ECONOMICS AND BUSINESS ADMINISTRATION FACULTY
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MASTER THESIS

SUPRASTOS ORGANIZACINĖS PARAMOS ĮTAKA DARBUOTOJŲ ŽINIŲ DALIJIMOSI ELGESIUI IR INOVATYVIAM DARBO ELGESIUI MEDIJUOJANT PSICHOLOGINIAM SAVINKIŠKUMUI	**THE IMPACT OF PERCEIVED ORGANIZATIONAL SUPPORT ON EMPLOYEES'KNOWLEDGE SHARING BEHAVIOR AND INOVATIVE WORK BEHAVIOR THROUGH THE MEDIATING ROLE OF PSYCHOLOGICAL OWNERSHIP**

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INTRODUCTION

Relevance of the topic and the level of exploration. In the current organizational environment, which seems to have become extremely competitive and quite economically challenged, companies strongly rely on innovations and try to bring something new to the modern business era. Eslami and Nakhaie (2011) indicates that companies' success and survival probability depend on their ability to innovate. Accordingly, the main possibility for organizations to become more innovative is to encourage its employees' innovative work behavior (Agarwal, 2014). Every employee also brings to the company a set of their knowledge, values and perspective (Ahmed et al., 2018). It means that the knowledge employees already have can also help innovate then put into a new or different environment. Therefore, it is important to encourage employee knowledge sharing behavior as well. Organizations should be able to identify employees' knowledge and accumulate it because organizational effectiveness depends on how well knowledge is shared between employees and teams.

Innovative work behavior and knowledge sharing behavior is very difficult to achieve if employees are not feeling like their organization is valuing their contribution and giving back support. Therefore, organizational support is important in fostering these specific employee behaviors. The meaning of perceived organizational support has been studied for quite a while now as it has been linked with numerous critical work behaviors and attitudes such as employee performance, psychological well-being, motivation, commitment (Kurtessis, 2017, Kim et al., 2016, Jeong & Kim, 2022) In the current organizational environment, the main concern of organizational scholars and specialists is organizational effectiveness and performance, which has been directly linked with employees' perceived organizational support (Sabir et al., 2020). In the past few decades, the importance of how organizations should treat their employees has developed, suggesting that organizations should serve as platforms for individuals rather than only individuals serving as resources for organizations (Akram et al., 2020). Accordingly, in the face of current world realities, like COVID-19 pandemic and fear of economic crisis, the perception of organizational support and employee expectations should be evolved and differ from previous findings (Ilyas et al., 2022). For example, research has shown that the pandemic crisis negatively influenced employee work-life balance and that work attitudes such as work engagement, job satisfaction, and work motivation also seemed harder to maintain due to negative emotions even after the pandemic is receding (Newman, 2022). Hence, automatically we could assume that employees' expectations towards their employer have also changed. For

example, employees could expect that an employer would take measures related to maintaining employees' work-life balance or other measures that would increase employees' motivation and job satisfaction. Therefore, perceived organizational support is a topic, which is relevant these days and should be researched further on how it affects work behaviors according to the changing situation in the current working environment.

The same as perceived organizational support, psychological ownership has also been linked with some desirable employee attitudes and behaviors (Pan et al., 2014, Mustafa et al., 2016). According to a review done by Peng and Pierce (2015), the majority of current studies has been analyzing the positive influences of psychological ownership. They indicate that these analyzed influences are usually attitudinal (e.g. organizational commitment) and behavioral (e.g. performance). However, there are also studies indicating that high psychological ownership can negatively affect employee behaviors because they can feel territorial to protect and maintain what they perceive as belonging to them (Brown, 2014). So, the construct is still lacking research on the factors that influence its development, and when and how it influences behaviors and attitudes (Dawkins et. al., 2017). Psychological ownership studies have been mainly examining two targets: job and organization. But there are not enough studies that would explore the connection between these two targets (Peng & Pierce, 2015). Therefore, in this study, psychological ownership is chosen as a mediator to test if it mediates the relationship between perceived organizational support and specific employee behaviors – employee knowledge sharing behavior and innovative work behavior.

To sum up, innovative work behavior and knowledge sharing behavior are extremely important in the current competitive organizational world. During past decades, business models on how a successful business should function have evolved. Businesses have to present innovative solutions, demonstrate good performance to achieve desired results and the main resource for that is employees. However, employee expectations towards companies have also developed. In the face of psychological challenges related to the current world realities, employees automatically seek not only to give but also to get back from the employers. Therefore, this study will try to answer how perceived organizational support can impact innovative work behavior and knowledge sharing behavior through a mediating role of psychological resource – psychological ownership in this case.

The novelty of the Master thesis. During the literature analysis, it was seen that most of the research related to the topic was conducted in Asia or Middle East. However, there is a lack ofstudies performed in Europe and almost none research in Lithuania. Also, this specific relationship between these constructs as put into the research, is still unexplored.

The problem of the Master thesis. How will perceived organizational support impact employees' knowledge sharing behavior and innovative work behavior through the mediating role of psychological ownership?

The aim of the Master thesis. To evaluate the impact of perceived organizational support on employees' knowledge sharing behavior and innovative work behavior through the mediating role of psychological ownership.

The objectives of the Master thesis.

a) To analyze the scientific literature on perceived organizational support, employees' knowledge sharing behavior, innovative work behavior and psychological ownership.
b) To design a survey to attain evaluations from respondents' on their perceived organizational support, knowledge sharing behavior, innovative work behavior and psychological ownership.
c) To conduct a mediation analysis to explore the role of psychological ownership as a mediator in the relationship between perceived organizational support and knowledge sharing behavior.
d) To conduct a mediation analysis to explore the role of psychological ownership as a mediator in the relationship between perceived organizational support and innovative work behavior

1. THEORETICAL CONCEPT OF PERCEIVED ORGANIZATIONAL SUPPORT, KNOWLEDGE SHARING BEHAVIOR, INNOVATIVE WORK BEHAVIOR AND PSYCHOLOGICAL OWNERSHIP

1.1. Perceived organizational support concept

Perceived organizational support is the degree to which an employee perceives their employer to be concerned with their well-being and to value their contributions to the organization (Eisenberger & Rhoades, 2002). Hellman (2006) as well characterizes organizational support perception as the recognition by employees of the acknowledgment and value attributed to their contributions to the organization. This acknowledgment is seen as a consequence of their dedicated efforts, accompanied by the organization's attentiveness to the well-being of its workforce. Eisenberger and Rhoades (2002) did a systematic literature review which showed that perceived organizational support is associated with a few different resources. They highlighted supervisor support, fair job, and organizational procedures, which in turn lead to positive outcomes for both the individual and the organization. It can lead to increased commitment, performance, and reduced withdrawal behaviors. Supporting this rationale, more recent studies have shown that perceived organizational support, as a resource in an organization, can make employees generate a series of positive emotions based on support and understanding from colleagues and supervisors, as well as affirmation of their abilities (Wen. et al., 2019). Therefore, perceived organizational support is a powerful factor in achieving employee well-being and consequently building organizational success.

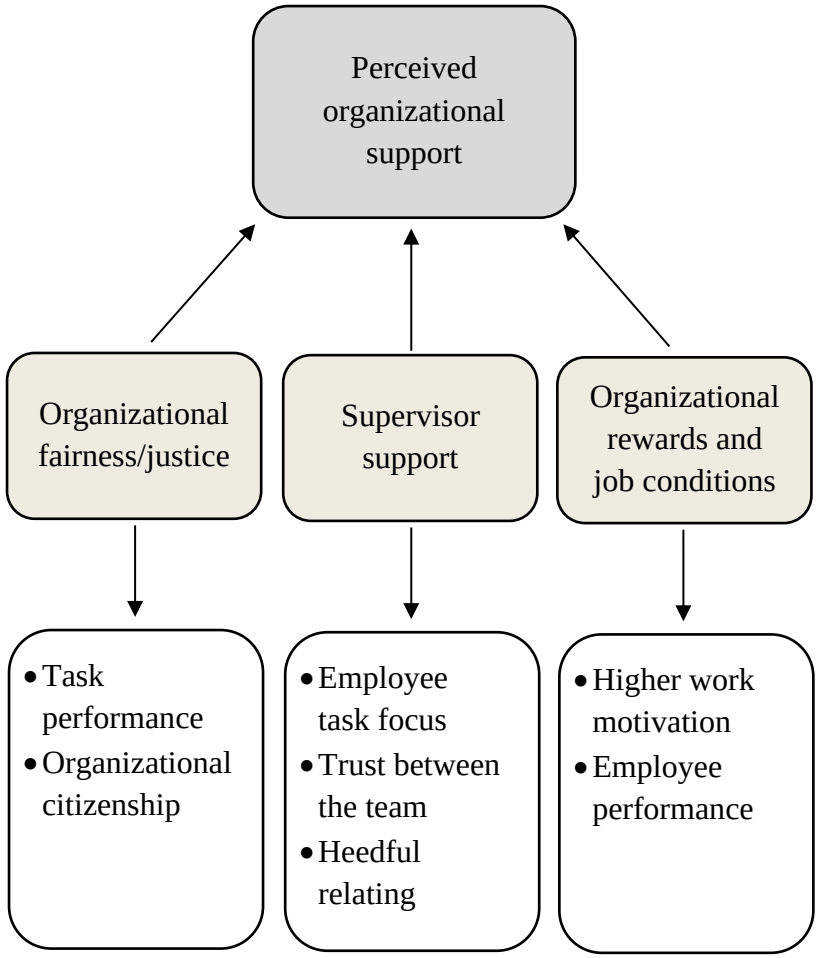
1.1.1. Theories explaining perceived organizational support

Perceived organizational support can be explained by one main theory – organizational support theory developed by Eisenberger and others (1986). The organizational support theory explains that employees develop a general perception concerning the extent to which the organization values their contributions and cares about their well-being (Eisenberger & Stinglhamber, 2011). The central construct within organizational support theory is perceived organizational support and according to the theory, employees develop perceived organizational support in response to socioemotional needs and the organization’s readiness to reward increased efforts made on its behalf (Rhoades and Eisenberger 2002). According to the organizational support theory (Eisenberger et al., 1986), there are 3 main perceived favorable factors expected from the organization that increase perceived organizational support – fairness/justice, supervisorsupport, and organizational rewards together with job conditions (Figure 1).

