

## Evaluating the Role of Interpersonal Trust, Human Capital, Tacit Knowledge Sharing in Determining Innovation Capability of an Organization

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### Abstract

*Knowledge sharing has become a critical component of an organization's growth and innovation strategies in the marketplace. Transferring information to each other is often referred to as knowledge exchange. In an organization, knowledge sharing involves empowering workers to perform more effectively and efficiently, whereas innovation is coming up with new methods or ideas to create new products and services. Knowledge sharing aids the development of new ideas, which in turn leads to new technologies. While interpersonal trust is critical for information sharing at work, the study's goal is to determine the impact of interpersonal trust in knowledge sharing and the organization's innovation capabilities. Data from 250 health-care workers was gathered using convenient sampling and structured questionnaires. Regression analysis and Confirmatory Factor Analysis were used to confirm the proposed model's fit. Interpersonal trust is a key part of creativity, according to the findings. Interpersonal trust and innovative capability are mediated by knowledge sharing. The findings are critical for public sector managers to provide required support to their staff while also being empathic in their communication. Trainings on employee innovation may also be implemented if the impact has been favorable. Because the study used a small sample size and was conducted in the public sector, future studies can apply the same paradigm to the private sector.*

**Keywords:** interpersonal trust, knowledge sharing, innovation

### Introduction

To have a competitive advantage in today's competitive business world, companies and industries must continually improve their competence and productivity in terms of resources (Nham, Tran, & Nguyen, 2020). To have a competitive advantage in today's competitive business world, companies and industries must continually improve their competence and productivity in terms of resources (Nham, Tran, & Nguyen, 2020). The process of gaining information, thoughts, knowledge, and other facts among workers to complete a function or a specific task is referred to as knowledge sharing (Wang, Wang, & Liang, 2014). Knowledge sharing can be defined and discussed in a variety of ways. Another definition of knowledge sharing is the exchange of data across groups and people in the workplace (King, 2006). Furthermore, information exchange generates scholarly capital, which is a valuable asset in financial and economic planning and forecasting.

As a result, exchanging information is critical for information production and advancement (Qammach, 2016). Several studies have

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underlined the relevance of organizational level variables such as shared interaction culture (Farooq, 2018), supportive top management (Tohidinia & Mosakhani, 2010), and incentive provision (Bock, Zmud, Kim, & Lee, 2005.). (Wickramasinghe & Widyaratne, 2012). Along with these characteristics, information and communication technology (ICT) has been identified as a catalyst and predictor of knowledge sharing because of its potential to give individuals with complete access to knowledge (Connelly & Kelloway, 2003). (Kucharska & Erickson, 2019.)

Information sharing has been promoted in the past as a means of increasing knowledge absorption capacity, invention efficiency, and other abilities that lead to a competitive advantage (Nham, Tran, & Nguyen, 2020). Previous research has shown that information sharing is critical within businesses because it promotes innovation efficiency (Nham, Tran, & Nguyen, 2020), (Calantone, Cavusgil, & Zhao, 2002), and (Sliat & Alnsour, 2013), which leads to long-term competitive advantages (Nham, Tran, & Nguyen, 2020). Innovation has been defined in a variety of ways, but the most widely accepted definition is that it refers to something new that adds value to a company, such as new products, technology, or processes, new advertising and marketing techniques, new business systems. Innovation can improve or boost a company's ability to execute, which contributes to the company's firms. In addition to the reasons stated above, the literature on knowledge exchange and innovation in Pakistan is scarce (Shah & Mahmood (2013), Raza & Awang 2020). In the case of Pakistan, the relationship between organizational innovation capacity and knowledge sharing elements has yet to be investigated. To conclude it the study has to end up to investigate the gist of knowledge sharing in order to fill this gap. This research will look at the link K-sharing procedures, and likely outcomes. This research focuses on information sharing enablers and the impact on K-sharing methods and innovation efficiency. K-Sharing techniques include donating and collecting knowledge, whereas knowledge sharing results address how knowledge sharing has improved the efficiency of an organization's creativity.

