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# The Effect of Motivation, Organizational Support and Organization Norms on Firm Performance as Mediated by Knowledge Sharing Behaviour and Moderated by Technology Advancement

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## Abstract

**Background:** Due to trends and the integration of talent management and information sharing in the contemporary workplace, research on knowledge sharing has surged in the last several decades. Though knowledge concealing has not been well studied, attempts to promote information sharing have not been successful because workers are reluctant to share their expertise for a variety of reasons. This research examines how the social and performance management contexts may work together to enhance organisational innovation performance from the management context viewpoint.

**Aim:** The link between motivation, organisational support, organisational norms, and knowledge exchange behaviour might be moderated by technological innovation.

**Method:** We propose that the social environment and the context of performance management are preceded by psychological safety, collaborative action, and control distance—all facets of organisational culture. We collected survey data from 301 employees of Chinese businesses.

**Results:** The results of our data analysis demonstrate that the impacts of psychological security, collective action, and distance from authority on innovative performance are totally mediated by the social setting and performance management context. Particularly, power distance has having an adverse direct influence on innovation performance, whereas mental security and collectivism have beneficial benefits.

**Conclusion:** Our study adds to the body of knowledge in innovation management by providing insights into how businesses may create management contexts that improve their success in innovation.

**Keywords:** Organizational Support, Develop Management, Innovation Performance, Psychological Safety, Chinese Organizations, Social Context, Knowledge Sharing Behaviour, Including Psychological Safety, Collectivism, Firms.

## I. INTRODUCTION

The majority of commercial banks don't invest much money, time, or effort in internal growth strategies. Furthermore, [1], keeping high-performing and productive staff members in commercial banking institutions is a difficult undertaking. For example, employee disengagement brought about by a lack of organisational support results in lost productivity estimated to be between \$450 and 550 billion.

Approximately 79% of the workforce in Jordan works in the service industry, making it one of most strongly significant economic sectors in the country [1, 2]. The banking industry employs the greatest number of people in the service sector and has the highest capitalization on the Amman Stock Exchange [2, 3]. The gross domestic output of Jordan was around \$42 billion in 2018. With access to cutting-edge information technology systems, the banking industry is a saturated market that accounts for about 28% of the GDP.

The evolution of the worldwide business landscape has prompted financial institutions to streamline their offerings and explore knowledge management as a means of enhancing their competitive advantage. Due to the intense competition they face, [3, 4], Jordanian banks naturally want to survive and make money. Financial and lending organisations are always up against obstacles like more effective service delivery and risk-taking with more intricate and ethereal profiles.

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Human Capital (HC) and Organizational Support (OS) for entrepreneurial activities have both been key but different topics of management study throughout the past three decades. On the one hand, an organization's supportive environment is characterised as an internal climate component that helps organisations encourage organisational entrepreneurial activity.

Conversely, HC is seen as a key competency and one of the primary markers of organisational learning. As a result, both enhance the inventive performance of the organisation [4, 5]. Upon reviewing the relevant literature, we find that there are surprisingly few empirical research examining the relationship among OS for business ventures and the quality of HC, as well as the combined effect these studies have on creative performance. The majority of research looked at the impact of OS and HC on organisational performance independently.

Businesses today, especially those in the textile sector, must overcome both internal and external obstacles to remain viable in the global economy of the digital age. Companies face risks from global and national rivalry, technical advancements, and growing expansion as external difficulties. They have expanded inner strain to foster new, upgraded labour and products. To get Competitive Advantages (CA) and keep a benefit over rivals, organizations should focus on all areas of expanding their organization proficiency, including speed, quality, evaluating, innovativeness, and client reaction [5, 6].

CA makes it possible for businesses to run more effectively or productively than their rivals. However, because of globalisation, technology innovation, and shorter product life cycles, the market in which these benefits are gained is always shifting. The strategic competence that underpins the pre-eminence should set the company apart from its rivals, particularly in the international marketplace where service and manufacturing are becoming more and more integrated; otherwise, [7, 8], there is no significant CA.

