



CREATING INNOVATIVE WORK BEHAVIOR: MEDIATED BY KNOWLEDGE SHARING AND PSYCHOLOGICAL EMPOWERMENT

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ABSTRACT

Keywords:

Innovative work behavior, interpersonal trust, knowledge sharing, psychological empowerment

This study aims to discuss the impact of interpersonal trust on innovative work behavior through knowledge sharing and psychological empowerment. This study focuses on two levels of interpersonal trust: trust in leaders and trust in co-workers. This study uses a quantitative approach with an emphasis on hypothesis testing, designed to predict phenomena and assert scientific knowledge. The sampling method of this study is purposive sampling with the criteria of respondents being employees who have worked in their division for at least one year. It assumes that in building interpersonal trust within an organization it takes longer to get to know each other. Questionnaire data collection was distributed via online social media. The sample size of this study was 201 respondents of The State Civil Apparatus working at the Bureau of Statistics Indonesia. The data is analyzed using path analyses by SmartPLS. The results show trust in the leader and trust in co-workers have an insignificant impact on innovative work behavior directly, but the indirect effect states that trust in the leader and trust in co-workers have a significant impact on innovative work behavior. The mediation analysis using the Sobel test shows that knowledge sharing does not mediate the relationship between interpersonal trust and innovative work behavior. However, psychological empowerment successfully mediates the relationship between interpersonal trust and innovative work behavior. This study discusses critical practical implications for organizations that create an employee's innovative behavior. It is necessary to build a climate of trust in the workplace and foster psychological empowerment.

INTRODUCTION

The disruption of technology and the occurrence of the Covid-19 pandemic have changed the order of work system in industry, business, education, and government. The occurrence changes have caused business competition to become increasingly competitive. The way to adjust of dynamic changes is by innovation (Sung & Kim, 2021). Innovation acts as a driver of a country's growth and development. Indonesia ranks 87th among 132 countries included

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in the Global Innovation Index (GII) 2021 and gets low innovation score 27.10. This ranking down two ranks from 2020. In 2020 Indonesia's position has not changed from 2019 (ranked 85th) with an innovation score of 26.49 in 2020 and 29.72 in 2019. In Southeast Asia, Indonesia is ranked seventh. According to the data, Singapore is at the top followed closely by Malaysia and Vietnam and the lowest scores are Myanmar and Laos. The data indicates that the level innovation in Indonesia still low compared to others countries. Indonesia has recognized the importance of innovation in globalization and competitive environment.

A major driver for innovation is human resources. Human resources responsible for making decisions and contributing to organizational growth (Eneh & Awara, 2017). No exception in public and educational organizations. Public organizations are also actively encourage innovation to respond to a rapidly changing environment and improve their performance (Sung & Kim, 2021). The State Civil Apparatus as human resources in public organizations is an asset to achieve the government's goals. Road map of Indonesia Bureaucratic Reform in 2024 aims to create "World Class Government". The low global innovation index score of Indonesia challenge for employees to behave innovatively in generating innovation within the organization. Organizational innovation is built from individual innovation (Hughes et al., 2018). Innovative behavior of organizational members is very important to achieve organizational innovation (Sung & Kim, 2021). A public sector's ability to respond to a changing environment begins with employees' innovative actions.

Johan (2021) showed that in an organizational context, trust between members of an organization can be categorized into trust in leaders and trust in employees. The influence of interpersonal trust has been widely researched for its benefits for organizations to create innovative work behavior (Johan, 2021; Afsar et al., 2020; Bieńkowska et al., 2018). Knowledge sharing plays a role in mediating innovative work behavior has been proven in previous studies. Research by Johan (2021) and Seo et al. (2016) states knowledge sharing fully mediates between trust in co-workers and innovative work behavior and partly mediates between trust in leader and innovative work behavior. However, there are differences in the findings of Kmieciak (2020) stated that knowledge sharing does not mediate between trust in co-workers and innovative work behaviors (idea generation and realization of ideas). These differences in findings form the basis for the authors to further examine the role of knowledge-sharing mediation on innovative work behaviors as well as the basis for developing a model to add another mediator. There are external factors and internal factors that influence innovative work behavior (Agarwal, 2014). Most studies discuss knowledge

sharing as an external factor to affect the relationship between interpersonal trust and innovative work behavior (Johan, 2021; Afsar et al., 2020; Kmieciak, 2020; Seo et al., 2016). Whereas internal factor relates to individual abilities and experiences to solve problems or looking for new methods. Psychological empowerment is an internal factor that plays a role in supporting innovative behavior (Spreitzer, 1995).

