

## The Effect of Trust at Work, Knowledge Sharing Behavior, and Innovative Behavior on The Operational Performance: Empirical Analysis on Courier and Delivery Services Firms

Karahan KARA <sup>a</sup> Esra Gökçen KAYGISIZ <sup>a</sup>

<sup>a</sup>Artvin Çoruh University, Hopa Vocational School, Logistics Program, Artvin, Türkiye. [karahan.kara@artvin.edu.tr](mailto:karahan.kara@artvin.edu.tr)

<sup>b</sup>Giresun University, Faculty of Economics and Administrative Science, Business Department, Giresun, Türkiye.  
[esra.kaygisiz@giresun.edu.tr](mailto:esra.kaygisiz@giresun.edu.tr)

### ARTICLE INFO

### ABSTRACT

#### Keywords:

Trust at work  
Knowledge sharing behavior  
Innovative behavior  
Operational performance  
Courier & delivery services firms

Received 10 October 2022

Revised 15 March 2023

Accepted 20 March 2023

#### Article Classification:

Research Article

**Purpose-** Courier & Delivery Services (CDS) firms are third-party logistics companies that provide material flow between the manufacturer and the consumer. The operational performance of CDS firms determines the success of logistics performance. Trust at work (TW), Knowledge Sharing Behavior (KSB), and Innovative Behavior (IB) are among the variables that affect operational performance (OP). This research purposes to determine the effect of TW, KSB, and IB on operational performance and to decide the finest model structure with hierarchical regression analysis.

**Design/methodology/approach-** This study aims to the effects of trust at work, knowledge-sharing behavior, and innovative behavior on operational performance. With this context, a survey that consists of items about trust at work knowledge sharing behavior, innovative behavior, and organizational performance is used for creating a dataset. In this process, 433 employees of CDS were interviewed face-to-face, via e-mail, and by telephone. 3 model proposals are presented and these models are tested by hierarchical regression analysis.

**Findings-** Proposed Model-3 is the best model structure for explanation TW, KSB, and IB's effects of on OP.

**Discussion** –To improve the operational performance of CDS companies, trust, knowledge-sharing behavior, and innovative behavior should be considered holistically.

## 1. Introduction

The logistics service industry provides transportation and warehousing services within the supply chain, enabling the planning and implementation of material flow. In the logistics industry, which has the role of a link between the producer and the consumer, material shipments are carried out through various modes of transportation. At the same time, the safe protection and storage of goods that are not in motion are among the logistics industry services. Courier & Delivery Services (CDS) firms are logistics service providers that play an active role in reducing logistics costs today (Wang et al., 2021). CDS firms are considered typical third-party logistics service providers (Wang, 2020). CDS firms that perform logistics services for enterprises are also called logistics partner companies in the literature (Izzah et al., 2016). The logistics performances of businesses depend on the operational performance (OP) of CDS companies. For this reason, CDS companies should increase their OPs compared to their competitors to become preferable.

Human resources and human resources management play an important role in determining CDS firm performance. To increase CDS firms' performance and to get successful logistics service outputs, managerial decisions should be taken to increase employee performance. Ensuring an environment of trust between individuals and managers in the business environment is among the factors affecting work performance (Dirks, 1999). While trust between individuals increases the total efficiency in logistics operations, trust in the manager improves the sense of belonging to the job. Knowledge, which is among the critical success factors of operational activities, should be in an accessible and shareable form. Knowledge sharing is critical for the success of knowledge management (Asrar-ul-Haq & Anwar, 2016). Increasing knowledge sharing depends on encouraging human behavior in this direction (Yang & Wu, 2008). The main goal is to develop knowledge-

### Suggested Citation

Kara, K., Kaygisiz, E. G. (2023). The Effect of Trust at Work, Knowledge Sharing Behavior, and Innovative Behavior on The Operational Performance: Empirical Analysis on Courier and Delivery Services Firms, *Journal of Business Research-Turk*, 15 (1), 610-625.

sharing behavior (KSB). Considering the critical importance of knowledge in logistics operations, employees are expected to have KSB. Innovation is another variable that affects operational performance. Product and process innovation are the main types of innovation. Process innovation in improving processes in logistics activities brings an innovative perspective to the quality of logistics services. For the innovation process to be successful, all employees must be involved in this process (Rao & Weintraub, 2013). Employees are expected to have innovative behavior (IB) to contribute to the innovation process. Leaders are of great importance in the development of IB (Yuan & Woodman, 2010). Employees generating new ideas in business processes is defined as IB (Janssen, 2004).

This study is based on Social Exchange Theory (SET). This theory, developed by Blau (1964), is based on the principle of exchanges in relationships. It is a common sociological theory of understanding the exchange of assets between people in a relation (Ap, 1992). It proposed that interest exchange was formed during the beneficiary interaction between two parties (Yu et al., 2018). Parties wishing to maintain their relationship are willing to exchange something of economic or social value. They also expect benefits from this relationship. At this point, trust is an important tool of change in mutual relations and it necessary for maintaining relations in the organization. According to the theory, the trust level of an employee is low at the beginning of relation, with the gradual expansion of mutual exchange, the intensity of these exchanges are increasing (Blau, 1964). SET are continuous and mutual commitments characterized by TW (Vanhala & Dietz, 2015). Within the framework of SET, to take full advantage of the gained incomes, persons may form social relations with other persons by sharing their knowledge (Liang et al., 2008) and different exchange relations in the organization affect the innovative behavior of the employees (Wang et al., 2015).

This study is organized in line with this theory. According to this, TW, KSB, and IB are affected with the intensity of social exchange at organization. The variables of the study are also driving factors for increasing operational performance and they have a significant impact on operational performance. Considering the effect of trust at work (TW), KSB, and IB on performance, the research question is below:

*Research question:* Is there a significant relationship among TW, KSB, IB, and OP in CDS companies?

To examine the research question presented above, this empirical research is undertaken. In the second part of the article, the concepts of TW, KSB, and IB are explained. In the third part, hypotheses were developed, and research models are determined by a literature review. In the fourth part, the research methodology is presented. In the fifth part, empirical research findings are shown. In the sixth part, the results and implications based on the findings are shared.

## **2. Conceptual framework**

### **2.1. Trust at Work**

Trust reflects positive thoughts about the intentions of other individuals with whom individuals are in communication (Deutsch, 1960). In the business environment, trust determines the risks taken to cooperate (Johnson-George & Swap, 1982). Based on working group norms, trust refers to group members' expectations of mutual honesty (Shockley-Zalabak et al., 2000). In addition, trust represents the belief realize of fair, ethical, and predictable behavior (Luhmann, 2018). Trust in decisions expresses the expectations of the individual from the behavior of other individuals. This expectation is a one-way or two-way logical and emotional process (Aljazzaf et al., 2010). The success of this process depends on integrity, competence, loyalty, consistency, openness, talent, helpfulness, honesty, and friendship among individuals (Schindler & Thomas, 1993; Mayer et al., 1995).

Trust in the business environment is among the main factors that direct the behavior of employees. Positive behaviors such as generating new ideas, helping teammates, respecting the ideas of other employees, and sharing knowledge are observed in environments where TW is ensured (Sonnenberg, 1994). TW is a key factor for sustain and increasing the organization because the employees who trust the others will perform with their maximum performance to achieve the objectives of the organization (Çelik et al., 2011). These positive behaviors contribute to the development of the organization and the success of operational activities. In addition to this, the trust provides support for the solution of conflicts and problems in the business environment (Six, 2005). In particular, TW motivates individuals to eliminate uncertainties in the business

environment and reveal tacit knowledge by increasing knowledge sharing (Wang & Noe, 2010; Nesheim & Gressgård, 2014; Asrar-ul-Haq & Anwar, 2016; Nguyen, 2021).

