International Journal of Business and Society, Vol. 24 No. 3, 2023, 952-966

PERCEIVED ORGANISATIONAL SUPPORT AND ORGANISATIONAL TRUST LINK TO INNOVATIVE WORK BEHAVIOUR BY THE MEDIATION OF TACIT KNOWLEDGE SHARING

Uzoma Ononye[♣]
Department of Business Management, Faculty of Management Sciences, Dennis Osadebay University, Delta State, Nigeria

ABSTRACT

The aim of this study is to determine how perceived organisational support and organisational trust affect innovative work behaviour through the mediation mechanism of tacit knowledge sharing in a public organisation context in Nigeria. Using the cross-sectional research design, data were randomly collected from 258 employees from the Delta State Ministry of Health, which was subjected to the partial least square (PLS) analytical procedure for hypothesis testing. The PLS analysis results suggested that while tacit knowledge sharing mediates perceived organisational support and organisational trust link to innovative work behaviour, it also mediates perceived organisational support link to innovative work behaviour sequentially with organisational trust as an antecedent. The study concluded that perceived organisational support and organisational trust prediction of innovative work behaviour can be explained by tacit knowledge sharing. The study puts forward important practical implications for organisations/management to follow in effectuating the linkages among the constructs in a meaningful and coherent manner.

Keywords: Organisational support, organisational trust, tacit knowledge sharing, innovative work behaviour.

Submission: 14th October 2022
Accepted: 8th September 2023
https://doi.org/10.33736/ijbs.6392.2023

1. INTRODUCTION

Today, the environmental contexts impacting organisational work are evolving rapidly in uncertainty and complexity, and tacit knowledge sharing [TKS] is a key requirement for cultivating an appropriate behavioural response to these changes via innovative work behaviour [IWB] (Kucharska, 2022). TKS happens when employees voluntarily exchange their personal knowledge, which is developed over time through practical experience and constructive interactions with others within an organisation (Feiz et al., 2017). TKS fosters knowledge generativity and knowledge application, which are foundational components of IWB, to enhance adaptive performance at the individual, group, and organisational levels (Choi et al., 2022). But the problem is that TKS may

♣ Corresponding author: Department of Business Management, Dennis Osadebay University, Delta State, Nigeria. E-mail: ononye.uz@gmail.com

be impeded when employees' relations with an organisation are lagging to the extent that they feel reluctant to share critical contextual knowledge and even intentionally hide experiential knowledge relevant to creative tasks and assignments (Ononye, 2021). This situation is further compounded by the personal nature of tacit knowledge, which makes its externalisation to be a tasking and challenging activity in the absence of knowledge sharing incentives. The benefits of TKS behaviour cannot be fully realised or exploited if such incentives are lacking in practice (Shateri & Hayat, 2020). Organisational trust [OT] and perceived organisational support [POS] play an incentivizing role in this regard. To lend credence, Kucharska (2017) and Wah et al. (2018) demonstrated that trust is a significant determinant of TKS. Though Shateri and Hayat (2020) claimed that POS is positively associated with knowledge sharing, it is plausible that POS shares the same connection with TKS.

OT plays a predictive role in social exchange relationships because it is a mechanism for sharing tacit knowledge resources (Kucharska, Kowalczyk & Kucharski, 2017). Developing trust is an important determinant for building positive social exchange relationships due to the discretionary nature of the reciprocation process (Sousa-Lima et al., 2013). Because employees assume an uncooperative stance when OT levels are perceived as low, the reciprocal exchange of knowledge could be undermined, which in turn can impede behaviours facilitating innovative work. This seems to suggest that TKS and IWB positive link may attenuate in distrusting relational contexts. Along with OT, POS cultivates knowledge sharing behaviours in such a way that employees generate novel insights from shared tacit experiences to reinforce IWB (Choi et al., 2022). Arguably, without POS, TKS would not be facilitated rightly to allow for the demonstration of positive work behaviours, like IWB (Afsar & Badir, 2015). Further, a supportive organisational context can build the foundations of constructive social exchanges that may have been eroded through the development of a positive psychological state, viewed in terms of OT (Ristig, 2009; Shateri & Hayat, 2020). This makes OT a key outcome of POS (Shukla & Rai, 2015). Given that OT is closely linked to high levels of discretionary behaviours, like knowledge sharing (Kucharska et al., 2017; Wah et al., 2018; Kmieciak, 2020), it is plausible that POS reinforces OT to exert motivational influences that drive TKS and, in turn, increase the manifestation of IWB. To the best of the researcher's knowledge, the validity of this notion is yet to be confirmed empirically.

Tacit knowledge can produce several individual and organisational benefits, but its shortage can attenuate organisational success in a rapidly changing business landscape. This is because tacit knowledge is imperative for comprehending and navigating changing situations with indeterminate implications (Polanyi, 2009). Besides, a greater part of organisational knowledge is embedded and synthesised in tacit form (Smith, 2001), which is often left untapped due to a lack of social structures, practices, and environments necessary for its effective articulation and transfer (McAdam et al., 2007; Martins & Martins, 2011; Mulgan, 2014; Zhou & Nunes, 2015; Ononye & Igwe, 2019; Ononye, 2022). Therefore, the organisational challenge lies in harnessing the catalytic power of tacit knowledge by knowledge sharing to impact innovation outcomes or results (Jisr & Therin, 2018). In the knowledge-based economy, tacit knowledge is power, and TKS enables organisations to leverage employees' know-how to impact different organisational activities in a novel and creative manner (Ononye, 2021). Studies (Wah et al., 2018; Ganguly et al., 2019; Sheng, 2019; Kucharska, 2022; Kucharska & Erickson, 2023) contend that TKS is closely related to IWB, but what is lacking in scientific studies is the application of TKS as a mediational mechanism grounded in certain individual/organisational-level factors to support IWB (Kmieciak, 2021; Wah et al., 2018). This is to say that there may be preconditions enabling TKS to foster IWB, but our

understanding of how significant TKS mediation is and what prompts TKS influences in a work setting appears limited. Likewise, the link between POS and IWB may not necessarily be a simple one because POS influences an array of antecedent factors of IWB, like knowledge sharing (Mustika et al., 2019) and trust (Webber et al., 2012). It is probable that these factors can serve as contextual factors supporting the POS-IWB link. As stated earlier, empirical studies have yet to test the sequential mediation of OT and TKS in this link.