As the research asks, "What are the variables that contribute for growing CA in a competitive company setting?" it has emerged as a critical outcome variable. Organisational culture (OC) is essential to corporate competitiveness since it has shaped almost all business advancements, as high-performance cultures have shaped business progress. Emphasised the significance of OC, noting that it has a major impact on employee attitudes and greatly enhances organisational performance.

"Employees' shared values, beliefs, or opinions concerning the organisation and its environment" is how Schein describes organisational culture. Denison and Mishra identified four cultures, including "adaptability, mission involvement, and consistency," in contrast to previous research that based their four cultural typologies on "creative, quality, supportive, and productive culture [7, 8]".

While engagement and consistency are inwardly focused, adaptability and purpose are outwardly oriented. Create a Competing Value Framework (CVF) model that incorporates the four typologies of culture: market, clan, hierarchy, and adhocracy [9]. These cultural typologies, which often aim to improve company performance, are founded on stability and adaptability. Hence, OC has important ramifications for encouraging or impeding knowledge-sharing and creative endeavours that have an impact on corporate performance.

Connotations of innovation include "newness," "success," and "change." Organisational Innovation (OI) is important for processes and results in organisations, according to Demircioglu. Specifically, contend that OI is a crucial source of CA and that creative firms are reasonably adaptable in using new techniques and resources to create new chances and take advantage of already-existing company development prospects [10].

Thus, organisational advancement via KS and OI demonstrates a fruitful strategy for achieving corporate excellence and competitiveness. Prior to that, research confirmed that OC is a prerequisite for KS and OI to support the operation of a business. Furthermore, it is highlighted that OC is a critical component of both organisational innovation and knowledge management. Research findings indicate that OC plays a significant role in KS and OI, and that KS and OI are effective ways to support CA [11].

Investments made by ultramodern organisations are mostly made in intangible, difficult-to-identify assets. To generate and preserve competitive advantage, these assets primarily depend on knowledge generation and acquisition as well as human resource management techniques. In an era marked by fewer job role definitions and an information-dependent economy, knowledge is one of the essential components that may be used to establish a lasting competitive advantage [11, 12].

Even if acquiring information is important, it is useless if it is not shared. As a result, learning can only be fully used and maximised when it is shared for organisational purposes. Knowledge sharing among co-workers might sometimes expose the person who shares it to social awkwardness or doubt. Employees are aware of the negative effects of information sharing even if it might be advantageous since it could jeopardise their standing or importance inside the company. Information concealing results from workers' preference to keep their information to themselves. Employees that intentionally withhold information from their colleagues are engaging in knowledge concealing behaviour [12, 13]. This activity is caused by two main elements: situational and interpersonal variables. Enhancing an organization's capacity for innovation and performance has grown to be a top priority. Researchers have looked at a number of strategies for improving innovation performance and capabilities, such as enterprise

strategy development and execution as well as the use of innovative management techniques and resources [13, 14].

Studies that look at organisational culture, organisation, and atmosphere as well as the effects of organisational care and the social work surroundings on worker creative behaviours have also looked at the relationship between organisational elements and performance in innovation from an organisational level. Despite these attempts, few research have addressed the fundamental process of this association [14, 15].

The connection between authoritative culture and execution in development was the subject of before research, yet it didn't look at the exact impacts of mental security, community, or power distance on how advancement works or explain the component by which hierarchical culture impacts development execution.

In light of this, this research investigates how culture affects innovation performance from a management context viewpoint. To be more precise, we use the management context viewpoint to look at the ways that performance management and social context might improve organisational innovation performance [15, 16]. We propose that two key cultural elements influencing creativity in Chinese businesses are collectivism and power distance, with psychological safety among employees also playing a role.

