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Knowledge Sharing and Innovative Work Behavior: Testing the Role of Entrepreneurial Passion in Distribution Channel

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Abstract

Purpose: This study aims to scrutinize the effect of knowledge sharing on entrepreneurial passion and innovative work behavior. This study also tests the mediating role of entrepreneurial passion on the association between knowledge sharing and innovative work behavior in distribution channel. **Research design, data and methodology:** A quantitative methodology is adopted to inspect the association between knowledge sharing, entrepreneurial passion, and innovative work behavior. Data are obtained from 193 employees from four stone milling companies in Central Java - Indonesia. The Smart PLS 3.0 software is used to verify and test the offered hypotheses. **Results:** The significant empirical findings reveal that knowledge sharing positively affects entrepreneurial passion and innovative work behavior. Also, entrepreneurial passion positively affects innovative work behavior. In addition, this study brings to the light that entrepreneurial passion mediates the association between knowledge sharing and innovative work behavior. These results suggest that organizations should freely facilitate knowledge-sharing behavior to increase entrepreneurial passion within the organization, thereby promoting innovative work behavior. **Conclusions:** This study presents a significant contribution to the development of knowledge in business because the studies on the association between knowledge sharing and innovative work behavior have not taken into account the mediating role of entrepreneurial passion.

Keywords : Knowledge Sharing, Entrepreneurial Passion, Innovative Work Behavior, Distribution Channel

JEL Classification Code : D83, L20, L26, O30

1. Introduction^a

In the era of globalization, digitalization, and rapid changes, having innovative employees is essential for organizations to succeed in distribution environment. Thus, among employees, innovative work behavior in the workplace has attracted the interest of researchers as well as organizational practitioners in the field of management and distribution science. De Jong and Den Hartog (2010) note that innovative work behavior at the individual level has brought significant changes to the organization, especially in terms of achieving sustainable competitive advantage (Arsawan, Koval, Rajiani, Rustiarini, Supartha, &

Suryantini, 2020; Azeem, Ahmed, Haider, & Sajjad, 2021; Knezović & Drkić, 2021; Elidemir, Ozturen, & Bayighomog, 2020; Tian, Dogbe, Bamfo, Pomegbe, & Borah, 2021).

To achieve high levels of innovation in distribution channel, organizations need to improve their employees' knowledge, skills, and abilities to perform multiple and diverse tasks (Dong, Bartol, Zhang, & Li, 2017; Raymond & St-Pierre, 2010). However, Liu and Phillips (2011) note that employees have insufficient opportunities and knowledge to apply their innovations in most cases. Only through strong collaboration with other employees, innovative ideas may be applied fruitfully in the workplace.

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In general, prior research verifies that innovative work behavior is positively influenced by knowledge sharing (Aldabbas, Pinnington, & Lahrech, 2021; Khorakian, Shahroodi, Jahangir, & Farkhani, 2019; Munir & Beh, 2020). Encouraging employee knowledge sharing becomes an influential factor in facilitating and stimulating employees to promote innovative work behavior.

Previous research also puts forward that knowledge sharing is significantly related to innovative work behavior in the workplace (Asurakkody & Kim, 2020; Hassan, Asif, Waqar, & Abbas, 2018; Phuong, Phuong, & Linh, 2019; Munir & Beh, 2020; Sudibjo & Prameswari, 2021; Than, Le, & Le, 2021; Wahyudi, Udin, Yuniawan, & Rahardja, 2019; Wang, Ren, Chadee, Liu, & Cai, 2021), although contrary findings were also found (Kang & Lee, 2017; Kmieciak, 2020; Nham, Nguyen, Tran, & Nguyen, 2020; Usmanova, Yang, Sumarlah, Khan, & Khan, 2021). According to Wang, Yen, and Tseng (2015), research on knowledge sharing initially focused on building a relationship, which is abstracted from the theory of social exchange (Blau, 2017). Surprisingly, limited studies disclose more in detail that separate processes of knowledge sharing impact innovative work behavior positively. More expressly, the mediating role of factors describing the association between knowledge sharing and innovative work behavior has obtained little consideration in the literature (Aldabbas et al., 2021; Almulhim, 2020; Asurakkody & Kim, 2020). Also, studies on the association between knowledge sharing and innovative work behavior have not considered the mediating role of entrepreneurial passion. For this reason, this study aims to analyze the effect of knowledge sharing on innovative work behavior by testing the role of entrepreneurial passion as a mediating variable.

