

## TRUST AND INNOVATIVE WORK BEHAVIOR: THE ROLE OF KNOWLEDGE SHARING



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### ABSTRACT

*The creative industry is an economic sector focused on creating and distributing products related to creativity, ideas, and innovation. In order to be competitive, the creative industry sector needs innovation. Trust is the basis for creating knowledge sharing between employees. Knowledge sharing creates new ideas, creativity, and experiences between employees. Therefore, this research focuses on the development of new ideas in order to create new creativity and innovation through trust and knowledge sharing between employees. This study aims to determine the effect of trust and innovative work behavior mediated by knowledge sharing. This study uses a quantitative data processing method using partial least squares analysis of structural equivalence modeling with SmartPLS 4.0 statistical tools. The sample of this study is 57 respondents in micro, small, and medium enterprises (MSMEs) in the creative industry sector in Yogyakarta. The results of this study show that trust significantly affects innovative work behavior, trust has an effect on knowledge sharing, knowledge sharing has an effect on innovative work behavior, and knowledge sharing mediates the effect of trust on innovative work behavior.*

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

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## INTRODUCTION

The era of globalization and digitalization encourages companies to innovate in order to survive and compete in the market (Dana et al., 2022). Innovative work behavior includes efforts to create new ideas, creative solutions so as to achieve competitive advantage (Kremer et al., 2019). One of the important factors in influencing innovative work behavior is trust, both between employees and managers as well as between employees and employees (Zhao et al., 2018). Trust can increase collaboration, motivation, and encourage innovation. Trust among employees is very beneficial for organizations, especially in the form of collaboration and sharing of work-related results (Koohang et al., 2017). Trust is important in the team and allows members to feel more comfortable in sharing information or knowledge to achieve company goals (Akhavan & Hosseini, 2016). Trust supports in shaping a comfortable work environment because each individual feels valued and supported by colleagues. Based on social exchange theory, interpersonal trust between co-workers leads to a greater sense of security in the workplace. Trust is a factor that affects employees' interest in acting more innovatively in the workplace (Li et al., 2019). According to the theory of social exchange, the higher the employee's trust in the organization, the greater the employee's desire to work for the organization (Ozyilmaz et al., 2018).

Trust has a positive impact on knowledge sharing and ultimately influences the creation and realization of ideas (Alaarj et al., 2016). Therefore, knowledge sharing is able to mediate the influence of trust with innovative work behaviors. This is in accordance with research conducted by Hughes et al. (2018) that high-trust teams support information sharing and cooperative behavior between employees. However, the relationship between trust and innovative work behavior does not always have a direct effect, some studies show that knowledge sharing is a mediator (Seo et al., 2016). Knowledge sharing allows employees to take advantage of diverse information and experiences, accelerate the innovation process, and encourage the emergence of new ideas (Hussein et al., 2016). Therefore, understanding the role of knowledge sharing mediation on the influence of trust and innovative work behavior is the goal of this research to design strategies to increase innovation in the workplace.

Knowledge sharing is one of the steps in knowledge management so that employees are able to share knowledge with others in an organization (Omotayo, 2015). Knowledge sharing is not only improving operational efficiency, but also strengthening competitiveness by accelerating adaptation to market changes (Sulaeman et al., 2023). It is important for organizations to have employees with a high level of knowledge because sharing knowledge between employees increases the ability to innovate. When employees have high trust, it allows employees to be willing to share knowledge because they feel safe to provide valuable information without fear of misuse. Managerial support also increases the tendency of employees to engage in knowledge-sharing activities to encourage innovation (Masih et al., 2018).

Innovative work behaviors are recognized as one of the important factors for achieving competitive advantage and ensuring the success of organizations in an increasingly dynamic market (Khan et al., 2020). Innovation is related to creative ideas to improve work efficiency and effectiveness (Anderson et al., 2014). Therefore, one of the focuses of the organization is to encourage and facilitate employees to create innovation in the work environment. Innovative work behaviors include a wide range of activities, from developing new ideas to implementing creative solutions to solve existing problems (Watley, 2016). Aspects of the work environment such as trust, motivation, and

knowledge sharing have been shown to encourage innovative work behaviors (Ma Prieto & Perez-Santana, 2014).