Innovative work behavior intended to generate individual behavior, introduce and implement new things or creative ideas and the courage to take risks and give benefit the organization (Jong & Hartog, 2010). Trust is the basis of cooperation to foster innovative behavior in workplace. Trust promotes openness and honesty in interpersonal relationship and also create a collaborative environment to minimize risk and uncertainty (Lei et al., 2019). Concurring to social exchange theory, the more workers trust the organization, the more vitality is expended to work in organization (Kmieciak, 2020). Trust is also an important factor in the social interaction. Lin (2007) revealed that knowledge sharing is a culture of social interaction involving the sharing of knowledge, experience, and skills among employees in the organization. An employee continues to develop their abilities to get more challenging jobs that bring higher professional and financial value (Gul et al., 2012). Employees must understand that the organization is interested in relying on them, so that employees automatically apply extra effort to meet organizational goals. Empowerment is the main contributor to personal development to do the best for employee in organization (Sundaray, 2018). Widespread interest in the issues of psychological empowerment emerged at the global competition and organizational change were common, requiring members to be more initiative and innovative (Spreitzer, 1995). Therefore, knowledge sharing and psychological empowerment are an important factor in increasing innovative behavior at work.

Previous studies have extensively discussed the antecedents of innovative work behavior. This study fills a gap by demonstrating interpersonal trust in innovative work behavior at the workplace. The novelty of this study will theoretically explore more broadly the relationship between two types of trust by investigating the dual effect of mediation which is still limited a research area. The main contribution of this paper is to deeply prove the relationship among interpersonal trust, knowledge sharing, psychological empowerment, and innovative work behavior.

Social Exchange Theory

Social exchange theory is one of the most influential theories for understanding behavior of employee in the workplace (Cropanzano et al., 2017). According to the theory, a positive

initial action in the workplace will foster trust (relational responses) and increased trust will encourage positive behavior (Cropanzano et al., 2017). According to social exchange theory, when employees are empowered by the organization will support employees to use the resources in the organization and allow them to perform work. Empowerment motivates employees psychologically and encourages them to behave which leads to innovation activities, generates new ideas and finds the best way to implement them (Aldabbas et al., 2021). In the organizational context in line with the theory, employees who have good relationships in workplace exchanges tend to behave positively or do not show unethical behavior (Khan et al., 2022). Employees who demonstrate spirituality in the workplace will engage in positive work roles (Rahman et al., 2016). Furthermore, an organization will benefit from positive attitudes and behaviors to form innovative work behaviors (Afsar & Badir, 2017). Therefore, the social exchange theory was used to support the relationship between variables in this study.

Interpersonal trust and Knowledge Sharing

The impact of trust on employees' willingness to share knowledge is critical to organizational innovation. The more a person trusts others, the greater his willingness to share knowledge with that person (Kmiecik, 2020). Trust within members of an organization indicates an individual's trust in the truth of other people speech and action (Novitasari et al., 2021). Consider leader critical for workplace decision-makers, Kim (2019) argued that based on social exchange theory trust in leader can be an important factor in determining knowledge sharing. When trust in leaders declines, employees are less likely to engage in positive collaboration allow them to share their knowledge (Novitasari et al., 2021). Furthermore, a high level of trust in co-workers can encourage collaborative activities that fosters knowledge sharing. Trust encourages employees to engage in share, absorb knowledge, and collaborative activities from other employees they trust. (Chowdhury, 2005). Knowledge sharing among employees and departments within the organization are necessary to transfer the knowledge of individuals and groups into organizational knowledge, leading to effective knowledge management (Ha & Nguyen, 2020). Employees in organization may feel safe sharing what they know without fear of disastrous consequences. Previous studies stated interpersonal trust positively affects knowledge sharing (Yuan & Ma, 2022; Seo et al., 2016). However, Chow & Chan (2008) stated that there is no influence between interpersonal trust and knowledge sharing. Based on the prior research regarding the relationship between trust in leaders and in co-workers on knowledge sharing, we propose the hypothesis:

H1: Trust in leader (a) and trust in co-workers (b) have a positive impact on knowledge sharing.

Interpersonal trust and psychological empowerment

Ertürk (2010) explained that organizations get an advantage from empowerment through a trust culture among the employees. Trust improves relationships and increases the leader's willingness to delegate authority to subordinates (Çiftçi & Çizel, 2020). If the employee recognizes his organization as trustworthy, the employee tends to repay trust by becoming more involved in extra-role behaviors and subsequently the employee feels psychologically empowered in the work environment (Ugwu et al., 2014; Memon et al., 2020). Findikli et al. (2010) stated that if the subordinates trust their leader, it will increase work performance, encourage subordinates to maintain the relationship, and make an extra effort to create value for the organization. According to the result of previous studies, we propose the hypothesis:

H2: Trust in leader (a) and trust in co-workers (b) have positive impact on psychological empowerment.