Firms operating in the logistics sector need to realize trust, privacy, and transparency to meet customers' expectations. The sense of trust of customers depends on the TW (Selim et al., 2022). CDS firms that play a role in ensuring the flow of goods contribute as part of the supply chain integration. In CDS companies, TW represents trust between individuals and trust in managers. This also affects trust and integration between supply chain partners (Mora-Monge et al., 2019). Thus, TW is accepted as the main variable that contributes to the operational performance of both CDS companies and supply chains.

## 2.2. Knowledge Sharing Behavior

In today's competitive conditions, knowledge management is inevitable. Knowledge sharing (KS) is among the most critical requirements of the knowledge management process (Edwards, 2017; Serenko & Bontis, 2016; Al-Emran et al., 2018; Fatemi et al., 2022). In the literature, KS is generally conceptualized as the transfer, dissemination, and exchange of knowledge among individuals, teams, units, and organizations (Šajeva, 2014; Attar, 2020; Perdana & Sensuse, 2021; Osman et al., 2022). KS is not only about the sharing of explicit knowledge, but also about the disclosure and sharing of tacit knowledge (Edwards, 2017). It includes the processes of socialization, externalization, *combination*, and internalization within the framework of knowledge sharing, which is accepted as a cognitive cycle (Nonaka & Takeuchi, 1995). *Socialization* is the mental sharing of tacit knowledge among individuals. *Externalization* is the transformation of tacit knowledge into words, writings, graphics, etc. is to be transformed into open knowledge and shared. The *combination* is the acquisition of new open knowledge by reclassifying and sorting open knowledge from different sources. *Internalization* is the transformation of new explicit knowledge back into individual tacit knowledge by understanding and adopting it individually.

Knowledge in the minds of individuals, in data warehouses, archives, and computer memories in the business environment is not meaningful and valuable for the organization unless it is shared (Akgün et al., 2009). Knowledge sharing as a social process is the sharing of habits, skills, experiences, feedback, ideas, opinions, expertise, and insights (Kim & Shim, 2019). At the end of this process, employees create new knowledge using body language, gestures, and facial expressions. Thus, the level of individual and organizational knowledge increases (Van Den Hooff & Ridder, 2004; Sensuse et al., 2021). In addition, in this process, leaders and managers have duties in developing KSB (Sonmez Cakir & Adiguzel, 2020). Rohman et al. (2020) also mention the existence of individual and organizational factors that affect KSB.

Communication-based KSB can take place between employees at all levels, top-down, bottom-up, horizontally, and diagonally, formally, or informally. In addition, KSB is more voluntary (Teng & Song, 2011). Therefore, individuals cannot be compelled to share knowledge effectively (Bock et al., 2005). In the literature, it has been stated that factors such as social interaction, trust, identification, interaction, communication, cooperation, common language, and culture are more effective than external motivations such as incentives, extras, or job security in the development of knowledge sharing behavior (Chang & Chuang, 2011; Natu & Aparicio, 2022). Fear of ridicule or punishment, differences in the cultural environment, lack of communication skills, fear of losing status and position, lack of time, and lack of confidence are among the factors that negatively affect KSB (Tsai et al, 2012; Almher, 2022).

## 2.3. Innovative Behavior

Innovative behavior is the suggestion, development, and application of new ideas, technologies, prototypes, and methods in all organizational processes for the realization of organizational goals (Janssen, 2000; Thurlings et al., 2015). IB involves employees consciously introducing products, processes, and procedures to the work unit or organization as new ideas (Yuan & Woodman, 2010). The behavioral effort of employees to increase the performance of the organization and to provide and implement new ideas is explained as IB. Yuan and Ma (2022), define innovative behavior as the assimilation and reintegration of knowledge depending on the relationships between different ideas.

Organizational innovation is a significant part in the success of operational performance. IB is among the basic building blocks of organizational innovation (Li & Hsu, 2016). The IB development process is described in

three basic stages. The first step is to define problems and evaluate existing ideas. The second stage is the generation of new ideas. In the last stage, employees seek support for their new ideas and turn their new ideas into practice (Turgut & Begenirbas, 2013). This process must be carried out step by step to get successful IB outputs. In the literature, there are studies on the effects of innovative behavior on job performance (Turunç et al., 2013), task performance (Tunca et al., 2018), employee performance (Tuna, 2020), firm performance (Kalmuk & Acar, 2018).

There are findings in the literature that there is a significant relationship between IB and innovation in logistics companies (Aksungur & Bekmezci, 2019). To increase the efficiency of logistics services, new ideas and process innovations are required. Thus, operational performance is increased, and logistics service quality is increased. Çiçek and Işık (2019) explained the moderator role of IB in the relationship between the performance of logistics company employees and business performance. In this study, it is discussed whether the IB of employees in CDS companies has a significant effect on OP.

### 3. Literature review, hypotheses development, and research models

The level of trust between employees at all levels triggers a feeling comfortable and safe in the working environment. It is also an important factor affecting organizational performance. There are many studies dealing with the effect of trust on performance. Mach et al. (2010) found that trust within the team and trust in managers have direct and indirect effects on team performance. Fitria (2018) examined the effect of organizational culture and trust on teacher performance. According to the findings, it was understood that both organizational culture and trust were positively related to teacher's performance. Dirks (1999) explained that interpersonal trust has no direct effect on group performance. However, by explaining that trust between individuals is a motivation-increasing factor, it has been determined that trust has a moderator effect on group performance. Alfes et al. (2012) concluded that trust in employees has a moderating effect on the relationship between human resource management practices and task performance. Porter and Lilly (1996) stated that commitment and trust have only indirect effects on project team performance. Cho and Lee (2012), who used the Merit Principles Survey in a study conducted with a sample of 690 professional elite athletes in 59 different sports clubs, evaluated that the performance of institutions and business units would increase with performance management. In addition, it was stated that trust in managers had a leverage effect on this relationship. According to data from three social care institutions operating in the Netherlands, Costa (2003) determined that there is a significant relationship between trust and perceived task performance. In a study on international joint ventures operating in China, Ng et al. (2007) found that trust has a significant relationship with international joint venture performance. In a study conducted on a sample of 161 employees at an assisted living center, Simmons et al. (2009) proved that there is a significant relationship between trust and performance. Therefore, the first hypothesis of the research is as follows:

*H1: TW affects OP positively.*

The trust of individuals in other employees and managers affects OP. However, due to the competitive environment within the company, there is a tendency for individuals not to be willing to share their knowledge. KS plays an important role in increasing the operational performance of companies. In addition, KSB is expected by the employees. In the literature, there are studies dealing with the relationship between KSB and performance. According to data collected from 1354 employees, van Woerkom and Sanders (2010) found that asking questions and getting advice among employees increased individual performance. In a study conducted on 573 white-collar employees working in the textile industry, Sonmez Cakir and Adiguzel (2020) concluded that KSB has a positive and significant effect on business performance, company strategy, and company performance. In a study of Gas company employees, Javadi et al. (2012) found that trust and motivation have a significant effect on KS. They also proved that KS has a positive effect on employee performance. In a study conducted with a sample of employees of 595 city-based organizations in Finland, Henttonen et al. (2016) proved that KSB has a mediating effect on the relationship between KS propensity and individual performance. Civelek and Başar (2020) explained that KS has a mediating role in the relationship between intellectual capital and innovation. Bakar et al. (2016) collected data from 246 academic leaders working at 20 public universities to explain the relationship between KSB and performance. According to the research findings, it has been found that KSB has a significant effect on performance. In addition, it has been understood that corporate entrepreneurship has a partial mediating effect in this relationship. Discussing

information technologies, Mohammed and Kamalanabhan (2020) found that the effect of integrity-based trust on knowledge-seeking behavior is insignificant, while benevolence-based trust and competence-based trust have a significant effect on knowledge contribution and knowledge-seeking. In addition, it has been determined that KSB has a significant effect on creativity performance. Studies in the literature clearly explain the existence of a relationship between TW and KSB. It also supports that both variables have a significant effect on performance. At this point, the second hypothesis of the research is as follows:

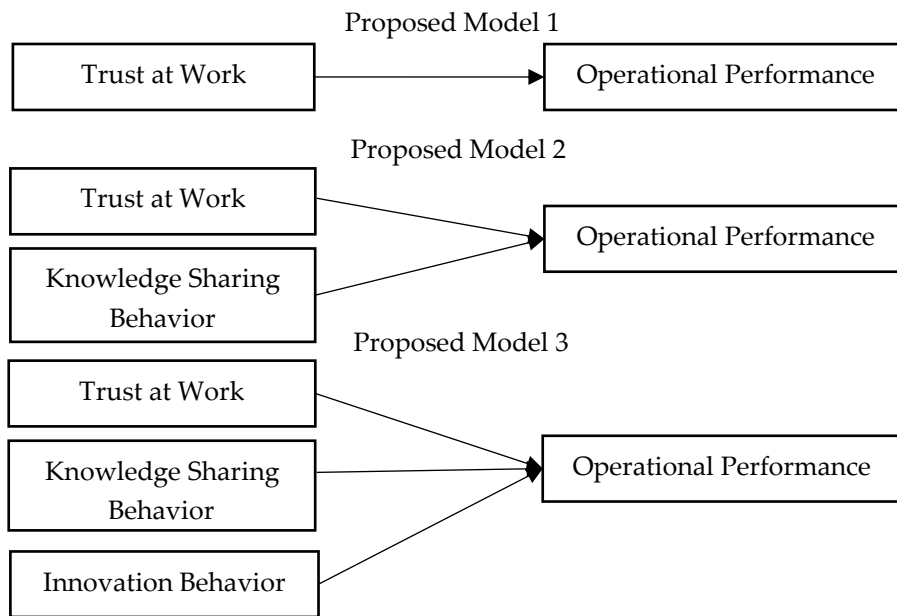
*H2: TW and KSB affect OP positively.*

In this study, the IB of employees was accepted as the third variable affecting performance. Alongside TW and KSB, IB reveals employee performance. The OP also depends on the individual performances of the employees. There are many studies in the literature dealing with the relationship between IB and performance. Balkar (2015) examined the effects of organizational climate and innovative behavior on teachers' job performance. As a result of the structural equation model application, it was supported that the organizational climate sub-dimensions support and pressure had a significant effect on IB, and IB had a significant effect on job performance. In a study on small and medium-sized enterprises, Omri (2015) examined the relationship between IB and business performance. According to the research findings, it is seen that IB has a weak and significant effect on business performance. Kim and Koo (2017) have proven that IB has a direct impact on job performance. Widodo and Mawarto (2020) concluded that private higher education faculty members' IB directly affect their performance. Aryee et al. (2012) found that telecommunications company employees' IBs had a positive effect on their job performance. In a study conducted on a sample of small and medium-sized enterprises operating in the tourism industry, Domi et al. (2019) proved that IB has a mediating effect on the relationship between innovativeness and performance. Kül and Sönmez (2021) determined that servant leadership has a partial moderator effect on the effect of nurses' IB on job performance. Based on a sample of 91 law firm managers, Hogan and Coote (2014) explained that IB has a strong positive effect on firm performance. In general, there are findings in the literature indicating that IB has a significant effect on performance. Trust in the workplace is based on the employee's co-workers, managers, and all elements of the organization. The distrust of one or more of these elements will cause the employee not to be able to focus on her work, to deviate from the employee's goals, to avoid cooperation and information sharing, and decrease the employee's creativity (Gerşil & Aracı, 2011). It was determined that there is a statistically significant relationship between TW, KSB, IB and, performance (Erat, 2020). This situation will lead to a decrease in individual performance first, and then a mutual decrease in performance within the framework of the SET, and thus a decrease in organizational performance.

At this point, the third hypothesis of our research is as follows:

*H3: TW, KSB, and IB affect OP positively.*

Three hypotheses were developed within the scope of the research. Three research proposal models were developed to test each hypothesis (Figure 1). It is aimed to observe the R<sup>2</sup> values of the proposed models with hierarchical regression analysis.



**Figure 1:** Research Models

## 4. Methodology

### 4.1. Scales of The Research

To determine the relationships between the variables, the reliability and validity-tested scales were investigated in the literature. As a result of the literature review, Mooradian et al. (2006) used the TW scale which was deemed appropriate for this study. This scale was adapted from the Interpersonal Trust at Work Scale developed by Cook and Wall (1980). The TW scale consists of two sub-dimensions. These are Trust in peers and Trust in management. There are 3 expressions in each sub-dimension. There are 6 items in total. The average variance extracted (AVE) values of Trust in peers and Trust in management were 0.59 and 0.66, respectively, and composite reliability (CR) values were 0.81 and 0.85, respectively (Mooradian et al., 2006). The KSB scale was taken from Radaelli et al (2014). The KSB scale consists of 4 items. The AVE and CR values are 0.56 and 0.84, respectively. The IB scale was taken from Radaelli et al (2014). The IB scale consists of 4 items. The AVE and CR values are 0.80 and 0.94, respectively. The OP scale is taken from Yang et al (2022). The OP scale consists of 4 items. The AVE and CR values are 0.51 and 0.805, respectively. Cronbach's alpha is 0.802. In addition, demographic questions of the participants were asked in the questionnaire form. A 5-point Likert scale was also used in the research ("1" strongly disagree, "5" strongly agree).

### 4.2. Sampling

The sample area of this research consists of CDS firms operating in Turkey. With the increment of e-commerce in Turkey, there has been a great increase in CDS operations in recent years. At this point, it is necessary to consider the variables that affect the operational performance of CDS firms. The survey method is used to collect data. To collect data in this study, ethics committee approval was obtained from the Ethics Committee of Artvin Çoruh University. The questionnaire, which was prepared in Turkish, reached out to the employees of the CDS via face-to-face, e-mail, and telephone. The survey was carried out between March 2022 and August 2022. The sample area was determined as a random sample selection. A total of 433 data suitable for use in the research were obtained. Considering the 95% confidence interval, the sample size is sufficient (Bartlett et al., 2001). Demographic characteristics of the data obtained are presented in Table 1. Approximately 65% of the sample area is male and 35% is female. In addition, approximately 60% of the participants are married and 40% are single. According to age, approximately 50% of the sample area is between the ages of 26-45. Likewise, according to tenure, approximately 50% of the participants have been working for 6-15 years. The universe of the research is inaccessible. For this reason, it is assumed that the sample area represents the universe. The sample constraint of the research is the selection of CDS firms operating in Turkey. Questionnaires that were not filled in completely by the participants and that were filled in subjectively were not included in the research data set.