2. Literature Review and Hypotheses Development

2.1. Innovative Work Behavior

Innovative behavior in organizations is indeed seen as very important to improving competitiveness and organizational survival. In addition, innovative behavior depends on the skills and abilities of employees to realize their new ideas in the workplace. Innovative work behavior is specified as the formation of an intentional new idea, appliance, and presenting to benefit the effectiveness of work in the organization (West & Farr, 1989). According to Klein and Sorra (1996), innovative work behavior refers to idea initiation, adoption, and implementation. Innovative work behavior happens when individuals employ original as well as new ideas to enhance processes, services, or products (Scott & Bruce, 1994).

Janssen (2000) argues that innovative work behavior includes four interrelated activities; problem recognition, idea generation, promotion, and realization. Problem recognition and idea generation covers the idea of creativity-oriented work behavior, whereas the promotion and realization of ideas refer to work behavior oriented towards implementing and promoting new ideas in the place of work. Innovative work behavior is claimed to have many benefits for organizational functions (Yuan & Woodman, 2010) and is very relevant to developing the effectiveness of individuals and organizations (Janssen, Van De Vliert, & West, 2004).

Innovative work behavior is a concept that is expected, valued, and desired among employees in the organization (Newman, Tse, Schwarz, & Nielsen, 2018). In previous studies, the factors that influence employees' innovative work behavior include variables at the organizational and individual levels (Aldahdoh, Korhonen, & Nokelainen, 2019). At the organizational level, factors studied include perceived organizational support and person-organization fit (Afsar & Badir, 2017; Akhtar, Syed, Husnain, & Naseer, 2019), pro-innovation organizational climate (Kheng & Mahmood, 2013; Önhon, 2019; Shanker, Bhanugopan, Van Der Heijden, & Farrell, 2017), leadership styles (Alheet, Adwan, Areiqat, Zamil, & Saleh, 2021; Hansen & Pihl-Thingvad, 2017), and human resource practices (Bos-Nehles & Veenendaal, 2019; Javed, Anas, Abbas, & Khan, 2017; Yasir & Majid, 2020). At the individual level, psychological factors such as affective commitment and work engagement (Asif, Qing, Hwang, & Shi, 2019; Ganji, Rahimnia, Ahanchian, & Syed, 2021), altruism (Alnajjar & Hashim, 2020; Mallén, Domínguez-Escrig, Lapiedra, & Chiva, 2019), harmonious work passion (Jan, Zainal, & Lee, 2021; Salas-Vallina, Pozo, & Fernandez-Guerrero, 2020), and knowledge sharing (Aldabbas et al., 2021; Arsawan et al., 2020; Phuong et al., 2019) have been exposed to influence innovative work behavior directly.

2.2. Knowledge Sharing

Knowledge sharing is one vital process in a management system of knowledge for transparency as well as creating new knowledge (Bartol & Srivastava, 2002). Knowledge sharing involves different people at various levels (i.e., individual, group, and organizational) within the organization. It indicates as a minimum two sides involved in the process of knowledge sharing, where one party distributes knowledge while the other collects it (Van Den Hooff & De Ridder, 2004).