Innovative work behavior can be measured using four dimensions, namely idea exploration, idea generation, idea championing, and idea implementation (Leong & Rasli, 2014). In idea exploration, employees try to find new ideas and opportunities. Second, idea generation, employees start generating ideas and thoughts about new work procedures and processes. Third, idea champion, employees try to convince coworkers about their ideas to be implemented. Fourth, idea implementation, related to the practice of ideas in the workplace (Leong & Rasli, 2014). A high level of knowledge sharing ensures organizational work processes and promotes innovative work behaviors (Choi et al., 2016). Hu and Zhao (2016) have proven that knowledge sharing promotes innovative work behaviors. Hsu and Chang (2014) proved the relationship between trust and knowledge sharing. Other literature asserts that knowledge sharing is an important process in increasing innovation at both the organizational and individual levels (Michna, 2018; Pittino et al., 2018).

One of the important pillars in the global economy is the creative industry (Chollisni et al., 2022). In Indonesia, especially in Yogyakarta, the existence of the creative industry is due to cultural diversity (Aldianto et al., 2020). As an area known for traditional arts such as batik, handicrafts, gamelan music, and culinary, Yogyakarta has also undergone a significant transformation in the creative industry sector. The object of this research is leaders in micro, small, and medium enterprises (MSMEs) engaged in the creative industry in Yogyakarta. The creative industry is projected to be a source of economic growth because Yogyakarta has capital and an ecosystem to support the center of creative economy development.

Based on data collected from the Planning and Development Agency of Daerah Istimewa Yogyakarta in 2024, it shows that the number of registered MSMEs in the creative industry sector amounted to 12,573,000 units. Therefore, the object of this research is MSMEs in the creative industry sector in Yogyakarta and focuses on the importance of trust in sharing knowledge so as to encourage innovative work behaviors. By identifying how trust influences innovative work behaviors through knowledge sharing as a mediator, the results of this study are expected to provide new and useful insights for management practitioners and academics in developing innovation development strategies in the workplace.

## **LITERATURE REVIEW, RESEARCH FRAMEWORK, AND HYPOTHESES**

### **Trust**

Trust is the assessment of a person's relationship with another person when conducting certain transactions according to expectations in an environment full of uncertainty (Krishnan et al., 2016). Trust both vertically and horizontally has a significant impact on knowledge sharing behavior in the workplace (Ganguly et al., 2019). Trust influences innovation by creating an environment that fosters knowledge and shares ideas. When employees feel trusted, they are more likely to share information and engage in innovative processes (Agarwal, 2014).

### **Knowledge Sharing**

Knowledge sharing is a behavior that involves exchanging ideas, sharing, contributing ideas, information, and suggestions related to tasks between members in an organization (Edwards et al., 2017). Knowledge sharing is indispensable for innovative work behaviors (Ritala et al., 2015). Azeem et al. (2021) stated that effective knowledge sharing

maintains the efficiency of knowledge exchange, maximizes organizational capabilities, and provides solutions to achieve competitive advantage. Several factors affect the process of knowledge sharing both at the individual and group levels, such as organizational culture, organizational structure, trust between individuals, reward systems, management support, and motivation (Hejase et al., 2014).

### **Innovative Work Behavior**

Organizational innovation is the result of individual innovation (Hughes et al., 2018; Spanuth & Wald, 2017). Leong & Rasli (2014) defines innovative work behavior as the creation and application of new ideas or innovations to improve the performance of individuals, groups, or organizations. Based on this definition, it shows that innovative work behavior is closely related to employee innovation, innovative work performance, and innovation in the workplace (Spanuth & Wald, 2017). Innovative work behavior is a complex concept that includes behavioral activities such as idea exploration, creation, promotion, and implementation (Leong & Rasli, 2014).