Interpersonal trust, knowledge sharing, psychological empowerment, and innovative work behavior

Trust is a variable can give impact the willingness among employees to take innovative attitude in the workplace (Kmiecik, 2020). The higher the level of trust in a leader, the greater the sense of security and security regarding the leader's reaction to the behavior of subordinates. (Erkutlu & Chafra, 2015). As a result, employees have more opportunities to engage in innovative behaviour increase (Hughes et al., 2018; Mayer et al, 1995). Hughes et al. (2018) also explained that trust among employees drives person to jointly design new actions and plans. Employees who have a sense of trust, will discuss and debate positively to stimulate useful new ideas and encourage innovative behavior of employees (Yu et al., 2018). When leader and their subordinates form partnerships and groups, leader give subordinates the opportunity to use policies and make independent decisions that encourage innovative behavior (Novitasari et al., 2021). Previous studies have proven that there is an effect of trust on innovative work behavior (Afsar et al., 2020; Yu et al., 2018). Thus, we propose the hypothesis:

H3: Trust in leader (a) and trust in co-workers (b) have positive impact on innovative work behavior.

Knowledge sharing helps promote common trust and communication as the exchange of knowledge and experiences among employees which positively enhances employees'

innovative work behavior and organizational performance (Aldabbas et al., 2021). If someone has the appropriate information, knowledge, ways, and new ideas at the workplace, they will tend to create innovatively. Novitasari et al., (2021) explained creative ideas and new ideas as the basis of innovation that arise from effective communication among employees and aim at a strong tendency to create innovation among employees. Previous studies stated that knowledge sharing positively impacts employee innovative behavior (Al-Kurdi et al., 2018; Elrehail et al., 2018). Therefore, we propose the hypothesis:

H4: Knowledge sharing has positive impact on innovative work behavior.

Psychological empowerment is conceptualized as an individual's active orientation to work roles with the desire to shape organizational contexts, processes, and work environments (Spreitzer, 1995). Active orientation can increase autonomy and motivation for tasks that are possible to engage in innovative work behaviors (Afsar & Badir, 2016). In general, a person with psychological empowerment feels the freedom and autonomy to engage in developing ideas in carrying out organizational action effectively and efficiently (Nagarajan et al., 2005). This is also supported by the results of previous research which has discussed the impact of psychological empowerment on innovative work (Aldabbas et al., 2021). Therefore, we propose the hypothesis:

H5: Psychological empowerment has positive impact on innovative work behavior.

Mediation of Knowledge Sharing

Previous research showed that interpersonal trust positively impacts knowledge sharing which can further facilitate innovative work behavior (Johan, 2021; Seo et al., 2016). Therefore, knowledge sharing plays a role as a variable that connects interpersonal trust with the innovative behavior of employees. Hughes et al. (2018) reveal the level of trust in co-workers resulting from team interactions will result in high knowledge sharing behavior and cooperative behavior. Afsar et al. (2020) noted that trust motivates members of organization to support and collaborate each other's ideas through mutual relationship and knowledge sharing. Based on the social exchange theory, employees usually repay their trust in leader with increased sharing of knowledge they have and innovative behaviors in the workplace (Hughes et al., 2018). Therefore, we propose the hypothesis:

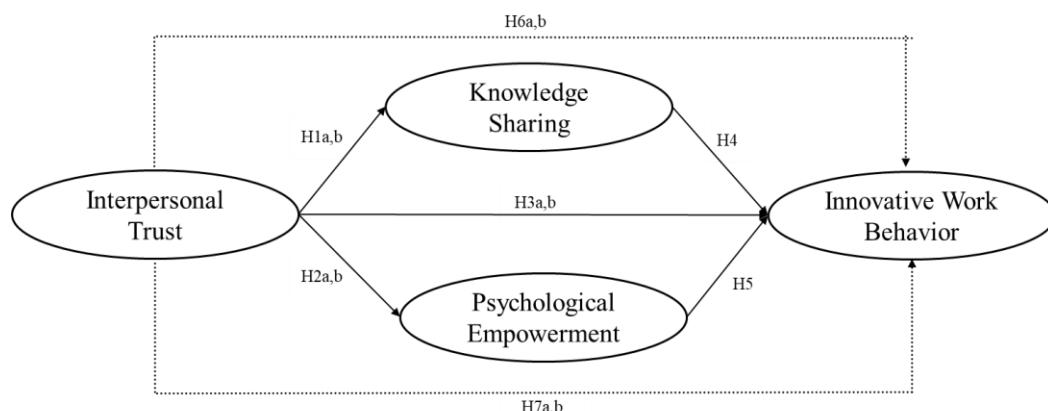
H6: Trust in leader (a) and trust in co-workers (b) have an indirect effect on innovative work behavior mediated by knowledge sharing.

