EXAMINING THE IMPACT OF WELL-BEING ORIENTED MANAGEMENT TOWARD KNOWLEDGE SHARING

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ABSTRACT

This research paper explores the relationship between knowledge-sharing and well-being-oriented organizational management. Specifically, we investigate whether a well-being-oriented management approach is positively associated with employee knowledge-sharing behaviors. Drawing on knowledge management and well-being literature, I propose a conceptual model that posits well-being-oriented management as an antecedent of knowledge-sharing behaviors. A survey of employees in various organizations is conducted to test our conceptual model. The results suggest that well-being-oriented management is positively related to knowledge sharing bi-dimension, namely knowledge donating and knowledge collecting. This finding supports that employees are more likely to share knowledge with their colleagues when they feel valued and supported. The limitations of our study and suggested avenues for future research are also highlighted. Overall, this research contributes to understanding the role of well-being-oriented management in promoting knowledge-sharing behaviors in organizations and provides insights for practitioners interested in creating a positive work environment that fosters knowledge-sharing and employee well-being.

Keywords: well-being-oriented management, employee well-being, knowledge sharing.

ABSTRAK

Penelitian ini bertujuan untuk mengeksplorasi hubungan antara knowledge sharing dan *Well-Being Oriented Management* dalam organisasi. Secara khusus, kami menyelidiki apakah pendekatan *Well-Being Oriented Management* berhubungan positif dengan perilaku *knowledge sharing* di antara karyawan. Berdasarkan literatur tentang manajemen pengetahuan dan kesejahteraan, kami mengusulkan model konseptual yang menempatkan *Well-Being Oriented Management* sebagai faktor pendahulu perilaku knowledge sharing. Survei pada karyawan di berbagai organisasi untuk menguji model konseptual dilakukan dan menghasilkan 150 respon valid. Hasil kami menunjukkan bahwa *Well-Being Oriented Managemen*t berhubungan positif dengan dua dimensi knowledge sharing, yaitu *knowledge donating* dan *knowledge collecting*. Temuan ini mendukung gagasan bahwa ketika karyawan merasa dihargai dan didukung di tempat kerja, mereka lebih cenderung untuk berbagi pengetahuan dengan rekan-rekan mereka. Secara keseluruhan, penelitian ini memberikan kontribusi pada pemahaman peran *Well-Being Oriented Management* dalam mempromosikan perilaku knowledge sharing dalam organisasi, dan memberikan wawasan bagi praktisi yang tertarik untuk menciptakan lingkungan kerja yang positif yang mendorong knowledge sharing dan kesejahteraan karyawan.

Kata Kunci: manajemen berorientasi kesejahteraan, kesejahteraan karyawan, berbagi pengetahuan.
JEL: M12

1. INTRODUCTION

Knowledge Sharing (KS) is crucial to business success (Anwar et al., 2019). KS involves exchanging information, ideas, and expertise among employees and other organizational stakeholders (Castaneda & Cuellar, 2020). Due to the abundance of benefits that KS brings, business organizations has placed greater attention and resource on examining and promoting this behavior. Knowledge sharing consists of two main activities, knowledge collecting and knowledge donating. Knowledge collecting refers to activities where employees actively seek new knowledge. While knowledge donating refers to activities where employees disseminate their knowledge to their subordinates(Van Den Hooff & Ridder, 2004). These two sub-activities in knowledge sharing enable the organization to create a culture of innovation, improve decision-making, and enhance overall business performance (Kamaşak & Bulutlar, 2010).

In addition, human resource management and innovation literature has documented several antecedents of knowledge sharing in the scientific community. For example, organizations with a culture that values collaboration and teamwork are more likely to encourage knowledge-sharing among their employees (Ji & Zou, 2017). Similarly, leaders who actively promote and reward knowledge-sharing behaviors can create a culture of knowledge-sharing (Kashari & Al Taheri, 2020). Incentives such as recognition (Ji & Zou, 2017), promotions, and bonuses can motivate employees to share their knowledge. Besides the stated factors, technology can also play a role in facilitating knowledge sharing by providing platforms and tools that enable employees to share information easily and quickly (Kock & Davison, 2003).