The study's goal is to have a thorough understanding of the link between information sharing and innovation efficiency. Roaring global rivalry and rapid changes in the corporate environment threaten modern economies (Paulino, Lopes, Vieira, Barbosa, & Parente, 2017, Chursin & Makarov, 2015). Businesses must take business innovation more seriously than ever before in order to obtain a competitive advantage. (Peris-Ortiz, Ferreira, and Lindahl, Merigó, 2019). The United Nations has identified innovation as a major driver of economic growth (Schumpeter, 1934.). Many recent studies have agreed on the importance of innovation and have stated that it is the cornerstone of successful business (Abeyratne, 2016). The capacity to devise and generate innovative and novel solutions not only aids in establishing a strong market position.

Many recent studies have agreed on the importance of innovation and have stated that it is the cornerstone of successful business (Abeyratne, 2016). The ability to develop and implement innovative and creative solutions not only aids

in the development of a strong market position, but also improves organizational performance (Walcher & Wöhr, 2018). As a result, researchers are concentrating their efforts on deciphering the mechanisms that promote creativity. To summarize (Peris-Ortiz, Ferreira, & Merigó Lindahl, 2019), creative organizations are more likely to flourish (Von Stamm, 2009).

Facilitating innovation within an organization is one of management's primary challenges. The enterprise encompasses something innovative or creative which added into to new products development, marketing techniques, new business systems, and many others. Innovation, the process of believing in and implementing new notions, has also been extensively defined in various ways (Schroeder, 1986). Innovation can improve or boost a company's ability to execute, which contributes to the company's fuels. By increasing core competences and delivering long-term economic success, a company's innovation can contribute to its long-term growth (E. J. Kleinschmidt, December 1991). Pan (2010) defined innovation as an activity that is viewed as a cycle rather than a linear progression (Sacramento, Chang, & West, 2006). The concept of innovation as a process is founded on the assumption that even the execution of a product is a process.

There are numerous ways to assess an organization's innovation, including adoption, personnel characteristics, and idea spread (Frambach & Schillewaert, 2002). The main focus from an organizational standpoint is on encouraging activities that promote innovation (Greenhalgh, Robert, Macfarlane, Bate, & Kyriakidou, 2004). Product, process, marketing, practices, workplace organizations, and relations (Hellström & Hellström, 2002), (Manual, 2005) are OECD-standard categories for organizational innovation. Employee cooperation is said to spark uniqueness and creativity inside a business. 30 According to research, the collaborative method promotes innovation.

We show in this study that teamwork boosts creativity and leads to innovation both within an organization and between teams of people. 2018 (Aguilar-Zambrano & Trujillo).

In this study, we aim to identify the components of human capital that can help firms ensure their ability to innovate. We give a set of metrics for managing this item, taking into account issues such as HC's growth and renovation, as well as for its sustainability (Martinez, 2018). In a business point of view researcher believes that finding from this study has some meaning full implications for those executives who committed to the innovation in the organizations. Which is the ultimate goal of the company's executive to bring significant change in organization for fostering innovations.

Constricting a health framework to provide better care and facilitation to patients in clinic settings is becoming increasingly popular among medical service companies. Pakistan is a developing country where health-care facilities face significant challenges due to a lack of advanced IT systems. Hospitals must enhance their processes in order to gain a competitive advantage and introduce innovation via knowledge management. Firms that want to quickly absorb changes and innovations need a strong knowledge management framework.

The goal is to determine employee interpersonal trust and knowledge sharing, which leads to innovation. Knowledge is one of the most basic sources of value that can be represented in an organization's performance and efficiency. The organization's tools and processes for storing and distributing knowledge are represented by knowledge sharing. The goal of this project is to create a knowledge exchange framework that will enable the health sector become more inventive and better prepared to deal with the ever-changing and fast-growing environment.

### **Literature Review**

The link between trust, cooperation, and invention hasn't been thoroughly investigated. This paper examines the impact of interpersonal trust between teams on an organization's innovative performance. Hardwick, Anderson, and Cruickshank (Hardwick, Anderson, & Cruickshank, 2013). We stress the importance of particular HR practices in fostering trust, which promotes collaboration and innovation. (Li, Du, Tang, Boadu, Xue, & Li, Du, Tang, Boadu, & Xue, 2019.)

