THE INFLUENCE OF KNOWLEDGE SHARING AND SELF-EFFICACY ON INNOVATIVE BEHAVIOR IN SALES EMPLOYEES IN CIREBON

Afrizal Fathur Rachman[1]
Universitas Swadaya Gunung Jati, Cirebon, Indonesia
afrizalfathurrachman5@gmail.com

Moch Rakan Siraj[2*]
Universitas Swadaya Gunung Jati, Cirebon, Indonesia
rakansiraj18@gmail.com[*]

Abstract

This study aims to analyze the effect of knowledge sharing and self-efficacy on innovative behavior within a sales employee environment. It employs quantitative methods to collect primary data through the distribution of Likert scale questionnaires directly to sales companies in Cirebon City. Secondary data were gathered from research methodology books as well as national and international academic journals. The researchers used SPSS for data analysis to test the hypotheses and research models. Using a non-probability purposive sampling method, the study sampled 163 sales employees from various companies. Knowledge sharing, which reflects the willingness and ability of individuals to exchange information with colleagues, and self-efficacy, which refers to an individual's belief in their capability to complete tasks and face challenges, are identified as key factors in driving innovation. Through a quantitative approach using a survey method, data were collected from respondents across various industry sectors. The analysis indicates that knowledge sharing significantly enhances individuals' propensity to innovate, while self-efficacy positively and significantly influences innovative behavior. The implications of this study highlight the importance of fostering a culture of knowledge sharing and strengthening self-efficacy within organizations to create a dynamic and innovative work environment.

Keywords: Knowledge Sharing, Self-Efficacy, Innovative Behavior

INTRODUCTION

The world is currently experiencing a disruption marked by very rapid changes in various lines of life, in a dynamic environmental situation, the consequences that arise in the business sector are the occurrence of tight global competition. If a company or organization wants to survive in a situation like this, it cannot be responded to by remaining silent, according to (Kasali, 2017)the need for quality and innovative human resources, this is necessary so that the company is able to win the competition in the business world. Quality human resources must carry out their duties in accordance with the tasks assigned in providing public services (Solahudin et al., 2024).

Companies need to have a skilled and continuously trained team to be able to face technological challenges and use them for competitive advantage. This involves not only developing technical skills, but also the ability to adapt, innovate, and collaborate in a rapidly changing environment. Careful planning is needed to identify HR needs, provide appropriate training, and build an organizational culture that encourages learning and growth. With strong and competent HR, companies can be better prepared to face existing challenges and take advantage of the opportunities offered by the era of digital disruption.(Kurniawati, 2022).

Implementation begins with proper human resource planning. Companies must be able to predict future HR needs based on business developments, industry trends, and demographic and technological changes.(Herawati et al., 2024).

In a competitive business world, innovative behavior of sales force becomes a key factor in achieving competitive advantage. This innovative behavior is influenced by various factors, including knowledge sharing and self-efficacy. Knowledge sharing among employees is an important factor in increasing innovation. A study by (Cundawan et al., 2021)found that knowledge sharing has a positive impact on innovative work behavior, especially when employees feel confident in their ability to generate new ideas.

In addition, Self-efficacy, defined by (Bandura et al., 1999)as an individual's belief in his or her ability to organize and execute the actions necessary to achieve a given outcome, plays an important role in driving innovative behavior. Research by (Chang et al., n.d.)shows that self-efficacy has a positive effect on innovative behavior, meaning that the higher an individual's belief in their ability, the more likely they are to engage in innovative behavior.

However, research that specifically examines the influence of knowledge sharing and self-efficacy on innovative behavior of salespeople in Cirebon City is still limited. Therefore, this study aims to fill this gap by analyzing how knowledge sharing and self-efficacy influence innovative behavior among salespeople in Cirebon City.

Thus, the main key for a company to achieve success is through optimal implementation of human resources so that existing human resources have self-confidence and have good communication skills in terms of sharing knowledge with others to create innovative behavior in the sales force.

The purpose of this study is to analyze the influence of knowledge sharing and self-efficacy on the innovative behavior of salespeople in Cirebon City. Knowledge sharing among salespeople can broaden horizons and improve skills, thus encouraging the emergence of creative ideas that can be applied in sales strategies. In addition, Self-efficacy, as an individual's belief in their ability to complete tasks and face challenges, plays an important role in encouraging innovation in the work environment. By understanding the relationship

between these two factors, this study is expected to provide insight for companies in developing more effective human resource management strategies. The results of this study are also expected to be a basis for companies in Cirebon City in creating a work environment that is conducive to the growth of innovation, so that salespeople can be more adaptive to market changes and increase the company's competitiveness.