The first factor – organizational justice/fairness, results in multiple attitudes and work behaviors. Organizational justice has been related to the psychological perception of the time and effort devoted by employees in the organization (Jang et al., 2021). Yean and Yusof (2016) describes organizational justice as a synonym for organizational fairness. They describe the concept as an employee's belief in the fairness of resources allocated in the organization. And this perception can influence employee's behaviors and attitudes towards the employer. According to them, organizational justice can build trust, foster employees' organizational citizenship behavior, and improve job performance. Recent studies support previously mentioned statements. Abdullah and Al-Abrrow (2022) conducted a study among 1,125 industrial sector employees testing how organizational justice, support and identity impact task performance and organizational citizenship. Their study supported the hypotheses raised from previous findings – higher organizational justice resulted in hire task performance and organizational citizenship. The second factor – supervisor support, is also an important factor impacting employee's and employer's success. Supervisors play an important role in employees' everyday work by guiding them and structuring their work. Supervisors who create a supportive environment, express their concern regarding the well-being of their subordinates, helping them with their career development, and valuing the work of them (Payne, 2014). Accordingly, this support would be expected to result in specific behavior of the subordinates. A study conducted by Paterson and others (2014) explored the relationship between supervisor support and thriving at work and the results supported their hypotheses that a supportive climate created by the supervisor resulted in employee task focus, trust between the team and heedful relating. Lastly, organizational rewards together and conditions, like recognition pay, training, promotions, stressors, are also important factors resulting in employee behavior. All employees expect some financial returns, benefits, or some kind of interpersonal rewards in exchange for the work they have done. A study conducted by Edirisooriya (2014) showed that that there is a positive relationship between extrinsic rewards, intrinsic rewards, and employee performance. If the benefits were to be increased, work motivation and employee performance would also increase. To sum up, all three factors that consist of perceived organizational support, are relatively important to employee work behaviors (Figure 1 summarizes the importance of them). Therefore, perceived organizational support should be explored by employers in order to receive favorable results from employees.

Figure 1

Perceived organizational support factors and employees' behaviors dependable on them



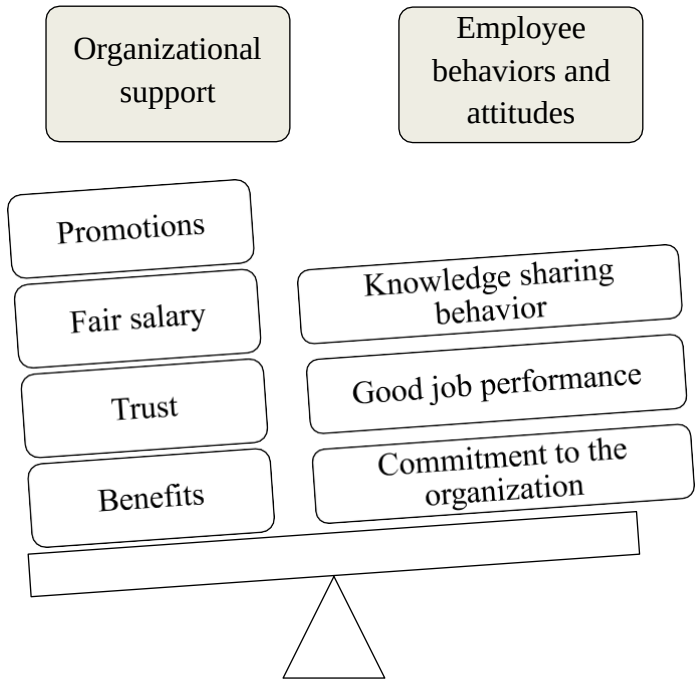
Source: compiled by the author based on literature review in section 1.1.1.

There are also additional theories that could be linked with perceived organizational support. The Equity theory developed by John Stacey Adams (1963) explains the importance of perceptions of fairness in the workplace and talks about employee motivation. The theory explains that if employees perceive inputs and outputs from themselves equal to the ones that the company gives, the feelings of equity are maintained. On the contrary, if perceived inputs and outputs differ, the feeling of inequity can arise. Although this theory has been developed some time ago, it is still relevant to these days as relative justice in a process of exchange has important implications for how employees may feel and act in an organizational or social context. Another theory explaining the importance of met employees' expectations and employee behaviors is the Social Exchange theory developed by George Homans (1958). The theory is one the primary theories in the organizational behavior literature and has been used as a theoretical explanation for job performance, organizational support, intra-organization relationships, trust, personality research, organizational commitment, job satisfaction, turnover,

justice, and other aspects of leadership (Zoller & Muldoon, 2018). According to the theory, employees develop exchange relationships with organizations. Therefore, employees' behaviors and attitudes towards their job depends on the perception of how much the company gives back to them. So, both of these theories can explain the development of perceived organizational support and indicate that it is a process of exchange. In the case of the Equity theory, we could say that if an employee feels that their employer's support is equal to their work efforts, the feeling of equity is maintained, and it can result in their work motivation and performance. In the case of Social Exchange theory, we could hypothesize that higher received organizational support can lead to more favorable employee's behaviors as it will be a fair exchange between the employee and the company. An example of the exchange can be found in figure 2.

Figure 2

Employees' and organizations' exchange process



Source: compiled by the author based on Social Exchange theory (Homans, 1958) and Equity theory (Adams, 1963).

1.1.2. The impact of perceived organizational support on employee behaviors

Perceived organizational support has been linked with various critical factors and behaviors in the organizational environment. Researchers have found that it initiates a social exchange process in which employees feel obligated to help the organization achieve its goals and objectives and expect that increased efforts on the organization's behalf will lead to greater rewards (Kurtessis, 2017, et al.). Chiang and Hsieh (2012) studied how perceived organizational support was linked with job performance and organizational citizenship behavior. They

examined 513 employees in Taiwan hotels and the results showed that perceived organizational support positively affected organizational citizenship behavior. They found that once the organization emphasized the needs and concerns of the employees, employees felt the support from the organization. As a result of that, their attitudes toward the organization became more positive, making them more willing to put more effort to work in the hotels, as well as motivating employees' proactive behavior. Therefore, it supports previous findings that perceived organizational support positively affects how much employees are willing to put more effort into their task performance. Previous research has also shown that perceived organizational support fulfills socioemotional needs, resulting in greater identification and commitment to the organization, an increased desire to help the organization succeed, and greater psychological well-being (Kurtessis, 2017, et al.). A study conducted by Kim and others (2016) among employees in the United States and South Korea showed that perceived organizational support and perceived organizational competence were positively associated with employees' perception of a stable, welcoming environment. It also proved to be significant in contributing a more positive self-identity and making employees increase their feeling of belonging. Therefore, employees experience fulfillment of socio-emotional needs as a result of a combination of positive perceived organizational support and positive perceived organizational competence. This automatically increases their psychological well-being and identification with the company. Summarizing the mentioned findings, it is important to foster values that would increase perceived organizational support in the organizational environment as research has shown that perceived organizational support positively impacts numerous behaviors and attitudes towards the employing organization. Organizational effectiveness and performance have been also linked with perceived organizational support in multiple different research. For example, a study performed by Jeong and Kim (2022), showed that organizational performance was found to be directly influenced by perceived organizational support. The study included employees from 67 Korean corporations and the findings showed that positive perceived organizational support was the most important factor above all things to increase organizational performance. Another challenge for organizations in the current employee market, is to maintain the current employees within the company. Despite the number of studies highlighting the importance of retaining employees, the level of employee turnover is still high (Abubakar et al., 2018). For this reason, companies have to think of ways to increase retention rates. Numerous studies have shown that perceived organizational support can be linked with intent to stay or leave the company. For example, a study performed by Ridwan and others (2020) among employees who work in Private Universities in West Sumatra, showed that perceived organizational support can increase employee commitment to the organization to fulfill its obligations to the organization, and the

intent to never leave the organization. Therefore, higher perceived organizational support can lead to better organization's results and lower attrition rates.

1.2. Psychological ownership concept and theoretical background

Psychological ownership has been defined as "a state in which individuals feel as though the target of ownership (or a piece of that target) is theirs (i.e., it is 'mine')" (Pierce et al., 2003). Psychological ownership has value-enhancing consequences, and this comes then a person associates himself with the good and believes that it is "mine" (Weiss & Johar. 2016). Due to psychological ownership, traits associated with the self and positive self-associations are transferred to the good, increasing emotional attachment to the good and enhancing its perception and value. Dawkins and others (2017) suggest that psychological ownership emerges because it serves three fundamental human needs:

1) Efficacy – individuals usually links ownership with control. Consequently, they start to believe that possessions will provide control and competence related satisfaction. Therefore, the feeling of ownership starts with the desire to feel efficacy over objects and from the success of experiencing control (Jussila et al., 2015).

2) Self-identity – objects and possessions serve as self-identity symbols (Jussila et al., 2015). Every individual interprets a possession as a symbolic function and can help to maintain or transform self-identity of each person. As the individual starts to identify the meaning of an object and finds themselves present in it, they might experience the target as his or her own and as part of his or her extended self (Pierce at al., 2001).

3) Belongingness (a sense of "place") – individuals have a need to find a preferred space around which to structure their daily lives (Jussila et al., 2015). The necessity of a preferred space drives individuals to claim control of their surroundings and invest themselves into them and the feeling of ownership arises from there.

Some literature suggests that there is a fourth factor – stimulation (Pierce & Jussila, 2011). Stimulation would explain why objects are important to individuals in the first place. They indicate that individuals are motivated to seek stimulation, to meet their arousal requirements and this is why they do not always remain with their current possessions, but instead seek new possessions. Therefore, we could summarize that psychological ownership is something that comes naturally with the human personality since early days and is reinforced by the individual himself or herself.

In the past decades, organizations have seen the psychological ownership construct

emerging as an important individual-level predictor of workplace motives, attitudes, and behaviors, from which some are positive, and others negative in nature (Jussila et al., 2015). Pierce et al. (2001) proposed the theory of psychological ownership as it relates to organizations. According to the researchers, employees experience feelings of ownership towards the organization or various organizational factors, because this feeling is rooted in motives that can be satisfied in the organizational environment. They suggested that this state comes to light because of specific processes of association of the individual with the target. Through these processes individuals become psychologically tied to the target and each of these processes can manifest itself within the organizational environment. Therefore, in organizations, psychological ownership is a sense of ownership towards the entire organization or a perception of possession of the entire organization that employees might have (Mayhew, 2007). Psychological ownership has been separated from other similar constructs, such as organizational commitment and organizational identification, however, the theoretical foundations of the construct, its measurement, the factors that influence its development, and when and how it influences outcomes, are areas of continued debate in the literature (Dawkins et al., 2017).