The public sector environment, marked by complex and uncertain changes in stakeholders' demands and expectations, has turned out to be highly challenging; and this has created the urgency for public organisations to enhance innovation capabilities to respond appropriately to such an environmental context (Noerchoidah, Anis & Budiman, 2020; Bos-Nehles, Bondarouk & Nijenhuis, 2017). Possibly, engendering TKS is one of the ways organisations respond to the innovation imperatives in challenging environments (Ganguly et al., 2019). This is because tacit knowledge is a dynamic and intangible source of innovation, and is thus beneficial to any organisation focused on optimising innovation processes (Kucharska, 2021). The novel and distinctive qualities associated with tacit knowledge make knowledge sharing to be a focal practice for the effective leverage of this knowledge for innovative activities (Kucharska, 2022). Kucharska & Erickson (2023) pointed out that empirical research is somewhat lacking on the key antecedents of TKS in an innovation context. Because TKS is a voluntary behaviour that lies outside formal obligations to an organisation, it is important to know the antecedent aspects triggering the share of this knowledge for innovative work. To fill this gap, the study attempts to elucidate how the concepts of POS and OT relate to TKS as an intermediary factor to influence IWB.

2. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Knowledge sharing [KS] is the extent to which employees share contextual and actionable information and know-how with others to enable the initiation, execution, and completion of specific tasks and assignments. The knowledge shared is often encapsulated in explicit and tacit forms. It is explicit when codified in formal language and shared via print and/or electronic means. On the other hand, it is tacit when it involves subjective and practical expressions based on thoughts, interactions, experiences, and reflections. Because of the personal nature of tacit knowledge, it is often shared through socialisation practices (e.g., conferences, job or role rotation, brainstorming sessions, storytelling, meetings, mentoring, and communities of practice) (Olaisen & Revang, 2018; Ononye, 2022). Both knowledge forms are critical for furthering innovation activities, but knowledge-based advantages are usually maintained based on tacit knowledge (Seidler-de Alwis & Hartmann, 2008; Kucharska, 2021, 2022). This is especially true because tacit knowledge has distinctive, inimitable, and context-specific qualities that make it not fully articulated or codified (Ononye, 2021, 2022). It is plausible that the unique qualities of tacit knowledge enable it to generate more competitive value for organisations than explicit knowledge if externalised successfully (Tassabehji et al., 2019). Chowdhury (2005) states that "valuable complex knowledge often originates in individual experiences and perceptions", and such knowledge needs to be shared for it to be leveraged by organisations in uncertain times. Kucharska and Kowalczyk (2016) suggest that one of the ways to approach the codification challenge of tacit knowledge is by cultivating a knowledge sharing culture that builds trust and collaborative relationships among various organisational members.

Ferretti and Afonso (2017) argue that engendering tacit knowledge through situated interactions at work could condition employees' creative response(s) to organisational challenges. Because tacit schemas are constantly tested in practice, tacit knowledge evolves through learning to affect behaviour purposefully. This makes KS a focal activity for linking tacit knowledge to where it can be utilised to attain optimal value. However, tacit knowledge awareness (i.e. the moment of discovery) is a prerequisite for the activation of TKS processes between employees. The moment of discovery enables individuals to determine whether tacit knowledge, though at early stages, is capable of influencing action (Kucharska, 2022; Kucharska & Erickson, 2023). TKS is integral to the productive exchange and use of personal knowledge resources to enact positive work behaviours. One of the enacted behaviours that is of interest to this study is IWB, which connotes behavioural activities involving the creation and application of knowledge for organisational benefit. It is closely related to employee innovation, on-the-job innovation, and innovative job performance (Kmieciak, 2020). Ononye (2021) argues that IWB is directly nurtured through learning in the tacit exchange process because it comprises subjective components that provide fresh insights into the underlying motives guiding employees' behaviour to innovative tasks and assignments. By this, TKS may relate closely to IWB, and several studies (Wang & Wang, 2012; Johannessen, 2016; Ononye & Igwe, 2019; Azzam et al., 2020; Kucharska & Erickson, 2023) have found this proposition to hold true. Given this, the first hypothesis was formed:

H1: TKS and IWB are significantly and positively related.

When employees engage in TKS, they contribute unique knowledge resources forming the springboard for innovation activities. But some employees are often unwilling to share tacit knowledge, which could have dire consequences on the flow of tacit knowledge for innovative work. This appears true because employees will have an unsupportive stance towards knowledge-related processes that trigger value introjection in organisational work (Ononye, 2021). Employees' unwillingness to engage in KS has been connected to several psychological factors, one of which is OT (Yeo & Gold, 2014). OT refers to trust relations between employees and their organisation/management (Kmieciak, 2020). It is the expectation and belief that an organisation (or management) would behave or act in ways that benefit its interests and those of its employees (Shateri & Hayat, 2020). The concept of OT is not static because trusting relations may be compromised by opportunistic behaviours that reduce trustworthiness as employees work in an organisation (Webber et al., 2012). Yeo and Gold (2014) state that high trust levels reinforce the psychological safety construct triggering KS behaviours. In such situations, employees may not feel the need to be overly protective and defensive of their intellectual capital by withholding valuable information. Trust promotes collaborative relationships among employees, thereby activating TKS activities through enhanced communication flow (Chowdhury, 2005). The social exchange theory suggests that trust emerges through repeated supportive exchanges between the organisation/management and employees, which in turn leads to desirable employees' work attitudes and behaviours (Wong et al., 2012).