### 1.1 Corporate Culture

A group's common meanings enable its members to understand and influence their surroundings. This is known as its culture. A "mix of curios (some of the time alluded to as techniques, communicating images, or structures), convictions and values, and principal assumptions that representatives in an association share about proper way of behaving" is the expansive meaning of hierarchical culture [17, 18]. The presence of a recognizable association — that is, one in which an enormous number of people team up to accomplish a specific objective inside a foreordained setting — is vital for the production of hierarchical culture. The environment that an association's way of life makes might meaningfully affect functional and business execution.

### 1.2 Safety in Psychology

Early on, the idea of psychological safeguarding was implemented on both an individual and a team basis. Psychological safety, on an individual basis, is the ability of workers to carry out their duties, take action, and show themselves without fear of negative effects on their reputation, standing, or career [18, 19]. A common conviction among group members or a collective environment inside the team that encourages workers to take on interpersonal dangers inside the team is characterised as psychological protection at the team level.

Beyond interpersonal trust, team psychological safety defines an organisational culture that values mutual respect and interpersonal trust. Expand the idea of psychological protection to the level of organisations, with the understanding that official and informal organisational policies and procedures should direct and foster transparent and sincere interpersonal communications inside the workplace.

### 1.3 Collectivism

Power distance, collectivism against individuality, masculinity versus feminism, aversion to uncertainty, and for a long time versus short-term orientation are among Hofstede's five aspects of national culture. According to Hofstede, individuals only think regarding themselves and their close family members in an individualistic culture, and they have relatively distant interactions with other people [19, 20]. People in collectivist societies are deeply entwined in their social networks, cherishing member loyalty and feeling emotionally reliant on their community.

### 1.4 Power Distance

Another aspect of national culture that Hofstede identified is power distance. Hofstede claims that power distance measures how much people tolerate power disparities in teams, businesses, or organisations. Members of an organisation with minimal power distance are more motivated to exchange information, voice personal opinions, and take part in organisational decision-making, all of which foster individual creativity [21].

### 1.5 Framework of Organisational

The organisational environment is defined as the policies, guidelines, and principles that support a robust work ethic and fervent engagement inside the company. This includes "hard" and "soft" workplace elements, each of which serves a certain purpose.

### 1.6 Performance Management Context

The degree to which an organisation sets performance objectives to encourage its people to satisfy expectations and work towards more ambitious goals is known as the Performance Management Context (PMC) [21, 22]. Stretch and discipline are two of fundamental characteristics impact labourer direct. The expression "discipline" alludes to both the accessibility of unequivocal guidelines, targets, and reliable punishments that consider labourers capable

and centre their work energies notwithstanding the presence of straightforward, open, and nonstop administration frameworks that control representative way of behaving and mentalities. Stretch, on the contrary hand, portrays requesting targets or points that approach labourers to go past what is conceivable with their current capacities. Prior research has shown how knowledge management enhances workers' software development abilities and skills while also facilitating the efficient execution of software processes.

But the majority of these research consisted of case-based observations of specific businesses. As of right now, there is insufficient empirical and quantitative data to fully comprehend how knowledge management approaches affect SPI deployment and success. Thus, we seek to investigate how information sharing affects SPI success in more detail in this research. Furthermore, organisational culture and the backing of upper management are two organisational antecedents that may have a significant impact on how much people share their knowledge, according to knowledge-management research [22, 23]. Little has been discovered about how organisational culture and senior management support may impact sharing knowledge in an environment of SPI success based on earlier SPI research.

As a result, the research divides organisational culture variables that affect company innovation into three categories: power distance, collectivism, and psychological safety. This research is novel because it looks at management context as an influential factor in the interaction between innovation performance and organisational culture [24, 25]. It also looks at the impact of organisational culture on innovation accomplishment from different angles of performance management and social context [25]. The results of this study contribute to our comprehension of the mechanism by which organisational culture affects innovation performance and provide organisations with useful advice on creating management environments that foster innovation performance.