The impact of perceived psychological ownership

As mentioned previously, theories suggest that psychological ownership can predict both negative and positive employees' attitudes and behaviors. Some research reports psychological ownership as a predictor for positive employees' outcome. A study completed by Pan and others (2014) tested the effect of organizational psychological ownership and organization-based self-esteem on positive organizational behaviors. A quantitative study was conducted with 2566 employees from 45 production enterprises in China. The research showed that psychological ownership specifically predicts devoted, responsible, and helping behaviors but not necessarily employees' active, innovative, and harmonious behaviors. However, the full model still showed that positive organizational behavior was positively related to psychological ownership and that psychological ownership was a positive predictor of positive organizational behavior. Another study conducted by Mustafa and others (2016) investigated if psychological ownership could determine job satisfaction and entrepreneurial behavior among middle managers in Singapore. The results showed a positive relationship between middle managers' ownership feelings toward their organization and satisfaction with their jobs, which, in turn, positively affected their likelihood of behaving entrepreneurially. However, multiple studies examining possible negative psychological ownership behaviors have also been conducted. For example, Brown and others (2014) conducted a study trying to understand how and when psychological ownership is related to negative outcomes. They confirmed that psychological ownership is associated with territorial

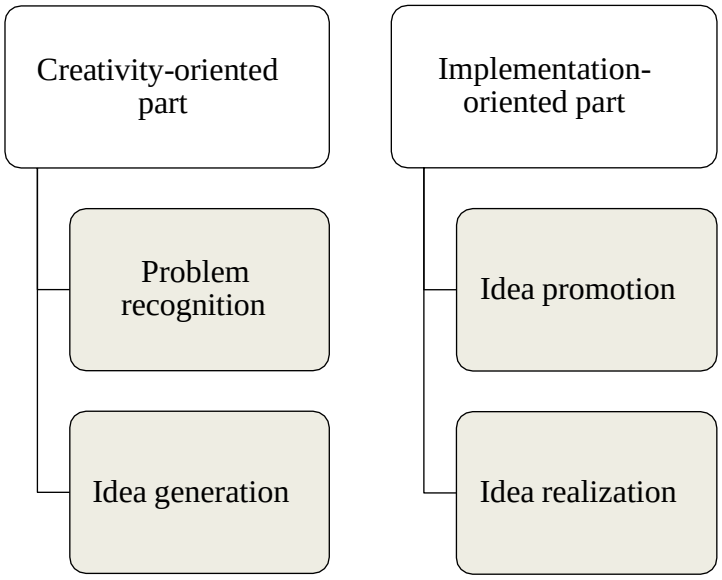
behavior. It means that employees might engage in territorial behavior to protect and maintain what they perceive as belonging to them. They also highlighted that employees become possessive over specific things at work, and the behaviors associated with those feelings of possession have important outcomes. For example, we could hypothesize that this feeling of possession might prevent employees from sharing knowledge and helping others. Therefore, although a number of studies show positive effects of psychological ownership, a high level of psychological ownership can lead to negative effects reflected in employee behavior.

1.3. Innovative work behavior concept and theoretical background

Innovations are crucial for a company to be able to succeed in this competitive market. It is important for companies to foster employees' innovative work behavior within the company as employees' knowledge could be considered as the main resource for innovative ideas (Siregar, 2019). Innovative work behavior has been defined as "an individual behavior that intentionally introduces new and useful ideas, work processes, products and procedures in the workplace and in the context of modern work" (Siregar, 2019). According to T. Yidong, and L. Xinxin (2013) innovative work behavior is a complicated work behavior which consists of three main stages: generation, promotion, and application of new ideas intended in the work role, group or organization. The initial goal of this behavior is to improve organizational performance and the three mentioned stages of innovative work behavior occur sequentially in a complete process and at each stage individuals can take part in any one or combination of these different stages at any one time. For example, when an individual thinks of an innovative idea that would help with the work problem in mind, they need to seek assistance to execute the idea though idea promotion. Lastly, they must apply these innovative ideas by applying them in their organizational environment to complete the whole work innovation process. Similarly, Jong and Hartog (2010) identified four behavioral activities that exhibit employee's innovative work behavior (Figure 3). The first two being problem recognition and idea generation, which represents the creativity-oriented part of work and the second two being idea promotion and idea realization, which represents the implementation-oriented part of work.

Figure 3.

Behavioral activities that exhibit employee's innovative work behavior



Source: compiled by the author based on Jong and Hartog (2010).

From the organizational point of view, organizations can build competitive advantage and enhance performance by creating an organizational climate for innovation, which means that the internal environment of a company is supportive of innovation (Shanker et al., 2017). Previous research has shown that organizational climate and leadership perceived as supportive, psychological empowering and transparent in communication could positively impact innovative work behavior (James et al., 2008). Employee innovative work behavior could also be explained by the previously mentioned Social Exchange Theory (Homans, 1958). As described, an employee tends to show positive behaviors and attitudes then benefits from the employer with, for example, favorable working environment, appropriate feedback, and fair salaries. So, we could hypothesize that employees will present higher innovative work behavior if they can see a fair exchange with the company. It could also be explained by Organizational climate theory as literature shows that the organizational environment has a strong influence on employees' behavior (Sherman, 2018). The theory explains that employees' behavior highly depends on their organizational environment perception and these perceptions help employees understand the importance of each behavior and what is expected from them (Sherman, 2018). So, we could make an assumption that innovative work behavior depends on employees' perceived organizational environment, specific procedures and processes. To sum up, there are numerous ways of how the company can increase levels of employees' innovative work behavior and in return benefit from that. Companies should be aware of these ways and more studies directing the companies should be completed.

The importance of innovative work behavior

Employee innovative work behavior can be beneficial for companies in various cases. For example, studies show that employees who exhibit innovative work behavior, also extend their contribution beyond the scope of their job requirements (Leong & Rasli, 2014). A study conducted by Shanker (2017) among 202 managers working in Malaysian companies, showed that innovative work behavior played a mediating role between organizational climate for innovation and organizational performance. This means that innovative organizational behavior leads to better organizational performance. Similar results of a study among 979 Indian managerial employees working in six service sector organizations in India also support the importance of innovative work behavior (Agarwal et al., 2012). The study showed that innovative work behavior positively corelates with work engagement, which can bring better work performance results and lower turnover rates. On the other hand, there are also studies indicating that innovative work behavior can have negative effects. A survey study conducted by Shih and Susanto (2011) among 460 employees in Indonesia, showed that innovative work behavior had a positive and significant relationship with conflict with coworkers and turnover intention. However, the study also showed that distributive organizational fairness negatively moderated the relationship between innovative work behavior and both conflict with coworkers and turnover intention. It means that even though innovative work behavior might have negative effects on employees' behavior, it is up to the company to create a fair environment so these effects would not develop. To sum up, if put into the right environment, employees' innovative work behavior can help organizations to achieve their goals and better results.

1.4. Knowledge sharing behavior concept and theoretical background

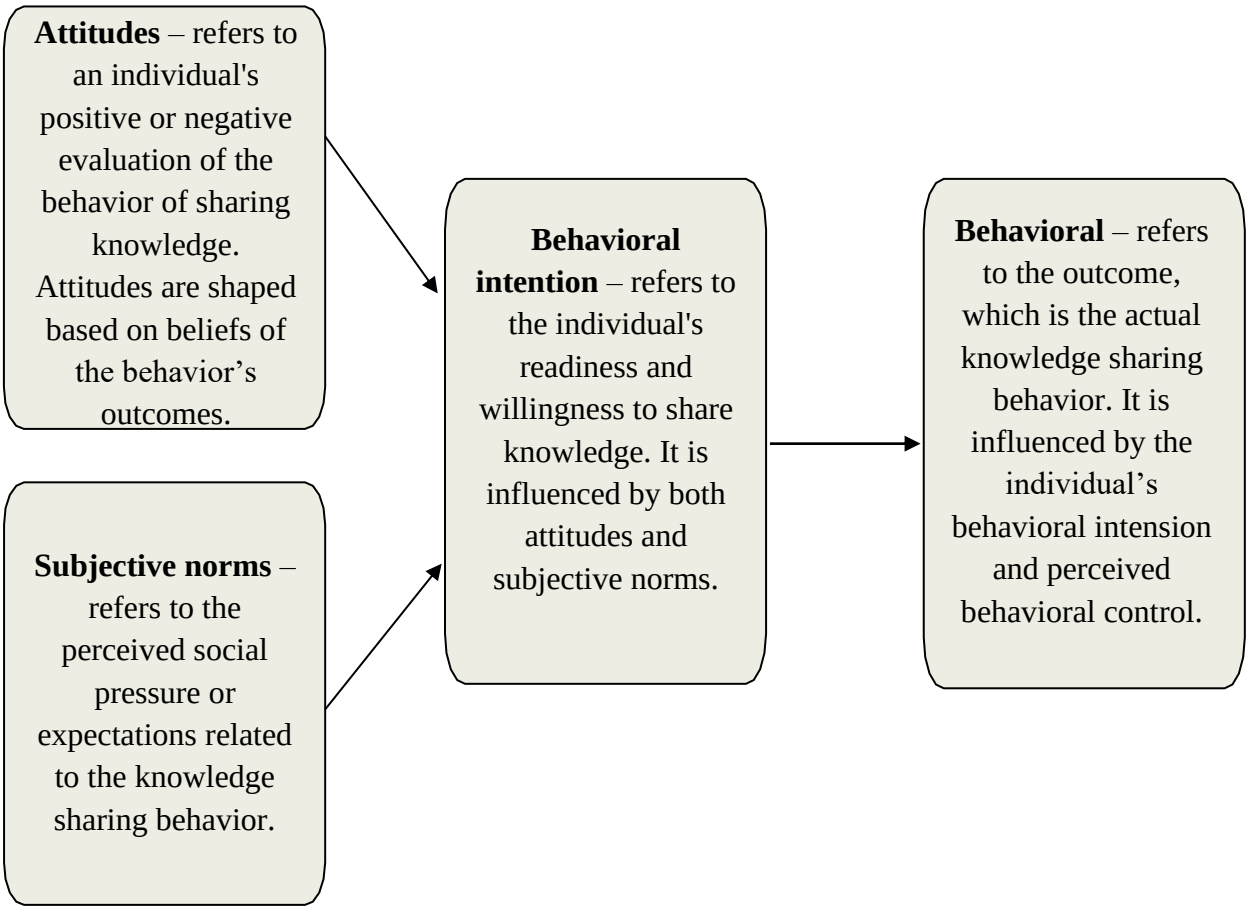
As well as innovative work behavior, knowledge sharing behavior has also become one of the main priorities in organizations in nowadays emerging economies (Youssef et al., 2017). Organizations identify knowledge as an essential element to allow them to maintain sustainable competitive power in the market (Cavaliere et al., 2015), therefore knowledge sharing behavior promotion among employees should be a high area of interest for organizations. The concept of knowledge sharing behavior has been described as employees' efforts to provide new services/products or new PR ways of performing work by effectively developing, promoting and implementing ideas from the knowledge that they already have (Zreen et al., 2021). Earlier studies have focused on how personality traits can influence knowledge sharing behavior. For example, an empirical study completed by Matzler and others (2008) showed that there are significant correlations between personality traits (in their case it was agreeableness,

conscientiousness and openness) and knowledge sharing behavior within teams of an engineering company. Also, a study completed by Lotfi and others (2016) as well showed that openness to experience, extraversion and conscientiousness have a positive significant influence on individuals' knowledge sharing behavior. However, more recent studies have focused on the organizational impact on employees' knowledge sharing behavior. As the current employee market is known to be competitive, organizations have to think of ways on how to promote knowledge sharing behavior and how to keep this knowledge within the company.

