resources from the social sphere (coworker's

characteristics, leader characteristics, feedback from work environment and social network), job design, and resources from the organization sphere

Organizational conditions can affect the creativity of its employees through intrinsic motivation [4]. Regardless of contextual conditions, the company is expected to be able to support, channel, and direct employee behavior towards creative work behavior [1]. Employees try discretionary actions and if employees feel they get the support of the organization, they will reciprocate by giving beneficial behavior to the organization [5]. Support from the organization or perceived organizational support refers to employee's perceptions about how the organization appreciates their contributions and cares about employee welfare [6]. Gregory et al [7] stated that when employees feel that the organization cares, provides feedback, and supports the actions of employees, then employees have a tendency to embark on creative ideas, explore opportunities, solve problems and apply their creativity into actions and increase innovative output. Perceived organizational support is created through a variety of tangible and intangible employee experiences in the exchange process in daily activities in the organization that can be a trigger for employees to create innovation. When the exchange process leads to positive output, employee extra-role activities are also triggered, such as providing suggestions on ideas and gaining new knowledge through reciprocal norms and a sense of obligation that employees must have given to the organization [8].

Organizations that actively implement a knowledge sharing culture are also able to increase the application of innovative work behavior. An organization can promote innovative work behavior by directly integrating knowledge in the organization, and promoting individual behavior that is consistent with knowledge sharing [9]. When individuals receive knowledge through interaction with other individuals, they can build understanding to create new knowledge and practices [10]. In accordance with that opinion, Nonaka and Takeuchi [11] emphasizing knowledge sharing is the basis for renewal and innovation. Knowledge is very important for the innovation process and to display innovative work behavior, employees need to interact to get and spread knowledge or share their knowledge [12]. Knowledge sharing is not an automatic act,

but knowledge sharing is a behavior that depends on human will. Knowledge sharing behavior requires willingness and motivation in employees [13]. So in this case, the organization also needs to trigger and create an environment where the employees want to share, transfer, and show knowledge among members and teach another member in the organization to make meaning of the interactions they do.

Innovative work behavior is study of behavioral that is developed with a focus on human behavior in an organization. Perceived organizational support is an organization's effort to play an active role in encouraging its employees to create innovative work behavior. This relationship is explained through social exchange theory [14], there is "give and take" elements to the relationship between employees and organizations.

This research was conducted on 121 non-medical employees who work in Lavalette hospital in Malang. This research aims to examine how the innovation process is created and realized in the service sector, especially health services. For organizations, innovation is an important element in an ever changing environment and competitive strategies [15]. Innovation in organizations is not always in the form of a visible product, but can also take the form of changes in organizational structure, processes, care models, leadership styles, and services as well as new technologies that are also forms of innovation. In health care, innovation produces new processes or ways of working, new policies, and new methods that lead to change [16].

Based on the explanation above, this study aims to (1) explain the effect of perceived organizational support on innovative work behavior; (2) explain the effect of perceived organizational support on knowledge sharing; (3) explain the effect of knowledge sharing on innovative work behavior; (4) explain the effect of perceived organizational support on innovative work behavior through knowledge sharing.

II. RELATED WORK

H₁: Perceived Organizational Support and Innovative Work Behavior

The theoretical framework of the relationship between the two variables refers to social exchange theory [14]. Social exchange theory refers to the reciprocal relationship between behavior and the environment. Because the environment generally consists of individuals, these individuals are seen to have behaviors that influence each other in the relationship and there are elements of reward, cost, and profit. Research conducted by Abid, Zahra, and Ahmed [17] examined thriving at work as a mediating variable between perceived organizational support to innovative work behavior and turnover intention. The study used 147 employees from a software house as a sample and raised the issue that firms are facing problems where are the turnover intention and lack of support for innovative work behavior affects organizational innovation and productivity. So that organizations are required to stimulate their employees' innovative work behavior to

maintain business and competitive advantage by using antecedents of innovative work behavior through perceived organizational support, and thriving at work.