That said, there is still a lack of literature examining well-being's role in boosting and sustaining knowledge sharing (considered a voluntary behavior). Employees need to experience positive emotions, such as satisfaction and engagement, and a lack of negative emotions (Wang et al., 2017). From the conservation of resources perspective, positive emotion can be improved by ensuring employees do not experience net resource losses (Hobfoll, 1989). Thus, organizations, specifically managers, need to ensure that employees receive ample resources as doing this gives them incentives to do more knowledge sharing. Doing so needs more than employing traditional performance management practices. Instead, managers must make well-being the critical metric for designing any managerial intervention. This management type is called Well-being Oriented Management (WOM) (Salas-Vallina et al., 2020).

This section discusses the rationale of this research paper. Based on the aforesaid arguments, this paper aims to examine the effect of WOM on the bi-dimension of KS, namely knowledge receiving and knowledge donating. This paper is presented in the following order: this section discusses the research rationale. Next, theoretical underpinning and hypothesis development are discussed, followed by method, finding & discussion, and conclusion and implication are discussed.

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1 Conservation of Resources

The Conservation of Resources (COR) was coined by Hobfoll in 1989, and since then, HRM and organization studies have used it extensively ((Hobfoll, 1989; Hobfoll et al., 2018)). The

core assumption of COR is that humans have a survival instinct that drives them to preserve, nurture, and guard their most prized possessions or resources. People aim to maximize resource gains and reduce resource losses during their lives. Resources can be divided into four categories: energy resources, condition resources, conditional resources (such as seniority and tenure), conditional resources (such as seniority and tenure), and conditional resources (such as conscientiousness and self-efficacy) (e.g., money and knowledge). The four COR principles explain the interactions between people, resource gain, and resource loss.

People who experience resource loss will experience a heightened level of stress, thus decreasing well-being. In this state, individuals enter defensive mode to protect the remaining resources. Conversely, people's well-being is improved when they have ample resources. This improved well-being increases job satisfaction and encourages productive behavior (Bakker & Demerouti, 2007).

2.2 Knowledge Sharing, resources losses, and the Role of WOM

In this paper, it is argued that knowledge is a vital resource owned by employees. Besides knowledge sharing means giving important resources to others, knowledge sharing itself is a resource-draining activity for employees. Not only are the employees giving out essential knowledge to others, but the sharing processes can also drain other resources from the employees. Therefore, with organization intervention to compensate for the resource loss that employees experience, they will be incentivized to do the behavior.

Therefore, it is essential to manage employee well-being to ensure that employees are incentivized to share their knowledge with others by employing WOM in their managerial tasks. WOM focuses on promoting the well-being of employees through four meaningful interventions (Salas-Vallina et al., 2020, 2021). The first intervention is empowering by providing autonomy and trust. The second intervention is enriching. One example of enriching intervention is when managers re-design a job and put more meaning into their work. The third dimension of WOM is connecting. This intervention is conducted by providing employees with creating a cooperative climate and fostering good teamwork. Last, strengthening can be done by facilitating employees' self-development and learning opportunities.

Managers promote a conducive knowledge-sharing environment by ensuring managers pay attention and invest resources in the intervention, as mentioned above, because employees can have less stress and worry. The decrease of negative emotion and the increase of positive emotion promotes positive behavior. Positive emotions, like well-being, can inspire individuals to exchange resources and expertise (Chou et al., 2010). Therefore, the first and second hypotheses are:

Hypothesis 1: WOM positively influences knowledge donating.
Hypothesis 2: WOM positively influences knowledge collecting.

The complete research model can be shown in Figure 1 below:

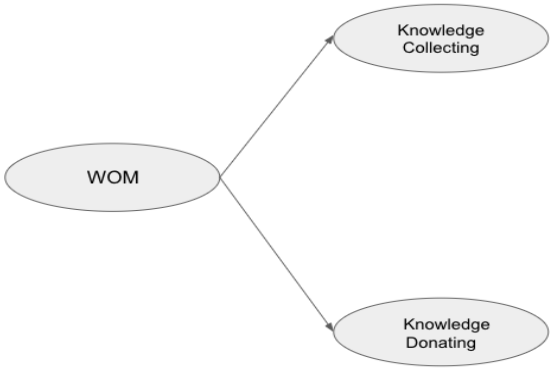

Figure 1: Research Model

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3. RESEARCH DESIGN

A self-administered survey was conducted via Internet platforms and professional networks to collect data. Participants were informed about the study's goal and assured that their replies would be confidential. Prior to participating in the study, all respondents provided written consent. Participants were selected using a purposive sampling technique, targeting individuals with at least one year of tenure in their current position. This criterion was established to ensure that participants possessed sufficient experience and familiarity with their work environment, allowing for more informed and insightful responses.