Also, task communication of relevant information, ideas, as well as recommendations with coworkers in an organization is alluded to as knowledge sharing (Srivastava, Bartol, & Locke, 2006). As stated by Van Den Hooff and

De Ridder (2004), Mirzaee and Ghaffari (2018), knowledge sharing is a process by which people give and take knowledge (both tacit and explicit) to produce new knowledge. When individuals mutually share their information, skills, and expertise with one another, knowledge sharing differs into the process of two: knowledge donating (contribute as well as transfer knowledge to others) and knowledge collecting (acquire and collect knowledge from others) (De Vries, Van Den Hooff, & De Ridder, 2006; Van Den Hooff & De Ridder, 2004).

Ipe (2003), Dysvik, Buch, and Kuvaas (2015) note that knowledge donating occurs entirely due to the workers' willingness to communicate their experiences of intellectual with colleagues. Conversely, knowledge collecting is an employee's effort in seeking information to obtain responses from knowledge owners through observation, interviews, or other interactive media (Van Den Hooff & De Ridder, 2004). Besides, knowledge collecting substantially depends on the recipient's enthusiasm to search, acquire, and grasp the knowledge received (Kim, Lee, Paek, & Lee, 2013). Therefore, it is believed that knowledge donating and knowledge collecting play an essential role in organizational learning, enhancing organizational development (Nodari, Oliveira, & Maçada, 2016).

Moreover, it has been verified that knowledge sharing positively impacted the performance of the organization (such as performance of innovation, the performance of the team, performance of the individual job) (Ameen, Bastola, Younis, Chanda, & Isaac, 2021; Fayyaz, Chaudhry, & Fiaz, 2021; Kadarusman & Bunyamin, 2021; Qamari, Dewayani, & Ferdinand, 2019; Sulistyowatie & Pahlevi, 2019; Wang et al., 2021). Munir and Beh (2020), Supriyanto, Sujianto, and Ekowati (2020), Aldabbas et al. (2021), Sudibjo and Prameswari (2021) claimed that effective knowledge sharing facilitates innovative work behavior. When employees interact with each other by sharing their unique ideas, collective learning occurs, and innovative work behaviors emerge, promoting effective performance in the organization. Also, employees engaged in efforts for knowledge sharing more actively demonstrate more robust innovative work behavior in their work.

According to the conservation of resources theory, employees utilize a variety of valuable resources (e.g., knowledge, skill, and experience) into work behavior to improve their performance (Hobfoll & Shirom, 2000). Workers who have a solid work passion are likely to have positive energy to complete demanding tasks (Baum & Locke, 2004). This positive energy expands and develops employees' cognitive abilities to carry out their daily work activities (Sié & Yakhlef, 2009; Vallerand et al., 2003). In addition, knowledge-sharing behavior is driven by the desire and pleasure to assist others (Davenport & Prusak, 1998) and is perceived as satisfaction when the action is

accomplished (Kollock, 1999). De Clercq and Pereira (2020) found a positive association between employee efforts of knowledge sharing and creative behavior, moderated by work passion. Thus,

H1: Knowledge sharing positively and significantly affects innovative work behavior.

H2: Knowledge sharing positively and significantly affects entrepreneurial passion.

2.3. Entrepreneurial Passion

Entrepreneurial passion can be viewed as a significant asset for the firm (Cardon, 2008; Cardon, Glauser, & Mumieks, 2017). Several researchers have utilized the theory of passion for clarifying entrepreneurial behavior. Entrepreneurial passion is a central attribute that business visionaries should have, which can urge them to lead entrepreneurial behavior (Feng & Chen, 2020). Entrepreneurial passion can be utilized as a help power to make a big difference for them at the point when business visionaries experience troubles (Costa, Santos, Wach, & Caetano, 2018; Montiel-Campos, 2018). The activities of entrepreneurial passion, like investigating new thoughts of the market, setting up and growing new products, and sourcing establishing assets (Cardon, Wincent, Singh, & Drnovsek, 2009), leading people to become business visionaries (Biraglia & Kadile, 2017; Ko, Liu, Yusoff, & Mat, 2019).