The goal of this research is to determine the value of trust among organizational teams in enabling organizational innovation. The role of HR mechanisms in generating trust will be investigated using the Shea and Guzzo model (Shea & Guzzo, 1987). This research builds on Social Exchange Theory (SET), which adds to the current literature by establishing a link between HR practices, trust, and innovation. It will also be discussed how specific HR practices contribute to the development of trust and teamwork, which leads to improved innovation.

Because it provides a competitive advantage in the knowledge market, information sharing is one of the most critical executive issues within firms (Quinn, 1996). Organizations, on the other hand, are still putting in insufficient effort to build methods that effectively motivate people to share information. Nevertheless, persons who hold knowledge are unlikely to share it unless they see prospective advantages and incentives. Because faith is the fundamental factor in exchange relationships (Boston, 1998), a substantial monetary compensation alone may not be enough to persuade employees to share knowledge and information (Wasko, 2005).

As a result, interpersonal trust becomes a significant independent variable for the hypothesis under investigation. If anyone want to share his knowledge at workplace so, it is a critical component since the advantage of that information, expertise is exceptional. Previous research has demonstrated the importance of colleague trust in the development of interpersonal trust (Wu, 2007). As a result, workplace connections between employees and supervisors are vital (Chen, 2002), and supervisor trust should be considered when understanding employees' knowledge-sharing practices. As per the social exchange theory (Blau, 1964), someone may be happy to exchange the relationship for some cost and to get some benefit out of it, other colleagues by willingly sharing knowledge and then expecting future benefits. In general, trust is an important factor in forming a social exchange connection. The stronger

the social exchange relationship between the provider and the recipient, the higher the degree of trust recognized by both (Blau, 1964); (Wasko, 2005).

Finally, trust between and among coworkers (TOC) leads to extensive information sharing. Individuals who possess information and have a high level of trust in their colleagues are more likely to feel that sharing their expertise with colleagues would result in a future return. Subordinates are more sure about the efforts they have made for organization, it is either recognized by their supervisor in future when the supervisor is trusted, allowing and smoothing information sharing.

Another variable in this hypothesis, innovation, has been defined in a variety of ways. One widely accepted definition is that the enterprise encompasses something new that contributes to the firm, such as in new process, policies, productions, by designing the new companies, new business systems, and so on (Schroeder, 1986). Innovation can improve or boost a company's ability to execute, which contributes to the company's fuels. By increasing core competences and delivering long-term economic success, a company's innovation can contribute to its long-term growth. Kleinschmidt, E. J., December 1991).

As a result, interpersonal trust becomes a significant independent variable for the hypothesis under investigation. Normally, when an employee decides to sharing his tacit knowledge, it is a critical component since the advantage of that information, expertise is exceptional. Because trust of colleagues has been identified as a crucial component in the development of interpersonal trust in previous studies, interactions among the workers like supervisor and supervisee (Chen, 2002), and so supervisor trust should be considered. There hasn't been enough research done on the relationship between trust, cooperation, and invention. This connection's implication has already been noticed (Hardwick, Anderson, & Cruickshank, 2013.) However, earlier research has focused on the importance of trust and cooperation. The research gap refers to a lack of definition of how human resources (HR) methods enhance intrateam faith and, as a result, advanced cooperation that leads to better organizational improvement. It has been stated that well-applied HR practices do, in general, directly enhance innovation (Li, Du, Tang, Boadu, & Xue, 2019). Research highlights the function of specific HR practices in creating trust, which strengthens collaboration and facilitates innovation (Li, Du, Tang, Boadu, & Xue, 2019).

This research concludes that trust and teamwork/partnership are critical in nurturing innovation as a viable strategy. According to the research, human resources practices of trust and participation, which enable trust and increase team collaboration, can be used to culture and augment innovation. (2019, nska).