### **Hypothesis Development**

Trust is one of the factors that affect employees' willingness to take innovative actions in the workplace (Agarwal, 2014). According to the theory of social exchange, the higher the trust of employees in the organization, the more willing employees are to work more in the organization (Wu & Lee, 2017). If an employee trusts colleagues and leaders, they will demonstrate greater organizational commitment, be proactive, and be willing to take risks (Akhtar et al., 2019). In particular, the greater the employee's trust in the leader, the greater the leader's sense of security and comfort towards employee behavior (Agote et al., 2016), as a result, the employee's innovative work behavior will increase (Hughes et al., 2018). On the other hand, when there is a lack of trust, employees will focus more on themselves than on exhibiting innovative behavior (Hughes et al., 2018). Previous research proves the link between trust and innovative work behaviors (Yu et al., 2018; Afsar et al., 2020).

*H<sub>1</sub>: Trust Has an Effect on Innovative Work Behavior*

Trust and knowledge sharing are important factors in an organization to improve teamwork and performance (Huie et al., 2020). Trust allows employees to feel comfortable in sharing knowledge to achieve common goals (Asrar-ul-Haq & Anwar, 2016). Trust in an organization can be described through three aspects: trust in the (integrity, character, and ability of the leader), trust in the reciprocal relationship of the actions taken, and trust in the (integrity, honesty, or fairness) among individuals in the company (Connelly et al., 2018). Trust in the organization has a positive relationship with knowledge sharing among employees (Park & Lee, 2014). In line with research conducted by Le and Lei (2019) shows that the level of employee trust in the organization affects employees' willingness to share knowledge. Therefore, creating a work environment based on trust encourages collaboration, innovation, and knowledge sharing within the organization (Lam et al., 2021).

*H<sub>2</sub>: Trust Has an Effect on Knowledge Sharing*

Implementation of ideas usually cannot be done by one employee but requires cooperation and knowledge, skills, and perspectives from various employees (Kim & Park, 2017). Research conducted by Kucharska and Kowalczyk (2016) proves that knowledge sharing has a positive impact on team creativity. Knowledge sharing is an

important process in influencing innovative behavior, both in organizations (Michna, 2018; Pittino et al., 2018; Zhao et al., 2020) and for individuals (Radaelli et al., 2014; Kim & Park, 2017; Jada et al., 2019; Anser et al., 2022). The innovative behavior of employees is very important for companies for business continuity (Tu et al., 2017). If organizations do not successfully implement innovation in running their business, they will lose the ability to beat competitors (Shanker et al., 2017). However, the development of these innovations depends on many factors, and one of them is knowledge sharing (Podrug et al., 2017). Knowledge sharing has a strong relationship to promote employees' innovative behavior in organizations (Kang et al., 2017). Knowledge sharing is important in creating innovations, increasing the knowledge base between employees, and encouraging for innovative ideas (Almulhim, 2020).

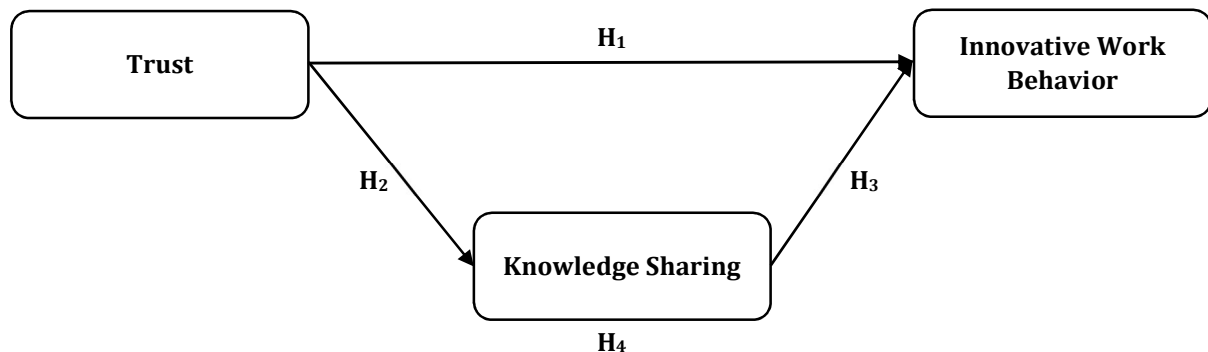
*H3: Knowledge Sharing Has an Effect on Innovative Work Behavior*