Passion plays a vital role in influencing individual motivation, behavior, as well as cognition (Perrewé, Hochwarter, Ferris, McAllister, & Harris, 2014). As stated by Vallerand et al. (2003), passion is separated into an obsessive and harmonious passion. First, harmonious passion is that people freely pick their preferred activities, produce positive feelings, and receive a fuller encounter. Second, obsessive passion alludes to the negative feelings brought about by the detached pressing factor of people when they take part in their desired activities. The contrasts between the two are as the following. In addition, harmonious passion is more adaptable than obsessive passion and is likely to create more positive feelings. Moreover, harmonious passion is more powerful than obsessive passion in making individuals adhere to an activity. At the point when individuals discover that they can profit from the action, they will adhere to it. Alternately, individuals will decrease or even end the activity if negative emotions are frequently acquired (Feng & Chen, 2020).

Entrepreneurial passion comprised the emotions that are strong and positive constructed by partaking in entrepreneurial activities. Entrepreneurs will continue to pursue those targets by spending much energy, time, as well as thought to achieve success when they correspond with the

set targets' values (Feng & Chen, 2020). Bao, Zhou, and Chen (2017) found that entrepreneurs with high passion had more tendency compared to others to get chances and begin new businesses. Entrepreneurs are very passionate in all aspects of their lives, both thinking and behavior, with strong positive emotions to drive business success (Shook, Priem, & McGee, 2003). Entrepreneurial passion has been identified as a critical cognitive and behavioral attribute of entrepreneurs that drives enthusiasm for innovation, persistence, survival, growth, and business success (Cardon et al., 2017; Fisher, Merlot, & Johnson, 2018; Kiani, Yang, Ghani, & Hughes, 2021; Luu & Nguyen, 2021; Stenholm & Renko, 2016). Kang, Matusik, Kim, and Phillips (2016), Noreña-Chavez and Guevara (2020) also reveal that entrepreneurial passion had a positive relation to innovative behavior. Employees with solid entrepreneurial passion have more innovative behavior at work. Thus,

H3: Entrepreneurial passion positively and significantly affects innovative work behavior.

H4: Entrepreneurial passion significantly mediates the relationship between knowledge sharing and innovative work behavior.

3. Research Methods and Materials

This study adopts a quantitative methodology to inspect the association between knowledge sharing, entrepreneurial passion, and innovative work behavior. Data are obtained from 193 employees from four stone milling companies located in Pati, Batang and Demak city of Central Java - Indonesia. The age range of the participants in this study is 20 to 55 years. The majority of the participants are male (96%). In terms of the high school level, most of the participants (84%) have a high school graduate qualification. Also, the majority of the participants have an average work experience of more than six years.

Knowledge sharing is measured using two dimensions (for example, knowledge donating and knowledge collecting) and containing six items, which adapted from de Vries et al. (2006), Tohidinia and Mosakhani (2010), Kang and Lee (2017), Kmicciak (2020), Nguyen, Tran, Doan, and Nguyen (2020). Both knowledge donating and knowledge collecting cover three items. In addition, a 1–5 Likert scale was adopted, in which one demonstrates "completely disagree," and five indicates "completely agree." In this study, the composite reliability for these two dimensions is 0.818 and 0.747, respectively.

Entrepreneurial passion is measured using two dimensions (i.e., harmonious and obsessive passion) and containing six items which adapted from Vallerand et al. (2003), Anjum et al. (2018), Feng and Chen (2020). Each

harmonious and obsessive passion covers three items. In addition, a 1–5 Likert scale was adopted, in which one denotes "completely disagree," and five signifies "completely agree." In this study, the composite reliability for these two stages is 0.824 and 0.779, respectively.

Innovative work behavior is measured with six items (e.g., promotes as well as applies innovative ideas to work) adapted from (Afsar, Masood, & Umrani, 2019; De Jong & Den Hartog, 2010; Yuan & Woodman, 2010). In this study, the composite reliability for innovative work behavior is 0.883.