**Table 1:** Sampling

Gender	Number	%	Marital Status	Number	%
Man	279	64.4	Married	257	59.4
Woman	154	35.6	Single	176	40.6
Total	433	100	Total	433	100
Tenure	Number	%	Age	Number	%
0-5	53	12.3	18-25	74	17.1
6-10	114	26.3	26-35	122	28.2
11-15	124	28.6	36-45	115	26.5
16-20	73	16.9	46-55	75	17.3
21+	69	15.9	56+	47	10.9
Total	433	100	Total	433	100

## 5. Findings

### 5.1. Reliability and validity of the scales

The reliability and validity of the scales used in the research indicate that the correct measurement tools are used in the analyses. In addition, whether the data set has a normal distribution or not also explains which analyzes are applied. Four variables were used in this study. These variables have been described in the previous sections. This empirical study, it was aimed to measure the effect of TW, KSB, and IB on OP. For this purpose, a questionnaire was applied to CDS firms. The normal distribution of the obtained data set was determined by SPSS. The Kolmogorov and Smirnov normality test was applied. In addition, kurtosis and skewness values of the variables were observed. Normality test findings are shared in Table 2. According to Kline (2011), the kurtosis value should be less than "3" and the skewness value should be less than "10" for normality. In this case, we can talk about the normal distribution of the data set. According to the findings, although The Kolmogorov and Smirnov normality data set indicates that it does not have a normal distribution, the kurtosis and skewness values are at an acceptable level. Therefore, our data set has a normal distribution. Q-Q Plots plots are presented in the Appendix.

**Table 2:** Normality Test Findings

Scales	N	Mean	SD	Kolmogorov-Smirnov Z	Asymp. Sig.	Skewness	Kurtosis
Trust at Work (TW)	433	4.34	0.55	2.570944	0.000	-0.921	0.983
Knowledge Sharing (KSB)	433	4.20	0.72	2.867757	0.000	-0.882	0.485
Innovative Behavior (IB)	433	4.49	0.57	3.937728	0.000	-1.420	2.674
Organizational Performance (OP)	433	4.56	0.52	4.365613	0.000	-1.503	2.779

Kaiser Meyer Olkin (KMO) and Bartlett's Test of Sphericity (BTS) test are used to determine the validity levels of the scales. KMO and BTS test results are shown in Table 3. KMO is greater than 0.70, and BTS is less than 0.01. According to the findings, all the scales are valid (Tabachnick et al., 2007). According to the reliability analysis findings, the Cronbach's Alpha( $\alpha$ ) values of the scales are higher than 0.70. Thus, it is mentioned that all scales are reliable (Table 4).

**Table 4:** KMO and BTS Findings

	TW	KSB	IB	OP
<b>KMO</b>	0.750	0.752	0.757	0.749
<b>Approx. Chi-Square</b>	755.872	401.211	371.669	314.988
<b>BTS df</b>	15	6	6	6
<b>Sig.</b>	0.000	0.000	0.000	0.000
<b>Cronbach's Alpha(<math>\alpha</math>)</b>	0.731	0.743	0.731	0.707

In this empirical research, the sample area consists of CDS firms operating in Turkey. For this reason, the original scales were translated into Turkish and applied as a questionnaire. In the translation of the scales into different languages, Brislin et al. (1973) suggested five steps were implemented. Because the scales were applied in Turkish, exploratory factor analysis (EFA) was applied to the scales. EFA findings are presented in Table 5. All factor loads are higher than 0.40. The Total Variance Percentage is greater than 50%. At this point, the factor loads of all items are at an acceptable level (Büyüköztürk, 2016). In addition, AVE values are greater than 0.50. Composite reliability (CR) values for each scale are greater than the AVE values. Thus, the convergent and divergent validity of the scales is accepted (Fornell & Larcker, 1981).

**Table 5:** EFA Findings

Items	Factor Loads	Eigenvalues / Total Variance Percentage	AVE / CR
TP2- "I can trust the people I work with to lend me a hand if I needed it."	0.870		
TP3- "Most of my colleagues can be relied upon to do as they say they will do."	0.804	2.076 / % 34.600	
TP1- "If I got into difficulties at work I know my colleagues would try and help me out."	0.765		2.005 / 0.65 / % 0.91
TM2- "I feel quite confident that the firm will always try to treat me fairly."	0.818		68.019
TM3- "Our management would be quite prepared to gain an advantage by deceiving the employees (reverse coded)."	0.796	2.005 / % 33.419	
TM1- "Management at my firm is sincere in its attempts to meet the employees' point of view."	0.789		
KSB2- "During meetings, I am usually very active in sharing my knowledge with my colleagues."	0.817		
KSB4- "I am usually quick in responding to my colleagues' requests to share my knowledge."	0.793		0.571 /
KSB3- "I customarily engage in informal meetings with my colleagues in which I share my working experiences."	0.781	2.289 / % 57.219	0.840
KSB1- "I usually spend a lot of time sharing my knowledge with my colleagues."	0.617		
IB1- "I usually introduce small innovations into my practice."	0.810		
IB2- "I often develop new procedures to improve my everyday practice."	0.776		0.566 /
IB3- "I often succeed in transforming my innovative ideas into practical solutions."	0.721	2.267 / % 56.680	0.838
IB4- "I often develop new solutions to solve problems."	0.698		
OP4- "We provide high-level customer service to customers."	0.789		
OP3- "The lead time for fulfilling customers' orders is short."	0.763		0.542 /
OP1- "We can quickly respond to changes in market demand."	0.703	2.170 / % 54.523	0.825
OP2- "We have an outstanding on-time delivery record to customers."	0.687		

Notes: "TP: Trust in peers, TM: Trust in Management, KSB: Knowledge Sharing Behavior, IB: Innovative Behavior, OP: Operational Performance"

Confirmatory factor analysis (CFA) was performed with the AMOS program to support the EFA analysis findings. CFA findings are presented in Table 6. According to the CFA findings, all factor loads are at the desired level (Tabachnick et al., 2007). Model fit values support that EFA analysis models are at an acceptable level.



**Table 6:** CFA Findings

Parameter Estimates	Estimate	S.E.	Fit Values
<b>Measuring Model</b>			
TP3<--- TP	0.756*	0.046	"X <sup>2</sup> [17.5, N=433] = 8, CMIN/df (2.185)**, CFI (0.987)***, RFI (0.957)***, IFI (0.987)***, TLI (0.976)*** NFI (0.977)***, RMSA (0.052)****"
TP1<--- TP	0.690*	0.057	
TP2<--- TP	0.680*	0.055	
TM2 <--- TM	0.871*	0.025	
TM3 <--- TM	0.689*	0.024	
TM1 <--- TM	0.652*	0.020	
KSB2 <--- KSB	0.761*	0.042	"X <sup>2</sup> [4, N=433] = 2, CMIN/df (2.011)**, CFI (0.995)***, RFI (0.970)***, IFI (0.995)***, TLI (0.985)***, NFI (0.990)***, RMSA (0.048)****"
KSB3 <--- KSB	0.700*	0.045	
KSB4 <--- KSB	0.694*	0.047	
KSB1 <--- KSB	0.463*	0.051	
IB1 <--- IB	0.760*	0.033	"X <sup>2</sup> [1.9, N=433] = 2, CMIN/df (0.938)**, CFI (1.000)***, RFI (0.985)***, IFI (1.000)***, TLI (1.001)*** NFI (0.995)***, RMSA (0.000)****"
IB2 <--- IB	0.689*	0.043	
IB3 <--- IB	0.588*	0.029	
IB4 <--- IB	0.563*	0.042	
OP4 <--- OP	0.720*	0.040	"X <sup>2</sup> [1.3, N=433] = 2, CMIN/df (0.638)**, CFI (1.000)***, RFI (0.988)***, IFI (1.002)***, TLI (1.007)*** NFI (0.996)***, RMSA (0.000)****"
OP3 <--- OP	0.662*	0.026	
OP1 <--- OP	0.571*	0.037	
OP2 <--- OP	0.545*	0.033	

Notes: \*\* p<0.01, \*\* CMIN/df < 3 (Good fit), \*\*\*\* CFI, NFI, RFI, IFI, TLI > 0.90 (Good fit), \*\*\*\* RMSA< 0.05 (Good fit). \*\*\*\* 0.05 <RMSA< 0.08 (Acceptable fit)"

## 5.2. Test of the research hypothesis

In this empirical research, which deals with the effects of TW, KSB, and IB variables on the OP of CDS firms' employees, 3 model proposals are presented. The proposed models were determined by considering the correlation relations between the variables. Spearman correlation relationships between variables are presented in Table 7. The independent variable with the lowest correlation with the dependent variable (OP) is TW ( $r(433)=0.531$ ,  $p<0.01$ ). The correlation between KSB and OP is relatively higher ( $r(433)=0.560$ ,  $p<0.01$ ). The correlation between IB and OP is the highest ( $r(433)=0.563$ ,  $p<0.01$ ).