### 1.7 Objectives of the study

- Examine how information sharing conduct affects company performance and how incentive, support from the organisation, and organisational norms work together.
- Examine how the link between motivation and company performance is mediated by technological innovation.
- Examine how employee conduct and results are impacted by organisational culture and norms.

## II. LITERATURE REVIEW

[Yadav, M., 2019] [26] This research aims to investigate the association between freelancers' knowledge-sharing habits and transformative leadership. The research also emphasises how employee engagement mediates the connection and how social support moderates it. The research used confirmatory factor analysis to ascertain the reliability and accuracy of the model being examined. The Pearson correlation coefficient was employed to examine the relationship between the variables. Furthermore, mediation and moderating mediation were tested using Hayes (2013)' PROCESS macro. Freelancers' behaviours related to gathering and contributing knowledge were impacted by transformational leadership. Employee engagement acted as a mediator in this relationship. It was discovered that the mediated connection between transformative leadership and knowledge-gathering behaviours via employee engagement was moderated by social support. Regarding knowledge donation behaviour as a dependent variable, a comparable outcome was discovered.

[Singh, S. K., 2021] [27] Relatively little research consideration has been paid to open innovation as a driver of organisational success of Small and Medium-Sized Enterprises (SMEs). We looked at the causes and effects of open technology in SMEs using the resource-based and knowledge-based views of businesses. We used the model of structural equations to evaluate the hypotheses after gathering multisource data from 404 SMEs. According to our research, open innovation is affected by the knowledge-creating activities and knowledge value of top management, which in turn affects organisational success. The study's findings are examined in the context of earlier research and provide suggestions for how open innovation philosophy and practice may change.

[Alpkan, L., 2010] [28] This paper's primary goal is to examine the direct and indirect impacts that human capital and organisational support have on businesses' capacity for innovation. It is likewise important to investigate the particular impacts of the authoritative sponsorship aspects, which include: the board support for concocting and laying out clever business thoughts; extra energy designation; hierarchical designs that are advantageous as far as, say, decentralized government level or independence in direction; the right use of inspiration and prizes; and capacity to bear missteps or disappointments while endeavouring imaginative or unsafe undertakings. Through a poll review including 184 assembling firms in Turkey, the review creates and tests a hypothetical examination model where the hierarchical advance estimations are the free factors, imaginative accomplishment is the ward fluctuating, and the capital of workers plays a directing part in this relationship.

[Masa'deh, R. E., 2016] [29] Adoption of knowledge sharing has been seen as an important organisational practice. Nonetheless, a little amount of empirical evidence supports the notion that these organisations place a high priority on the depth of their knowledge bases. This research aims to explore how workers' knowledge sharing behaviours

are influenced by both transactional and transformational leadership styles, and how these practices affect job performance and ultimately company success. 179 workers of the Jordanian Higher Ministry of Youth provided data, which was experimentally evaluated via the use of structural equation modelling.

[Donate, M. J., 2011] [30] The goal of this research is to evaluate how organizational elements such as values of culture, management and Human Resource (HR) practices impact knowledge discovery and utilisation practices and invention via an empirical study. Six theories were developed from the knowledge-based perspective of the company and statistically examined in 111 creative Spanish enterprises. The purpose of the survey technique was to collect information on Knowledge Management (KM) practices and specific organisational characteristics that are relevant to them in businesses.

[Wu, I. L., 2014] [31] The purpose of this study is to establish a methodology for accurately assessing the value of Knowledge Management (KM). Despite significant expenditures in knowledge management, empirical studies have indicated little to no gain in organisational performance. The knowledge-based view's knowledge resources serve as the foundation for KM-driven performances. Moreover, business process skills act as a mediator between the KM-driven performances. Because it acts as a moderator of knowledge resources, organisational learning is a crucial complement to knowledge management. For defining performance along with the connections amongst these problems, a model was put out. The purpose of the survey was to gather empirical data. For path analysis, partial least squares were used.