Knowledge sharing behavior in organizations could be explained by the Theory of Reasoned Action developed by Icek Ajzen (1985) (Figure 4). The theory explains the reasons under intentional behavior. It suggests that a person's behavior depends on their intention to perform the behavior and that this intention is, in turn, a function of their attitude toward the behavior and subjective norms.

Figure 4

Knowledge sharing behavior explained though the Theory of Reasoned Action (Ajzen, 1985)



Source: compiled by the author based on the Theory of Reasoned Action (Ajzen, 1985).

In a study completed by Razak and others (2016), attitude and subjective norms has a positive relationship with intention to knowledge sharing, which significantly determines knowledge sharing behavior. Also, as well as innovative work behavior, knowledge sharing behavior could also be explained by the Social Exchange Theory (Homans, 1958). Fair return from the company would indicate that an employee would be keener to share their accumulated knowledge. As well as innovative work behavior, knowledge sharing behavior has been identified to grow then put into a favorable organizational climate. For example, a study completed by Al-Kurdi and others (2020) among academics in higher education, showed that organizational climate has an exceptionally strong influence on academics' knowledge sharing behavior. Also, higher organizational leadership and trust lead to higher levels of knowledge sharing behavior as well. Previous studies conducted by De Long and Fahey (2000) identified four main ways that organizational culture influences knowledge-related behaviors: culture defines assumptions about which knowledge is important, it creates the organizational context for social interactions, it mediates the relationships among individual, group, and organizational knowledge, and it impacts the adoption and creation of new knowledge. These findings support the Theory of Reasoned Action – a company creates a climate with specific procedures and processes, it's perceived by the employees, and it determines their intention to perform a behavior as they form an attitude towards these subjective norms. Therefore, the formation of knowledge sharing behavior highly depends on the environment that the company forms and on how it is perceived by the employee.

The importance of knowledge sharing behavior

Knowledge sharing behavior can be beneficial for companies in many ways. For example, a study conducted by Tong and others (2015) among employees in Honk Kong showed that knowledge sharing plays an important mediating role between organizational culture and job satisfaction. This means that companies should establish appropriate strategies to retain valuable staff and efficiently manage their human resources accordingly. Another study supporting the value of knowledge sharing behavior in organizations was completed by Obrenovic and others (2015) among members of project teams working on international research projects. The findings showed that knowledge sharing positively impacts a team's performance. They indicated that teams that share knowledge freely work more effectively and highlighted the importance of management initiatives aimed at facilitating knowledge sharing. However, according to Razak (2016) there are also many employees who are not willing to share their acquired knowledge because they feel threatened that their valuable knowledge will benefit others too much and they will gain advantage and dominance. This can lead organizations to a

loss of knowledge and can negatively impact the business. Also, an interview study among bank workers in China completed by Tang and Martins (2021) showed that the level of motivation to engage in knowledge sharing behavior among senior workers in banks is perceived to be low. They found that the level of interaction between junior and senior colleagues is low because of lack of understanding and separated communication between the two groups. This again means that it requires a human resources strategy that would promote knowledge sharing behavior among different employee groups. Therefore, companies have to think of different strategies on how to create an environment favorable for knowledge sharing behavior as this would be beneficial to them if managed well.

1.5. Relationships between perceived organizational support, psychological ownership, knowledge sharing behavior and innovative work behavior

1.5.1. Perceived organizational support and psychological ownership

Perceived organizational support has been linked with psychological ownership in recent studies. However, as psychological ownership is a new concept in organizational management (Yildiz & Yildiz, 2015), there are only a few studies exploring these relationships further. L. J. Pierce and others (2001) working towards the Theory of Psychological Ownership in Organizations proposed that there are three factors that an organization could provide to increase employees' psychological ownership:

1) The organization should give employees more autonomous job opportunities that promote a sense of employee control over the work being performed. Consequently, this would improve the organization's psychological ownership. As explored previously, individuals usually link ownership with control, which also explains why providing autonomous job opportunities that allows employees to control the situation, would increase the feeling of psychological ownership.
2) The level to which an employee knows about the job and organization is positively correlated to the level of psychological ownership generated by the organization.
3) Psychological ownership increases if the employee believes that it is worth investing in the work and organization.

Recent studies keep exploring the relationship between organizations and psychological ownership. A study that was conducted by Hameed and others (2019) using surveys completed by 348 employees in Pakistanian corporations support that perceived organizational support and psychological ownership are closely linked. Their findings showed that employees who receive

fair treatment and support from the organizations they are working in, develop their selfless attitude through psychological ownership and it positively impacts their knowledge sharing behavior. This study presented psychological ownership as a significant positive mediator between perceived organizational support and knowledge sharing behavior. They highlighted that a fair distribution of organizational support, like salaries, benefits, or promotions, can increase the feeling of ownership and it can affect the involvement in employees' knowledge sharing. A study conducted by Jing and Yan (2022) also researched the mediating role of psychological ownership. The study was completed in Chinese organizations, and they tested the relationship between perceived organizational support, psychological ownership, and turnover. The findings showed that psychological ownership mediates the relationship between perceived organizational support and employee turnover. They highlighted that if an employee receives the needed organizational support, the level of ownership increases as the employee feels a sense of belonging and recognition. Therefore, the study shows that organizations should not only support the employees fairly but also be attentive to employees' psychological states. To sum up, there are studies supporting the relationship between perceived organizational support and psychological ownership, however, this relationship should be tested further with more diverse samples to test how and when the relationship emerges and impacts other employees' behaviors.

1.5.2. Perceived organizational support, knowledge sharing behavior and innovative work behavior

According to the Social Exchange theory (Homans, 1958), a positive relationship between perceived organizational support, knowledge sharing behavior and innovative work behavior should exist. The theory, as described earlier, suggests that behaviors can be impacted by perceptions and attitudes and that behaviors are the product of an exchange relationship. It means that if employees' feel a fair amount of organizational support, they should engage in knowledge sharing and innovative work behaviors. In this way, according to the support that employees feel from the company, they would give back a fair share to the company from their part. Multiple studies support this hypothesis. Following the study conducted by Hammed (2019), fairness in organizational support develops a feeling of equality among different employees and it helps to increase knowledge sharing behavior. A study done by Schwaer (2012) also shows that knowledge sharing behavior has been influenced by some kind of motivation or perception (e.g., rewards, trust) (Schwaer, 2012). They identified that affect-based trust had a significantly positive impact on the usage of informal knowledge sharing and that cognition-based trust positively moderated the relationship between willingness to seek knowledge, use it and share it. This again means that

perceived organizational support, which increases trust in the company, should positively impact knowledge sharing behavior. Another study conducted by Mustika and others (2020) among non-medical staff in a Hospital in Malang tested the relationship of perceived organizational support on knowledge sharing and innovative work behaviors. The authors found that perceived organizational support had a positively significant effect on knowledge sharing and innovative work behavior. Knowledge sharing behavior was also identified as a mediator in the relationship between perceived organizational support and innovative work behavior. The mediating role of knowledge sharing behavior between perceived organizational support and innovative work behavior had a higher correlation value than the direct relationship of perceived organizational support on innovative work behavior. Similarly, Akram and others (2018) found out that knowledge sharing behavior significantly impacts the innovative work behavior among telecommunication employees in China. Therefore, this study will try to test if perceived organizational support can impact innovative work behavior without the mediating role of knowledge sharing behavior and by putting the mediating role of psychological ownership only.

1.5.3. Psychological ownership, knowledge sharing behavior and innovative work behavior

Recent studies show that there have been investigations on the relationships between psychological ownership, knowledge sharing behavior and innovative work behavior. A study conducted by Yıldız and others (2015) found that psychological ownership is one of the predictors of innovative work behavior. They also identified psychological ownership as a mediator in the relationship between employees' perceptions towards the company, such as perceived organizational justice and innovative work behavior. Another study conducted by Yoon and others (2020) in Korean public service organizations, showed that a positive association between creativity and knowledge creation is partially mediated by psychological ownership. It indicated that higher psychological ownership in employees determines the willingness of interaction with other employees to create new knowledge. Another study, completed by Karabay (2021) in Turkish insurance companies, showed that psychological ownership positively impacted employees' job outcomes, specifically, task and contextual performance, job satisfaction and innovative work behavior. However, as organization-based psychological ownership and job-based psychological ownership indicates a feeling of possession towards the organization or the job itself (Yildiz & Yildiz, 2015), it could mean that too high levels of psychological ownership could stop people from sharing their knowledge or innovative ideas. For example, a study completed by Brown and others (2014) showed that there

is a positive relationship between psychological ownership and territoriality. Employees, who are too territorial may not engage in knowledge sharing behaviors which would not lead to innovative behavior. It happens because they feel too protective towards their own jobs and are not willing to share any information with others in order not to lose dominance. Therefore, this study was designed to research if psychological ownership can positively mediate the impact of perceived organizational support on knowledge sharing behavior and innovative work behavior.