H₂: Perceived Organizational Support and Knowledge Sharing

The relationship between these two variables was also tested by research conducted by Yang, Rijn, and Sanders [18], with the title "Perceived organizational support and knowledge sharing: employees' self-construal matters". This study was conducted on 145 participants from 4 VET schools in the Netherlands. This study underlines the importance of knowledge sharing for the company's competitive advantage. In this paper, researchers emphasize the concept of self-construal to explain the relationship between perceived organizational support and knowledge sharing. The results of the study stated that interdependent self-construal mediated the relationship between perceived organizational support and knowledge sharing, but individuals with independent self-construal made the relationship between perceived organizational support and knowledge sharing have the opposite relationship

H₃: Knowledge Sharing and Innovative Work Behavior

The basic theory used in the framework of the relationship between two variables two variables knowledge sharing and innovative work behavior is the social cognitive theory [19]. Individual cognition is the most important source in behavioral decisions to be made by each individual. Research on the relationship between these two variables was conducted by Phung et al [20] with the title "Knowledge Sharing and Innovative Work Behavior: Case Studies from Vietnam". This research was conducted on 320 academic staff at HANU to investigate the influence of environmental factors and personal factors on knowledge sharing behavior and how it can improve innovative work behavior. This study also adopted the basic theory used by Phung et al [20]. This researcher explains that innovative work behavior helps find better ways to do something new that other people want to use to better manage resources so that it needs to be triggered by various antecedents that can create innovative work behavior by knowledge sharing.

H₄: Perceived Organizational Support and Innovative Work Behavior through Knowledge sharing

Research was conducted by Afsar and Badir [21], with the title "The impact of person-organization fit and perceived organizational support on innovative work behavior: the mediating effects of knowledge sharing behavior". Data were collected from 463 employees and 65 supervisors from five leading hotels in China take the research gap where the phenomenal of the tourism industry competition comes from various factors, so hotel management are expected to consistently find ways to increase innovation in employees. Due to intense competition, the organization trying to create innovation by triggers employees to promote and implement new ideas to gain competitive advantage. This research

explains the role of three important factors (person-organization fit, perceived organizational support and knowledge sharing behavior).

III. RESEARCH METHODS

This type of research used in this study is explanatory research. Explanatory research is a type of research that emphasizes the causality or causal relationship between two or more variables that influence each other with a quantitative approach. The location of this study was carried out at Lavalette Hospital, one of the hospitals located in Malang.

Data collection techniques in this study were direct surveys of respondents using a questionnaire. The questionnaire in this study contains several questions and statements using the

Likert scale as a measurement scale. The measurement scale used from a scale of 1 to 5. The population in this study was a non-medical staff of Malang Lavalette hospital. The sampling method in this study uses proportional random sampling, and the sample in this study was determined using the Slovin formula and obtained a sample of 121 respondents.

IV. RESULTS AND DISCUSSION

A. Hypothesis Testing (Bootsraping)

The bootstrapping test used in this study was used to test the hypothesis that was determined by the researcher and to show the magnitude of the relationship between the variables to be tested. From table 1, it can be seen the results of hypothesis testing that has been done using PLS 3.0.

TABLE I. HYPOTHESIS TEST

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values
POS → IWB	0,202	0,208	0,073	2,778	0,006
POS → KS	0,375	0,379	0,074	5,068	0,000
KS → IWB	0,430	0,433	0,096	4,491	0,000
POS → KS → IWB	0,161	0,164	0,048	3,353	0,001

Source: data processed (2019)

Table 1 shows a positive and significant relationship between perceived organizational support and innovative work behavior. In the conceptual framework, organizational support felt by employees will create reciprocal feelings and is expected to be manifested in behaviors such as innovative behavior. The framework in this hypothesis is accordance with social exchange theory. Through the fulfillment of employee welfare, employees will participate to achieve organizational goals through various ways, one of which is through innovative work behavior that will lead to increased productivity. The results of this study are consistent with the results of research conducted by Afsar and Badir [21], a higher perceived organizational support leads to creativity and can be triggered for innovative work behavior. The framework of social exchange theory suggests that this perception creates a feeling of obligation that serves to enhance behavior that supports organizational goals, innovative work behavior is one of the positive behaviors manifested which supports the goals of the organization.