**Table 7:** Correlations Findings

Variables	Mean	S.D	WT	KSB	IB	OP
WT	4.346805	0.556028	1			
KSB	4.208430	0.726088	0.791*	1		
IB	4.493649	0.574930	0.505*	0.641*	1	
OP	4.561778	0.523543	0.531*	0.560*	0.563*	1

Notes: \* p < 0.01 (2 tailed)

Three model proposals were developed considering the correlation relations. It is aimed to test the effect of TW on OP in the first model. It is aimed to test the effect of TW and KS on OP simultaneously in the second model. It is aimed to test the effect of TW, KSB, and IB on OP simultaneously in the third model. In this context, the hierarchical regression model was applied. Thus, changes in corrected R<sup>2</sup> values between models can be observed. The hierarchical regression analysis results applied via SPSS are given in Table 8.

**Table 8:** Hierarchical Regression Analysis Findings

Variables	Proposed Model-1		Proposed Model-2		Proposed Model-3	
	Beta	SE	Beta	SE	Beta	SE
Trust at Work	0.531*	0.038	0.235*	0.061	0.162*	0.054
Knowledge Sharing Behavior			0.374*	0.027	0.171*	0.043
Innovative Behavior					0.462*	0.039
Constant	2.388		2.464		1.486	
F	169.452449		108.040536		131.079879	
R	0.531		0.578		0.692	
R Square	0.282		0.334		0.478	
Adjusted R Square	0.281		0.331		0.475	
R Square Change	0.282		0.052		0.144	

Notes: \*  $p < 0.01$  and dependent variable is Operational Performance

Three hypotheses were developed in the study. The first hypothesis was tested with Proposed Model-1, the second hypothesis with Proposed Model-2, and the third hypothesis with Proposed Model-3, respectively. According to the Proposed Model-1 findings, the TW independent variable has a significant effect on the OP dependent variable ( $F_{(1,431)} = 169.452449$ ,  $p = 0.000 < 0.01$ ). The mathematical expression of Proposed Model-1 is "OP=2.388+0.531 TW". According to Proposed Model-1, TW has a significant effect on OP. *The first hypothesis is supported.* However, the percentage of explanation of the Proposed Model-1 is low (Adjusted R Square=0.281).

According to the Proposed Model-2 findings, TW and KSB independent variables have a significant effect on the OP ( $F_{(2,430)} = 108.040536$ ,  $p = 0.000 < 0.01$ ). The mathematical expression of Proposed Model-2 is "OP=2.464+0.235 TW+0.374 KSB". *The second hypothesis is supported.* Moreover, the percentage of disclosure of Proposed Model-2 has increased by approximately 5% compared to Model-1 (R Square Change=0.052).

According to the Proposed Model-3 findings, TW, KSB, and IB independent variables have a significant effect on the OP ( $F_{(3,429)} = 131.079879$ ,  $p = 0.000 < 0.01$ ). The mathematical expression of Proposed Model-3 is "OP=1.486+0.162 TW+0.171 KSB+ 0.462 IB". *The third hypothesis is supported.* In addition, the percentage of disclosure of Proposed Model-3 has increased by about 15% compared to Proposed Model-2 (R Square Change=0.144).

## 6. Conclusion and implications

The primary goal of CDS firms is to deliver the material transmissions to the correct address and on time accurately, and perfectly. To achieve this, the concentration and operational competence of the employees come to the fore. The success of delivery processes depends on the correct flow of knowledge. The correct flow of knowledge depends on the environment of trust in the workplace. Trust in the workplace strengthens coordination among employees. In addition the exchange of knowledge between employees according to SET theory directly contributes to the realization of the delivery on time. Employees must have the intention to share knowledge and behave accordingly. At this point, KSB increases operational efficiency. In transportation processes, there may be confusion in issues such as changing delivery points, cancellation of shipping transactions, returns, and determination of address delivery points. Quick and creative solutions should be created to resolve these conflicts. IB of employees plays an active role in solving problems. It also contributes to the improvement of delivery processes. In this research, the effect of TW, KSB, and IB on OP was tested with three model proposals.

With the Proposed Model-1, the effect level of TW on OP was found to be low and significant. This finding is in parallel with the findings obtained in the literature (Porter & Lilly, 1996; Dirks, 1999; Costa, 2003; Ng et al., 2007; Simmons et al., 2009; Fitria, 2018). Although the relationship between the variables was significant, the  $R^2$  value of the model was determined as 0.282. This level shows that the model is significant but does not have a sufficient explanation percentage. Since OP has many different antecedents, the inadequacy of its

explanation based on a single variable, TW, has been proven by this model. For this reason, the Proposed Model-2 was established by adding the KSB variable to the first model as an independent variable. According to the findings of this model, it was determined that the TW and KSB variables had a significant effect on OP ( $R^2=0.334$ ). This finding supports the findings in the literature (Javadi et al., 2012; Bakar et al., 2016; Sonmez Cakir & Adiguzel, 2020). However, it was observed that the  $R^2$  change model improved by about 5%. This significant finding points to the necessity of information exchange as well as trust in the work environment for operational performance. At this point, the Proposed Model-2 was deemed insufficient. Proposed Model-3 was established by adding the IB variable to Proposed Model-2. With these model findings, the model became significant and the  $R^2$  value increased to 0.478. With this finding, it was determined that the Proposed Model-3 was explained at a rate of approximately 50%. This result is consistent with the literature findings (Aryee et al., 2012; Omri, 2015; Balkar, 2015; Kim & Koo, 2017; Widodo & Mawarto, 2020). Thus, it has been determined that the model structure established in the context of “trust-sharing-innovation” for operational performance is the most successful model.

In this empirical research, a trust, knowledge, and innovation-oriented approach to the operational performance of CDS companies have been demonstrated. In today's competitive conditions, it is seen that these three perspectives are emphasized both in academic research and in practical applications to strengthen communication between employees. The phenomena of trust, knowledge diffusion and innovation provide benefits in terms of psychology, process, and innovation, respectively, and enable CDS companies to use their human resources more effectively. Thus, the development of human-based operational activities is also supported. The main issue to be emphasized as a result of this research is the necessity of applying these three approaches together. It is an inevitable fact that each perspective is effective in increasing operational performance. However, it was supported by this research that the effect of the three perspectives at the same time is stronger.

Finally, the proposed models were tested with the hierarchical regression analysis model. According to the variables discussed, it was determined that the best model structure was Proposed Model-3. According to this result, it has been understood that TW, KSB, and IB should be considered at the same time to increase the operational performance of CDS companies. For this reason, suggestions for CDS firms' managers are as follows: (i) Organizational structures and management models should be developed that will increase the level of trust between employers and employees in the business environment. (ii) Employees should be motivated to show KSB by conveying the importance of KS. (iii) Creative behaviors should be triggered by allowing employees to take initiative. (iv) An environment of trust should be created for individuals to reveal KSB and IB and their impact on performance should be increased. Suggestions to researchers are as follows: (i) The relationships between variables can be tested with tool and moderator effect models. (ii) Suggested models can be applied in different logistics sub-industry fields. (iii) Proposed models can be further developed by identifying other variables that affect operational performance.