To sum up, in the analysis of the literature, numerous studies were found in which researchers identified relationships between perceived organizational support, knowledge sharing behavior, innovative work behavior and psychological ownership. However, the literature review showed that the relationships between these constructs have been analyzed only separately. The specific relationship between these constructs as put into the research, is still unexplored, specifically with the mediating role of psychological ownership. So, the research will aim to determine the mediating effect of psychological ownership between perceived organizational support, innovative work behavior and knowledge sharing behavior.

2. THE RESEARCH METHODOLOGY OF THE IMPACT OF PERCEIVED ORGANIZATIONAL SUPPORT ON EMPLOYEES' KNOWLEDGE SHARING BEHAVIOR AND INOVATIVE WORK BEHAVIOR THROUGH THE MEDIATING ROLE OF PSYCHOLOGICAL OWNERSHIP STUDY

2.1. The aim, objectives, hypotheses, and conceptual model of the research

The aim of the master thesis – to evaluate the impact of perceived organizational support on employees' knowledge sharing behavior and innovative work behavior through the mediating role of psychological ownership.

The objectives of the Master thesis:

1) To evaluate the impact of perceived organizational support on employees' knowledge sharing behavior.
2) To evaluate the impact of perceived organizational support on employees' innovative work behavior.
3) To evaluate the relationship between psychological ownership and knowledge sharing behavior.
4) To evaluate the relationship between psychological ownership and innovative work behavior.
5) To evaluate the mediating role of psychological ownership between perceived organizational support, knowledge sharing behavior and innovative work behavior.

Based on the literature review, a conceptual framework of the study has been formed (figure 5) and hypotheses have been formulated.

The hypotheses of the research:

H1 – Perceived organizational support is positively associated with knowledge sharing behavior.

H2 – Perceived organizational support is positively associated with innovative work behavior.

H3 – Perceived organizational support is positively associated with psychological ownership.

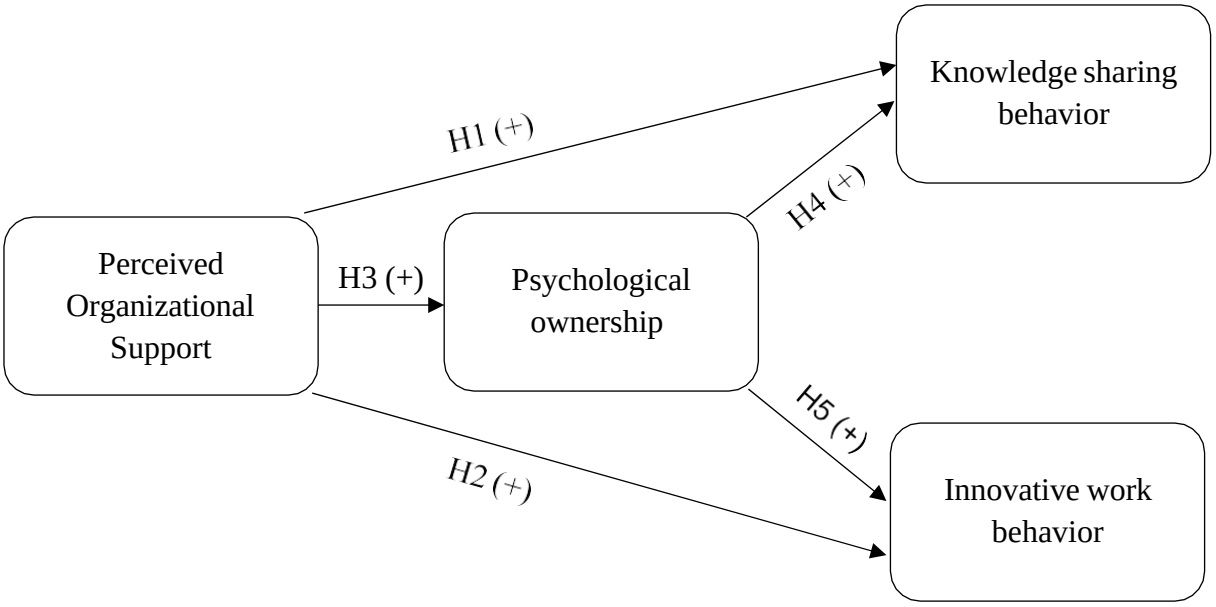
H4 – Psychological ownership mediates the relationship between perceived

organizational support and knowledge sharing behavior.

H5 – Psychological ownership mediates the relationship between perceived organizational support and innovative work behavior.

Figure 5

Conceptual framework of the study



Source: compiled by the author.

The following hypotheses were based on the following reviewed literature:

H1 – Perceived organizational support could be linked with knowledge sharing behavior based on three different theories. The first one is the Social Exchange theory (Homans, 1958). It wouldsupport the theory that employees' show positive behaviors and attitudes then benefits from the employer with a fair amount of support. It could be also linked based on the Equity theory (Adams,1963) which explains that if employees perceive inputs and outputs from themselves equal to theones that the company gives, the feelings of equity are maintained. So, employees would be morewilling to share their knowledge if supported by the company accordingly. Lastly, it could be explained based on the Theory of Reasoned Action (Ajzen, 1985) which suggest that an employeewould behave in a certain way because of their intention to perform the behavior and that this intention is, in turn, a function of their attitude toward the behavior and subjective norms, which can be formed by an organization. Regarding studies, Schwaer (2012) and Mustika and others (2020) also identified a positive correlation between perceived organizational support and knowledge sharing behavior.

H2 – Perceived organizational support could be linked with innovative work behavior based onthe same assumption that we made in regards of the relationship with knowledge sharing behavior. It could also be explained by the three mentioned theories as knowledge sharing behavior has beenclosely linked with innovative work behavior. Employees' knowledge has been linked as the mainresource for innovative work behavior and innovative ideas (Siregar, 2019). Also, it has been identified that knowledge sharing behavior is a significant mediator for innovative work behavioras well as perceived organizational support also has positive impact on for innovative work behavior alone (Mustika et al., 2020).

H3 – Perceived organizational support has been linked with psychological ownership by Hameed and others (2019). This studyshowed that psychological ownership significantly mediates the relationship between perceived organizational support and knowledge sharing behavior. Also, in a study conducted by Jing and Yan (2022) also showed that psychological ownership mediates the relationship between perceived organizational support and employee turnover. They highlighted that if an employee receives the needed organizational support, the level of ownership increases as the employee feels a sense of belonging and recognition. Based on these studies, psychological ownership was chosen as a mediator.

H4 and H5 – Psychological ownership has served as an important mediator or mediator in multiple studies. It has been identified that psychological ownership is one of the predictors of innovative work behavior and a mediator in the relationship between employees' perceptions towards the company and innovative work behavior (Yıldız, 2015). It was also identified as a mediator between creativity and knowledge creation (Yoon, 2020) and that it positively impacts employees'job outcomes (Karabay, 2021).

2.2.Research design and stages

The study employed a quantitative research design, which is commonly used in scientific research to verify theories and test hypotheses (Punch, 2000). This type of research involves well-developed conceptual frameworks and measurements that aim to assign numerical values to the collected data (Punch, 2000). Because the study was focused on investigating pre-defined research questions and used a structured design with pre-existing data, a quantitative research design was deemed more appropriate.

Research stages:

The entire study was conducted in three phases:

The first stage is a literature analysis, during which the aspects and relationships

between perceived organizational support, innovative work behavior, knowledge sharing behavior and psychological ownerships are reviewed.

The second stage is an anonymous questionnaire survey used for quantitative research. The respondents had to answer 43 prepared questions. The survey was filled out online, and the form itself was hosted on the www.pollmill.com website. Before administering the final survey, a pilot study with 31 respondents was completed to measure the reliability of questionnaires and if anything needs to be changed. No changes were identified due to the absence of questions from the respondents in the pilot study and questionnaires' Cronbach alphas being above 0.6. The final questionnaire survey can be found in Annex 1.

The third stage is the analysis of the research data, during which in the second stage obtained data was processed using the statistical analysis program SPSS. Descriptive statistics, regression analysis and mediator analysis were used to answer the research questions.

2.3. Research survey and its structure

The structure of the research survey. A survey combined of four questionnaires and personal questions about the respondent was prepared (see Table 1).

Table 1

The structure of the research survey

Questionnaire	Authors	No. of questions
8-item Survey of Perceived Organizational Support	R. Eisenberger and others (1986)	8
Knowledge Sharing Behavior Scale	C. C. Huang (2009)	5
Innovative Work Behavior Scale	N. Ramamoorthy and others (2005)	9
Psychological Ownership Scale	A. Shukla and S. Singh (2015)	12
Socio-demographic questionnaire regarding the respondent	-	8

Source: compiled by the author based on the authors indicated in the table.

To measure Perceived Organizational Support, an 8-item Survey of Perceived Organizational Support developed by R. Eisenberger and others (1986) was used. A 7-point Likert scale from 0 – strongly disagree to 6 – strongly agree was used to measure all items. The scale included 4 reverse items that needed to be recoded before data analysis. Items examples

are:

- The organization values my contribution to its well-being.
- The organization fails to appreciate any extra effort from me.

To measure knowledge sharing behavior, a 5-item Knowledge Sharing Behavior Scale developed by C. C. Huang (2009) was used. A 5-point Likert scale from 1 – strongly disagree to 5 – strongly agree was used to measure all items. Items examples are:

- I share my work reports and official documents with our team members frequently.
- I always provide my manuals, methodologies, and models to our team members.

To measure innovative work behavior, a 9-item Innovative Work Behavior Scale developed by N. Ramamoorthy and others (2005) was used. A 5-point Likert scale from 1 – never to 5 – always was used to measure all items. Items examples are:

- I share my work reports and official documents with our team members frequently.
- I always provide my manuals, methodologies, and models to our team members.

To measure psychological ownership behavior, a 12-item Psychological Ownership Scale developed by A. Shukla and S. Singh (2015) was used. A 7-point Likert scale from 1 – strongly disagree to 5 – strongly agree was used to measure all items. Items examples are:

- I feel I belong to this organization.
- I feel comfortable in my organization.

The questionnaire was anonymous, but the questionnaire collected data on the gender of the respondent, age, position, length of service and size and field of activity of the organization.

2.4. Population and sample

The sample of respondents required for the research was calculated according to V. Pakalniškienė (2012) – in recent literature, it is stated that the sample size should be proportional to the number of variables used during the factor analysis. Based on the authors findings, a proportion of 5:1 is being used in this work – at least five people for each variable and the formula below is applied.

$n = p \times 5$ where n – sample size; p – number of variables

Formula applied to the research sample:

$n = 34 \times 5 = 170$

Based on this formula, it was estimated that the research requires at least 170 respondents.