The previous hypothesis explained that trust is able to improve the process of sharing knowledge and encourage the creation or realization of ideas. Therefore, knowledge sharing can act as a mediation that connects trust and innovative work behaviors. Hughes et al. (2018) explain that the conditions generated by the level of trust will result in a higher level of information exchange and encourage innovative behavior. Afsar et al. (2021) also argue that trust will motivate employees to collaborate and support each other's ideas through mutual relationships and knowledge sharing. In addition, according to social exchange theory, employees typically repay trust in leaders through increased knowledge sharing and innovation (Hughes et al., 2018). Khorakian et al. (2019) found that knowledge sharing behavior mediates the the influence of ethical behavior in the organization (including trust) on innovative work behavior.

*H4: The Mediating Role of Knowledge Sharing on The Effect of Trust Has an Effect on Innovative Work Behavior*

**Research Framework**

Figure 1 shows this research framework. The purpose of this study is to analyze and determine the effect of trust and innovative work behavior through the mediation of knowledge sharing. To achieve these objectives, this study uses Structural Equation Modeling (SEM) with Partial Least Square (PLS) 4.0 software as the main analysis method.



Source : Model developed by Author, 2024

**Figure 1**  
**Research Framework**



## METHOD

The population in this study were all owners of micro, small and medium enterprises (MSMEs) in the creative industry in Yogyakarta, Indonesia. The sample of this study consisted of owners of creative industry MSMEs located in Yogyakarta, Indonesia. The number of samples obtained was 57 respondents. MSME owners were asked to complete the questionnaire after agreeing to the consent form and filling in their personal or company data. All variable items were measured on a five-point Likert scale.

This study uses three types of variables, namely the independent variable (trust), the dependent variable (innovative work behavior), and the mediating variable (knowledge sharing). Trust are adapted from Hughes et al. (2018) which consists of six indicators of trust variables, eight indicators of knowledge sharing variables are adopted from De Vries et al. (2006), and six indicators of innovative work behavior variables are adopted from Spanuth and Wald (2017).

Trust is an independent variable that reflects the level of trust felt by employees towards colleagues and managers. Knowledge sharing is a mediating variable to measure employee involvement in sharing knowledge or exchanging knowledge with colleagues. Innovative work behavior is a dependent variable that reflects the level of employee engagement in innovative behavior, such as the creation of new ideas and the implementation of creative solutions.

The hypothesis testing in this study uses bootstrapping techniques. Direct effects and indirect effects (mediation) are two parts of the bootstrapping method of the research model used to test hypotheses. Testing of the hypothesis between variables is accepted if the p-value is less than 0.05 (Ghozali & Latan, 2015). This research data was processed using the Smart PLS software.

## RESULTS AND DISCUSSION

Based on data collected by 57 respondents, it is known that 22 respondents who own MSMEs are men, the remaining 37 respondents are women. Most MSME owners are 17-25 years old or 58%, 26-35 years old is 32%, and finally 36-45 years old is 10%. Table 1 shows the measurement results of all variable indicators used in this study (trust, knowledge sharing, and innovative work behavior). The indicator is declared valid if it has a loading factor value above 0.7 because the construction explains more than 50% of the variance of the indicator (Hair et al., 2020). In this study, the loading factor values on the two indicators of knowledge sharing variables (KS 4 and KS 5) must be eliminated because the loading factor values are 0.649 and 0.638.