## References

- Akgün, A. E., Keskin, H. & Günsel, A. (2009). Bilgi Yönetimi ve Öğrenen Örgütler. Ankara. Eflatun Yayıncılık.
- Aksungur, M., & Bekmezci, M. (2019). Yenilikçi davranışın inovasyona etkisi: Lojistik firmaları üzerinde bir araştırma. 8. Ulusal Lojistik ve Tedarik Zinciri Kongresi, 25-27 Nisan 2019, Niğde. Niğde Ömer Halisdemir Üniversitesi Yayınları, 343-348.
- Al-Emran, M., Mezhuyev, V., & Kamaludin, A. (2018). Students' perceptions towards the integration of knowledge management processes in M-learning systems: a preliminary study. *International Journal of Engineering Education*, 34(2), 371-380.
- Alfes, K., Shantz, A., & Truss, C. (2012). The link between perceived HRM practices, performance and well-being: The moderating effect of trust in the employer. *Human Resource Management Journal*, 22(4), 409-427. <https://doi.org/10.1111/1748-8583.12005>
- Aljazzaf, Z. M., Perry, M., & Capretz, M. A. (2010). Online Trust: Definition and Principles, 2010 Fifth International Multiconference on Computing in the Global Information Technology, 20-25 September 2010, Spain. IEEE Computer Society Conference Publishing Service, 163-168.
- Almher, M. A. H. (2022). Do engineers share their knowledge? A review of knowledge sharing intention among engineers in the oil and gas industry. *Journal of Industrial Engineering Management*, 7(1), 9-16.

- Ap, J. (1992). Residents' perceptions on tourism impacts. *Annals of tourism Research*, 19(4), 665-690. [https://doi.org/10.1016/0160-7383\(92\)90060-3](https://doi.org/10.1016/0160-7383(92)90060-3)
- Aryee, S., Walumbwa, F. O., Zhou, Q., & Hartnell, C. A. (2012). Transformational leadership, innovative behavior, and task performance: Test of mediation and moderation processes. *Human Performance*, 25(1), 1-25. <https://doi.org/10.1080/08959285.2011.631648>
- Asrar-ul-Haq, M., & Anwar, S. (2016). A systematic review of knowledge management and knowledge sharing: Trends, issues, and challenges. *Cogent Business & Management*, 3(1), 1127744. <https://doi.org/10.1080/23311975.2015.1127744>
- Attar, M. M. (2020). Organizational Culture, Knowledge Sharing, and Intellectual Capital: Directions for Future Research. *Journal of Business and Economics Research*, 9(1), 11-20. <https://doi.org/10.11648/j.ijber.20200901.12>
- Bakar, M. S., Mahmood, R., Ramli, A., & Saad, R. M. (2016). Knowledge sharing behavior and performance of academic leaders: Mediating role of corporate entrepreneurship. *Middle-East Journal of Scientific Research*, 24(6), 2028-2035. <https://doi.org/10.5829/idosi.mejsr.2016.24.06.23624>
- Balkar, B. (2015). The relationships between organizational climate, innovative behavior and job performance of teachers. *International Online Journal of Educational Sciences*, 7(2), 81-92. <http://dx.doi.org/10.15345/ijoes.2015.02.007>
- Bartlett, J.E., Kotrlik, J. W. & Higgins, C. C. (2001). Organizational research: Determining appropriate sample size in survey research. *Information technology, learning, and performance journal*, 19(1), 43-50.
- Blau, P. (1968). *Exchange and power in social life*. Routledge.
- Bock, G. W., Zmud, R. W., Kim, Y. G., & Lee, J. N. (2005). Behavioral intention formation in knowledge sharing: examining the roles of extrinsic motivators, social-psychological factors, and organizational climate. *MIS Quarterly*, 29(1), 87-111.
- Brislin, R. W., Lonner, W. & Thorndike, R. M. (1973) *Cross-Cultural Research Methods*. New York: John Wiley & Sons.
- Büyüköztürk, S., Çakmak, E. K., Akgun, O. E, Karadeniz, S. & Demirel, F. (2016). *Bilimsel araştırma yöntemleri*. Ankara: Pegem Akademi.
- Chang, H. H., & Chuang, S. S. (2011). Social capital and individual motivations on knowledge sharing: Participant involvement as a moderator. *Information & Management*, 48(1), 9-18. <https://doi.org/10.1016/j.im.2010.11.001>
- Cho, Y. J., & Lee, J. W. (2012). Performance management and trust in supervisors. *Review of Public Personnel Administration*, 32(3), 236-259. <https://doi.org/10.1177/0734371X11421496>
- Civelek, M. E., & Başar, P. (2020). The role of knowledge sharing in the effects of intellectual capital and innovativeness on firm performance. *OPUS International Journal of Society Researches*, 16 (29 Ekim Özel Sayısı), 3274-3301. <https://doi.org/10.26466/opus.742309>
- Cook, J., & Wall, T. (1980). New work attitude measures of trust, organizational commitment, and personal need non-fulfilment. *Journal of occupational psychology*, 53(1), 39-52.
- Costa, A. C. (2003). Work team trust and effectiveness. *Personnel Review*, 32(5), 605-622. <https://doi.org/10.1108/00483480310488360>
- Çelik, M., Turunç, Ö., & Begenirbaş, M. (2011). Örgütsel performansın sağlanmasında örgütte güven, tükenmişlik ve kişiler arası çarpıklığın rolü. *Çağ Üniversitesi Sosyal Bilimler Dergisi*, 8(1), 1-29. <https://dergipark.org.tr/en/pub/cagsbd/issue/44613/554127>
- Çiçek, B., & Işık, M., (2019). Algılanan çalışan performansı ile işletme performansı arasındaki ilişkide yenilikçi iş davranışının düzenleyicilik etkisi. *Eskişehir Osmangazi Üniversitesi İktisadi ve İdari Bilimler Dergisi*, 14(3), 699-712. <https://doi.org/10.17153/oguiibf.492413>
- Deutsch, M. (1960). Trust, trustworthiness, and the F scale. *The journal of abnormal and social psychology*, 61(1), 138.
- Dirks, K. T. (1999). The effects of interpersonal trust on work group performance. *Journal of applied psychology*, 84(3), 445.
- Domi, S., Keco, R., Capelleras, J. L., & Mehmeti, G. (2019). Effects of innovativeness and innovation behavior on tourism SMEs performance: The case of Albania. *Economics & Sociology*, 12(3), 67-85.
- Edwards, J. S. (2017). Knowledge sharing: At the heart of knowledge management. In *Managing knowledge resources and records in modern organizations* (1-14). IGI Global.