Internal resources and competences have become a prominent subject of organizational literature in the knowledge-based economy (Barney, 1991). The focus on intangible capital has shifted as a result of the analysis of internal resources; knowledge is now considered as a critical asset (Leidner, 2001). On the other hand, knowledge is not symmetrically distributed throughout an

organization. Sharing knowledge is a test of human character (Cabrera, 2002), and learning from coworkers and strangers can be difficult (al., Organization Science.). As a result, knowledge transfer within businesses is rarely successful, and organizational performance remains stagnant.

To encourage and facilitate the sharing of logical knowledge, managerial measures are required (Hsu, 2005). Despite the growing interest in organizational knowledge sharing, more empirical research on the performance implications of information sharing strategies is needed (Lee, 2003). Organizational knowledge management and sharing practices may not necessarily result in increased organizational performance, according to researchers. Organizational performance is improved by enhancing intermediate or individual outcomes after using knowledge management and sharing methods (Davenport, 1988). An organization that promotes information sharing will increase its human capital, which includes human resource capabilities, in-depth knowledge transfer, and exchange (Quinn, 1996). (Wid, 2007). With better and relevant knowledge, employees can increase their productivity and, eventually, which to the enhancement of innovation in the organization as human capital grows. One of the main goals K-sharing practices is to develop Human capital (Ghoshal, 2002), to the creation for the linkage between organizational innovation and human capital has been dogmatic and requires practical study (Szulanski, 1996). Impacting elements in the organization must be understood in order to understand the K-sharing need which ultimate creates human capital (Demarest, 1997). These elements serve as a foundation for improving the efficiency of corporate knowledge sharing (Joshi, 2000)

In a nutshell, this hypothesis looks into the relationship between two crucial but often overlooked variables: human capital and knowledge sharing methods.

Knowledge sharing, according to a variety of literatures, develops and leverages knowledge assets, such as human capital and financial capital, for the long-term survival and expansion of organizations (Alavi, 2005-2006.)

### *Hypotheses*

Three hypotheses are being examined, as listed below. H1, H2, and H3 were created to investigate the impact of Knowledge Management techniques. The following are hypotheses on knowledge exchange that are detailed:

### *Research Model & Hypothesis*

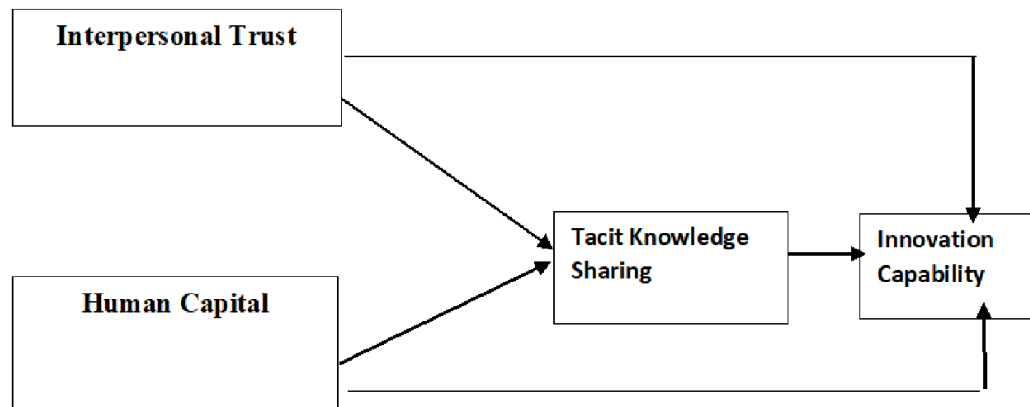


Figure 1: Theoretical Framework for the role of Interpersonal trust, Human Capital, Knowledge sharing, in determining Innovation capability of an organization

### Hypotheses

- H<sub>1</sub>:** Interpersonal Trust increase the innovation in the organizations.  
**H<sub>2</sub>:** Human capital has significant and positive impact on innovation.  
**H<sub>3</sub>:** Interpersonal Trust has a significant and positive impact on Tacit Knowledge Sharing.  
**H<sub>4</sub>:** Human capital has significant and positive impact on Tacit Knowledge Sharing.  
**H<sub>5</sub>:** K-Sharing has significant and positive impact on innovation.  
**H<sub>6</sub>:** Knowledge sharing can mediate between interpersonal trust and innovation.  
**H<sub>7</sub>:** Knowledge sharing can mediate between Human Capital and innovation.