Mediation Psychological Empowerment

Based on the intrinsic work motivation and self-evaluation point of view, when employees feel the trust of their leader, they will evaluate themselves positively, thereby increasing their sense of competence, autonomy, and sense of belonging, and allowing employees to generate psychological empowerment (Liu & Ren, 2022). Innovative behavior in the workplace is the result of action-oriented psychological empowerment and a high level of psychological empowerment means that employees have the desire and ability to influence decisions in the workplace (Spreitzer, 1995). The researchers linked employees' perceptions of trust in organizations to increased psychological empowerment as well as innovative work behavior (Liu & Ren, 2022). In addition, Chiang & Jang (2008) found that trust is an antecedent of psychological empowerment and several studies have shown that psychological empowerment can act as a mediator on innovative behavior (Aldabbas et al., 2021; Ghosh et al., 2019; Afsar & Badir, 2016). Therefore, it can be found that the relationship between trust and innovative work behavior occurs indirectly through psychological empowerment. This means that interpersonal trust can increase psychological empowerment and can further improve employees' innovative work behaviors. Thus, we propose the hypothesis:

H7: *Trust in leader (a) and trust in co-workers (b) have an indirect effect on innovative work behavior mediated by psychological empowerment.*

The conceptual model from the hypothesis was developed in Figure 1.



METHODOLOGY

Sample

This survey was conducted on employees in public organization called The State Civil Apparatus on Bureau of Statistics Indonesia using quantitative research. A characteristic of quantitative approaches is that concepts rely on systematic procedures that allow scientists to apply measurements in similar or different settings to determine their usefulness (Carpenter, www.ijbms.org

2018). This study used purposive sampling which is limited to people according to predetermined criteria (Permatasari et al., 2022). The criteria of respondents are employees who have worked in their division for at least one year. It assumes that in building interpersonal trust within an organization it takes longer to get to know each other. Online based survey has been created to collect data. The questionnaire of survey was created using google form then it was distributed via online to 280 respondents. The number of respondents who filled out the questionnaire was 201 employees which got a response rate of 71.8%.

Among the 201 samples, 50.75% consist of males and 49.25% females. In term of age, 30 years old and below accounted for 21.89%, 31-40 years old accounted for 45.77%, 41-50 years old accounted for 25.87% and 51 years old and above accounted for 6.47%. The level education, 91.54% graduated from bachelor degree and above and 8.46% from high school. Among respondents, 24.32% employees had 1-10 years of tenure, 48.76% employees had 11-20 years of tenure, and 16.92% employees had 21 years and above of tenure.

All questions are answered by the respondents (for both dependent and independent variables). There was a risk of the survey that the results might exhibit the common method bias (CMB) at the time of the study. A Harman single factor was used in order to test this effect (Podsakoff et al., 2003). Results showed that 28.95% of the variance (below the 50% threshold) was explained by a single factor. Thus, in this study the common method bias (CMB) was not a matter.

Measures

Variables were measured with validated multiple item scales and previously established. The data were scored on a seven points Likert scale ranging from “strongly disagree” to “strongly agree.” Except for questions about trust in leader and trust in co-workers measured based on the level of willingness ranging from “very unwilling” to “very willing.”

To measure interpersonal trust using a respective scale from Behavioral Trust Inventory (BTI) with 10-items scale measurement developed by (Gillespie, 2003). The dimensions of BTI are willingness to rely on work-related skills, abilities, and knowledge of others and willingness to disclose sensitivities in providing work or personal information to others. The measurement scale of knowledge sharing developed by De Vries et al. (2006). The dimensions of knowledge sharing are knowledge donating and knowledge collecting with 8-items scale measurement. To measure psychological empowerment used Psychological Empowerment Scale (PES) developed by Spreitzer (1995). The dimensions of psychological empowerment are meaning, competence, self-determination, and impact with 12-items scale

measurement. Innovative work behavior is measured developed by Spanuth & Wald (2017). The dimensions of innovative work behavior are idea exploration, idea generation, idea promotion, and idea realization with 10-items scale measurement.

The previous study suggested that respondent demographics as control variables. According to previous research by Carmeli & Spreitzer (2009) mentioned gender, age, education and tenure as are predicted to affect innovative work behavior. The variables of age and tenure were measured in years; education was measured as level graduation; gender was measured as a dichotomous variable (1 = male, 0 = female).

