



The Role of Trust to Leading and Psychological Empowerment on Innovative Work Behavior in Knowledge Sharing Mediation for Batik Tulis MSME Workers

Elfia Nora ¹, Sopiah ², Imam Bukhori ³

^{1,2,3} Departemen Manajemen Fakultas Ekonomi dan Bisnis
Universitas Negeri Malang, Indonesia

Jalan Semarang, No.5, Malang

Abstract Trust to leading, psychological empowerment, and knowledge sharing can give rise to innovative work behavior of workers, especially workers in Batik Tulis MSMEs. Research Objectives: Trust to leading (1) To test the influence of Trust to leading on knowledge sharing in Batik Tulis MSME workers, (2) to test the influence of Psychological empowerment on knowledge sharing in Batik Tulis MSME workers, (3) the influence of Trust to leading on innovative work behavior in Batik Tulis MSME workers, (4) to test the influence of Psychological empowerment on innovative work behavior in Batik Tulis MSME workers, (5) to examine the influence of knowledge sharing on innovative work behavior in Batik Tulis MSME Workers, (6) to examine the influence of Trust to leading on innovative work behavior through knowledge sharing in Batik Tulis MSME workers, (7) to examine the influence of Psychological empowerment on innovative work behavior through knowledge sharing in Batik Tulis MSME workers. The research is quantitative research with a sample of 75 workers in Batik Tulis MSMEs. The results showed that (1) there is a direct and significant influence of Trust to leading on knowledge sharing in Batik Tulis MSME workers, (2) there is a direct and significant influence of Psychological empowerment on knowledge sharing in Batik Tulis MSME workers, (3) there is a direct and significant influence of Trust to leading on innovative work behavior in Batik Tulis MSME workers, (4) there is a direct and significant influence of Psychological empowerment on innovative work behavior in Batik Tulis MSME workers, (5) there is a direct and significant influence of knowledge sharing on innovative work behavior in Batik Tulis MSME Workers, (6) there is an indirect influence of Trust to leading on innovative work behavior through knowledge sharing in Batik Tulis MSME workers, (7) there is an indirect influence of psychological empowerment on innovative work behavior through knowledge sharing in Batik Tulis MSME workers.

Keywords : Trust To Leading, Leadership and Psychological Empowerment, Innovative Work Behavior, Batik Tulis UMKM Workers

1. INTRODUCTION

In this disruptive era, Micro, Small and Medium Enterprises (MSMEs) as one of the elements of job creation can improve the welfare of the community through continuous economic improvement. This can be realized, one of which is by supporting MSME internationalization efforts with more strategic management, both in terms of human resource management, marketing management, financial management, and so on. For Indonesia, MSMEs also have a strategic role in the national economic structure, considering that the number reaches around 64 million units or reaches 99.9% of all business activities in Indonesia, while the rest, 0.01% are large corporations, <https://epaper.mediaindonesia.com/detail/saatnya-internasionalisasi-umkm>. Seeing the importance of the existence of MSMEs, of course, MSMEs must also be supported by human resources, namely workers who have innovative work behaviors, to be able to create business sustainability because MSME products and services are in demand in both national and international markets.

Innovative work behavior is the deliberate behavior of the community to do this, develop and incorporate new and useful ideas for the benefit of individuals, communities, or organizations (Bos-Nehles et al., 2017). This shows that innovative behavior goes beyond creativity, especially in the early stages, in producing new and useful ideas (Pian et al., 2019). The study applied various theories to explain the relationship between innovative behavior and its predecessors, such as equity (Adams, 1965), transactional pressure (Lazarus & Folkman, 1984), self-determination (Deci & Ryan, 1985), and social exchange theory (Blau, 1964). One of the factors that affects the emergence of innovative work behavior is trust in the leader or Trust to leading. Trust to lead is the employee's belief that the organization recognizes their preferences and mission. Through trust in its leaders and organization, employees are motivated to develop a positive attitude and achieve work outcomes, including innovative work behaviors. Social exchange theory states that an environment of mutual trust benefits organizations. This stimulates risk-taking and creative behavior, innovative actions, and information sharing because employees believe that their gifts will be reciprocated. In addition, employees with strong trust achieve great work results, such as developing, promoting, and executing new ideas (Tian & Sanchez, 2017). The emergence of innovative work behavior of a worker can also occur because of the belief that they will be workers who have a great impact on the organization, have a proactive attitude, are independent and always try to show an innovative attitude towards their organization, this can be done if a worker gets psychological empowerment in his organization (Sjabadhyni and Mustika, 2018).