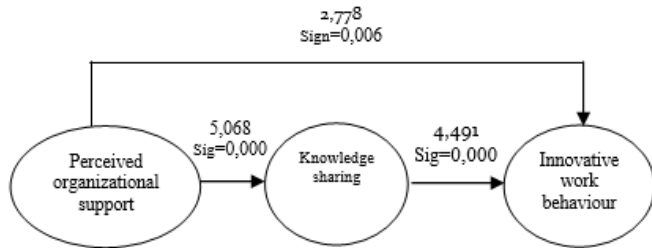
The relationship between perceived organizational support and knowledge sharing shows a positive effect with statistical result 5,068 at a significance level of 0,000 explaining significant relationship. Previous studies have suggested to include some concepts to further refine the relationship between these two variables [18]. The study states that there is positive and significant relationship between perceived organizational support and knowledge sharing. Organizational support increases intrinsic motivation which helps employees to increase the desire to share their valuable personal information or knowledge due to social exchange and reciprocity [22]. If perceived organizational support produces feelings of reciprocity, it is expected that a worker shares his

knowledge. To generate new ideas to improve professional performance depends on the process of sharing knowledge in their organizations. Although recognition of the knowledge has been recognized, the interaction between individuals is important for the development of actual knowledge and new ideas [23]. The basic theory used on perceived organizational support to knowledge sharing variables explained by social exchange theory. When employees share their knowledge, there will be brainstorming that will create the possibility of new knowledge for organizations and shapes in the innovation of products, services or processes.

The regression results show that knowledge sharing has a positive and significant relationship with innovative work behavior. Further studies have also discussed innovative work behavior as a form of individuals initiative in creating innovation ideas [24]. Generating new ideas to improve professional performance depends on the process of sharing knowledge in their organization. The process of knowledge sharing contributes to individual learning, where a person shares his knowledge, and the acquisition of knowledge between individuals occurs [25]. When individuals receive knowledge from their connections through interaction with other individuals, they can build understanding to create new knowledge and practices [10].

The mediating effect knowledge sharing of perceived organizational support on innovative work behavior have a higher correlation value than the direct relationship of perceived organizational support on innovative work behavior. The relationship can be explained that organizational support can increase the desire of employees to share their knowledge and will lead to other positive behaviors by providing ideas or innovations that are useful for the company so as to create

innovative work behavior. So it can be said that knowledge sharing successfully mediates the relationship between the two. This is in accordance with research conducted by Afsar and Badir where knowledge sharing succeeded in mediating perceived organizational support and innovative work behavior [21]. The three variable relationships are explained in terms of the research concepts in Figure 1 below:



Source: data processed (2019)

Fig. 1. Path analysis.

V. CONCLUSION AND FUTURE SCOPE

This study was conducted to test the antecedents of innovative work behavior, considering that innovation is important for organizations both in manufacturing and services. This study was conducted on the non-medical staff of the Lavalette hospital and the results showed that employees who felt that the organization had been fair and fulfilled their welfare and employees who were active in knowledge sharing would tend to be involved in innovative work behavior. The organization is expected to be able to create a work environment that is able to bring innovative work behavior to its employees and the managerial role plays an active role in encouraging employees to create innovative work behavior. This can be stimulated by increasing various antecedents which are also able to improve the innovative work behavior of employees.

Finally, this work has some inherent limitations that must be overcome in future research. First, we specifically focus on health care organizations where innovation in the service industry is limited so that further research can be done at other locations where innovation is important for the company such as industry 4.0, manufacturing and others. The future studies can also improve our model by adding further variables that are more comprehensive using various antecedents that enable organizations to create innovative work behaviors such as person-organization fit, employee engagement, and others.

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