### Research Instrument

The latent variables are proposed by selecting variables that have been proven to be reliable and valid in prior investigations. All variables were chosen on a 1 to 5-point Likert scale, with 1 indicating significant disagreement and 5 indicating strong agreement. Employees' interpersonal trust is measured using a five-point scale developed by (Yilmaz & Hunt, 2001). These items identify the amount of trust among employees as well as the outcomes of working in a trusted workplace. Five questions were used to evaluate the impact of knowledge sharing and the intention of employees to share their knowledge and experience with other employees working inside the firm (Brock G., Zmud, Kim, & Lee, 2005). To determine how innovative the organization is in terms of its production and procedures, a 10-item scale adapted from (Liao, Fee, & Chen, 2007) is used. Human Capital: in order to gain access to human capital on the five items, a five-point Likert scale was used to identify the skills and expertise

of the personnel of the organizations taken as a population. (Youndt & Subramaniam, 2005).

#### *Data Collection*

The data for this study is gathered through the use of primary sources of data. As the author recognizes, primary data was acquired via the questionnaire source. Important data is gathered from all levels of management, including supervisors and workers at Pakistani health care facilities, in order to complete the study. As previously said, it is ideal to identify and include all supervisors working in Pakistan's health industry. However, due to a lack of resources and time, this is not possible. In an uncontrolled context, data is acquired using a questionnaire survey.

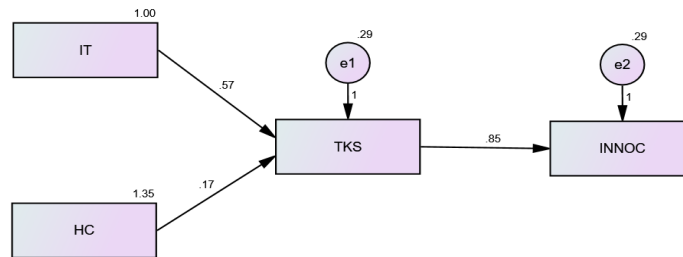
Information was acquired using questionnaires in accordance with the review's requirement. All elements chosen for the examination of the independent and dependent variables are evaluated using a Likert scale, which ranges from 1 to 5, with 1 being "strongly disagree" and 5 being "strongly agree."

#### **Data Analysis and Results**

The two most well-known packages for data analysis are SPSS and AMOS. The main difference between these two programmes is that SPSS is used for statistical analysis, whilst AMOS is utilised for model fit statistics. The information gathered for the study's target audience is utilised to construct a data sheet using SPSS.

The hypothesis was accepted at a significant 0.05 level using both direct and indirect effects. Structural equation modelling is regarded as one of the most reliable methods for path analysis. The moderating effects of knowledge management and organisational culture were found to have a beneficial impact on competitive advantage, the whole model was fit, and all values were within acceptable range. As a result, H1, H2, and H3 were determined to be true.





### Results and Discussion

The findings of this research study support the alternative hypothesis H1 that interpersonal trust is favorably and significantly connected with tacit Knowledge Sharing. Furthermore, the correlation coefficient between the two constructs demonstrates a positive and significant link, as evidenced by an  $r$  value of 0.57 and a  $p$  value of 0.05. Furthermore, the association between Knowledge acquisition and KM has a beta coefficient of 0.68 at a  $p$  value of 0.05, indicating that Knowledge acquisition is a major factor and plays an important role in KM. This demonstrates that businesses should place a premium on knowledge acquisition in order to improve their knowledge management systems, which will help them flourish.

Furthermore, the correlation coefficient between the two constructs demonstrates a positive and significant link, as evidenced by an  $r$  value of 0.17 and a  $p$  value of 0.05. Furthermore, the association between Knowledge acquisition and KM has a beta coefficient of 0.35 at a  $p$  value of 0.05, indicating that Knowledge acquisition is a major factor and plays an important role in KM. This demonstrates that businesses should place a premium on responsiveness to knowledge in order to improve knowledge management systems and, as a result, encourage organizational growth.