ANALYSIS

Measurement Model

Analysis of Structural Equation Modelling (SEM) with Partial Least Squares (PLS) is used to analyze the data. SEM is multivariate analysis to examine the relationship between variables which is combination of factor analysis and regression analysis. The test of validity and reliability is used to assess the measurement model quality. Convergent validity is measured by outer loadings, composite reliability (CR), and Average Variance Extracted (AVE). Hair et al. (2019) suggested that a loading factor measurement should accepted higher than 0.7. Whereas, Chin (1998) said that the manifest variables should be dropped with loading value of less than 0.5. The loading value of 0.5 or 0.6 is still acceptable when CR and AVE then discard or otherwise maintain the factors. The required levels of CR and AVE should be equal to or more than 0.7 and 0.5 (Hair et al., 2019). The results in Table 1 show that factors loading, CR and AVE support convergent validity.

Table 1. Measurement Model

Construct	Cronbach's α	Variable	Mean	Standard Deviation	Factor Loadings	CR	AVE
Trust in Leader (TiL)	0.92	TiL1	5.43	1.20	0.73	0.93	0.60
		TiL2	5.13	1.25	0.69		
		TiL3	5.28	1.26	0.84		
		TiL4	5.34	1.22	0.77		
		TiL5	5.36	1.26	0.80		
		TiL6	4.53	1.45	0.79		
		TiL7	4.63	1.47	0.78		
		TiL8	4.89	1.38	0.75		
		TiL9	5.07	1.34	0.85		
Trust in Co-workers (TiC)	0.91	TiC1	5.05	1.25	0.66	0.93	0.58
		TiC2	5.22	1.13	0.77		
		TiC3	4.92	1.20	0.79		
		TiC4	5.42	1.06	0.80		
		TiC5	4.96	1.22	0.81		
		TiC6	4.16	1.54	0.61		
		TiC7	4.79	1.28	0.76		
		TiC8	4.93	1.23	0.77		
		TiC9	5.18	1.11	0.85		

Knowledge Sharing (KS)	0.806	KS1	5.48	1.16	0.83	0.87	0.57
		KS2	5.85	0.93	0.88		
		KS3	5.35	1.17	0.72		
		KS4	5.93	0.87	0.67		
		KS5	5.94	0.87	0.63		
Psychological Empowerment (PE)	0.902	PE1	5.75	1.06	0.82	0.92	0.59
		PE2	5.53	1.13	0.81		
		PE3	5.63	1.17	0.82		
		PE4	6.01	0.79	0.80		
		PE5	5.93	0.77	0.77		
		PE6	5.62	0.92	0.71		
		PE7	5.58	0.92	0.73		
		PE8	4.99	1.40	0.70		
Innovative Work Behavior (IWB)	0.931	IWB1	5.63	0.88	0.74	0.94	0.68
		IWB2	5.26	1.07	0.74		
		IWB3	5.27	0.97	0.81		
		IWB4	4.96	1.08	0.83		
		IWB5	5.00	1.12	0.84		
		IWB6	4.97	1.18	0.88		
		IWB7	5.05	1.13	0.88		
		IWB8	5.10	1.14	0.87		

Discriminant validity was measured by the Forner and Lacker criteria and the Heterotrait-Monotrait (HTMT). The Forner and Lacker criteria shows in Table 2 the square root of the AVE was greater than all corresponding correlations.

Table 2. Correlations and Square Root of AVE

Variable	Mean	SD	TiL	TiC	KS	PE	IWB
TiL	4.57	0.93	0.78				
TiC	4.52	0.81	0.40	0.76			
KS	5.02	0.67	0.35	0.56	0.37		
PE	4.72	0.67	0.42	0.45	0.48	0.77	
IWB	4.65	0.76	0.26	0.37	0.44	0.63	0.82

Note(s): Italic diagonal values represent the square root of AVE

Hair et al. (2019) recommended HTMT because this measure is considered more accurate in detecting discriminant validity with value below 0.9 (Table 3).

Table 3. The Heterotrait-Monotrait (HTMT)

	TiL	TiC	KS	PE	IWB
TiL					
TiC	0.41				
KS	0.37	0.62			
PE	0.45	0.45	0.55		
IWB	0.25	0.38	0.49	0.67	

Source: Processed Data (2023)

Structural Model

The structural model are described as collinearity statistic (VIF) of less than 5 for each variables (Hair et al., 2019). Table 4 all values exceed the threshold, so no collinearity issues are detected in the structural model.