In this research, the Smart PLS 3.0 software is used to verify the research model and test the proposed hypotheses. A PLS-SEM (partial least square-structural equation modeling) approach is adopted in this study because of its capability to calculate causal relations between all latent constructs while coping with measurement errors in the model of structural (Hair, Hult, Ringle, & Sarstedt, 2017). Also, PLS-SEM evaluates partial model structures by incorporating and associating primary factors analysis (Mateos-Aparicio, 2011) to propose solutions based on small sample sizes.

4. Results and Discussion

This study employed the Smart PLS 3.0 tool to test the data through PLS-SEM. The PLS-SEM is utilized to evaluate independent variables' effects on dependent variables (Hair, Ringle, & Sarstedt, 2011).

In Figure 1, it the evidence of discriminant validity. The factor loadings of each construct for innovative work behavior, harmonious, obsessive, entrepreneurial passion, knowledge collecting, knowledge donating, and knowledge sharing is above 0.4. According to Hulland (1999), related to the value of factor loadings, 0.4 or higher is acceptable. Also, Hair et al. (2011) note that factor loadings in SmartPLS should be 0.70 or higher, and items with the loading of less than 0.4 are removed. The analysis results show the Cronbach's alpha and composite reliability values for innovative work behavior (0.841, 0.883), harmonious (0.677, 0.824), obsessive (0.576, 0.779), entrepreneurial passion (0.632, 0.754), knowledge collecting (0.494, 0.747), knowledge donating (0.663, 0.818), and knowledge sharing (0.714, 0.807), respectively. According to Hulland (1999), 0.4 or higher of Cronbach's Alpha and composite reliability values are acceptable. In addition, all the AVE values are greater than the 0.40 threshold for innovative work behavior (0.562), harmonious (0.612), obsessive (0.542), entrepreneurial passion (0.446), knowledge collecting (0.497), knowledge donating (0.601), and knowledge sharing (0.414) respectively, thus approving convergent validity.