The survey contains two instruments used to measure WOM and KS. WOM is measured by 16 items developed by Salas-Vallina et al. (2020). We chose this instrument as this instrument is the sole instrument for measuring WOM to the best of our knowledge. Sample items of this instrument are "I have the chance to do an entire piece of work from beginning to end"; I can reflect and rethink the way the job is designed"; I receive support and guidance from my supervisor"; "I feel recognized and appreciated when my job is well done" and "My job requires a lot of cooperative work with other people."

For KS, we chose an instrument developed by (Lin, 2007). In fact, there are various instruments for assessing KS; we picked Lin's (2007) instrument since it includes a broader definition of knowledge sharing (knowledge giving and collecting), thus enabling me, the researcher, to examine the effect of WOM on both dimensions of KS. The sample item of the instrument is: "Knowledge sharing among colleagues is considered normal in my company"; "When I have learned something new, I tell my colleagues about it"; "Colleagues in my company share knowledge with me when I ask them to; "Colleagues in my company share their skills with me when I ask them."

All survey responses were compiled and analyzed after the data collection phase. Descriptive statistics were calculated for demographic variables, providing a comprehensive overview of the sample characteristics. Structured Equation Modelling- Partial Least Square (SEM-PLS) is chosen for inferential purposes. SEM PLS is suited for research to find the antecedents of a construct's consequences (Hair Jr. et al., 2017). Thus, SEM-PLS is better suited than SEM-Covariance Based (SEM-CB). The SEM-PLS was employed using SMART PLS 3 (Hair et al., 2014). SEM-PLS automatically calculates several metrics to assess outer (measurement) and inner (structural) models for assessing the outer model. Average Variance

Extracted (AVE) and indicator loading are used to assess concurrent validity. Discriminant validity, on the other hand, is assessed using the Fornell lacker criterion. For the inner model, path significance and r-square are the metrics to assess the inner model. Last, reliability is assessed using Composite Reliability (CR).

4. RESULT AND DISCUSSION

A total of 150 respondents participated in this quantitative research study. In terms of gender, most of the participants are female, representing 70% of the group, while males account for 30%. When looking at education levels, a significant portion of the individuals holds a bachelor's degree (80.67%), with smaller percentages having a High-school Diploma (9.33%), a master's degree (8.67%), a Vocational School Degree (0.67%), or other qualifications (0.67%).

Regarding job tenure, the largest segment of the population has been employed for 1-5 years (53.33%), followed by those with more than ten years of experience (24%), individuals with 6-10 years of experience (15.33%), and lastly, those with less than one year of experience (7.33%). Regarding marital status, 51.33% of the respondents are single or have not married, 48% are married, and a small percentage are divorced (0.67%).

Finally, in terms of industry, the consumer cyclical industry is predominant, comprising 68% of the participants. Other industries represented in the data include consumer non-cyclical (4.67%), health care (4.67%), banking and finance (4.67%), property and real estate (2.67%), tech (2.67%), infrastructure (1.33%), transportation and logistics (1.33%), and government (3.33%). A small portion of the respondents (4.67%) preferred not to disclose their industry.

4.1 Outer Model

Due to all the constructs being reflective, the outer loading is used to assess the convergent validity. An indicator suggested to have equal or more than 0.7 is considered to have a good convergent validity (Hair Jr. et al., 2017). Please note that WOM is a second-order construct with four dimensions: connecting, empowering, enriching, and strengthening. Therefore, a two-stages repeated indicator approach is used to assess the validity of the construct. The first stage aims to extract latent scores for each dimension of the WOM. After that, the latent score is loaded into the model as an indicator. Based on the outer loading value, all the loading values are more than 0.7, thus indicating a good convergent validity. Each indicator loading value is shown in Figure 2 below:

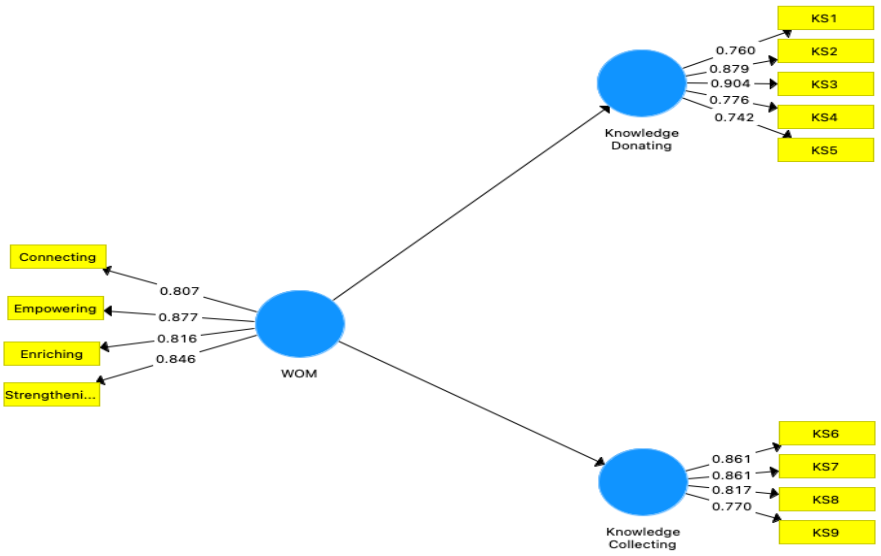

Figure 2: Outer model and loading of all constructs.

Furthermore, the AVE of the three constructs in the model is more than 0.5, thus lending further support that all the constructs have good convergent validity. Moreover, all the constructs also show good reliability, shown by the composite reliability value of the constructs being more than 0.7. Last, regarding discriminant validity, all the Fornell-Lacker Criterion is higher than the correlation value of the respective constructs to other constructs. Thus, the model also exhibits good discriminant validity. The complete result of convergent, discriminant validity, and reliability can be seen in Table 1 below.

Table 1: Validity and Reliability of the Outer Model

Construct	Composite Reliability	Average Variance Extracted (AVE)	Fornell-Lacker Criterion		
			Knowledge Collecting	**Knowledge Donating**	**WOM**
Knowledge Collecting	0.897	0.685	**0.828**		
Knowledge Donating	0.908	0.664	0.642	**0.815**	
WOM	0.904	0.701	0.595	0.509	**0.837**

4.2 Inner Model

After the validity and reliability of the outer model are assured, the inner model can be assessed to test the hypothesis of this research. The inner model is inferred through 5000 bootstraps using SMART PLS. Table 2 below shows the path analysis and r-square of each path in the research model.

Table 2: Validity and Reliability of the Outer Model

Path	Path Coefficient	p-value	R-Square
WOM->Knowledge Collecting	0.595	0.00	0.355
WOM->Knowledge Donating	0.509	0.00	0.259

The result of the r-square is expected because myriad factors influence knowledge sharing, and in this research, only two antecedents are controlled within the model. As shown in Table 2 above, the two paths in the model have a p-value below 5%. Thus the paths are significant. Furthermore, the sign has a positive value, thus lending support to both hypotheses. Considering the r-square, both r-square has a value below 0.5. A value below 0.5 is considered weak, according to Hair et al. (2011).

5. CONCLUSION

This research examines how WOM, a management approach focusing on improving employee well-being, affects knowledge-sharing dimensions, namely knowledge donating and collecting. After conducting a survey and analyzing 150 valid responses, it is shown that WOM positively affects knowledge donating and collecting.

The result of this research has important implications for company leaders because it emphasizes the necessity of establishing managerial strategies and actions that promote employee connection, empowerment, enrichment, and strengthening. Managers should adopt a well-being-oriented management approach that supports a healthy and supportive work environment to maximize these benefits. This can be accomplished by using techniques such as providing opportunities for training and growth, fostering open communication and feedback, and acknowledging employees' accomplishments. Managers may build a knowledge-sharing culture by giving employees the tools and resources to feel connected, empowered, and enriched.

Despite the valuable insights gained from this research, some limitations should be considered. First, the risk of common method bias arises from reliance on self-administered questionnaires to collect data. This may lead to biases in participants' responses, as their subjective perceptions or social desirability might influence them. Future studies should consider employing alternative data collection methods, such as structured interviews.

The second limitation is that the data collected in this research is cross-sectional rather than longitudinal, which may limit the ability to conclude causal relationships between well-being-oriented management and knowledge-sharing behaviors. To address this limitation, future research should consider employing a longitudinal design that allows for observing changes in variables over time, thereby providing more decisive evidence of causal relationships and enhancing the generalizability of the findings.

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