REVIEW OF LITERATURE

Sharing Knowledge

Employee knowledge sharing has emerged as a key basis for organizational innovation in times of increasing corporate competitiveness and changing market needs. According to business literature, success in the face of increasingly fierce competition is determined by one's capacity to innovate (Castaneda & Cuellar, 2020). However, without the active participation of workers, innovation is impossible, and strong participation in the process of exchanging knowledge, generating effective concepts, and generating innovative solutions that can support positive change in an organization is essential (Mehralian et al., 2018).

Through knowledge-sharing activities, the knowledge possessed by each individual can be shared with other members of the organization, so that the knowledge becomes organizational knowledge (Bock et al., 2005). Organizations need to recruit potential employees and have high competence, so that there is a lot of knowledge provided (Hidayat & Rofaida, 2021).

The process of sharing knowledge consists of two main activities: giving and collecting knowledge (De Vries et al., 2006). Giving knowledge means sharing insights and experiences with others, while collecting knowledge involves consulting to obtain new information. To be effective, these two processes must be balanced, because if only giving without receiving, individuals can be harmed.

Research by (Kmieciak, 2021)shows that both knowledge donation and knowledge collection play an important role in encouraging innovative work behaviors, such as idea generation and idea realization. In addition, the study emphasizes the importance of vertical and horizontal trust in facilitating both aspects of knowledge sharing. According to research by (van den Hooff & de Ridder, 2004), knowledge sharing involves two main activities: knowledge donating, which is transferring knowledge to others, and knowledge collecting, which is gathering knowledge from others. These activities form the basis for the development of new ideas and innovative solutions in organizations.

Empirical research supports a positive relationship between knowledge sharing and innovative behavior (Derin et al., 2022; Wah et al., 2018). Extending this theory, it is argued that employees who actively participate in innovative knowledge sharing are more likely to generate, promote, and/or implement innovative ideas in the future (Bock et al., 2018).

Self Efficacy

Self-efficacy is an individual's belief in their ability to overcome challenges and achieve certain goals (Bandura et al., 1999). In the context of the workplace, self-efficacy plays an important role in determining how an employee faces tasks, solves problems, and innovates. Employees with high levels of self-efficacy tend to be more confident in developing new ideas and dare to take risks to create better change.(Tierney & Farmer, 2002).

According to (Krishnan et al., 2002)Self-efficacy is measured in four main dimensions, namely confidence in sales skills, ability in sales situations, confidence in serving customers, and confidence in task success.

According to research conducted by (Carmeli et al., 2006), sales people with high levels of self-efficacy are more likely to develop creative strategies in dealing with emerging obstacles and are more adaptive to changes in the business environment. In addition, research by (Gong et al., 2009)shows that self-efficacy can increase employee motivation in generating innovative ideas and implementing them in daily work practices.

In the context of sales in this study, we view self-efficacy as the salesperson's belief that he or she is capable of performing sales-related tasks well. This view is very consistent with existing definitions and operationalizations of salesperson self-efficacy.(Brown et al., 1998).

Innovative Behavior

Innovative behavior is positive behavior that is directed at employees in the workplace, this positive behavior has a positive correlation with innovation output (Lee & Hong, 2014), contributing to improving organizational performance (Leong & Rasli, 2014); (Yuan & Woodman, 2010).

Based on research (Hansen & Pihl-Thingvad, 2019), innovative behavior consists of several dimensions as follows. (1) Idea Generation, namely the ability of individuals to create new ideas in the context of work, and Creativity in finding solutions to challenges in the workplace. (2) Idea Promotion, namely by promoting or conveying new ideas to coworkers and seeking support and resources to implement the idea. (3) Idea Realization, namely by developing ideas into real solutions and integrating innovation into the work process or innovative behavior of actors.

Innovative behavior can also be interpreted as individual activities that are oriented towards the creation, process, and implementation of ideas related to relatively new products, technologies, procedures, or work processes with the aim of increasing the effectiveness and achievement of the organization.(Bos-Nehles & Veenendaal, 2019).