Research by Mutonyi (2021) said that psychological empowerment has a positive impact on psychological capital and innovative work behavior. An employee who has high psychological capital will have a higher impact on innovative work behavior (Slatten et al., 2019). Empowered employees are more willing to demonstrate innovative work behavior and take on more tasks to achieve higher performance results (Afsaret al., 2018; Spreitzer, 1995). However, Kmiecik et al. (2012) did not find a relationship between innovative work behavior of workers in SMEs and psychological empowerment, contrary to the belief that psychological empowerment has a positive effect on innovative behavior.

Psychological empowerment can also affect the creation of knowledge sharing between employees, where this knowledge sharing functions to create a cohesive work atmosphere. When employees feel psychological empowerment, they tend to be more motivated to participate in activities that are beneficial to their organization, such as sharing knowledge, thus fostering a positive atmosphere in the organization. This environment offers more possibilities for employees to exchange knowledge sharing, as well as encourage or foster

knowledge sharing (Kang et al., 2017). Knowledge sharing is a process of communication and learning. In this process, people exchange information, collide ideas, and improve knowledge systems to jointly update knowledge, and this is an effective means of exchange and integration of personal knowledge (van den Hooff et al., 2012; van den Hooff & de Ridder, 2004). The benefit of knowledge sharing is that it can help employees become more knowledgeable about their work and gain personal recognition within the company or department. In general, empowered employees will actively share knowledge and encourage innovative work behaviors, thus bringing a good atmosphere to the company (Kang et al., 2017).

Psychological empowerment can not only affect the emergence of innovative work behavior of workers, but also affect workers to share knowledge with their friends so that innovative work behavior will be created. Previous research has shown that psychological empowerment has a strong impact on knowledge sharing, which can further encourage innovative work behavior (Kang et al., 2017; Yasir et al., 2023). Afsaret al. (2020) stated that "trust motivates employees to collaborate and support each other's ideas through reciprocity and knowledge sharing". In addition, under social exchange theory, employees typically reciprocate high vertical trust through increased knowledge sharing and innovation (Hughes et al., 2018). Khorakian et al. (2019). There is still a lack of innovative work behavior in written Batik MSME workers, especially in the production section that works on batik editing and dyeing, because design and design innovation are done by the design department, of course, with trust to leading, psychological empowerment and knowledge sharing, it can cause the emergence of innovative work behavior that will support the existence of MSMEs. The objectives of this study are (1) To test the influence of Trust to leading on knowledge sharing in Batik Tulis MSME workers, (2) to test the influence of Psychological empowerment on knowledge sharing in Batik Tulis MSME workers, (3) to test the influence of Trust to leading on innovative work behavior in Batik Tulis MSME workers, (4) to test the influence of Psychological empowerment on innovative work behavior in Batik Tulis MSME workers, (5) examining the influence of knowledge sharing on innovative work behavior in Batik Tulis MSME Workers, (6) examining the influence of Trust to leading on innovative work behavior through knowledge sharing in Batik Tulis MSME workers, (7) examining the influence of Psychological empowerment on innovative work behavior through knowledge sharing for Batik Tulis MSME workers.

2. METHOD

This type of research is quantitative causality. This research was conducted on MSMEs Batik Tulis Sumber Rejeki Lasem Central Java with a total of 52 workers, and Batik Elang Jawa Sragen with a total of 40 workers. So that the population is 92 workers, because the characteristics of the workers of these two Batik Tulis MSMEs are homogeneous, namely they have the same job description, namely both as workers who work on batik making, so the sampling technique used in sampling is Simple random sampling using the sample size calculator application to calculate the sample, then a total of 75 respondents were obtained. The research framework is described as follows:

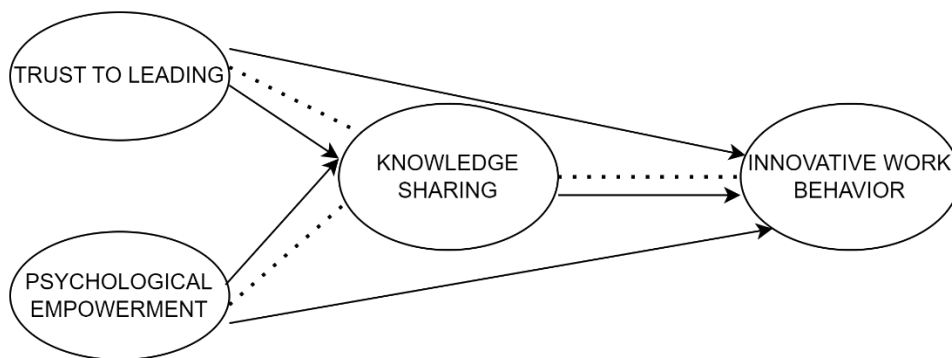


Figure 1. Conceptual Model

Information:

X1= Trust to Leading

X2= Psychological Empowerment

Z = Knowledge Sharing

Y= Innovative Work Behavior

3. RESULTS AND DISCUSSION

Table 1. Characteristics of Respondents of Batik Tulis MSME Workers

	Number of Respondents	Percentage
Gender		
Man	15	20%
Woman	60	80%
Age		
18 – 28 years old	5	6,7%
29 – 39 years old	18	24%
40 – 50 Years	40	53,3%
51 – 61 years old	12	16%
Working Period		
1 – 6 Years	5	6,7%
7 – 20 Years	70	93,3%

Based on data from respondents obtained, it is known that the gender of Batik Tulis MSME workers in Central Java, Sragen and Lasem Rembang is dominated by 60 female workers and 15 male workers. The age of Batik Tulis MSME workers in Central Java, Sragen and Lasem Rembang is dominated by 53 people between the ages of 40-50 years, followed by 18 people between the ages of 29-39 years, 12 people aged 51-61 years and the least 5 people aged 18-28 years. The working period of Batik Tulis MSME workers in Central Java, Sragen and Lasem Rembang is between 7-20 years at most, which is 70 people, and the working period is between 1-6 years as many as 5 people.

Table 2. Results of Descriptive Analysis

Variable	Min	Max	Grand Mean
Trust to Leading	2.00	5.00	4,133
Psychological Empowerment	2.00	5.00	4,306
Knowledge Sharing	1.00	5.00	4,318
Innovative Work Behavior	3.00	5.00	4.377

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1. Path Analysis Results

Direct influence of X1 and X2 to Z

Table 3. Influence of X1, X2 to Z

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	23.668	5.074		5.078	.000
	X1	.121	.038	.260	2.232	.003
	X2	.005	.142	.001	2.054	.004

a. Dependent Variable: Z

Hypothesis 1: there is a direct and significant influence between Trust to Leading and Knowledge sharing.

In table 20, it is known that the value of t is calculated as 2.232 which means that it is greater than the t table. And the significance is $0.003 < 0.05$, then **H1 is accepted**

Hypothesis 2: There is a direct and significant influence of psychological empowerment on knowledge sharing.

In table 20, it is known that the calculated t value is 2.054 which means that it is greater than the t table. And the significance is $0.000 < 0.04$, then **H2 is accepted**.

Direct influence X1, X2 to Y

Table 4. Results of X1, X2 to Y path analysis

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.863	1.154		1.612	.112
	X1	.002	.013	.292	1.085	.003
	X2	.052	.029	.395	1.815	.000
	Z	.417	.025	.917	17.466	.000

a. Dependent Variable: Y

Y of c1 = 0,292

Y of c2 = 0,095

Z ke Y = 0,917

Hypothesis 3: there is a direct and significant influence between Trust to leading on Innovative work behavior.

In table 21, it is known that the value of t is calculated as 1.085 which means that it is greater than the t table. And the significance is $0.003 < 0.05$, then **H3 is accepted**

Hypothesis 4: there is a direct and significant influence between Psychological Empowerment and Innovative work behavior.

In table 21. It is known that the value of t calculation is 1.815 which means that it is greater than the t table. And the significance is $0.00 < 0.05$, then **H4 is accepted**

Hypothesis 5: there is a direct and significant influence between knowledge sharing on innovative work behavior.

In table 21, it is known that the calculated t value is 17.466 which means that it is greater than the t table. And the significance of $0.00 < 0.05$, then **H5 is accepted**

Hypothesis 6: There is an indirect and significant influence between Trust to leading on Innovative work behavior through Knowledge sharing.