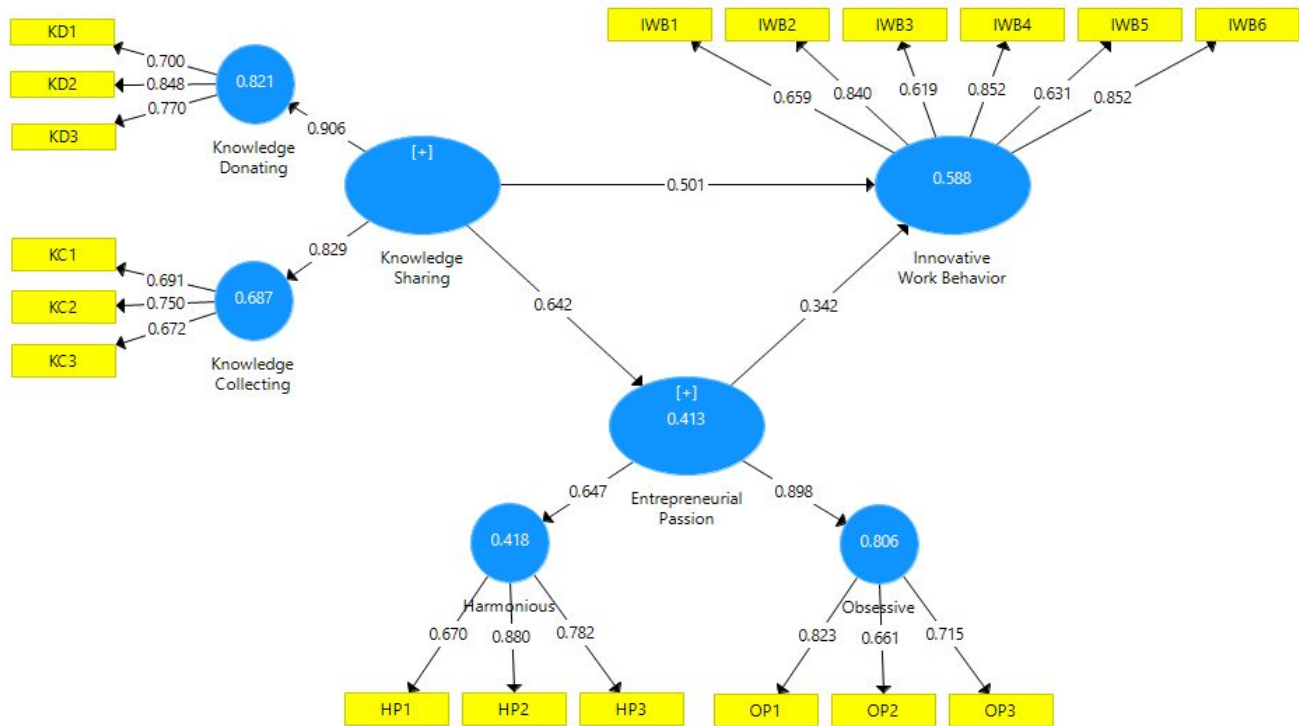


Figure 1: Results of Structural Analysis

Table 1: Discriminant Validity

Variables	Entrepreneurial Passion	Harmonious	Innovative Work Behavior	Knowledge Collecting	Knowledge Donating	Knowledge Sharing	Obsessive
Entrepreneurial Passion	0.588						
Harmonious	0.647	0.782					
Innovative Work Behavior	0.664	0.160	0.750				
Knowledge Collecting	0.539	0.118	0.539	0.705			
Knowledge Donating	0.549	0.062	0.683	0.517	0.775		
Knowledge Sharing	0.642	0.111	0.720	0.829	0.906	0.643	
Obsessive	0.898	0.247	0.741	0.614	0.637	0.735	0.736

Table 1 displays the Fornell-Larcker criterion results to assess the discriminant validity. The values in bold Table 1 exhibit the AVE square root greater than the values of estimated correlation, thereby showing the constructs'

discriminant validity (Hair et al., 2017). Wholly, these findings met all prerequisites for establishing the models of reflective measurement's validity and reliability.

Table 2: Path Coefficients

Hypotheses	β	Standard Deviation	T Statistics	p Values	Decision
Knowledge Sharing → Innovative Work Behavior	0.501	0.065	7.742	0.000	Supported
Knowledge Sharing → Entrepreneurial Passion	0.642	0.049	12.982	0.000	Supported
Entrepreneurial Passion → Innovative Work Behavior	0.342	0.073	4.706	0.000	Supported

Referring to direct relationships, the Smart PLS results in Figure 1, and Table 2 show that knowledge sharing positively and significantly influence innovative work behavior ($\beta = 0.501, t = 7.742, \rho = 0.000$) and entrepreneurial passion ($\beta = 0.642, t = 12.982, \rho = 0.000$). Hence, H1 and H2 are supported. Further, Figure 1 and Table 2 confirm that entrepreneurial passion had a positive and significant relation with innovative work behavior ($\beta = 0.342, t = 4.706, \rho = 0.000$), thus supporting H3. To test the mediating effect, as recommended by Nitzl, Roldan, and Cepeda (2016), this study uses the bootstrap method ($n = 5,000$) instead of the Sobel test because bootstrap does not depend on the assumption of a normal distribution. The result reveals that the knowledge sharing's indirect effect on innovative work behavior through entrepreneurial passion is significant ($\beta = 0.220, t = 4.128, \rho = 0.000$). The result reveals that entrepreneurial passion mediates the association between knowledge sharing and innovative work behavior among employees, thus supporting H4.