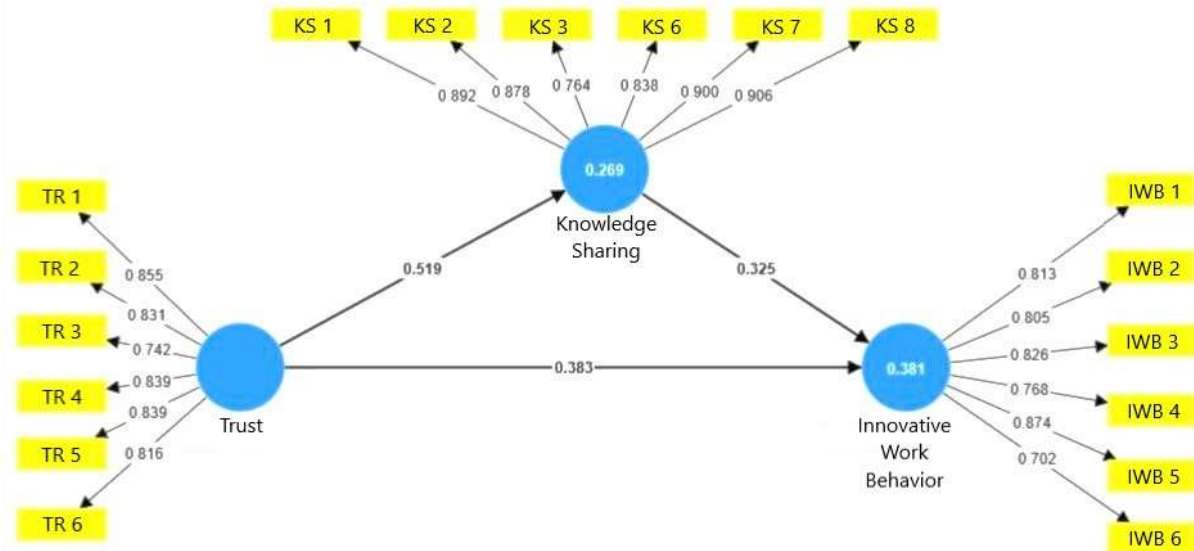
**Table 1**  
**Validity Test Result**

Variable	Indicator	Loading Factor
Trust (TR)	TR 1	0.855
	TR 2	0.831
	TR 3	0.742
	TR 4	0.839
	TR 5	0.839
	TR 6	0.816
Knowledge Sharing (KS)	KS 1	0.892
	KS 2	0.878
	KS 3	0.764
	KS 6	0.838
	KS 7	0.900
	KS 8	0.906

Innovative Work Behavior (IWB)	IWB 1	0.813
	IWB 2	0.805
	IWB 3	0.826
	IWB 4	0.768
	IWB 5	0.874
	IWB 6	0.702

Source : Primary Data Processed, 2024

Figure 2 shows the measurement model. Based on Figure 2, it is known that the loading factor value of two of the knowledge sharing indicators (KS 4; KS 5) is less than 0.7, so the indicator must be removed and the validity test is carried out again.



Source : Primary data processed by the author, 2024

**Figure 2**  
**Measurement Model**

Table 2 shows the results of the reliability test. The reliability test aims to determine whether an instrument has consistent results when used many times at different times (Taherdoost, 2016). Testing the reliability of instruments in Smart PLS uses the Cronbach's alpha and composite reliability values of the indicators that measure the construct (Hair et al., 2020). An instrument is reliable if Cronbach's Alpha and Composite Reliability have values above 0.7 (Hair et al., 2020).

**Table 2**  
**Reliability Test Result**

Variable	Cronbach's Alpha	Composite Reliability
Trust	0.904	0.917
Knowledge Sharing	0.932	0.946
Innovative Work Behavior	0.887	0.902

Source : Primary Data Processed, 2024

### Hypothesis Testing

The results of hypothesis testing are shown in Table 3. Based on these results, it can be concluded that trust have a positive effect on innovative work behavior, trust have a positive effect on knowledge sharing, knowledge sharing have a positive effect on

innovative work behavior, and knowledge sharing mediates the effect of trust on innovative work behavior.