Table 4. Inner VIF

	IWB	KS	PE
TiC	1.61	1.19	1.19
KS	1.61		
PE	1.49		
TiL	1.31	1.19	1.19

Source: Processed Data (2023)

R-square, Goodness of Fit (GoF) test and Standardized Root Mean Squared Residual (SRMR) were used to test the quality of the structural model. R-square representing the amount of variance explained for the dependent variable of the structural model. The R-square value interpret the model below 0.3 (low), $0.3 < \text{R-square} < 0.6$ (moderate), and above 0.6 (high) (Sanchez, 2013). The R-square value is 42.9 shows that the target dependent variables predictive accuracy as moderate. It explains that 42.9% of the variability of the dependent variable is explained by the independent variables. The remaining 57.1% is explained by other variables.

The GoF index was assessed by using general prediction of model performance. The GoF index range from 0 to 1 with the interpretation of the values: small (0.1), moderate (0.25) and high (0.36). The GoF value result 0.454 that means the structural model has a high model fit. For testing model fit, it used SRMR for approximate fit criterion. If the SRMR value is 0 (zero); 0.08 or lower; and more than 0.08 show that the model perfect fit; acceptable and depicts absence of fit (Henseler & Sarstedt, 2013). This result of SRMR value is 0.88 that shows model has acceptable fit. Predictive relevance is used to measure how well the observed values produced by its parameter estimates and the model. The result of processing is Q-square. The Q-square value is 0.289 (greater zero) indicating that the model has good predictive relevance value (Chin, 1998). It means that 28.9% of the model can explain the information.

Hypothesis Testing

Path analysis was used to describe the influence between dependent and independent variables, using bootstrapping with 2000 subsamples as a statistical test and generating 95% confidence intervals. The results show a significant impact between trust in leader and trust in co-workers and knowledge sharing (Table 5). Thus, H1a and H1b are supported ($p < 0.05$). The results show a significant impact of trust in leader and trust in co-workers on psychological empowerment, so H2a and H2b are supported ($p < 0.05$). The results show that trust in leader and trust in co-workers have an insignificant impact on innovative work behavior, so H3a and H3b are not supported ($p < 0.05$). The results show that knowledge

sharing has an insignificant impact on innovative work behavior, but psychological empowerment has a significant impact on innovative work behavior. Thus, H4 is not supported and H5 is supported.

Table 5. Path Analysis

Hypothesis	B	Standard Deviation	Interval Lower	Confidency Upper	p-value
H1a: TiL → KS	0.15	0.07	0.02	0.30	0.04
H1b: TiC → KS	0.50	0.07	0.36	0.61	0.00
H2a: TiL → PE	0.29	0.08	0.14	0.46	0.00
H2b: TiC → PE	0.33	0.09	0.16	0.48	0.00
H3a: TiL → IWB	-0.06	0.07	-0.20	0.07	0.36
H3b: TiC → IWB	0.06	0.08	-0.10	0.23	0.45
H4: KS → IWB	0.16	0.09	-0.02	0.31	0.06
H5: PE → IWB	0.53	0.11	0.33	0.73	0.00
gender → IWB	0.15	0.06	0.03	0.27	0.01
age → IWB	0.08	0.06	-0.03	0.21	0.20
education → IWB	0.03	0.05	-0.07	0.13	0.55
tenure → IWB	0.03	0.06	-0.08	0.14	0.57

Source: Processed Data (2023)

Table 5 also explains the effect of control variables on innovative work behavior. The results in line with Amabile et al. (2005) stated that gender is a significant impact of innovative work behavior at workplace. Creativity involves a certain amount of risk-taking, so challenging the status quo to find unique solutions is often done in a personal and assertive way. The general perception of creativity is that it belongs to men. Other control variables (age, education, and tenure) have an insignificant impact of innovative work behavior. It differs from Scott et al. (1994) which it states that age, education and tenure have an effect to innovative work behavior.

Mediation Effect

For testing the type of mediation, it requires an analysis of the direct and indirect effect. Table 6 shows mediation analysis with a comparison of direct and indirect effect. According to the approach mediation analysis proposed by Hair et al (2017) the results show the effect between trust in leader and trust in co-workers on innovative work behavior is called full mediation because it found that the direct effect was not significant but the indirect effect was significant.

Table 6. Mediation Analysis

Effect	Direct Effect			Indirect Effect			Mediation
	B	p-value	Result	B	p-value	Result	
TiL → IWB	-0.06	0.36	not supported	0.17	0.00	support	full mediation
TiC → IWB	0.06	0.45	not supported	0.25	0.00	support	full mediation

Source: Processed Data (2023)

Mediation test of the effect the mediating variable is used Sobel test Hair et al (2017). Table 7 show that trust in leader and trust in co-workers have an insignificant indirect effect on innovative work behavior through knowledge sharing ($t\text{-stat} \leq 1.96$). Meanwhile, psychological empowerment succeeded in full mediating between trust in leader and trust in co-workers on innovative work behavior ($t\text{-stat} > 1.96$). Thus, H6a and H6b are not supported but H7a and H7b are supported.