Innovative behavior is an individual's deliberate act of creating, introducing, and implementing new ideas, processes, or products that benefit the organization. (Jufrizen et al., 2023)states that this behavior includes efforts to generate creative solutions and implementation of new ideas in the context of work.

Thus, both self-efficacy and knowledge sharing play crucial roles in encouraging innovative behavior in the workplace. Organizations seeking to enhance innovation among their employees need to consider strategies to strengthen self-efficacy and foster a culture of knowledge sharing.

RESEARCH METHOD

The research method used in this study is a quantitative research method. The researcher chose the quantitative research method because he wanted to test the influence of knowledge sharing and self-efficacy on innovative behavior in sales in Cirebon City.

The dimensions of the knowledge sharing variable are providing knowledge and collecting knowledge (De Vries et al., 2006). The dimensions of self-efficacy are confidence in sales skills, ability in sales situations, confidence in serving customers, and confidence in

task success (Krishnan et al., 2002). The dimensions of innovative behavior are idea generation, idea promotion, and idea realization.(Hansen & Pihl-Thingvad, 2019).

The population in this study was salespeople in Cirebon City. For the sample, because we do not know the exact number of the population, so what we use non-probability sampling, so there is no exact number of samples. However, referring to the book (Hair et al., 2019). the minimum number of samples is 20 x the number of variables. So, the minimum is 60, and our number exceeds that. In addition, for data processing purposes, researchers usually use a sample size of more than 100 respondents. with a sample size of 168 respondents. The data collection technique used was through a questionnaire. The data analysis technique used was frequency distribution analysis and simple regression analysis. The data analysis stages begin with instrument validity and reliability tests, classical assumption tests, then correlation and determination analysis, and finally hypothesis testing.

RESULTS AND DISCUSSION

Respondent Profile

Table 1
Descriptive Analysis of Respondents and Variables

Category	Description	Total	Percent (%)
Gender	Man	102	62.58
	Woman	61	37.42
Education	SENIOR HIGH SCHOOL	89	54.6
	Diploma	0	0
	Bachelor	74	45.4
	Master	0	0
	Doctor	0	0
Generation Age	Generation Z (19-27 Years)	117	71.78
	Millennials (28-43 Years)	42	25.77
	Generation X (44-59 Years)	4	2.45
	Baby Boomers (60+ Years)	0	0
Years of service	< 1 Year	18	11.04
	1-5 Years	123	75.46
	6-10 Years	12	7.36
	11-15 Years	4	2.45
	> 15 Years	6	3.68

Based on the data available in Table 1, the majority of respondents in this group are male (62.58%), while females are only 37.42%. In terms of education, most respondents have a high school background (54.60%) and a Bachelor's degree (45.40%), with no Diploma, Master's, or Doctoral graduates. When viewed from the age group, the majority are from Generation Z (19–27 years old) with a percentage of 71.78%, followed by the Millennial Generation (28–43 years old) at 25.77%, while Generation X is only 2.45%, and there are no

respondents from Baby Boomers. In terms of work experience, most respondents have a working period of between 1 and 5 years (75.46%), while those who have worked for less than 1 year are 11.04%, and those who have more than 6 years of experience are only a few. These data show that this group is dominated by young workers, especially from Generation Z, with secondary to undergraduate education levels, and work experience that is still relatively new, namely under 5 years.

Validity and Reliability Test Results

Table 2
Validity Test

Instrument	R Count	R Table	Information
BP1	0.700	0.154	Valid
BP2	0.741		
BP3	0.766		
BP4	0.788		
BP5	0.614		
BP6	0.547		
BP7	0.531		
BP8	0.461		
ED1	0.341		
ED2	0.679		
ED3	0.715		
ED4	0.581		
PI1	0.465		
PI2	0.361		
PI3	0.422		
PI4	0.628		
PI5	0.687		
PI6	0.688		
PI7	0.757		
PI8	0.718		

Table 3

Reliability Test

Variable Name	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Sharing Knowledge	0.880	0.877	8
Self Efficacy	0.770	0.770	4
Innovative Behavior	0.853	0.847	8

Validity and Reliability Test Results. The first stage of data analysis in this study is the instrument validity test. The results of the instrument validity test are shown in Table 2. The results of the validity test indicate that all instruments in the knowledge sharing, self-efficacy, and innovative behavior variables are valid because the calculated r value (above) is > 0.154. Furthermore, the results of the instrument reliability test are shown in Table 1. The results of the reliability test indicate that the Knowledge Sharing, Self-Efficacy, and Innovative Behavior variables are reliable because the Cronbach's Alpha value (above) is > 0.7.