**Table 3**  
**Hypothesis Test Result**

Hypothesis	Original Sample	Sample Mean	STDEV	T Statistics	P Values
Trust → Innovative Work Behavior	0.383	0.403	0.127	3.012	0.003
Trust → Knowledge Sharing	0.519	0.551	0.107	4.863	0.000
Knowledge Sharing → Innovative Work Behavior	0.325	0.316	0.111	2.920	0.004
Trust → Knowledge Sharing → Innovative Work Behavior	0.168	0.172	0.069	2.247	0.014

Source : Primary Data Processed, 2024

### Discussion

The results of the study explain that trust has an effect on innovative work behavior. Employees must recognize that innovative work behavior as an important organizational behavior in the organization to move the organization forward. To be creative, employees with high innovativeness always try to fulfill personal needs, however, employees with low innovativeness feel that their jobs are at stake because of the lack of innovation. Such situations can occur because innovative measures face a deadlock and usually lead to the dismissal of workers. Thus, employees will exhibit different approaches to create innovation (Godart et al., 2017; Michalski et al., 2019).

Trust is an important aspect that must be fulfilled by organizations to create a sense of fun in the workplace. When team members have high trust, they will be more willing to follow ethical procedures and take risks (Chen & Hou, 2016). Risk-taking behavior is related to the initiative to think of something new, thus leading to innovative behavior in the workplace. The positive relationship between trust and innovative work behavior was proven by Dagogo and Barasin (2020). Therefore, trust is one of the most important determinants of corporate innovation behavior (Demir, 2021).

The results of the study explain that trust has an effect on knowledge sharing. The results of this study are consistent with the theory that trust facilitates the flow of information within organizations and encourages employees to be active in sharing knowledge (Yuan & Ma, 2022). Trust creates a conducive work environment for sharing ideas or experiences, improving collaboration, and work efficiency. This research is in accordance with research conducted by Ganguly et al. (2019) related to trust having a positive impact on knowledge sharing.

The results of the analysis indicate a positive effect of knowledge sharing on innovative work behavior. This research supports the argument that effective knowledge sharing will expand employees' knowledge of the information needed to create new ideas and solutions (Liu et al., 2021). The knowledge shared will make employees utilize their expertise and experience, so that they can innovate (Akhavan & Hosseini, 2016). Research from Thurlings et al. (2015) explains that knowledge sharing has a positive effect on innovative work behaviors. This means that if knowledge sharing activities are carried out within the organization both between leaders and employees as well as between employees, then innovative work behavior increases (Ritala et al., 2015).

The results of the mediation test showed that knowledge sharing acted as a significant mediator on the influence of trust on innovative work behavior. This shows



that trust has a significant effect on innovative work behavior through knowledge sharing. The results of previous research show that knowledge sharing is an important mechanism in increasing innovation in the workplace (Afsar, 2016). This research has several practical implications for organizational management. First, organizations need to focus on increasing trust in the workplace because trust increases knowledge sharing while influencing innovative work behaviors. Second, to maximize innovation potential, organizations should facilitate and encourage knowledge sharing through training, information sharing, and a work culture that supports innovative work behavior (Nguyen et al., 2019).

## CONCLUSION AND SUGGESTION

Based on the results of data analysis, the conclusion of the study is that trust has an influence on innovative work behavior. Trust between team members and managers creates a collaborative and innovative work culture. Trust also affects knowledge sharing and knowledge sharing affects innovative work behavior. Knowledge sharing allows employees to acquire new information and ideas, increase the capacity to innovate, and contribute to increased creativity or innovation in the workplace.

The results of the study explain the significant mediating role of knowledge sharing on the influence of trust and innovative work behavior. Trust in the organization has a contribution to knowledge sharing so that innovative work behaviors in the workplace increase. Future research needs to develop the number of research samples in the creative industry in Indonesia or use other MSME objects. Other research variables such as work engagement and innovation ability are interesting to research. Work engagement and innovation ability are related to the development of innovative work behaviors.

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