Table 7. Specific Indirect Effect and Sobel Test

Hypothesis	B	p	Result	t-stat	Mediation
H6a: TiL → KS → IWB	0.02	0.18	not supported	1.40	not-significant
H6b: TiC → KS → IWB	0.08	0.07	not supported	1.80	not-significant
H7a: TiL → PE → IWB	0.15	0.00	supported	2.91	significant
H7b: TiC → PE → IWB	0.18	0.00	supported	3.09	significant

Source: Processed Data (2023)

DISCUSSION

The aim of this research is to assess the impact of two types of interpersonal trust on innovative work behavior through knowledge sharing and psychological empowerment. This topic has been studied in the context of public organizations. These results indicate that trust in leader and trust in co-workers are positively related to knowledge sharing. These results argue that building trust in organization is an important factor of knowledge sharing. It is consistent with prior studies (Kmiecik, 2020; Johan, 2021; Yuan & Ma, 2022). In an organization context, building trust means creating relationship between leader and co-workers. Knowledge sharing is willingness to take a risk. Knowledge can be transferred vertically between leader and subordinates and horizontally between co-workers. Building knowledge sharing culture in workplace can support by trust among leader and subordinates. Whisnant & Khasawneh (2014) concluded that trust facilitates the process by which leaders generate tacit knowledge from their subordinates. When trust is built in leader, it will be easier to transfer the information obtained to subordinates. Otherwise, subordinates feel confident and comfortable to share their information. Seo et al. (2016) stated that trust in leader leads to higher levels of collaboration, and subordinates can be more motivated to share knowledge. Trust in co-workers can form a teamwork that has a shared commitment to achieving goals. So that trust in co-workers plays a more important role than trust in leader for knowledge sharing. This result is consistent with previous study conducted by Kmiecik (2020) and Lee et al. (2010). Social interaction builds trust among employees and helps support a culture of knowledge sharing in the workplace.

Trust in leader and trust in co-workers can foster a sense of psychological empowerment. This finding is relevant to Liu & Ren (2022), which stated that perceived trust in leader positively affects psychological empowerment. Building trust in leader and trust in co-workers is very important for empowering employees in organization to achieve good governance. Perceived organizational performance is improved when employees in the organization believe they are psychologically empowered in their workplace (Lim et al., 2022). Trust in leader means growing confidence in leader that a leader can make the organization better. A leader can support their subordinates to improve their skills to achieve organizational goals. Likewise, trust in co-workers become better a support teamwork. It is consistent with previous study Liu & Ren (2022) stated that the team will have better performance by psychological empowerment.

The result shows knowledge sharing does not significantly affect to innovative work behavior. It is consistent with previous study (Kim et al., 2021) stated that knowledge sharing has an insignificant effect on innovative work behavior. Knowledge sharing does not do easily and occur spontaneously in workplace but it must have intellectual capital. The lack of knowledge is an inhibiting factor in knowledge sharing behavior because it is a process of transferring knowledge to others. Besides that, a complex knowledge may also be an inhibiting factor in knowledge sharing. A complex knowledge is owned by certain people and some are afraid if the expertise is owned by others. If employees feel no benefit from sharing their knowledge, they are less likely to share it. When employees find others at work dependent on them, this encouraged knowledge hiding and felt pressure to share knowledge. Knowledge sharing or knowledge hiding can be generally independent behaviors that can be ordered toward distinctive individuals or toward the same individuals in an unexpected way over time (Gagné et al., 2019). This could be because frequent tasks caused more demands on their work time. Employees often prioritize their tasks at work over knowledge sharing and may even pretend that they do not have the knowledge or information requested.

The results show psychological empowerment promotes innovative work behavior. This result is relevant with prior study by Bantha & Nayak (2020). Employees with psychological empowerment become competent and adaptable in the workplace by demonstrating initiative at work. Empowered employees see more meaning in their work and have a stronger sense that their personal values and beliefs are consistent with the demands of their work. To empower employees, they should be given access to information, resources, organization support, and opportunity to develop and learn (Stewart et al., 2010). It is consistent with

previous study stated that learning and development predictable to develop employees to work better (Mikołajczyk, 2022). The leader should provide employees with opportunities to participate in decision making, so that they feel that they able to influence the strategic decisions in the workplace (Scott et al., 1994). These opportunities can encourage innovative work behavior. As an indirect effect, there is a significant effect between interpersonal trust and innovative work behavior through psychological empowerment. The existence of trust can foster an attitude of mutual awareness in the workplace. Collaboration within an organization based on trust will increase the influence of a person in the success of work. Innovative work behavior contributes in cultivating the sustainable goals of organization.