Correlation Test Results

Table 4
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,669 [a]	0.447	0.441	3,80569

a. Predictors: (Constant), Knowledge Sharing, Self-Efficacy
b. Dependent Variable: Innovative Behavior

The results of measuring the correlation coefficient and determination of the variables of knowledge sharing and self-efficacy towards innovative behavior can be seen in Table 4. The test results in Table 4 show that the correlation coefficient (R) value of the variables of knowledge sharing and self-efficacy towards innovative behavior is 0.669. This value means that the degree of closeness of the relationship between the variables of knowledge sharing and self-efficacy towards innovative behavior is included in the strong category. The value of the coefficient of determination (Adjusted R Square) of the variables of knowledge sharing and self-efficacy towards innovative behavior is 0.441. This value means that the influence of the variables of knowledge sharing and self-efficacy towards innovative behavior is 44,1 %.

Hypothesis Test Results

Table 5
Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8,736	1,936		4,513	0,000
	SHARING KNOWLEDGE	0.402	0.049	0.499	8,203	0,000
	SELF EFFICACY	0.611	0.111	0.336	5,521	0,000

a. Dependent Variable: Innovative Behavior

Based on Table 5, the researcher found that the Sig value of the knowledge sharing variable is 0.00 <0.05, which indicates that there is a strong relationship between knowledge sharing and innovative behavior. In addition, the researcher found that the Sig value of the self-efficacy variable is 0.00 <0.05, which indicates that there is a large or significant influence of self-efficacy on innovative behavior.

Anova Test Results

The following ANOVA table shows the importance of the simultaneous influence of knowledge sharing and self-efficacy on innovative behavior:

Table 6
Anova

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1876,848	2	938,424	64,794	,000[a]
	Residual	2317,324	160	14,483		
	Total	4194,172	162			

a. Predictors: (Constant), Knowledge Sharing, Self-Efficacy

b. Dependent Variable: Innovative Behavior

Based on the table above, the Sig. value is 0.00 < 0.05, which shows that simultaneously there is a large relationship between knowledge sharing and self-efficacy towards innovative behavior.

The Influence of Knowledge Sharing on Innovative Behavior

The results of the first hypothesis test show that innovative behavior is significantly influenced by the variable of knowledge sharing. The findings of this study mean that both donation and knowledge collection have an important role in encouraging innovative work behavior, such as idea generation and idea realization. In addition, this study emphasizes the importance of vertical and horizontal trust in facilitating both aspects of knowledge sharing.(Kmieciak, 2021).

Knowledge sharing also has a positive effect on sales innovation behavior. When sales team members share knowledge about successful sales techniques, problems they face, or the latest market information, they can inspire each other and find innovative solutions together. The shared knowledge can enrich their perspectives and approaches in dealing with sales challenges. According to (Tsai, 2001).

The Influence of Self-Efficacy on Innovative Behavior

The results of the second hypothesis test show that self-efficacy has a positive and significant influence on innovative behavior. The findings of this study have the meaning that this means that individuals who have high confidence in their abilities tend to be more proactive in generating and implementing innovative ideas in the workplace. Research by(Noerchoidah et al., 2022).

In addition, a study by (Hsu et al., 2011)found that employees with high levels of creative self-efficacy demonstrated higher levels of innovative work behavior. Creative self-efficacy, which is an individual's belief in their ability to generate creative ideas, is an important factor in driving innovation in the workplace.

The Influence of Knowledge Sharing and Self-Efficacy on Innovative Behavior

Looking at the statistical results of the ANOVA table and the Sig value of 0.00 < 0.05, based on these results, it appears that there is a significant influence of both when considering knowledge sharing and self-efficacy on innovative behavior in sales employees in Cirebon City, West Java, Indonesia. Thus, these results indicate that H3 accepts that knowledge sharing and self-efficacy have a significant effect on innovative behavior.

The findings of this study have the meaning that knowledge sharing and innovative behavior in the workplace are connected through a sense of creative self-efficacy. Knowledge sharing has a positive impact on innovative behavior if employees feel confident in their ability to generate new ideas (BOZDOĞAN, 2023).

CONCLUSION

Based on the results of the study, it can be concluded that knowledge sharing and self-efficacy have a significant influence on the innovative behavior of sales personnel in Cirebon City. Knowledge sharing encourages collaboration and dissemination of information that supports innovation, while high self-efficacy increases individual confidence in creating and implementing new ideas.