[Jyoti, J., 2017] [32] This research aims to investigate the influence of the ability, motivation, and opportunity model on organisational performance in the highly successful work system. Additionally, an assessment has been conducted on the moderating function of knowledge management in relation to the high-performance employment system and organisational performance. The data was gathered via the use of questionnaires from 246 workers and 58 managers who worked for telecom companies in Jammu and Kashmir, North India. Both exploratory and confirmatory factor analyses have been used to verify the acquired data. Using AMOS and SmartPLS3 software, structural equation modelling has been used to evaluate hypotheses. Additional discussions have focused on the theoretical, managerial, and socio-economic ramifications.

[Hu, M. L. M., 2009] [33] The performance of service innovation has been shown to be significantly impacted by sharing knowledge and team culture. Nonetheless, there hasn't been a lot of in-depth study done on these topics. The findings of this research validate the function of team culture in preserving and regulating the association between sharing knowledge and innovative service effectiveness. Sixty-one staff members of foreign tourist hotels tested the research framework created for this study. The results of the survey showed that there are substantial and positive correlations between team culture, information sharing, and service innovation success.

## 2.1 Hypothesis

**H1:** Social context benefits from psychological safety.

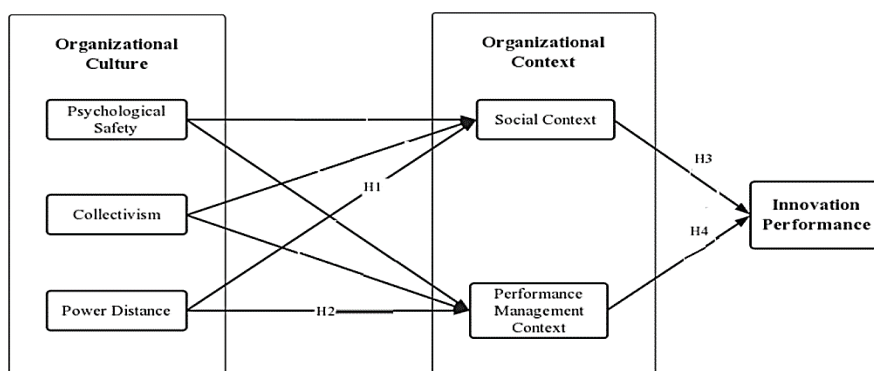
**H2:** The performance management environment and psychological safety are positively correlated.

**H3:** The performance of innovations is positively impacted by the social setting.

**H4:** Innovation performance is positively impacted by the context of performance management.

## III. METHODOLOGY

In order to test the theories, we conducted a survey. High-tech businesses from three significant Chinese cities—Xi'an, Chengdu, and Guangzhou—were included in our sample. We reached out to MBA students at business schools, [34] providing them with information-collection questionnaires to gather fundamental details about their particular companies. We eliminated high-tech companies (Fig. 1). Through them, we made contact with businesses and sent out surveys. Additionally, in order to get additional samples, we created an online survey and encouraged friends and co-workers to send it.



**Fig. 1** Conceptual Structure.

### 3.1 Samples

Before the official data gathering 50 workers participated in a pre-test to ensure the validity and soundness of the questionnaire. 52 firms received investigations via email as part of the official study. We gathered useful replies from 142 junior employees (71% respond rate), 105 middle-management staff members (75% responding rate), and 54 execs (67.5% responding rate) throughout 44 functional areas out of the total of 420 survey responses that were distributed. The respondents were from diverse departments and jobs and had varying rankings, which guaranteed the variety of the sample. Following the removal of partial answers, 301 valid surveys were obtained, yielding a 71.7% response rate.

