

# The effects of knowledge sharing, internal locus of control and self-efficacy on innovative work behavior

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**Keywords** | Innovative work behavior, knowledge sharing, internal locus of control, self-efficacy

**Objectives** | In the contemporary society, traditional production elements have been replaced by knowledge (Drucker, 1993) which has become the main resource for products and services. Innovative work behavior (IWB) is widely claimed to be crucial for effective functioning and long term survival of organizations (West & Farr, 1989).

According to Scott and Bruce (1994), IWB consists of a set of three different behavioral tasks: idea generation, idea promotion, and idea generalization. Individual innovation is initiated with an idea that contains novel and useful ideas in any domain. Further, the process consists of promoting the idea to potential partners. The final task deals with idea realization by producing a prototype or a model of the innovation that can be experienced and ultimately applied within a work role, a group or the total organization (Janssen, 2000). In this regard, this study aims to explore the effect of sharing knowledge, internal locus of control and self-efficacy on innovative work behavior.

Knowledge sharing (KS) is an element that stimulates an organization to create knowledge and convert it into greater strength (Liebowitz, 2001). KS is a fundamental mechanism for making such collaborative flows effective, allowing innovators to acquire new information and stimuli for exploring external ideas and exploiting internal knowledge. Past research has investigated impacts of KS on innovative work behavior (Radaelli et al., 2014).

Internal versus external locus of control (LOC) refers to the degree to which persons expect that a reinforcement or outcome of their behavior is contingent on their own behavior or personal characteristics versus the degree to which persons expect that the reinforcement or outcome is the function of chance, luck or fate, is under the control of powerful others, or is simply unpredictable (Rotter, 1990).

Self-efficacy is defined as “people’s beliefs about their capabilities to produce designed levels of performance that exercise influence over events that affect their lives” (Bandura, 1996). According to Bandura (1986), individuals with a high sense of self-efficacy belief are more likely to have higher commitment to tolerance to frustration and to remain task-focused when obstacles arise.

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Past research has investigated positive relationship between self-efficacy and innovative work behavior (Kumar & Uzokurt, 2011).

Therefore, we hypothesized that sharing knowledge, internal locus of control and self-efficacy effect on innovative work behavior.

**Methodology** | The study employed a structured questionnaire to collect data from hotels. A total of 114 responses were gathered from 5 different hotels located in Istanbul (Turkey). The questionnaire consisted of two sections. The first part had innovative Work Behavior Scale developed by Janssen (2000). This scale had three components as idea generation, idea support, and idea implementation. Sharing Knowledge Scale (7 items) was developed from Chennamaneni et al. (2012). General Self-Efficacy Scale (11 items) was developed from Schwarzer and Jerusalem (1995). Locus of Control Scale was developed by Rotter (1911). It had 47 items but only 12 items were used according to explanatory rate. The second section questioned demographics of the respondents. The data was analyzed using the descriptive statistics, regression analysis.

**Main Results and Contributions** | The gender distribution of the respondents were uneven that 37% were women and 54% were married. Further, 83% were between 21-40. They were from varying departments that 52% worked in food and beverage and housekeeping, and 18% were managers. The results revealed that knowledge sharing [(B=.378), ( $p < 0.01$ )], self-efficacy [(B=.250), ( $p < 0.01$ )], and internal locus of control [(B=.253), ( $p < 0.01$ )] were significant predictors explaining 38% of innovative work behavior. Self-efficacy [(B=.322), ( $p < 0.01$ )] and internal locus of control [(B=.274), ( $p < 0.01$ )] were significant predictors explaining 22% of idea generation. Knowledge sharing [(B=.443), ( $p < 0.01$ )] and self-efficacy [(B=.201), ( $p < 0.05$ )] ( $p < 0.01$ ) were significant predictors explaining 27% of idea support. Knowledge sharing [(B=.383), ( $p < 0.01$ )] and internal locus of control [(B=.259), ( $p < 0.01$ )] ( $p < 0.01$ ) were significant predictors explaining 25% of idea implementation.

**Limitations** | This study is limited to hotels located in an urban area. Further, it is limited with a small sample size.

**Conclusions** | The study suggests that innovative behavior is highly dependent on knowledge sharing, self-efficacy and internal locus of control. Therefore, firms should give top priority to knowledge sharing and create a collaborative environment to promote innovation in their hotels.

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