This study found that knowledge sharing significantly impacted innovative work behavior. Facilitating knowledge sharing by communicating valuable technical skills, know-how, and market information increases employees' capability to better mastery their work (Cummings, 2004; Irawan, Bastian, & Hanifah, 2019). Knowledge sharing is also essential for creating new knowledge, endless learning, and continuous work innovation in the organization (Lee & Park, 2019; Qammach, 2016; Sulistiyani, Udin, & Rahardja, 2018; Trivellas, Akrivouli, Tsifora, & Tsoutsas, 2015). Sharing and exchanging knowledge between individuals, teams, and organizational units provides essential information to help each other and work together to solve problems and develop new and useful ideas at work. Highly knowledge sharing among employees makes it easier for them to continue to adapt and innovate in challenging jobs to appear more competitive. The result of this study aligns with previous findings that knowledge sharing facilitates as well as promotes innovative work behavior (Aldabbas et al., 2021; Munir & Beh, 2020; Sudibjo & Prameswari, 2021; Suhana, Udin, Suharnomo, & Mas'ud, 2019; Udin, Dananjoyo, & Isalman, 2022). When employees interact by sharing their unique ideas, collective learning occurs, and innovative work behaviors emerge, which drives effective performance in the organization.

This study revealed that knowledge sharing significantly influences entrepreneurial passion. Knowledge sharing is the key resource for increasing employees' passion at work. Social exchange theory (Blau, 2017) allows workers to communicate their valuable knowledge with others to uphold life and work. By sharing knowledge as a form of cooperative behavior in building social relationships, employees exchange various resources to facilitate each other and increase work passion for running entrepreneurs

and businesses more successfully. The result of this study is supported by previous findings that knowledge sharing behavior is driven by pleasure to help others (Davenport & Prusak, 1998) and is perceived as satisfaction when the action is performed (Kollock, 1999). De Clercq and Pereira (2020) found a positive association between knowledge sharing efforts and employee creative behavior moderated by work passion. Sharing knowledge and developing employee skills boosts passion and commitment to perform better at work and in the organization (Beauchamp, 2018). In addition, employees' willingness to share knowledge positively influences innovation passion for continually innovating to survive in uncertain work environment (Ye, Liu, & Tan, 2021).

This research also acknowledged that entrepreneurial passion is significantly related to innovative work behavior. Entrepreneurial passion encourages employees' enthusiasm to overcome various obstacles in their job and display high performance. Passion affects the spirit of individual entrepreneurs in dealing with and overcoming various changes in their business situations (Shane & Venkataraman, 2000) to gain survival and success. Also, individuals who have harmonious passion do their work sincerely, meaningfully and significantly to their lives. Previous studies terminate that entrepreneurial passion becomes a critical cognitive and behavioral attribute of entrepreneurs that drives enthusiasm for innovation, persistence, survival, growth, and business success (Cardon et al., 2017; Fisher et al., 2018; Kiani et al., 2021; Luu & Nguyen, 2021; Stenholm & Renko, 2016). Also, Kang et al. (2016), Noreña-Chavez and Guevara (2020) declared that entrepreneurial passion is positively associated with innovative behavior. Employees with a strong entrepreneurial passion have higher levels of innovative behavior at work.

5. Conclusions

The empirical results of this study conclude that knowledge sharing positively influences entrepreneurial passion and innovative work behavior. Entrepreneurial passion also positively influences innovative work behavior in distribution channel. In addition, this study exposed that entrepreneurial passion mediated the association between knowledge sharing as well as innovative work behavior. The current study contributes to the development of knowledge in business and management as well as in distribution science because the research on an association between knowledge sharing and innovative work behavior has not taken into account the mediating role of entrepreneurial passion.

This study's implications in theoretical and practical show a significant association between knowledge sharing,

entrepreneurial passion, and innovative work behavior. It indicates that organizations that take full advantage of employee knowledge sharing automatically promote and increase entrepreneurial passion and innovative work behavior in distribution environment. Although this research has a significant contribution in theory and practice, some limitations and directions for future studies need to be emphasized. First, due to the limited sample size (193) employees from stone milling companies in Central Java - Indonesia, thus limiting the generalizability of the findings, future research needs to be carried out using data from various sectors such as education, health, and banking. Second, the research model is tested based on a voluntarily employee self-administered survey, which may result in bias, thus affecting the validity of the measurements. Therefore, involving diverse methods of data collection (e.g., observation and interview) and a larger sample will increase the validation power of the research model.

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