Similarly, with a beta value of 0.62 and a critical value of 14.22, H3 reveals that Interpersonal Trust has a positive and significant impact on Tacit Knowledge Sharing. This also demonstrates the importance of interpersonal trust.

H4 Human Capital, on the other hand, has a positive and large impact on Tacit Knowledge Sharing, with a beta value of 0.74 and a critical value of 17.22. With a beta value of 0.85 and a critical value of 19.38, knowledge sharing has a positive and significant impact on innovation in H5.

### Table 1

*Summary of Hypotheses results H1-H5*

Connection Between Variables	Beta value	Critical Value	P value	Decision / Remarks
$\beta_1$ (TKS $\leftarrow$ IT)	0.57	14.67	0.00	Supported
$\beta_2$ (TKS $\leftarrow$ HC)	0.17	8.54	0.00	Supported
$\beta_3$ (INOC $\leftarrow$ IT)	0.62	14.22	0.00	Supported
$\beta_4$ (INOC $\leftarrow$ HC)	0.74	17.22	0.00	Supported
$\beta_5$ (INOC $\leftarrow$ TKS)	0.85	19.38	0.00	Supported

Note TKS= Tacit Knowledge Sharing, INOC=Innovation Capability, IT = Interpersonal Trust, HC =Human Capital

**Table 2**  
*Mediator Model (for TKM)*

Variable	Total Effect (C)	Direct effect (C')	Indirect effect (ab)	Result	Mediation level
IT-TKM-INOC	$\beta = .541$ p = 0.03	$\beta = .641$ p = 0.001	$\beta = .473$ p = 0.02	Significant t	Partial
IT-TKS-INOC	$\beta = .248$ p = 0.00	$\beta = .754$ p = 0.005	$\beta = .542$ p = 0.05	Significant t	Partial

Note TKS= Tacit Knowledge Sharing, INOC=Innovation Capability, IT = Interpersonal Trust, HC =Human Capital  
\*\*\*p $\leq$ 0.05

*Mediation Analysis*

The findings of this research study suggest that knowledge sharing can mediate between interpersonal trust and innovation, which is the alternate hypothesis H6. Furthermore, it has a beta value of 0.541 and is significant at the .00 level. It is considered partial positive because both the indirect and direct paths were positive. In this situation, mediation took place, and it was deemed positive and substantial. As a result, when interpersonal trust has been established between employees, knowledge sharing may be strengthened. It also implies that innovation occurs when tacit information sharing establishes a link between interpersonal trust and invention. The relationship's beta value is 0.248, which is substantial and positively related to innovation. As a result, it was once again regarded a partial positive mediation.

**Managerial Implications and Recommendations**

The analysis makes a few pledges based on these findings, including current writing in human capital, tacit knowledge exchange, and organizational innovation capabilities in Pakistani firms. The main goal is to persuade businesses to integrate human capital, interpersonal trust, tacit knowledge sharing, and organizational innovation capabilities into their strategic plans. This study looks into how employees' enthusiastic energy can be used to create important fictional experiences by combining their human capital and its dimensions, as well as tacit knowledge sharing and organizational innovation capability. Interpersonal trust may be a factor since representatives' tacit knowledge sharing and organizational innovation capacities may be influenced by their social communications with others.

### Conclusion

The purpose of this study is to promote social and behavioral characteristics as critical components in achieving a firm's competitive advantage. Human capital, interpersonal trust, tacit knowledge exchange, and creativity are the variables studied in this study. This notion is well-known as a key factor in supporting innovation in the health care industry, as well as a means of achieving competitiveness by fostering a market-based and development-oriented culture. It is because companies that value interpersonal trust and human capital for adapting to external and competitive environment circumstances appear to be on a higher plane, preserving and promoting the occurrence of desired tacit knowledge exchange in organizations. As a result, organizations that maintain flexibility, diversity, innovation, and readiness to adopt tacit knowledge sharing strategies to gain the knowledge from the tacit sources either internally or outside the organization, to boost innovativeness, and achieve desired goals.

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