The research findings show that these two variables simultaneously contribute to increasing sales force innovative behavior, which can ultimately improve the company's competitiveness. Therefore, organizations are advised to develop strategies that strengthen employee self-efficacy and build a knowledge-sharing culture to create a more innovative work environment.

REFERENCES

Bandura, A., Freeman, W. H., & Lightsey, R. (1999). Self-Efficacy: The Exercise of Control. *Journal of Cognitive Psychotherapy*, *13*(2), 158–166. https://doi.org/10.1891/0889-8391.13.2.158

Bock, G. W., Zmud, R. W., Kim, Y. G., & Lee, J. N. (2005). Behavioral intention formation in knowledge sharing: Examining the roles of extrinsic motivators, social-psychological forces, and organizational climate. *MIS Quarterly: Management Information Systems*, *29*(1), 87–111. https://doi.org/10.2307/25148669

Bos-Nehles, Anna. C., & Veenendaal, A. A. R. (2019). Perceptions of HR practices and innovative work behavior: the moderating effect of an innovative climate. *The International Journal of Human Resource Management*, *30*(18), 2661–2683. https://doi.org/10.1080/09585192.2017.1380680

BOZDOĞAN, S. C. (2023). The Mediating Role of Creative Self-Efficacy in The Relationship Between Knowledge Sharing Behavior and Employee Innovation Behavior: A Study in The Recycling Industry. *Bingöl Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, *7*(1), 137–153. https://doi.org/10.33399/biibfad.1212900

Brown, S. P., Cron, W. L., & Slocum, J. W. (1998). Effects of Trait Competitiveness and Perceived Intraorganizational Competition on Salesperson Goal Setting and Performance. *Journal of Marketing*, *62*(4), 88–98. https://doi.org/10.1177/002224299806200407

Carmeli, A., Meitar, R., & Weisberg, J. (2006). Self-leadership skills and innovative behavior at work. *International Journal of Manpower*, *27*(1), 75–90. https://doi.org/10.1108/01437720610652853

Castaneda, D. I., & Cuellar, S. (2020). Knowledge sharing and innovation: A systematic review. *Knowledge and Process Management*, *27*(3), 159–173. https://doi.org/10.1002/kpm.1637

Chang, J.-C., Chen, S.-C., Hsiao, H.-C., & Tu, Y.-L. (n.d.). *The Influence of Teachers' Self-efficacy on Innovative Work Behavior*. https://www.researchgate.net/publication/268405600

Cundawan, A., Marchyta, N. K., & Santoso, T. (2021). Mediating effect of creative self-efficacy on the influence of knowledge sharing towards innovative work behavior among millennial knowledge workers. *Jurnal Manajemen Dan Pemasaran Jasa*, *14*(2), 149–164. https://doi.org/10.25105/jmpj.v14i2.8873

De Vries, R. E., Van Den Hooff, B., & De Ridder, J. A. (2006). Explaining knowledge sharing: The role of team communication styles, job satisfaction, and performance beliefs. *Communication Research*, *33*(2), 115–135. https://doi.org/10.1177/0093650205285366

Gong, Y., Huang, J. C., & Farh, J. L. (2009). Employee learning orientation, transformational leadership, and employee creativity: The mediating role of employee creative self-efficacy. *Academy of Management Journal*, *52*(4), 765–778. https://doi.org/10.5465/AMJ.2009.43670890

Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2019). *MULTIVARIATE DATA ANALYSIS EIGHTH EDITION*. www.cengage.com/highered

Hansen, J. A., & Pihl-Thingvad, S. (2019). Managing employee innovative behaviour through transformational and transactional leadership styles. *Public Management Review*, *21*(6), 918–944. https://doi.org/10.1080/14719037.2018.1544272

Herawati, N., Sri Mulyani, A., & Tandirerung Ranreallo, A. (2024). Manajemen Sumber Daya Manusia Konsep, Implementasi, Dan Tantangan Di Era Digital. *INNOVATIVE:Journal Of Social Science Research*, *4*(5), 9633–9643.

Hidayat, A. S., & Rofaida, R. (2021). PERAN KEPEMIMPINAN TRANSFORMASIONAL DAN KNOWLEDGE SHARING DALAM MENSTIMULASI PERILAKU INOVATIF DI INSTITUSI PENDIDIKAN. *Jurnal Ilmu Manajemen*, *9*(2), 768–778.