- Erat, S. (2020). Bilgi paylaşımı ve örgütsel güvenin, yenilikçilik davranışı ve bireysel performansa etkisi, meslek lisesi öğretmenleri üzerine bir araştırma. *International Review of Economics and Management*, 8(1), 124-145. <https://doi.org/10.18825/iremjournal.756072>
- Fatemi, S. Z., Sadeghian, S., Ganji, S., & Johnson, L. W. (2022). Do different genders' knowledge sharing behaviors drive different innovative behavior? The moderating effect of social capital. *European Journal of Innovation Management*, 25(2), 592-606. <https://doi.org/10.1108/EJIM-07-2020-0305>
- Fitria, H. (2018). The influence of organizational culture and trust through the teacher performance in the private secondary school in Palembang. *International Journal of Scientific & Technology Research*, 7(7), 82-86.
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of marketing research*, 18(1), 39-50.
- Gerşil, G. S., & Aracı, M. (2011). Sosyal sermayenin güven unsurunun işgörenlerin performansı üzerine etkileri. *Çalışma ve Toplum*, 1(28), 39-74. <https://dergipark.org.tr/en/pub/ct/issue/71795/1155174>
- Henttonen, K., Kianto, A. & Ritala, P. (2016). Knowledge sharing and individual work performance: an empirical study of a public sector organization. *Journal of Knowledge Management*, 20(4), 749-768. <https://doi.org/10.1108/JKM-10-2015-0414>
- Hogan, S. J., & Coote, L. V. (2014). Organizational culture, innovation, and performance: A test of Schein's model. *Journal of business research*, 67(8), 1609-1621. <https://doi.org/10.1016/j.jbusres.2013.09.007>
- Izzah, N., Rifai, D., & Yao, L. (2016). Relationship-courier partner logistics and e-commerce enterprises in Malaysia: A review. *Indian Journal of Science and Technology*, 9(9), 1-10. <https://doi.org/10.17485/ijst/2016/v9i9/88721>
- Janssen, O. (2000). Job demands, perceptions of effort-reward fairness and innovative work behaviour. *Journal of Occupational and organizational psychology*, 73(3), 287-302.
- Janssen, O. (2004). How fairness perceptions make innovative behavior more or less stressful. *Journal of organizational behavior*, 25(2), 201-215. <https://doi.org/10.1002/job.238>
- Johnson-George, C., & Swap, W. C. (1982). Measurement of specific interpersonal trust: Construction and validation of a scale to assess trust in a specific other. *Journal of personality and social psychology*, 43(6), 1306.
- Kalmuk, G., & Acar, A. Z. (2018). Özel hastanelerde yenilikçilik ve performans ilişkisinde girişimciliğin ara değişken etkisi. *Hacettepe Sağlık İdaresi Dergisi*, 21(4), 655-673.
- Kim, M., & Koo, D. (2017). Linking LMX, engagement, innovative behavior, and job performance in hotel employees. *International Journal of Contemporary Hospitality Management*, 29(12), 3044-3062. <https://doi.org/10.1108/IJCHM-06-2016-0319>
- Kim, N., & Shim, C. (2019). Taking it personally: How to increase interorganizational knowledge sharing in a tourist district. *Tourism and Hospitality Research*, 19(1), 85-97. <https://doi.org/10.1177/1467358417704886>
- Kline, R. B., (2011). Principles and practice of structural equation modelling (3rd ed.). New York, Guilford press.
- Kül, S., & Sönmez, B. (2021). The effect of nurse managers' servant leadership on nurses' innovative behaviors and job performances. *Leadership and Organization Development Journal*, 42(8), 1168-1184. <https://doi.org/10.1108/LODJ-07-2020-0318>
- Javadi, M. H. M., Zadeh, N. D., Zandi, M., & Yavarian, J. (2012). Effect of motivation and trust on knowledge sharing and effect of knowledge sharing on employee's performance. *International journal of human resource studies*, 2(1), 210. <http://dx.doi.org/10.5296/ijhrs.v2i1.1675>
- Li, M., & Hsu, C. H. C. (2016). A review of employee innovative behavior in services. *International Journal of Contemporary Hospitality Management*, 28(12), 2820-2841. <https://doi.org/10.1108/IJCHM-04-2015-0214>
- Liang, T., Liu, C., & Wu, C. (2008). Can social exchange theory explain individual knowledge-sharing behavior? a meta-analysis. In 29. *Proceedings of the 29th International Conference on Information Systems (ICIS 2008)*, Paris, France, 171. <https://aisel.aisnet.org/icis2008/171>
- Luhmann, N. (2018). *Trust and power*. John Wiley & Sons.
- Mach, M., Dolan, S., & Tzafirir, S. (2010). The differential effect of team members' trust on team performance: The mediation role of team cohesion. *Journal of Occupational and Organizational Psychology*, 83(3), 771-794.

- Mayer, R. C., Davis, J. H., & Schoorman, F. D. (1995). An integrative model of organizational trust. *Academy of management review*, 20(3), 709-734.
- Mohammed, N. & Kamalanabhan, T.J. (2020). Interpersonal trust and employee knowledge sharing behavior: Creative performance as the outcome. *VINE Journal of Information and Knowledge Management Systems*, 50(1), 94-116. <https://doi.org/10.1108/VJIKMS-04-2019-0057>
- Mooradian, T., Renzl, B., & Matzler, K. (2006). Who trusts? Personality, trust and knowledge sharing. *Management learning*, 37(4), 523-540. <https://doi.org/10.1177/1350507606073424>
- Mora-Monge, C., Quesada, G., Gonzalez, M. E., & Davis, J. M. (2019). Trust, power and supply chain integration in web-enabled supply chains. *Supply Chain Management: An International Journal*, 24(4), 524-539. <https://doi.org/10.1108/SCM-02-2018-0078>
- Natu, S., & Aparicio, M. (2022). Analyzing knowledge sharing behaviors in virtual teams: Practical evidence from digitalized workplaces. *Journal of Innovation & Knowledge*, 7(4), 100248. <https://doi.org/10.1016/j.jik.2022.100248>
- Nesheim, T., & Gressgård, L. J. (2014). Knowledge sharing in a complex organization: Antecedents and safety effects. *Safety science*, 62, 28-36. <https://doi.org/10.1016/j.ssci.2013.07.018>
- Ng, P. W. K., Lau, C. M., & Nyaw, M. K. (2007). The effect of trust on international joint venture performance in China. *Journal of International Management*, 13(4), 430-448. <https://doi.org/10.1016/j.intman.2007.03.004>
- Nguyen, T. M. (2021). Four-dimensional model: A literature review in online organizational knowledge sharing. *VINE: The Journal of Information and Knowledge Management Systems*, 51(1), 109-138. <https://doi.org/10.1108/VJIKMS-05-2019-0077>
- Nonaka, I., & Takeuchi, H. (1995). *The knowledge-creating company: How Japanese companies create the dynamics of innovation*. New York, NY.
- Omri, W. (2015). Innovative behavior and venture performance of SMEs. *European Journal of Innovation Management*, 18(2), 195. <https://doi.org/10.1108/EJIM-02-2013-0015>
- Osman, M. A., Noah, S. A. M., & Saad, S. (2022). Ontology-Based knowledge management tools for knowledge sharing in organization—A Review. *IEEE Access*, 10, 43267-43283.
- Perdana, Y., & Sensuse, D. I. (2021). Knowledge sharing system development: a systematic literature review. *2021 International Conference on Advanced Computer Science and Information Systems (ICACISIS)*, Indonesia, 1-7,
- Porter, T. W., & Lilly, B. S. (1996). The effects of conflict, trust, and task commitment on project team performance. *International Journal of Conflict Management*, 7(4), 361.
- Radaelli, G., Lettieri, E., Mura, M., & Spiller, N. (2014). Knowledge sharing and innovative work behavior in healthcare: A micro-level investigation of direct and indirect effects. *Creativity and Innovation Management*, 23(4), 400-414. <http://doi.org/10.1111/caim.12084>
- Rao, J., & Weintraub, J. (2013). How innovative is your companys culture? *MIT Sloan Management Review*, 54(3), 29.
- Rohman, A., Eliyana, A., & Purwana, D. (2020). Individual and organizational factors' effect on knowledge sharing behavior. *Entrepreneurship and Sustainability Issues*, 8(1), 38-48. [http://doi.org/10.9770/jesi.2020.8.1\(3\)](http://doi.org/10.9770/jesi.2020.8.1(3))
- Šajeva, S. (2014). Encouraging knowledge sharing among employees: How reward matters. *Procedia-Social and Behavioral Sciences*, 156, 130-134. <https://doi.org/10.1016/j.sbspro.2014.11.134>
- Schindler, P. L., & Thomas, C. C. (1993). The structure of interpersonal trust in the workplace. *Psychological Reports*, 73(2), 563-573.
- Selim, N. I. I. B., Zailani, S., Aziz, A. A., & Rahman, M. K. (2022). Halal logistic services, trust and satisfaction amongst Malaysian 3PL service providers. *Journal of Islamic Marketing*, 13(1), 81-99. <https://doi.org/10.1108/JIMA-05-2018-0088>
- Sensuse, D. I., Lestari, P. I., & Al Hakim, S. (2021). Exploring factors influencing knowledge sharing mechanisms and technology to support the collaboration ecosystem: A review. *DESIDOC Journal of Library & Information Technology*, 41(3).
- Serenko, A. and Bontis, N. (2016). Understanding counterproductive knowledge behavior: antecedents and consequences of intra-organizational knowledge hiding. *Journal of Knowledge Management*, 20(6), 1199-1224. <https://doi.org/10.1108/JKM-05-2016-0203>