In table 21. The indirect influence of X1 to Z to Y is as follows:

$$0,292 \times 0,917 = 0,267764$$

$$0,260 + 0,267764 = 0,527764$$

Hypothesis 7: There is an indirect influence of psychological empowerment on innovative work behavior through knowledge sharing

In table 21. The indirect influence of X1 to Z to Y is as follows

$$0,395 \times 0,917 = 0,362215$$

$$0,001 + 0,362215 = 0,363215$$

The direct influence value is 0.260, while the indirect influence value is 0.267764. Based on the results of this calculation, the direct influence is smaller than the value of the indirect influence, this shows that X1 through Z to Y has a significant indirect effect, which means **that H6 is accepted.**

The direct influence value is 0.001, while the indirect influence is 0.362215 Based on the results of this calculation, the indirect influence has a greater value than the direct influence, this shows that X2 has a significant influence on Y through Z. which means **that H7 is accepted.**

2. Sobel test

The results of the Sobel test calculation using *the Sobel Test Calculator for the Significance of Mediation* application, obtained the following results:

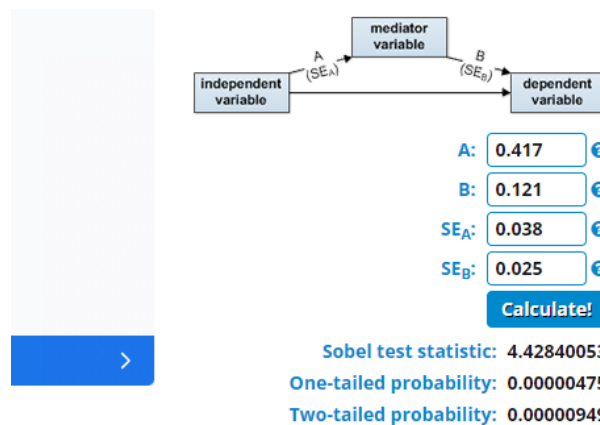


Figure 2. Sobel Test Results

Discussion

Description Trust to leading, psychological empowerment, Knowledge Sharing and Innovative Work Behavior Workers of Batik Tulis MSME Workers.

The results of the descriptive analysis show that the Grand mean Trust to leading is 4.1330, which means that trust to lead workers is in the high category or trust in the leadership or owner of Batik MSMEs. If you look at the working period of the dominant worker who is above 6 years, trust in the leader or business owner has been formed in the worker even though it is not completely. The psychological empowerment of Batik Tulis MSME workers is 4.3066,

which means that the psychological empowerment of workers is very high or very psychologically empowered. This can also be seen from the average Batik MSME workers are women, and from the results of interviews with their workers they said that they work to increase their income to improve the family economy, and psychologically they are motivated to work because their energy and skills are needed by the place where they work. Knowledge sharing of Batik Tulis MSME workers has a Grand mean of 4.3183, which means that it is included in the very high category, or Batik Tulis MSME workers are very knowledgeable sharing between colleagues. The dominant age of workers in the range of 40-50 years, and the working period that has been over 6 years makes workers already experienced in their work, so that workers are very familiar with their work and share knowledge with other workers, especially new workers related to information about batik production. Innovative work behavior workers have a grand mean of 4.3773 included in the very high category, which means that Batik Tulis MSME workers are very innovative. Although the batik design section is not a production worker who does the work, the workers of the written batik production section are allowed to add their creations.

The Effect of Trust to Leading on Knowledge Sharing of Batik Tulis MSME Workers

The results of the study show that there is a direct and significant influence between Trust to Leading on Knowledge sharing. Knowledge sharing (KS) is a process of communication and learning. In this process, people exchange information, collide ideas, and improve knowledge systems to jointly update knowledge, and this is an effective means of exchange and integration of personal knowledge (van den Hooff et al., 2012; van den Hooff & de Ridder, 2004). Trust, as defined by the study authors, is characterized by a willingness to help others and a willingness to accept their help (Joo et al. 2022; Kim Dan Shim 2018). When workers have trust in their leaders, they will be more likely to work together, increase knowledge exchange and ultimately increase productivity (Kalargiros and Manning, 2015). This opinion is relevant to the results of this study.

The Effect of Psychological Empowerment on Knowledge Sharing of Batik Tulis MSME Workers

The results of the study show that there is a direct and significant influence of psychological empowerment on Knowledge sharing in Batik Tulis MSME workers. Psychological empowerment goes beyond the traditional concept, not only giving rights to employees. This encourages employees to increase self-efficacy and autonomy, increasing their desire to complete tasks, so that they can make and execute their own decisions (Spreitzer, 1995; Xue et al., 2011). This research is relevant to research (Zeraati et al., 2019) which states

that to produce voluntary and active knowledge sharing behavior, personal motivation is very important, and psychological empowerment can increase the motivation of personal internal tasks of knowledge sharing.