3. THE EMPRIRICAL RESULTS AND ANALYSIS THE IMPACT OF PERCEIVED ORGANIZATIONAL SUPPORT ON EMPLOYEES' KNOWLEDGE SHARING BEHAVIOR AND INOVATIVE WORK BEHAVIOR THROUGH THE MEDIATING ROLE OF PSYCHOLOGICAL OWNERSHIP RESEARCH

Quantitative research was carried out – respondents were asked to complete an anonymous survey through the online survey platform www.pollmill.com. The survey was released to respondents in 2023 May and answers were collected until 2023 December. Altogether 319 respondents answered the survey. The subjects were selected by non-probability, convenience sampling. The questionnaire was distributed on social networks, mainly through bulk messages that were sent to employed people on LinkedIn. Respondents were assured of anonymity and confidentiality and were informed of the purpose of the study.

3.1. Socio-demographic characteristics of respondents

During the survey, respondents were asked to answer questions about their demographic and work characteristics. The questionnaire asked to indicate gender, age, level of education, tenure at current organization, its size, total years of experience and current industry they are working in. Table 2 is presented to summarize results of respondents' demographic characteristics.

Among 319 respondents, 183 (57.4%) identified themselves as female and 136 (42.6%) identified themselves as male. Further, all the participants were required to indicate their age. Considering the length of the results, individual age numbers were grouped into 3 age groups with the youngest respondent being 19 years old and the oldest being 58 years old. 155 (48.5%) of participants were aged between 28 and 42 years old, 145 (45.5%) were aged between 19 and 27 years old and 19 (6%) were aged between 43 and 58 years old. As for the level of education of the respondents, the majority were in the bachelor's degree level – 177 (55.5%), 108 (33.9%) indicated of having a master's degree, 30 (9.4%) were at high school diploma or below level and the minority indicated of having Ph.D. or higher level – 3 (0.9%).

Regarding work characteristics, 180 (56.4%) of respondents indicated their tenure at the current organization to be between 1 and 5 years, 88 (27.6%) – less than 1 year, 40 (12.5%) – between 5 and 15 years and 9 (8.8%) – 15+ years. Concerning the total number of years of work experience, 138 (43.3%) of respondents indicated of having between 5 and 15 years of experience, 126 (39.5%) – between 1 to 5 years of experience, 44 (13.8%) – 15+ years of experience and the minority of 10 (3.1%) respondents indicated of having less than 1 year of

work experience. The respondents were also asked to indicate the field they are working in and 97 (30.4%) of respondents indicated of working in technology/IT, 82 (25.7%) – in finance, 8 (2.5%) – in healthcare, 5 (1.6%) in education, 22 (6.9%) in manufacturing, 11 (3.4%) in communications, 12 (3.8%) in marketing and the remaining of 81 (25.4%) participants indicated of working in other fields. Lastly, the respondents were asked to indicate the size of the current organization and the majority of 186 (58.3%) respondents work in a large company of 250+ employees, 69 (21.6%) work in a medium company of 50-249 employees and 47 (14.7%) work in a small company of 10-49 employees.

Table 2.

Socio-Demographic Characteristics of Respondents

Characteristic	**Distribution**	**Number of respondents**	**Percentage of respondents**
Gender	Female	183	57.4%
	Male	136	42.6%
Age	19-27 years old	145	45.5%
	28-42 years old	155	48.5%
	43-58 years old	19	6%
Level of education	High school diploma or below	30	9.4%
	Bachelor's degree	177	55.5%
	Master's degree	108	33.9%
	Ph.D. or higher	3	0.9%
Tenure at current organization	Less than 1 year	88	27.6%
	1-5 years	180	56.4%
	5-15 years	40	12.5%
	15+ years	9	8.8%
Years of total work experience	Less than 1 year	10	3.1%
	1-5 years	126	39.5%
	5-15 years	138	43.3%
	15+ years	44	13.8%
Industry of current organization	Technology/IT	97	30.4%
	Healthcare	8	2.5%
	Education	5	1.6%
	Finance	82	25.7%

Continuation of Table 2

	Manufacturing	22	6.9%
	Communications	11	3.4%
	Marketing	12	3.8%
	Other	81	25.4%
Size of current organization	Micro: 1-9 employees	16	5%
	Small: 10-49 employees	47	14.7%
	Medium: 50-249 employees	69	21.6%
	Large: 250+ employees	186	58.3%

Source: compiled by the author based on the data from the survey.

3.2. Reliability of the scales

To test the internal consistency and reliability of the scales that were used in the research Cronbach's alpha's were calculated to each of the scales. The test used produces values between 0 and 1.00. A higher score indicates a higher degree of internal consistency and reliability (Gravetter & Forzano, 2006). For this research, the coefficient value above 0.6 is considered acceptable (Pakalniškienė, 2012). Cronbach alpha's for each chosen scale are indicated in Table 3. As all the scales are above 0.6, they can be considered as consistent and reliable.

Table 3.

Cronbach alpha's of the research scales

Questionnaire	Authors	Cronbach alpha's
8-item Survey of Perceived Organizational Support	R. Eisenberger and others (1986)	0,893
Knowledge Sharing Behavior Scale	C. C. Huang (2009)	0,799
Innovative Work Behavior Scale	N. Ramamoorthy and others (2005)	0,903
Psychological Ownership Scale	A. Shukla and S. Singh (2015)	0,912

Source: compiled by the author based on the data from the questionnaire.

3.3.Descriptive statistics

Before performing data analysis and calculating the mean differences, Kolmogorov –

Smirnov and Shapiro – Wilk tests of normality (Annex 3) were performed in order to measure whether the data is normally distributed or not. The results are presented in Table 4.

Table 4.

Results of Kolmogorov – Smirnov and Shapiro – Wilk tests

Questionnaire	Kolmogorov – Smirnov test p values	Shapiro – Wilk test p values	Skewness	Kurtosis
8-item Survey of Perceived Organizational Support	,001	<,001	-,404	-,519
Knowledge Sharing Behavior Scale	<,001	<,001	-,858	-,991
Innovative Work Behavior Scale	,001	,007	-,296	-,045
Psychological Ownership Scale	,008	,002	-,382	-,207

Source: compiled by the author based on the data from the questionnaire.

The data from all questionnaires do not meet the requirements of normality tests, as p-values are lower than 0.05. However, the Skewness and Kurtosis values of the questionnaires do not exceed -1 or 1, so the data can be considered close to a normal distribution and can be used in further analysis. In the subsequent analysis, t-tests and One-Way ANOVA tests are used to compare means of factors and identify statistically significant relationships.

First, variables have been compared based on respondents' gender (Table 5). After conducting the T-Test, none statistically significant differences (when $p<0,05$) between male and female respondents were found. Based on the obtained results, it can be concluded that both males and females quite similarly responded to the questionnaire items.

Table 5.

Comparison of respondents based on gender

Variables	Gender	Mean	SD	t	p value
Perceived organization support	Male	4,6150	1,20094	-2,617	,009
	Female	4,9791	1,24456		
Knowledge sharing behavior	Male	3,9763	0,62009	-2,264	,024
	Female	4,1370	0,62735		

Continuation of Table 5

Innovative work behavior	Male	3,2462	0,80818	-1,643	,101
	Female	3,3864	0,70255		
Psychological ownership	Male	4,5391	1,14777	-1,884	,061
	Female	4,7886	1,18576		

Source: compiled by the author based on the data from the questionnaire.

Secondly, variables have been compared based on respondents' age (Table 6). After conducting the One-way ANOVA test, none statistically significant differences (when $p<0,05$) between different age groups were found. Based on the obtained results, it can be concluded that all age groups quite similarly responded to the questionnaire items.

Table 6.

Comparison of respondents based on age

Variables	Age	Mean	SD	F	p value
Perceived organization support	19-27	4,8229	1,18497	,692	,501
	28-42	4,7837	1,32455		
	43-58	5,1382	0,84358		
Knowledge sharing behavior	19-27	4,0389	0,59097	1,475	,230
	28-42	4,1190	0,62805		
	43-58	3,8842	0,85978		
Innovative work behavior	19-27	3,2512	0,71042	2,357	,096
	28-42	3,4182	0,75023		
	43-58	3,1543	0,99610		
Psychological ownership	19-27	4,5160	1,06514	2,877	,058
	28-42	4,8022	1,26833		
	43-58	4,9730	1,04488		

Source: compiled by the author based on the data from the questionnaire.

Further, variables have been compared based on respondents' level of education (Table 7). After conducting the One-way ANOVA test, none statistically significant differences (when p<0,05) between different level of education were found. Based on the obtained results, it can be concluded that all respondents with different levels of education responded to the questionnaire items quite similarly.

Table 7.

Comparison of respondents based on level of education

Variables	Level of education	Mean	SD	F	p value
Perceived organization support	High school diploma or below	4,8452	1,26309	,363	,780
	Bachelor s degree	4,7636	1,28987		
	Master s degree	4,9097	1,16245		
	Ph.D. or higher	4,5417	0,43899		
Knowledge sharing behavior	High school diploma or below	4,0667	0,76354	,273	,845
	Bachelor s degree	4,0460	0,59220		
	Master s degree	4,1019	0,65138		
	Ph.D. or higher	4,2667	0,70238		
Innovative work behavior	High school diploma or below	3,3259	0,73641	,342	,795
	Bachelor s degree	3,3300	0,73371		
	Master s degree	3,3178	0,77859		
	Ph.D. or higher	3,7639	1,17285		
Psychological ownership	High school diploma or below	4,6194	1,24543	,687	,561
	Bachelor s degree	4,6458	1,18327		
	Master s degree	4,7499	1,12613		
	Ph.D. or higher	5,5000	1,81621		

Source: compiled by the author based on the data from the questionnaire.

Further, variables have been compared based on respondents' total number of years of work experience (Table 8). After conducting the One-way ANOVA test, a few statistically significant differences (when p<0,05) between different groups of work experience years were found. There are statistically significant differences in knowledge sharing behavior (F=3,572, p=0,014), innovative work behavior (F=6,364, p<0,001) and psychological ownership (F=3,775, p=0,011) .

Table 8.