Hsu, M., Sheng-Tsung, H., & Fan, H.-L. (2011). Creative Self-Efficacy and Innovative Behavior in a Service Setting: Optimism as a Moderator. *Journal of Creative Behavior*, *45*, 258–272. https://doi.org/10.1002/j.2162-6057.2011.tb01430.x

Jufrizen, Khair, H., & Loviky, F. B. (2023). Work Engagement and Emotional Intelligence on Personnel Performance: The Mediating Role of Job Satisfaction. *International Journal of Business Economics (IJBE)*, *5*(1). https://doi.org/10.30596/ijbe.v5i1.16499

Kasali, R. (2017). *Disruption: tak ada yang tak bisa diubah sebelum dihadapi motivasi saja tidak cukup*. Gramedia Pustaka Utama.

Kmieciak, R. (2021). Trust, knowledge sharing, and innovative work behavior: empirical evidence from Poland. *European Journal of Innovation Management*, *24*(5), 1832–1859. https://doi.org/10.1108/EJIM-04-2020-0134

Krishnan, B. C., Netemeyer, R. G., & Boles, J. S. (2002). Self-efficacy, competitiveness, and effort as antecedents of salesperson performance. *Journal of Personal*

Selling and Sales Management, *22*(4), 285–295. https://doi.org/10.1080/08853134.2002.10754315

Kurniawati, E. (2022). Perencanaan Sumber Daya Manusia pada PT ABC. *JMK (Jurnal Manajemen Dan Kewirausahaan)*, *7*(2). https://doi.org/10.32503/jmk.v7i2.2513

Lee, H. S., & Hong, S. A. (2014). Factors Affecting Hospital Employees' Knowledge Sharing Intention and Behavior, and Innovation Behavior. *Osong Public Health and Research Perspectives*, *5*(3), 148–155. https://doi.org/10.1016/j.phrp.2014.04.006

Leong, C. T., & Rasli, A. (2014). The Relationship between Innovative Work Behavior on Work Role Performance: An Empirical Study. *Procedia - Social and Behavioral Sciences*, *129*, 592–600. https://doi.org/10.1016/j.sbspro.2014.03.717

Mehralian, G., Nazari, J., & Ghasemzadeh, P. (2018). The effects of knowledge creation process on organizational performance using the BSC approach: the mediating role of intellectual capital. *Journal of Knowledge Management*, *22*. https://doi.org/10.1108/JKM-10-2016-0457

Noerchoidah, N., Ariprabowo, T., & Nurdina, N. (2022). EFIKASI DIRI DAN PERILAKU INOVATIF: PERAN DUKUNGAN ORGANISASI. *Jurnal Ilmu Manajemen*, *10*(4), 1026–1036. https://doi.org/10.26740/jim.v10n4.p1026-1036

Solahudin, A., Fatimah, S. E., & Sulistiowati, L. H. (2024). Factors affecting affective commitment. *Edelweiss Applied Science and Technology*, *8*(6), 3475–3483. https://doi.org/10.55214/25768484.v8i6.2738

Tierney, P., & Farmer, S. M. (2002). CREATIVE SELF-EFFICACY: ITS POTENTIAL ANTECEDENTS AND RELATIONSHIP TO CREATIVE PERFORMANCE. *Academy of Management Journal*, *45*(6), 1137–1148. https://doi.org/10.2307/3069429

Tsai, W. (2001). KNOWLEDGE TRANSFER IN INTRAORGANIZATIONAL NETWORKS: EFFECTS OF NETWORK POSITION AND ABSORPTIVE CAPACITY ON BUSINESS UNIT INNOVATION AND PERFORMANCE. *Academy of Management Journal*, *44*(5), 996–1004. https://doi.org/10.2307/3069443

van den Hooff, B., & de Ridder, J. A. (2004). Knowledge sharing in context: the influence of organizational commitment, communication climate and CMC use on knowledge sharing. *Journal of Knowledge Management*, *8*(6), 117–130. https://doi.org/10.1108/13673270410567675

Yuan, F., & Woodman, R. W. (2010). Innovative Behavior in the Workplace: The Role of Performance and Image Outcome Expectations. *Academy of Management Journal*, *53*(2), 323–342. https://doi.org/10.5465/amj.2010.49388995