Cronbach's alpha coefficient and Composite Reliability (CR) were used to assess the measures' reliability (Table 1) [35]. Every latent variable that is examined has a Cronbach's alpha coefficient (CR) more than 0.7, which indicates strong reliability and high internal coherence of the data. Discriminant and convergent validity were used to assess the measures' validity. The findings showed strong discriminant validity, [36], with each variable's root-mean-square of the Average Variance Extracted (AVE) being larger than the Pearson correlation of the variable with every other variable (Table 2). Furthermore, all item standardised factor loadings were larger than 0.5, and all latent variable matching AVEs were higher than 0.5, suggesting strong convergent validity.

The internal coherence or reliability of a collection of survey questions is gauged by the Cronbach's alpha coefficient, whose formula is:

$$\alpha = \frac{N * \bar{c}}{\bar{v} + (N - 1) * \bar{c}} \dots \dots 1$$

**Table 1** The variables' dependability and validating factor analysis.

Variable	Item	Factor loading	Cronbach's lodging	AVE	C.R.
Social context	Technological innovation is readily embraced in our organisation.	0.597	0.698	0.897	0.597
Psychological safety	Individuals in this team actively look for innovative ideas.	0.986	0.264	0.598	0.249
Collectivism	strong commitment to other individuals and organisations	0.597	0.498	0.596	0.269
Power distance	Employee opinions should not be often solicited by managers.	0.897	0.597	0.569	0.249
Performance management context	In order to foster innovation, our firm will modify its organisational structure.	0.498	0.298	0.641	0.691
Innovation performance	The market responds well to the inventive goods produced by our organisation.	0.169	0.489	0.698	0.649

**Table 2** Table of Variable Correlation Coefficients.

	Innovation Performance	Performance Management Context	Social context	Psychological safety	Collectivism	Power distance
Innovation performance	(0.598)					
Performance Management Context	0.597**	(0.986)				
Social Context	0.598**	-0.001	(0.398)			
Psychological Safety	-0.698**	0.697**	0.037	(0.089)		
Collectivism	0.649**	0.896**	0.096**	0.08	(0.896)	
Power Distance	-0.596	-0.598**	-0.498**	-0.698**	-0.986**	(0.896)

## IV. RESULTS

Structural Equation Modelling (SEM) was used in this study to examine the assumptions. SEM is a multivariate approach based on an architectural framework showing causal links among numerous variables. Using AMOS 24.0, a maximum-likelihood estimation approach was used to fit the study model. As seen in Table 3.

**Table 3** Measures of fit for the SEM test.

Metric	CMN/DF	RMSEA	TLI	IFI	CFI
Judgment criteria	<4	<0.09	<0.8	<0.4	<0.59
Correcting model data	5.3365	0.896	0.4975	0.9756	0.6972
Fits	Idea	Idea	Idea	Idea	Idea

Table 4 demonstrates that social environment was significantly positively impacted by psychological safety, with a generalised regression coefficient of 0.215 ( $p$  less than 0.05). Conversely, power distance displayed a standardised path coefficient of -0.275 ( $p < 0.05$ ) indicating a substantial detrimental effect on social environment. These results validate Hypothesis 1. With a standardised route coefficient of -0.247 ( $p < 0.05$ ), distance to power was shown to have a substantial negative impact on the performance of the administration environment [37]. These findings lend credence to Hypothesis 2. H3, which states that social context significantly improves the efficacy of innovation, is supported by the standardised path coefficient for the relationship connecting social environment and innovative performance, which was determined to be 0.137 ( $p < 0.05$ ). In a similar vein, H4—that is, that performance management context significantly improves innovation performance—was confirmed by the standardised path coefficients between performance administration context and performance in innovation, which was 0.790 ( $p < 0.05$ ).