Comparison of respondents based on total number of years of work experience

Variables	Number of years of work experience	Mean	SD	F	p value
Perceived organization support	Less than 1 year	4,2857	0,83592	1,422	,236
	1-5 years	4,7209	1,25637		
	5-15 years	4,8826	1,28240		
	15+ years	5,0291	1,07627		
Knowledge sharing behavior	Less than 1 year	3,4600	0,61137	**3,572**	**,014**
	1-5 years	4,0768	0,61213		
	5-15 years	4,0759	0,59810		
	15+ years	4,1674	0,71837		
Innovative work behavior	Less than 1 year	2,3667	0,75912	**6,364**	**<,001**
	1-5 years	3,3550	0,64948		
	5-15 years	3,3317	0,74160		
	15+ years	3,4729	0,90595		
Psychological ownership	Less than 1 year	4,5417	0,87775	**3,775**	**,011**
	1-5 years	4,5418	1,15431		
	5-15 years	4,6614	1,19132		
	15+ years	5,2144	1,11461		

Source: compiled by the author based on the data from the questionnaire.

After identifying significant differences between the groups in knowledge sharing behavior, innovative work behavior and psychological ownership with the one-way ANOVA test, Bonferroni's Post Hoc Tests has been performed to identify the exact significant differences within the groups. Significant differences between different groups of years of work experience are presented in Table 9. Significant differences between means comparing different work experience groups in Knowledge sharing behavior were found between less than 1 year and 1-5 years (p=,016), between less than 1 year and 5-15 years (p=,016), between less than 1 year and 15+ years (p=,008). Significant differences in innovative work behavior were found between less than 1 year and 1-5 years (p<0,001), between less than 1 year and 5-15 years (p<0,001), between less than 1 year and 15+ years (p<0,001). Lastly, significant differences in psychological ownership were found between 1-5 years and 15+ years (p=,006) and between 5-15 years and 15+ years (p=,037)

Table 9.

Significant differences of respondents based on total number of years of work experience

Variables	(I) Years of experience	(J) Years of experience	(I-J)	p
Knowledge sharing behavior	Less than 1 year	1-5 years	-,61680*	,016
		5-15 years	-,61591*	,016
		15+ years	-,70744*	,008
Innovative work behavior	Less than 1 year	1-5 years	-,98833*	<,001
		5-15 years	-,96503*	<,001
		15+ years	-1,10620*	<,001
Psychological ownership	1-5 years	15+ years	-,67263*	,006
	5-15 years	15+ years	-,55300*	,037

Source: compiled by the author based on the data from the questionnaire.

Further, variables have been compared based on respondents' tenure with their current company (Table 10). After conducting the One-way ANOVA test, one statistically significant difference (when p<0,05) between different groups of tenure was found. There is a statistically significant difference in knowledge sharing behavior (F=3,618, p=0,014)

Table 10.

Comparison of respondents based on tenure with their current company

Variables	Tenure at current company	Mean	SD	F	p value
Perceived organization support	Less than 1 year	4,6358	1,25484	1,849	,138
	1-5 years	4,8668	1,22101		
	5-15 years	4,8429	1,29260		
	15+ years	5,5694	1,00606		
Knowledge sharing behavior	Less than 1 year	3,9632	0,63211	**3,618**	**,014**
	1-5 years	4,0570	0,63467		
	5-15 years	4,2615	0,55848		
	15+ years	4,5111	0,52068		
Innovative work behavior	Less than 1 year	3,2331	0,88304	1,286	,279
	1-5 years	3,3407	0,69843		
	5-15 years	3,3947	0,67547		
	15+ years	3,6914	,61809		
Psychological ownership	Less than 1 year	4,6998	1,12253	2,290	,078
	1-5 years	4,7013	1,16833		
	5-15 years	5,6019	1,32262		
	15+ years	4,6826	0,64115		

Source: compiled by the author based on the data from the questionnaire.

After identifying significant differences between the groups in knowledge sharing behavior with the one-way ANOVA test, Bonferroni's Post Hoc Tests has been performed to identify the significant differences within the tenure groups in knowledge sharing behavior. Significant differences in knowledge sharing behavior between less than 1 year and 5-15 years (p=,030) and between less than 1 year and 15+ years (p=,025) were found and are presented in Table 11.

Table 11.

Significant differences of respondents based on tenure with their current company

Variables	(I) Tenure	(J) Tenure	(I-J)	p
Knowledge sharing behavior	Less than 1 year	5-15 years	-,29832*	,030
		15+ years	-,54789*	,025

Source: compiled by the author based on the data from the questionnaire.

Lastly, variables have been compared based on respondents' current company size (Table 12). After conducting the One-way ANOVA test, one statistically significant difference (when p<0,05) between different company size was found. There is a statistically significant differences in perceived organizational support (F=2,812, p=0,040).

Table 12.

Comparison of respondents based on current company size

Variables	Company size	Mean	SD	F	p value
Perceived organization support	Micro: 1-9 employees	4,6953	0,96498	**2,812**	**,040**
	Small: 10-49 employees	4,6744	1,26114		
	Medium: 50-249 employees	4,5109	1,38644		
	Large: 250 and more employees	4,9825	1,17318		
Knowledge sharing behavior	Micro: 1-9 employees	3,9625	0,80405	1,738	,159
	Small: 10-49 employees	3,8936	0,58511		
	Medium: 50-249 employees	4,1246	0,63811		
	Large: 250 and more employees	4,1027	0,61621		
Innovative work behavior	Micro: 1-9 employees	3,2500	0,61464	,302	,824
	Small: 10-49 employees	3,3552	0,74052		
	Medium: 50-249 employees	3,2665	0,70049		

Continuation of Table 12

	Large: 250 and more employees	3,3539	0,78549		
Psychological ownership	Micro: 1-9 employees	4,4323	1,30107	2,024	,110
	Small: 10-49 employees	4,7149	1,17750		
	Medium: 50-249 employees	4,4220	1,17463		
	Large: 250 and more employees	4,7997	1,15141		

Source: compiled by the author based on the data from the questionnaire.

After identifying significant differences between the groups in perceived organizational support with the one-way ANOVA test, Bonferroni's Post Hoc Tests has been performed to identify the significant differences within the exact respondents' current organization size in perceived organizational support. A significant difference in perceived organizational support between respondents working in medium and large companies (p=,041) was found and is presented in Table 13.

Table 13.

Significant differences of respondents based on current company size

Variables	(I) Company size	(J) Company size	(I-J)	p
Knowledge sharing behavior	Medium: 50-249 employees	Large: 250 and more employees	-,47166*	,041

Source: compiled by the author based on the data from the questionnaire.

Summary of descriptive analysis results. After analyzing and comparing the mean differences between variables based on socio-demographic factors, no statistically significant differences were found between gender, age, and level of education. It means that both male and female respondents not depending on their age group or level of education similarly evaluated perceived organizational support, knowledge sharing behavior, innovating work behavior and psychological ownership.

Statistically significant differences were found when comparing knowledge sharing

behavior between respondents who had less than 1 year (mean 3,4600) of total work experience and 1-5 years (mean 4,0768), less than 1 year (mean 3,4600) and 5-15 years (mean 4,0759), less than 1 year (mean 3,4600) and 15+ years (mean 4,1674). Respondents who had less than 1 year of work experience evaluated their knowledge sharing behavior significantly lower than people who had 1-5 years, 5-15 years, and 15+ years of work experience. The strongest difference was between less than 1 year and 15+ years. This means that the bigger the years of work experience, the more knowledge sharing behavior will be executed.

Similarly, statistically significant differences were found when comparing knowledge sharing behavior between respondents whose tenure at their current organization was less than 1 year (mean 3,9632) and 5-15 years (mean 4,2615) and between less than 1 year (mean 3,9632) and 15+ years (mean 4,5111). It indicates that employees working at the current company longer are more likely to share knowledge.

Lastly, statistically significant differences were found when comparing perceived organizational support between respondents working in medium: 50-249 employees (mean 4,5109) and large: 250 and more employees (mean 4,9825) companies. Meaning that employees who work at medium sized organizations perceive significantly less organizational support than employees working in large sized companies.

3.4. Regression analysis of relationships between variables

To identify the relationships between the research variables and how they interact with each other, five linear regression models were constructed:

1) The impact of perceived organizational support on knowledge sharing behavior.
2) The impact of perceived organizational support on innovative work behavior.
3) The impact of perceived organizational support on psychological ownership.
4) The impact of psychological ownership on knowledge sharing behavior.
5) The impact of psychological ownership on innovative work behavior.

The first model analyzed **the impact of perceived organizational support on knowledge sharing behavior** (Table 14)**.** In this model, the independent variable is perceived organizational support (X), and the dependent variable is knowledge sharing behavior (Y). The ANOVA test confirmed the suitability of the data for regression analysis ($p < 0,001$), while the Durbin-Watson test (2,276) confirmed the suitability of the linear regression equation for prediction. As the data distribution is not normally distributed, but rather close to a normal distribution, a Bootstrap procedure was performed ($p<0.001$, Lower =0,052, Upper =0,174), and

the results confirm the suitability of the data for regression. Perceived organizational support explains knowledge sharing behavior only by 4,5% and this relationship is statistically significant (Adj. R^2=0,045; F=15,918; p<0,001). As the coefficient of determination (Adj. R^2) value is less than 0.20, it can be concluded that **the relationship between the variables is very weak as only 4.5% of the variability is accounted for by the model.**

Table 14.

Regression analysis model to explain the impact of perceived organizational support on knowledge sharing behavior

	X – Perceived organizational support			
Y – knowledge sharing behavior	B	β	t	p
	,111	,220	3,990	<,001
	Adj. R^2=0,045; F=15,918; p<0,001			

Note: B - unstandardized coefficient B; β - standardized coefficient Beta; t - t-test value; p - significance level; Adj. R^2 - coefficient of determination.

Source: compiled by the author based on the data from the questionnaire.

The first model analyzed **the impact of perceived organizational support on innovative work behavior** (Table 15)**.** In this model, the independent variable is perceived organizational support (X), and the dependent variable is innovative work behavior (Y). The ANOVA test confirmed the suitability of the data for regression analysis (p=0,013), while the Durbin-Watson test (2,085) confirmed the suitability of the linear regression equation for prediction. As the data distribution is not normally distributed, but rather close to a normal distribution, a Bootstrap procedure was performed (p<0.013, Lower =0,018, Upper =0,152), and the results confirm the suitability of the data for regression. Perceived organizational support explains innovative work behavior by 1,7% and this relationship is statistically significant (Adj. R^2=0,017; F=6,304; p<0,013). As the coefficient of determination (Adj. R^2) value is less than 0.20, it can be concluded that **the relationship between the variables is very weak as only 1,7% of the variability is accounted for by the model.**

Table 15.