Empirical studies confirm a positive correlation (Kucharska, 2017; Kucharska et al., 2017; Shateri & Hayat, 2020; Kmieciak, 2021) and a negative correlation (Chow & Chan, 2008; Yeo & Gold, 2014) between trust and KS. The mixed results may be connected to the multidimensionality of the trust construct as it comprises trust in others (i.e., co-workers and supervisors) and organisation/management. Apart from OT influencing KS, it can also influence employees' attitudes and behaviours toward innovative work. The bond created by OT cultivates collaborative

and constructive interactions to stimulate the idea development process, and this may involve the exchange of personal information characteristic of tacit knowledge (Wah et al., 2018). Employees in trusting relationships show more proactivity and risk-taking behaviours without the fear of being punished by the organisation if such behaviours and actions do not lead to the desired results (Kmieciak, 2020). By this, OT and IWB can be positively related.

Taking into account the arguments on the OT-TKS link and the TKS-IWB link, it can be stated that OT can influence IWB indirectly through TKS. TKS can be a mediation variable in relationships involving employees' attitudes, behaviours and performance. This is especially true because a recent study (Kmieciak, 2020) applied KS (though from a general perspective) as a mediational construct between trust and IWB and it concluded that the mediation mechanism of KS was evident in the link between trust and IWB. Wah et al. (2018) examined TKS mediational role in the relationship between trust in supervisor and IWB, and concluded that cognitive-based trust and affect-based trust influence on IWB was mediated by TKS. Therefore, it is logical to infer that OT would be a determinant of IWB through TKS. This leads to the second hypothesis:

H2: OT and IWB significant and positive relationship is mediated by TKS.

POS represents the general belief employees form about the extent to which an organisation shows concern about their wellbeing and values or appreciates their contributions to any given tasks and assignments (Kumar et al., 2022). This global belief creates a reference frame within which employees interpret organisational actions and subsequently regulate his/her work behaviours accordingly (Alfes et al., 2013). POS is rooted in reciprocity in the social exchange relationship (Ristig, 2009). According to Rhoades and Eisenberger (2002), employees are embedded in an organisational system of exchange relationships, and as a result, employees' work behaviours are shaped by the quality of the social exchange relationships formed over time. When an employee is supported by his/her organisation, the norms of reciprocity oblige him/her to return the same treatment in such a way that the employee-organisation relationships would lead to mutually beneficial outcomes. Perhaps a highly supportive relationship can elevate the psychological processes underlying POS, thereby causing employees to reciprocate positive organisational actions by demonstrating TKS behaviours.

TKS is one of the ways employees can contribute to the furtherance of positive organisational outcomes because it conveys context-specific knowledge comprising discovery and creativity. Supporting this view, Afsar and Badir (2015) state that POS "increases intrinsic motivation, which helps employees share their personally held most valuable information due to social exchange and reciprocity even when the personal and sharing costs are high". This suggests that POS affects employees' attitudes and behaviours to KS activities within an organisation. While this assertion may hold true, the link between POS and KS remains inconclusive due to contradictory findings from past studies. To lend credence, studies have reported a significant POS-KS link (e.g., Muneer et al., 2014; Shateri & Hayat, 2020; Choi et al., 2022; Kumar et al., 2022) and a non-significant POS-KS link (e.g., Mutahar et al., 2021). However, these studies focused on the POS link to KS in generaland not on the POS link to TKS. Hence, the lack of clarity on the POS-TKS link.

Past studies have demonstrated that KS is strongly related to POS and IWB respectively, which suggests that TKS can function as a mediational construct in POS-IWB link. Besides, few studies have operationalized KS as a mediational construct in the POS-IWB link. For instance, Afsar and

Badir (2015) and Mustika et al. (2019) found that POS linkage to IWB is stimulated partially through KS behaviour. Given the efficacy of KS in transmitting the intrinsic motivation of POS on IWB, it is logical to infer that TKS can also achieve the same result in this link. In accordance with the statements indicated above, the following hypothesis was formed:

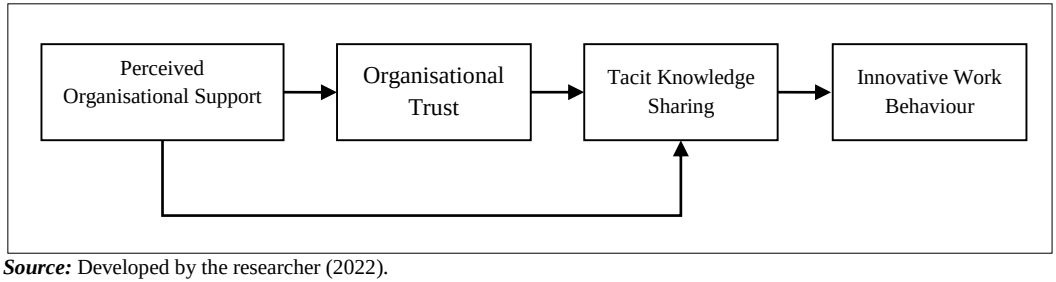
H3: POS and IWB significant and positive relationship is mediated by TKS.