The results show that knowledge sharing does not successfully mediate relationship between trust in leader and trust in co-workers on innovative work behavior. It is inconsistent with previous study Yuan & Ma (2022) and Berraies et al. (2020) stated that interpersonal trust has a significant effect on innovative work behavior. However, the prior studies Seo et al. (2016) and Johan (2021) stated that trust in leader has a significant effect on innovative work behavior. Kmieciak (2020) stated that trust in co-workers has an insignificant effect on innovative work behavior. The innovation is process that includes risk both for the organization running and employees participating in the process. The organization must get resources and it must be willing to implement new ideas which have the important to become innovations. It concluded that innovative work behavior cannot be formed directly based on trust but other factors in the workplace. That factors are examined how impact on innovative work behavior.

The indirect effect result show that knowledge sharing does not successfully mediate relationship between interpersonal trust on innovative work behavior. This result is inconsistent with Seo et al. (2016) and Johan (2021) showed that knowledge sharing significantly mediates between interpersonal trust and innovative work behavior. In this case, it may be due to the low interest of employee to share knowledge among them. Knowledge sharing occurs when a person interested in helping others to develop knowledge. Some employees feel reluctant to share knowledge even though there are many benefits. Employee prefer to hide knowledge from co-workers likely to maintain power and position in the workplace. Škerlavaj et al. (2018) argued not all employees will carry on in like manner and might share knowledge as a limited resources that ought to be covered up. In truth, a few employees intentioned hide knowledge from their peers. Furthermore, the existence of trust to leader may not influence employee innovative behavior. This may be due to leader giving

less autonomy to subordinates in completing work so that subordinates take less initiative in developing new ideas. Leader is also less able to delegate task to subordinates, so that they do not get new knowledge and experience to enrich their abilities.

CONCLUSION

This study investigates the relationship between interpersonal trust, knowledge sharing, psychological empowerment on innovative work behavior in the public sector. Trust in leader and trust in co-workers will produce harmonious relationship so that increase knowledge sharing behavior. Besides that, interpersonal trust also forms an attitude of psychological empowerment as a form of developing personal capabilities. Innovative work behavior cannot be directly influenced by interpersonal trust. However, there are factors can increase employee innovative behavior including the practice of knowledge sharing and psychological empowerment. Based on analysis, it was concluded that psychological empowerment played a very important role in mediating the influence of trust in leader and trust in co-workers on innovative work behavior. Therefore, employees must realize an innovation in the organization by an innovative behavior that is built of interpersonal trust and supported by psychological empowerment.

IMPLICATIONS

This study contributes to examine interpersonal trust, knowledge sharing and psychological empowerment processes of innovative work behavior in the workplace. This study distinguishes between two types of interpersonal trust related to knowledge sharing and psychological empowerment. This research develops a model of innovative work behavior by Kmiecik (2020). Trust in leader and trust in co-workers have influence on knowledge sharing and innovative work behavior. The further research, relationship between psychological empowerment and innovative work behavior has been studied of their effect (Bantha & Nayak, 2020). The empirical research on relationship has not been widely studied. Therefore, this study is to explain the effect of this variable. Psychological empowerment succeeds to mediate the effect of interpersonal trust on innovative work behavior.

This study has also implications for members of organization such as leader and subordinates. If the leader wants to improve employee's creativity and innovative behavior, they should build interpersonal trust in the workplace. The leader can encourage knowledge sharing culture among co-workers. The leader supports their subordinates to look for new experience, to try challenge of work, and to develop their ability. Knowledge sharing can be supported by building trust among employees within an organization. Knowledge sharing can provide

positive advantages for the organization, but when the skill of employees is inadequate, psychological empowerment is a solution to overcome work regulations that requires employees to create their ability and cooperation so that the organization is effective (Spreitzer, 1995).

LIMITATIONS AND FUTURE RESEARCH SUGGESTIONS

The current study has limitations that can be overcome in future research. This study has focused on employees' innovative behavior. In the next studies, researchers can be discussed a comparative analysis of the leader of a team and members of a team concerning innovative work behavior. In this study, innovative behavior was only discussed about the non-profit organization. Future research may also occupy a sector of commercial organization distinct from the production of commodities. Different from an early model, in future research it would be wise to prove each dimension of the variable to get results.

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