- Shockley-Zalabak, P., Ellis, K., & Winograd, G. (2000). Organizational trust: What it means, why it matters. *Organization Development Journal*, 18(4), 35.
- Simmons, B. L., Gooty, J., Nelson, D. L., & Little, L. M. (2009). Secure attachment: Implications for hope, trust, burnout, and performance. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 30(2), 233-247. <https://doi.org/10.1002/job.585>
- Six, F. (2005). *The Trouble with Trust*. Edward Elgar Publishing.
- Sonnenberg, F. K. (1994). Trust me... trust me not. *Journal of Business Strategy*, 15(1), 14-17.
- Sonmez Cakir, F., & Adiguzel, Z. (2020). Analysis of leader effectiveness in organization and knowledge sharing behavior on employees and organization. *Sage Open*, 10(1), 2158244020914634. <https://doi.org/10.1177/2158244020914634>
- Tabachnick, B. G., Fidell, L. S., & Ullman, J. B. (2007). Using multivariate statistics (Vol. 5, pp. 481-498). Boston, MA: Pearson.
- Teng, J. T., & Song, S. (2011). An exploratory examination of knowledge-sharing behaviors: solicited and voluntary. *Journal of Knowledge Management*, 15(1), 104-117. <https://doi.org/10.1108/13673271111108729>
- Thurlings, M., Evers, A. T., & Vermeulen, M. (2015). Toward a model of explaining teachers' innovative behavior: A literature review. *Review of educational research*, 85(3), 430-471. <https://doi.org/10.3102/0034654314557949>
- Tsai, M. T., Chen, K. S., & Chien, J. L. (2012). The factors impact of knowledge sharing intentions: the theory of reasoned action perspective. *Quality & Quantity*, 46(5), 1479-1491. <https://doi.org/10.1007/s11135-011-9462-9>
- Tuna, A. A. (2020). Güç mesafesinin yenilikçi davranışlar üzerindeki etkisinde işgören performansının aracılık rolü üzerine bir araştırma. *Yönetim Bilimleri Dergisi*, 18(36), 409-426. <https://doi.org/10.35408/comuybd.688653>
- Tunca, S., Meral, E. L. Ç. İ., & MURAT, G. (2018). Proaktif kişilik yapısının ve yenilikçi davranışın görev performansına etkisi. *Adnan Menderes Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*, 5(1), 325-335. <https://doi.org/10.30803/adusobed.413208>
- Turgut, E., & Begenirbas, M. (2013). Çalışanların yenilikçi davranışları üzerinde sosyal sermaye ve yenilikçi iklimin rolü: Sağlık sektöründe bir araştırma. *Kara Harp Okulu Bilim Dergisi*, 23(2), 101-124.
- Turunç, Ö., Türköz, T., Akkoç, İ., & Çalışkan, A. (2013). How do innovative and entrepreneurial behaviors affect the job performance?: The moderating role of person-organisation fit. *International Journal of Business Innovation and Research*, 7(5), 590-618.
- Vanhala, M., & Dietz, G. (2015). HRM, trust in employer and organizational performance. *Knowledge and Process Management*, 22(4), 270-287. <https://doi.org/10.1002/kpm.1491>
- Wang, M. (2020). Assessing logistics capability for the Australian courier firms. *International Journal of Logistics Systems and Management*, 37(4), 576-589. <https://doi.org/10.1504/IJLSM.2020.111827>
- Wang, M., Wang, B., & Chan, R. (2021). Reverse logistics uncertainty in a courier industry: a triadic model. *Modern Supply Chain Research and Applications*, 3(1), 56-73. <https://doi.org/10.1108/MSCRA-10-2020-0026>
- Wang, S., & Noe, R. A. (2010). Knowledge sharing: A review and directions for future research. *Human resource management review*, 20(2), 115-131. <https://doi.org/10.1016/j.hrmr.2009.10.001>
- Wang, X. H., Fang, Y., Qureshi, I., & Janssen, O. (2015). Understanding employee innovative behavior: Integrating the social network and leader-member exchange perspectives. *Journal of organizational behavior*, 36(3), 403-420. <https://doi.org/10.1002/job.1994>
- Widodo, W., & Mawarto, M. (2020). Investigating the role of innovative behavior in mediating the effect of transformational leadership and talent management on performance. *Management Science Letters*, 10(10), 2175-2182. <https://doi.org/10.5267/j.msl.2020.3.019>
- van Den Hooff, B., & Ridder, J. A. (2004). Knowledge sharing in context: The influence of organizational commitment, communication climate and CMC use on knowledge sharing. *Journal of Knowledge Management*, 8(6), 117-130. <https://doi.org/10.1108/13673270410567675>
- van Woerkom, M., & Sanders, K. (2010). The romance of learning from disagreement. The effect of cohesiveness and disagreement on knowledge sharing behavior and individual performance within teams. *Journal of business and psychology*, 25(1), 139-149. <https://doi.org/10.1007/s10869-009-9136-y>

- Yang, H. L., & Wu, T. C. (2008). Knowledge sharing in an organization. *Technological Forecasting and Social Change*, 75(8), 1128-1156. <https://doi.org/10.1016/j.techfore.2007.11.008>
- Yang, L., Huo, B., & Gu, M. (2022). The impact of information sharing on supply chain adaptability and operational performance. *The International Journal of Logistics Management*, 33(2), 590-619. <https://doi.org/10.1108/IJLM-11-2020-0439>
- Yu, M. C., Mai, Q., Tsai, S. B., & Dai, Y. (2018). An empirical study on the organizational trust, employee-organization relationship and innovative behavior from the integrated perspective of social exchange and organizational sustainability. *Sustainability*, 10(3), 864. <https://doi.org/10.3390/su10030864>
- Yuan, F., & Woodman, R. W. (2010). Innovative behavior in the workplace: The role of performance and image outcome expectations. *Academy of management journal*, 53(2), 323-342.
- Yuan, H., & Ma, D. (2022). Gender Differences in the Relationship between Interpersonal Trust and Innovative Behavior: The Mediating Effects of Affective Organizational Commitment and Knowledge-Sharing. *Behavioral Sciences*, 12(5), 145. <https://doi.org/10.3390/bs12050145>

## Appendix