OT is developed from employees' perceptions of certain behaviours displayed by the organisation over a given period (Shukla & Rai, 2015). It emerges from employee-organisation interactions, which provide various forms of support comprising tangible (pay, rewards) and intangible elements (information, autonomy). When support is provided fairly and consistently, employees are likely to develop a greater level of trust that the organisation will act in their best interest (Sousa-Lima et al., 2013). POS is necessary for trust building and repair, which helps improve employees' commitment as they are more willing to contribute personal resources to generative tasks and assignments. OT predicts employees' extra-role behaviours (e.g., collaboration, organisational citizenship behaviour, KS) for the actualisation of organisational goals (Muneer et al., 2014). While POS predicts OT, Shateri & Hayat (2020) also add that OT can mediate and be an antecedent factor to KS. Muneer et al. (2014) validated this assertion by demonstrating OT positive mediation effect on POS and KS behaviour. Similarly, OT can mediate the POS effect on employees' work behaviours (Isfahani & Rezaei, 2017). Shateri & Hayat (2020) found that OT mediates the POS-KS relationship. Despite examining KS from a general viewpoint, the findings suggest that OT can also function in the same capacity in the link between POS and TKS. Given that the POS-TKS link can be mediated by OT and the OT-IWB link can be mediated by TKS, we argue that the POS link to IWB can also be mediated by OT, then TKS. This suggests a sequential (or serial) mediation of OT and TKS in the POS-IWB link. Given the arguments stated above, the following hypothesis was developed.

H4: POS and IWB significant and positive relationship is sequentially mediated by OT and TKS.

Summarily, the study argues that while POS and OT drive TKS to support IWB, POS can also trigger IWB through the sequential development of OT and TKS. The hypothetical statements indicated above were aptly represented in Figure 1.

Figure 1: The Conceptual Model



Source: Developed by the researcher (2022).

3. METHODOLOGY

The study adopted thecross-sectional survey design, which obtained data using a questionnaire from respondents at different locations at a specified time. The study sampled 258 employees from the Delta State Ministry of Health in Nigeria. The sampling process targeted healthcare professionals working in state-owned hospitals and primary healthcare centres. The healthcare sector was selected because it is one where TKS is constantly demonstrated in the activities of staff, who interact frequently among themselves and with patients/stakeholders to create context-specific solutions to evolving health-related problems (Kucharska, 2022). Therefore, it is highly probable that the constructs under investigation will manifest accordingly for the determination of possible relationships. The geographic location, Delta State, was selected because of the benefit of proximity. The researcher scheduled appointments with interested participants during the break period, as their roles and duties may be impeded if questionnaires are administered during working hours. Before the questionnaire administration, the researcher obtained informed consent from respondents to participate in the survey. The questionnaire was accompanied by a cover letter, which aptly stated the research topic, the research aims, and a declaration of anonymity of responses. The questionnaire was administered and collected by the researchers from July to August 2022. The mean completion time was 6.6 minutes. The researcher was available to answer any queries on the question items and ensure no question was left unanswered; hence, there were no missing data observed.

The demographic profile of the respondents shows that 126 (48.8%) were males and 132 (51.2%) were females. Out of the 258 respondents, a majority are in the age bracket of 35-40 years (153, 59.3%), 49 (19%) are between 40 and 45 years, 30 (11.6%) are between 45-50 years, and 26 (10.1%) are between 30 to 35 years. All the respondents had a tertiary education: graduate degree (118, 45.74%), post-graduate degree (69, 26.74%), and graduate degree with other professional certification (71, 27.52%). The mean work experience was 14.1 years. Regarding the respondents' professional backgrounds, 103 (39.9%) are public health practitioners, 55 (21.3%) are doctors, 27 (10.5%) are nurses, 12 (4.7%) are pharmacists, and 61 (23.6%) are in other related health fields.

The measures used in the questionnaire were taken from the validated scales of past research works. POS 8 question items were taken from Eisenberger et al. (1986). Sample item includes "My organization cares about my general satisfaction at work". Cronbach Alpha score was .769. TKS 6 question items were taken from Ganguly et al. (2019) and Ononye (2022). Sample item includes "In discussions, I try to express my thoughts to help communicate my position on a particular issue, formally or informally". Cronbach Alpha score was .788. The 4 question items of IWB were taken from Ononye (2021). A sample item is "I clearly define problems to be solved at work". Cronbach Alpha score was .764. For OT, 3 question items were adapted from Innocenti et al. (2011). A sample item is "My organisation/Management's actions match its words". Cronbach Alpha score was .802. All measures were rated on a five-point Likert scale, which ranged from 1 "strongly disagree" to 5 "strongly agree".

The Partial Least Square (PLS) path modelling was adopted to analyse the generated data and for hypothesis testing. As a multivariate data analysis technique, the PLS predicts the relationships existing among multiple latent constructs, which is inclusive of the main and mediational effects. This test was aided by SmartPLS 3.3.3 software, which isa popular structural equation modelling software that explains the psychometric properties of the measurement model and estimates the

parameters of the structural model simultaneously (Yesil et al., 2013). The two-step estimation procedure of Anderson and Gerbing (1988) was followed. This step has been applied in related studies (Ononye, 2021, 2022) for data analysis and hypothesis testing, and the explanations for this procedure can be drawn from these studies. Importantly, the direct effect will first be established before estimating the mediation (specific indirect effect). This follows the two-step method recommended by Hair et al. (2017).