**Table 4** Findings from the direct effects hypothesis test.

Hypothesis	Standardization Path Coefficient	S.E.	Results
H1	0.596**	0.054	Supported
H2	0.526**	0.216	Supported
H3	-0.269**	0.100	Supported
H4	0.496**	0.360	Supported

## V. DISCUSSION

Our findings contribute to a better theoretical understanding of the elements that support successful company innovation. Our study highlights how psychological stability, collectivism, and power inequality improve innovation performance by encouraging the flow of innovative ideas and enhancing creativity [38]. This research provides fresh insights into the causes of good outcomes in the performance of innovation by including the social environment and the performance monitoring context as important factors. These findings have significant ramifications for the body of knowledge already available on leadership in teams and creativity. They also provide recommendations for companies looking to foster innovation and boost employee creativity.

According to our third hypothesis, knowledge concealing and extra-role activities are significantly correlated negatively. In a more subtle way, people who share their expertise are rewarded with information from peers and favourable social perceptions, but they are also upset and hurt by losing access to unique information. Similar claims about creativity may be found in the literature, although this connection has seldom been examined. By presenting empirical data about the negative impact that information concealment on extra-role behaviours, we filled this study vacuum.

Therefore, it is advised that bank managers identify and address the causes of knowledge concealing among their staff members, since these workers are less likely to participate in extracurricular activities. The outcome supports our fourth hypothesis, which states that knowledge-hiding practices are positively correlated with psychological entitlement.

### 5.1 Limitation and Future Works

This is due to the fact that people who feel psychologically entitled often justify their choices in order to forward their own agendas. According to POK theory, people seek information and hold onto it in order to stay firmly in charge or when they feel their accomplishments are not given the proper credit or recognition. Said that "high-status members can impede or skew the flow of intra-team knowledge in order to further their personal agendas, thereby jeopardising team performance." Most of these high-status individuals are competent employees who could have strong psychological entitlements. The takeaway from this is that managers need to keep an eye on and assess workers' sense of entitlement since it negatively impacts the organization's ability to share information.

In this part, we discuss the study's shortcomings and future study potential. First of all, we recognise that the results of our research, which were derived from Chinese high-tech companies' data, may not apply to other sectors of the economy or nations. Nonetheless, we think that there is a connection between corporate success, collectivism, power distance, and psychological protection in both Chinese and foreign businesses. Various cultures may have various degrees of existence, which emphasises the necessity for future study to take a wider variety of objects and geographical regions into account.

Our study focuses on how internal organisational elements affect the success of company innovation. Further investigation should focus on a few other areas, including the connection between innovation performance and the talent ecosystem, the impact of social and managerial performance contexts, and the effects on psychological safety, collective action, distance to power, and interactions. With more research, it is anticipated that the mechanisms that underlie enterprise innovation achievement will become more fully understood. This will enable

the establishment of a more favourable social context and more effective performance management techniques, which will enhance enterprise innovation performance.

## VI. CONCLUSION

The capacity to generate and use organisational knowledge will become more important for businesses to remain competitive in the knowledge era that we have entered. Therefore, it is necessary to determine which people management strategies are most likely to promote knowledge flows. Our attempt in this essay has been to provide some theoretical suggestions on the important factors that might influence knowledge-sharing behaviour. Behaviours that communicate knowledge indirectly by influencing the intention to share. Human resource management as it is now understood suggests that it ought to possess a strategic focus that enables an organisation to create the special human capital required to create a long-term competitive edge. This suggests that in order for an organisation to flourish, several sorts of human capital would probably be needed depending on its strategy. This study is unique in that it looks at management context as an influential variable in the connection between innovation performance and organisational culture. It also looks at the impact of organisational culture on inventiveness achievement from a combination of performance management and social context. The analysis's findings imply that although psychological security and collectivist have a favourable impact on social environment, they have no direct bearing on the output of creativity. In contrast, the link between psychological security, collectivism, and innovative performance is mediated by organisational setting, which includes both social and performance management contexts. The results of this study contribute to our comprehension of the mechanism by which organisational culture affects innovation performance and provide organisations with useful advice on creating management environments that foster innovation performance.

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