The Effect of Trust to Leading on Innovative Work Behavior in Batik Tulis MSME Workers

Based on the results of the data analysis carried out, it was obtained that there was a direct and significant influence between Trust to leading on Innovative work behavior. These results are in line with research conducted by Khan et al., 2021; Frederickson, 2001, When employees have trust in their leaders as a resource, they become less afraid of the potential negative consequences that arise from failure in their proactive work efforts, so they become more willing to actively engage in such behavior. The compassionate approach in servant leadership stimulates feelings of euphoria, a component of the experience flowing in the workplace, which promotes positive emotions; These positive emotions expand employees' cognitive and behavioral abilities, making them more proficient in engaging in innovative work behaviors.

The effect of psychological empowerment on Innovative work behavior in Batik Tulis MSMEs Workers

Based on the results of data analysis, it was obtained that there was a direct and significant influence between Psychological Empowerment and Innovative work behavior. The results of this study are in line with van den Hooff & de Ridder, (2004) who stated that an employee who receives a high level of psychological empowerment, they feel less restricted than other employees and therefore have more autonomy and influence over their work. Increasing their sense of self-efficacy will strengthen their internal motivation and autonomy, showing more activity in innovative behaviors . Therefore, employees' self-needs for autonomy have been met, so that when employees get a higher PE, they will show higher intrinsic motivation, so they are more likely to come up with new ideas and implement innovative behaviors (Liang et al., 2022; Ryan & Desi, 2000; Singh & Sarkar, 2012).

The Effect of Knowledge Sharing on Innovative Work Behavior in Batik Tulis MSME Workers

The results of the study show that there is a direct and significant influence between knowledge sharing and innovative work behavior. du Plessis, (2007), stated that the ability to utilize and transform knowledge through knowledge sharing is a determining factor in innovation competitiveness. The results of this study are relevant to the research of Akram et al. (2018) which shows that in China KS behavior includes donations and knowledge

collection, which has a positive and important impact on innovative work behavior in the telecommunications industry.

The effect Trust to leading on innovative work behavior through knowledge sharing

Based on the results of the study, it is known that there is an indirect and significant influence between Trust to leading on Innovative work behavior through Knowledge sharing. This is in line with previous research on the relationship between organizational trust, knowledge management, and innovative work behavior (Kim 2019), where the authors argue that trust to lead substantially affects knowledge sharing, which can positively influence innovative behavior. This implies that trust between employees and management indirectly and immediately affects innovative work behavior.

The indirect influence of psychological empowerment on innovative work behavior through knowledge sharing

The results of the study show that there is an indirect influence of psychological empowerment on innovative work behavior through knowledge sharing. The results of this study are in line with the opinion of Wei & He, 2022, which states that psychological empowerment is the meaning of work that gives employees the perception that their work is very important so that they have a desire to share knowledge to improve innovative work behaviors (Wei & He, 2022). Radaelli et al., 2014; Yu et al., 2013, stated that the influence of psychological empowerment on innovative work behavior is direct, knowledge *sharing* acts as a catalyst by offering opportunities for mutual learning, growth, and innovation that is beneficial both at the individual and organizational levels.

4. CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the results of the data analysis, the following results were obtained: (1) there is a direct and significant influence of Trust to leading on knowledge sharing in Batik Tulis MSME workers, (2) there is a direct and significant influence of Psychological empowerment on knowledge sharing in Batik Tulis MSME workers, (3) there is a direct and significant influence of Trust to leading on innovative work behavior in Batik Tulis MSME workers, (4) there is a direct and significant influence of Psychological empowerment on innovative work behavior in Batik Tulis MSME workers, (5) there is a direct and significant influence of knowledge sharing on innovative work behavior in Batik Tulis MSME Workers, (6) there is an indirect influence of Trust to leading on innovative work behavior through knowledge sharing in Batik Tulis MSME workers, (7) there is an indirect influence of psychological

empowerment on innovative work behavior through knowledge sharing in Batik Tulis MSME workers.

Suggestion

Based on the results of the descriptive analysis, it is known that workers still rarely provide their input or ideas to the leadership for the development of MSMEs, so it is necessary to implement participatory management in a way that the leadership must invite workers to be able to feel that MSMEs also belong to workers, so that suggestions and positive ideas from workers are not something detrimental to MSMEs.

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