4. RESULTS AND DISCUSSION

Before estimating the measurement model for validity and reliabilityand the structural model for hypothesis testing, it is important to determine how factorable the datasets are using the Kaiser–Meyer–Olkin (KMO) measure of sampling adequacy and Bartlett's test for sphericity. These tests were performed with SPSS 20.0. From the results, the application of the factor analysis procedure was considered appropriate for the datasets. The KMO values (POS = .659, OT = .687, TKS = .731, IWB = .704) were greater than the recommended threshold of >.60. Further, Bartlett's test for sphericity showed that all the latent constructs were significant at $p < 0.05$. The study proceeded to apply the two-step estimation approach to the datasets as described in the methods section. The first step is the estimation of the measurement model for the reliability and validity of constructs. The rule of thumb in Hair et al. (2017) was applied for the interpretation of the selected quality criteria.

In Table 1, the FL values of all the constructs (ranging from .729 – .854) were greater than the recommended score of .707, and statistically significant at $p < 0.05$; thus, acceptable item reliability was confirmed. The CR estimates of all the constructs (ranging from .737 – .811) were greater than .70, demonstrating satisfactory construct reliability. All AVE scores (ranging from .637 – .702) exceeded the cut-off point of .50, proving adequate convergent validity was established. All VIF scores were within the acceptable threshold point of <5.0, thus, we can conclude that no significant multicollinearity problem was detected among the latent constructs. Table 2 shows that good discriminant validity was ensured using the Fornell-Larcker criterion because the AVE score of each latent construct exceeded the squared correlations with other constructs. The results of the measurement model analysis showed that there are no issues related to the reliability and validity of the constructs.

Table 1: Measurement Model Estimates

Construct	Item	Factor Loading (FL)	Composite Reliability (CR)	Average Variance Extracted (AVE)	Variance Inflation Factor (VIF)
Tacit Knowledge Sharing (TKS)	TKS1	.799	.824	.691	1.168
	TKS2	.784			
	TKS3	.798			
	TKS4	.817			
	TKS5	.790			
	TKS6	.833			
Organisational Trust (OT)	OT1	854	.780	.702	1.018
	OT2	.830			
	OT3	.846			

Perceived Organisational Trust (POS)	POS1	.759	.811	.637	1.094
	POS2	.746			
	POS3	.729			
	POS4	.813			
	POS5	.752			
	POS6	.781			
	POS7	.797			
	POS8	.803			
Innovative Work Behaviour (IWB)	IWB1	.802	.737	.655	
	IWB2	.819			
	IWB3	.764			
	IWB4	.770			

Table 2: Fornell-Larcker Criterion for Discriminant Validity

Constructs	**TKS**	**IWB**	**OT**	**POS**
Tacit Knowledge Sharing (TKS)	**.831**			
Innovative Work Behaviour (IWB)	.181	**.837**		
Organisational Trust (OT)	.068	.147	**.798**	
Perceived Organisational Trust (POS)	.032	.0.75	.215	**.809**

Table 3: Structural Model Estimates

H	**Path**	**Beta Value**	**P-value**	**Support**
1	TKS → IWB	.446	0.000	Yes
2	OT→ TKS	.388	0.000	Yes
	OT→ TKS→ IWB	.170	0.000	Yes
3	POS → TKS	.392	0.000	Yes
	POS → TKS→ IWB	.197	0.000	Yes
4	POS → OT	.130	0.000	Yes
	POS → OT → TKS→ IWB	.159	0.000	Yes

Notes: $p < 0.05$, TKS $R^2 = .322$, IWB $R^2 = .458$.

Table 3 shows the estimates of the hypothesized relationship in the structural model, indicating the direct and specific indirect effects. The bootstrap procedure was utilised for testing the statistical significance of the hypothesized paths using 5000 subsamples. The R^2 estimates show that POS and OT explained 32.2 percent of the variation in TKS, and POS, OT, and TKS explained 45.8 percent of the variation in IWB.

H1 predicted that TKS and IWB are significantly and positively related, and as expected, the PLS estimates ($\beta = 0.446$, $p = 0.000$) validated this prediction. Thus, H1 was confirmed, which supports the position of previous studies (Wang & Wang, 2012; Johannessen, 2016; Ononye & Igwe, 2019; Azzam et al., 2020; Ononye, 2021, 2022; Kucharska & Erickson, 2023) that TKS helps to maximise the impact of tacit knowledge on innovation practices. TKS is often constrained in bureaucratic settings; its relevance in furthering IWB cannot be overlooked as problem contexts continue to evolve in complexity and uncertainty. The changing problem context makes tacit knowledge significant because it provides adaptive benefits or resources, which modulate the conservative nature of explicit knowledge when employees encounter problems requiring an

innovative approach. This may be true because not all explanations of and solutions to a problem are captured as explicit knowledge. As such, most complex decisions within the innovation process rely on tacit knowledge, hence the significance of its share. The crux of IWB lies in the application of creative ideas seeded from tacit knowledge, which is facilitated by TKS.

H2 argued that OT and IWB significant and positive relationship is mediated by TKS. The specific-indirect estimates ($\beta = 0.175$, $p = 0.000$) found this argument to be true, which is in agreement with the mediational significance or value of TKS in studies conducted by Kmieciak (2020) and Wah et al. (2018). Thus, H2 was accepted. High OT enables employees to assume a more supportive and cooperative stance to innovative work. This is premised on the fact that they experience more positive psychological states, which are necessary for motivating employees to engage in reflective and constructive conversations with each other to increase the creativity flow for innovation activities. By this, IWB appears evident as employees perform different innovative tasks and assignments within the organisation.

H3 claimed that POS and IWB significant and positive relationship is mediated by TKS. The PLS results ($\beta = 0.170$, $p = 0.000$) provided evidence to support this claim; thus, H3 was accepted. This finding found support from previous investigations (Afsar & Badir, 2015; Mustika et al., 2019) that demonstrated KS as a significant mediator in the linkage between POS and IWB. POS provides relational opportunities that render instrumental, informational, and emotional support to employees, and the reciprocity norms will normally make employees feel more comfortable developing constructive relationships with each other to facilitate TKS processes in a way that IWB is ensured.

Taking into account the findings of H2 and H3, TKS is beneficial because it facilitates the influence of other psychological determinants on IWB. The stimulation of OT and POS can help recompense the limited knowledge among employees through TKS, and when existing knowledge is creatively adapted by TKS influences, it can prove significant for innovation practices. One of such way is the demonstration of IWB in which tacit knowledge is applied. POS and OT influences appear profound on TKS because it is an extra-role behaviour that goes beyond the formal transactional patterns guiding workplace interactions in a bureaucratic organisation. Hence, TKS may be a behavioural reaction or response to a trusting and supportive work environment cultivated by the organisation/management. Tacit knowledge is often latent in the workplace, and this study indicates that the enactment of psychological change(s) among employees can better its share for innovation.

H4 proposed that POS and IWB significant and positive relationship is sequentially mediated by OT and TKS. The PLS analysis estimate provides statistical support for this proposition; thus, H4 was confirmed. This result somewhat agrees with Shateri and Hayat (2020) that OT mediated the POS-KS link, and extended this finding by integrating IWB as a dependent variable to the framework to determine the sequential mediation effect of OT and TKS. Following the arguments of the social exchange theory, when POS is high, it can be used as a motivational tool to enhance IWB by developing OT to guide or direct TKS processes in a constructive manner. Taking a cue from the social support theory, organisational support strongly contributes to the formation of positive psychological states, and these positive psychological states are a potent catalyst for desirable attitudinal, behavioural, and performance outcomes. Arguably, POS directly impacts psychological constructs, such as OT, with implications for the furtherance of positive employee

behaviours or extra-role behaviours (TKS and IWB). Further, though OT and TKS are conceptually related, they can be positioned as mediational pathways through which POS relates to IWB.

5. CONCLUSION

The study investigated the connection between POS and OT on IWB using TKS as a mediational factor from a public sector perspective. In doing so, data were collected from 258 employees from the Delta State Ministry of Health in Nigeria to test the formulated hypothesis using the PLS approach to structural equation modelling. From the PLS analysis results, the study demonstrated that TKS mediates the influences of POS and OT on IWB and also mediates the influence of POS on IWB sequentially with OT as an antecedent. In conclusion, the link between POS and OT on IWB is explained by TKS. Theoretically, the study confirmed the significance of TKS in an innovation context, a research area in which limited studies have examined the mediational implications TKS has on IWB. The result equally demonstrated that TKS can be operationalised in a sequential mediation relationship with other psychological determinants. Of which the study utilised the mediatory character of OT and TKS in explaining the POS-IWB link. Further, the study provided plausible information on the factors (i.e., POS and OT) leading to TKS, given the argument that many public organisations do not have the right conditions spurring TKS practices (McAdam et al., 2007; Martins & Martins, 2011; Zhou & Nunes, 2015; Ononye, 2021). Additionally, research on TKS in a public organisation setting, healthcare organisation/industry in particular, is in a nascent state. The two studies found relevant to the healthcare industry (Kucharska, 2021, 2022) examined TKS and innovation indirect relationship but not TKS main and mediational relationships using psychological determinants. That being said, while TKS influence on innovation-related variables exists, it has not been empirically explained by combining the constructs of POS, OT, TKS, and IWB in a single research framework. The findings add to the burgeoning literature on TKS influences in the workplace.

The following practical implications emerged from the study's findings: First, because TKS and IWB are activated by socialisation practices (e.g., conferences, job or role rotation, brainstorming sessions, storytelling, meetings, mentoring, and communities of practice), such practices should be rightly encouraged and supported to facilitate the voluntary exchange of personal knowledge in a manner that will engender behaviours leading to employee innovation. Second, management can enhance TKS processes by enacting positive psychological changes through the promotion of trusting and supportive relationships between employees within the organisation. Third, because OT is nurtured and maintained in supportive work environments, management can create such an environment to reinforce psychological processes (i.e., OT) that trigger TKS processes to exert an influence on employees' innovation behaviour. Fourth, there is a need for the organisation/management to sample and collect data concerning organisational support and trust to identify and address any possible gaps. This kind of evaluation would probably help improve the level of support and trust in the organisation.

This study was not without limitations. First, the study made use of a cross-sectional dataset, which may be inadequate to make inferences on the causality among the latent constructs. Future research works may wish to replicate this study using a longitudinal dataset. Second, the study made use of a single public organisation in a particular Nigerian State. While this research may have applicable value to the same organisational setting in other Nigerian states, future research should extend the

sample to improve the generality of the findings. Third, the study only investigated POS and OT as psychological antecedents of TKS; future research should integrate other psychological factors affecting TKS to expand on the study's findings. Further, moderated mediation research can be conducted to establish conditions under which TKS can mediate the influences of POS and OT on IWB.

ACKNOWLEDGEMENT

I remain thankful to Dr. Ken Agbim and the reviewers for the constructive comments made in the development of this paper.

REFERENCES

Afsar, B., & Badir, Y. (2015). The impacts of person-organisation fit and perceived organisational support on innovative work behaviour: The mediating effects of knowledge sharing behaviour. *Int. J. Information Systems and Change Management*, *7*(4), 263–285. https://doi.org/10.1504/IJISCM.2015.075632

Alfes, K., Shantz, A. D., Truss, C., & Soane, E. C. (2013). The link between perceived human resource management practices, engagement and employee behaviour: A moderated mediation model. *The International Journal of Human Resource Management*, *24*(2), 330-351. http://dx.doi.org/10.1080/09585192.2012.679950

Azzam, A., He, Q., & Sarpong, D. (2020). The role of knowledge creation modes in architectural innovation. *Strategic Change*, *29*(1), 77–87. https://doi.org/10.1002/jsc.2312.

Bos-Nehles, A., Bondarouk, T., & Nijenhuis, K. (2017). Innovative work behaviour in knowledge-intensive public sector organizations: The case of supervisors in the Netherlands fire services. *The International Journal of Human Resource Management*, *28*(2), 379–398. https://doi.org/10.1080/09585192.2016.1244894.

Choi, W., Goo, W., & Choi, Y. (2022). Perceived organizational support and knowledge sharing: A moderated-mediation approach. *SAGE Open*, *12*(2), 1-13. https://doi.org/10.1177/21582440221089950

Chowdhury, S. (2005). The role of affect- and cognition-based trust in complex knowledge sharing. *Journal of Managerial Issues*, *17*(3), 310–326.

Chow, W. S., & Chan, L. S. (2008). Social network, social trust and shared goals in organizational knowledge sharing. *Information & Management*, *45*(7), 458–465. https://doi.org/10.1016/j.im.2008.06.007

Feiz, D., Soltani, D. M., & Farsizadeh, H. (2017). The effect of knowledge sharing on the psychological empowerment in higher education mediated by organisational memory. *Studies in Higher Education*, *44*(1), 3-19. https://doi.org/10.1080/03075079.2017.1328595

Ferretti, R. J., & Afonso, C. M. (2017). Tacit knowledge sharing: A literature review applied to the context of the Brazilian Judiciary. In M. Mohiuddin, N. Halilem, S. A. Kobir & C. Yulian (Eds.). *Knowledge Management Strategies and Applications* (pp. 3-24). InTech. https://doi.org/10.5772/intechopen.70066

Ganguly, A., Talukdar, A., & Chatterjee, D. (2019). Evaluating the role of social capital, tacit knowledge sharing, knowledge quality and reciprocity in determining innovation capability of an organization. *Journal of Knowledge Management*, *23*(6), 1105-1135. https://doi.org/10.1108/JKM-03-2018-0190.

Hair, F. J., Hult, M. T. G., Ringe, M. C., & Sarstedt, M. (2017). *A primer on partial least squares structural equation modelling* (2nd ed.). Los Angeles: Sage.

Innocenti, L., Pilati, M., & Peluso, A. M. (2011). Trust as moderator in the relationship between HRM practices and employee attitudes. *Human Resource Management Journal*, *21*(3), 303–317. https://doi.org/10.1111/j.1748-8583.2010.00151.x

Isfahani, A. N., & Rezaei, A. (2017). The impact of perceived organisational support on organisational citizenship behaviour: The mediating role of organisational trust. *Int. J. Business Excellence*, *13*(4), 441–458. https://dx.doi.org/10.1504/IJBEX.2017.10008195

Jisr, R. E., & Therin, F. (2018). Sharing of tacit knowledge and service innovation performance. *Int. J. Foresight and Innovation Policy*, *13*(1/2), 44-56. https://doi.org/10.1504/IJFIP.2018.095857

Johannessen, A. (2016). *Tacit Knowledge and Innovation.* Milton Keynes: Lighting Source (UK) Ltd.

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

Kucharska, W. (2017). Relationships between trust and collaborative culture in the context of tacit knowledge sharing. *Journal of Entrepreneurship, Management and Innovation*, *14*(1), 61-78. https://doi.org/10.7341/20171344

Kucharska, W., Kowalczyk, R., & Kucharski M. (2017). *Trust, Tacit Knowledge Sharing, Project Performance and their Managerial Implications: Proceedings of the 18th European Conference on Knowledge Management* (pp. 532-539). Available at: https://ssrn.com/abstract=3028685

Kucharska, W. (2021). Leadership, culture, intellectual capital, and knowledge processes for organizational innovativeness across industries: The case of Poland. *Journal of Intellectual Capital*, *22*(7), 121–141. https://doi.org/10.1108/JIC-02-2021-0047

Kucharska, W., & Erickson, G. S. (2021). *Tacit knowledge awareness, sharing, and influence on innovation*. GUT FME Working Paper Series A, No. 1/2021(64). Faculty of Management and Economics, Gdansk University of Technology. Available at: https://econpapers.repec.org/RePEc:gdk:wpaper:63

Kucharska, W., & Erickson, G. S. (2023). Tacit knowledge acquisition and sharing, and its influence on innovations: A Polish/US cross-country study, *International Journal of Information Management*, 71, 102647. https://doi.org/10.1016/j.ijinfomgt.2023.102647

Kumar, S., Aslam, A., & Aslam, A. (2022). The effect of perceived support on repatriate knowledge transfer in MNCs: The mediating role of repatriate adjustment. *Interdisciplinary Journal of Information, Knowledge, and Management*, 17, 215-234. https://doi.org/10.28945/4979

Martins, E. C., & Martins, N. (2011). The role of organisational factors in combating tacit knowledge loss in organisations. *Southern African Business Review*, *15*(1), 49-69. https://hdl.handle.net/10520/EJC92919

McAdam, R., Mason, B., & McCroy, J. (2007). Exploring the dichotomies within the tacit knowledge literature: Towards a process of tacit knowing in organizations. *Journal of Knowledge Management*, *11*(2), 43-59. https://doi.org/10.1108/13673270710738906

Mulgan, G. (2014). *Innovation in the public sector: How can public organisations better create, improve and adapt*? Nesta: London.

Muneer, S., Iqbal, J. M. S., Khan, S. R., & Long, S. C. (2014). An incorporated structure of perceived organizational support, knowledge-sharing behavior, organizational trust and

organizational commitment: A strategic knowledge management approach. *Pakistan Journal of Commerce and Social Sciences*, *8*(1), 42-57.

Mustika, I. S., Rahardjo, K., & Prasetya, A. (2019). The effect of perceived organizational support on knowledge sharing and innovative work behaviour. *Advances in Economics, Business and Management Research*, 154, 61-64. https://dx.doi.org/10.2991/aebmr.k.201116.012

Mutahar, Y., Farea, M. M., Abdulrab, M., Al-Mamary, H. Y., Alfalah, A. A., Grada, M., & Alshammari, H. K. (2021). How to enhance the impact of perceived organizational support on knowledge sharing? Evidence from higher education sector. *Journal of System and Management Sciences*, *11*(4), 27-46. https://doi.org/10.33168/JSMS.2021.0402

Noerchoidah, Anis, E., & Budiman, C. (2020). Enhancing innovative work behavior in the hospitality industry: Empirical research from East Java, Indonesia. *International Journal of Business and Society*, *21*(1), 96-110.

Olaisen, J., & Revang, O. (2018). Exploring the performance of tacit knowledge: how to make ordinary people deliver extraordinary results in teams. *International Journal of Information Management*, 43, 295-304. https://doi.org/10.1016/j.ijinfomgt.2018.08.016.

Ononye, U. H., & Igwe, A. (2019). Knowledge sharing process and innovation success: evidence from public organisations in Southern Nigeria. *Interdisciplinary Journal of Information, Knowledge, and Management*, *14*, 183-198. https://doi.org/10.28945/4358

Ononye, U. H. (2021). Tacit knowledge and innovation: Insights from the public sector in Delta State, Nigeria. *Journal of Information & Knowledge Management*, *20*(03), 2150032. https://doi.org/10.1142/s0219649221500325

Ononye, U. (2022). Linking tacit knowledge sharing to employee innovation with job thriving as a mediational factor: A public sector perspective. *International Journal of Public Policy ad Administration Research*, *9*(2), 22-32. https://doi.org/10.18488/74.v9i2.3022

Polanyi, M. (2009). *The tacit dimension*. Chicago: University of Chicago Press.

Rhoades, L., & Eisenberger, R. (2002). Perceived organisational support: A review of the literature. *Journal of Applied Psychology*, *87*(4), 698-714. https://doi.org/10.1037//0021-9010.87.4.698

Ristig, K. (2009). The impact of perceived organizational support and trustworthiness on trust. *Management Research News*, *32*(7), 659-669. https://doi.org/10.1108/01409170910965251

Shateri, K., & Hayat, A. A. (2020). Investigating the mediating role of organizational trust in the relationship between perceived organizational support and Knowledge sharing. *Knowledge Management & E-Learning*, *12*(3), 298–314. https://doi.org/10.34105/j.kmel.2020.12.016

Sheng, M. I. (2019). Foreign tacit knowledge and a capabilities perspective on MNEs' product innovativeness: Examining source-recipient knowledge absorption platforms. *International Journal of Information Management*, *44*, 154–163. https://doi.org//10.1016/j.ijinfomgt.2018.10.008

Shukla, A., & Rai, H. (2015). Linking Perceived Organizational Support to Organizational Trust and Commitment: Moderating Role of Psychological Capital. *Global Business Review*, *16*(6), 981–996. https://doi.org/10.1177/0972150915597599

Smith, A. E. (2001). The role of tacit and explicit knowledge in the workplace. *Journal of Knowledge Management*, *5*(4), 311-321. https://doi.org/10.1108/13673270110411733

Sousa-Lima, M., Michel, J. W., & Caetano, A. (2013). Trust in organizations. *J Appl Soc Psychol*., *43*, 418-427. https://doi.org/10.1111/j.1559-1816.2013.01012.x

Tassabehji, R., Mishra, J. L., & Dominguez-Péry, C. (2019). Knowledge sharing for innovation performance improvement in micro/SMEs: An insight from the creative sector. *Production Planning & Control*, *30*(10-12), 935-950. https://doi.org/10.1080/09537287.2019.1582101.

Wah, C. N., Zawawi, D., Yusof, R. N. R., Sambasivan, M., & Karim, J. (2018). The mediating effect of tacit knowledge sharing in predicting innovative behaviour from trust. *International Journal of Business and Society*, *19*(3), 937-954.

Wang, Z., & Wang, N. (2012). Knowledge sharing, innovation and firm performance. *Expert Systems with Applications*, *39*, 8899-8908. https://doi.org/10.1016/j.eswa.2012.02.017

Webber, S. S., Bishop, K., & O'Neill, R. (2012). Trust repair: The impact of perceived organisational support and issue-selling. *Journal of Management Development, 31*(7), 724–737. https://doi.org/10.1108/02621711211243917

Wong, Y.-T., Wong, C.-S., & Ngo, H.-Y. (2012). The effects of trust in organisation and perceived organisational support on organisational citizenship behaviour: A test of three competing models. *The International Journal of Human Resource Management*, *23*(2), 278–293. https://doi.org/10.1080/09585192.2011.610966

Yeo, R. K., & Gold, J. (2014). Knowledge sharing attitude and behaviour in Saudi Arabian organisations: Why trust matters. *Int. J. Human Resources Development and Management*, *14*(1-3), 97–118. https://doi.org/10.1504/IJHRDM.2014.068082

Yesil, S., Koska, A., & Buyukbese, T. (2013). Knowledge sharing process, innovation capability and innovation performance: An empirical study. *Procedia Social and Behavioural Sciences*, *75*, 217-225. https://doi.org/10.1016/j.sbspro.2013.04.025

Zhou, L. & Nunes, B. M. J. (2015). *Knowledge sharing in Chinese hospitals: Identifying sharing barriers in traditional Chinese and Western medicine collaboration*. Springer: New York.