Regression analysis model to explain the impact of perceived organizational support on innovative work behavior

	X – Perceived organizational support			
Y – innovative work behavior	B	β	t	p
	,085	,141	2,511	,013
	Adj. R^2=0,017; F=6,304; p=0,013			

Note: B - unstandardized coefficient B; β - standardized coefficient Beta; t - t-test value; p - significance level; Adj. R^2 - coefficient of determination.

Source: compiled by the author based on the data from the questionnaire.

The third model analyzed **the impact of perceived organizational support on psychological ownership** (Table 16)**.** In this model, the independent variable is perceived organizational support (X), and the dependent variable is psychological ownership (Y). The ANOVA test confirmed the suitability of the data for regression analysis (p<0,001), while the Durbin-Watson test (2,042) confirmed the suitability of the linear regression equation for prediction. As the data distribution is not normally distributed, but rather close to a normal distribution, a Bootstrap procedure was performed (p<0,001, Lower =0,483, Upper =0,652), and the results confirm the suitability of the data for regression. Perceived organizational support explains psychological ownership by 35,7% and this relationship is statistically significant (Adj. R^2=0,357; F=176,369; p<0,001). As the coefficient of determination (Adj. R^2) value is higher than 0.20, it can be concluded that **the relationship between the variables is strong as 35,7% of the variability is accounted for by the model.**

Table 16.

Regression analysis model to explain the impact of perceived organizational support on psychological ownership

	X – Perceived organizational support			
Y –	B	β	t	p
psychological	,568	,599	13,280	<,001
ownership	Adj. R^2=0,357; F=176,369; p<0,001			

Note: B - unstandardized coefficient B; β - standardized coefficient Beta; t - t-test value; p - significance level; Adj. R^2 - coefficient of determination.

Source: compiled by the author based on the data from the questionnaire.

The fourth model analyzed **the impact of psychological ownership on knowledge sharing behavior** (Table 17)**.** In this model, the independent variable is psychological ownership (X), and the dependent variable is knowledge sharing behavior (Y). The ANOVA test confirmed the suitability of the data for regression analysis (p <0,001), while the Durbin-Watson test (2,279) confirmed the suitability of the linear regression equation for prediction. As the data distribution is not normally distributed, but rather close to a normal distribution, a Bootstrap procedure was performed (p<0,001, Lower =0,089, Upper =0,203), and the results confirm the suitability of the data for regression. Psychological ownership explains knowledge sharing

behavior by 7,2% and this relationship is statistically significant (Adj. R^2=,072; F=25,279; p<0,001). As the coefficient of determination (Adj. R^2) value is less than 0.20, it can be concluded that **the relationship between the variables is weak as only 7,2% of the variability is accounted for by the model.**

Table 17.

Regression analysis model to explain the impact of psychological ownership support on knowledge sharing behavior

	X – Psychological ownership			
Y – knowledge sharing behavior	B	β	t	p
	,146	,273	5,028	<,001
	Adj. R^2=,072; F=25,279; p<0,001			

Note: B - unstandardized coefficient B; β - standardized coefficient Beta; t - t-test value; p - significance level; Adj. R^2 - coefficient of determination.

Source: compiled by the author based on the data from the questionnaire.

The fifth model analyzed **the impact of psychological ownership on innovative work behavior** (Table 18)**.** In this model, the independent variable is psychological ownership (X), and the dependent variable is innovative work behavior (Y). The ANOVA test confirmed the suitability of the data for regression analysis (p <0,001), while the Durbin-Watson test (2,079) confirmed the suitability of the linear regression equation for prediction. As the data distribution is not normally distributed, but rather close to a normal distribution, a Bootstrap procedure was performed (p<0,001, Lower =0,110, Upper =0,246), and the results confirm the suitability of the data for regression. Psychological ownership explains innovative work behavior by 7,5% and this relationship is statistically significant (Adj. R^2=,075; F=26,459; p<0,001). As the coefficient of determination (Adj. R^2) value is less than 0.20, it can be concluded that **the relationship between the variables is weak as only 7,5% of the variability is accounted for by the model.**

Table 18.

Regression analysis model to explain the impact of psychological ownership support on innovative work behavior

	X – Psychological ownership			
Y – innovative work behavior	B	β	t	p
	,178	,279	5,144	<,001
	Adj. R^2=,075; F=26,459; p<0,001			

Note: B - unstandardized coefficient B; β - standardized coefficient Beta; t - t-test value; p - significance level; Adj. R^2 - coefficient of determination.

Source: compiled by the author based on the data from the questionnaire.

3.5.The mediating effect of psychological ownership

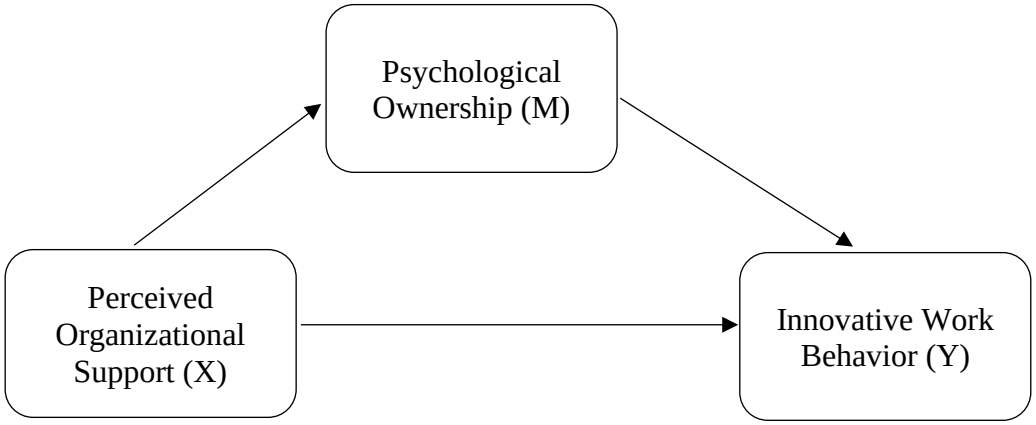
The research also aimed to investigate not only the direct impact of perceived organizational support to knowledge sharing behavior and innovative work behavior, but also to investigate it though the mediating role of psychological ownership. Mediation analysis, as a statistical method, is used when the aim is to explore not only the direct effect of an independent variable on a dependent variable but also the indirect effect through a mediator. The classic model of a mediator or intermediate variable consists of antecedent variables (causal antecedent variables), consequent variables (consequent variables), and a mediator (mediator or intermediary variable). The direct effect of the independent variable (X) on the dependent variable (Y) is indicated by the direct effect. Meanwhile, the influence of the independent variable (X) on the dependent variable (Y) through the mediator (M) represents the indirect effect (Hayes, 2018).

The previous analysis showed that the two regression models, where 1) perceived organizational support is the independent variable and knowledge sharing behavior is the dependent variable, and where 2) perceived organizational support is the independent variable and innovative work behavior is the dependent variable are statistically significant. However, the determination coefficient was less than 0,20, meaning the models explain a small proportion of the variability in the dependent variable, suggesting limited predictive power. Therefore, the following analysis aimed to investigate if the indirect effect of perceived organizational support through the mediating role of psychological ownership, would have a stronger predictable influence on the dependent variables. To identify this relationship, two mediator models have been created. The models were created and analyzed based on A. F. Hayes (2017) Model 4 process:

1) The mediating role of psychological ownership (M) between perceived organizational support (Y) and innovative work behavior (X) (Figure 6).

Figure 6

The model of the mediating role of psychological ownership between perceived organizational support and innovative work behavior

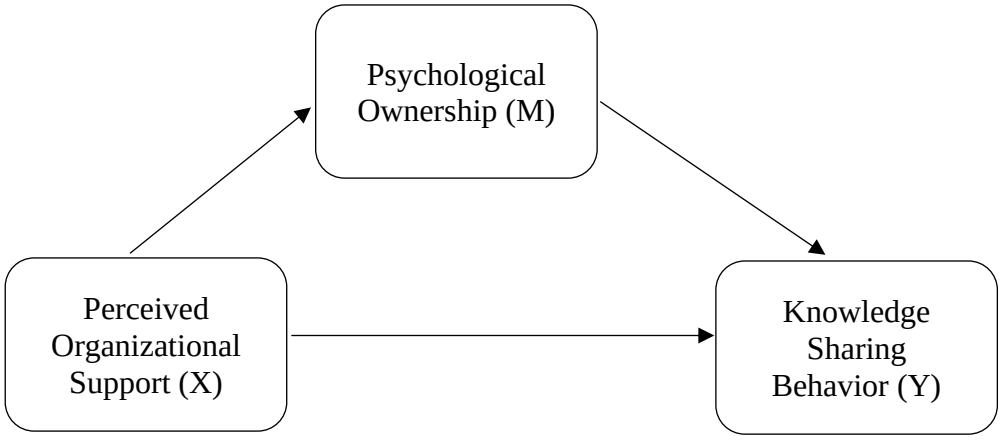


Source: compiled by the author based on A. F. Hayes (2017) Model 4.

2) The mediating role of psychological ownership (M) between perceived organizational support (X) and knowledge sharing behavior (Y) (Figure 7).

Figure 7

The model of the mediating of psychological ownership between perceived organizational support and knowledge sharing behavior



Source: compiled by the author based on A. F. Hayes (2017) Model 4.

The results of **the mediating role of psychological ownership between perceived organizational support and innovative work behavior** are presented in Table 19. The total

effect of X on Y is statistically significant ($p < 0.05$), with an effect coefficient of 0.0852. This indicates a positive association between X and Y. The confidence interval suggests that we are 95% confident that the true effect lies between 0.0184 and 0.1519. The direct effect of X on Y is not statistically significant ($p > 0.05$). The effect coefficient is -0.0241 and the the 95% confidence intervals for the indirect effect are different in signs (- and +) which suggests that there is no clear direct impact of X on Y within the given confidence interval. The indirect effect of X on Y is statistically significant. The estimated coefficient is 0,1093, and the bootstrap confidence interval (95%) is positive and suggests that we are 95% confident that the true indirect effect lies between 0,0557 and 0,1639. To sum up, there is a total effect of perceived organizational support (X) on innovative work behavior (Y), with both direct and indirect components. However, direct effect alone is not statistically significant, suggesting that the observed relationship between perceived organizational support (X) and innovative (Y), is primarily mediated by psychological ownership (M). This is supported by the indirect effect, which is statistically significant, indicating that **psychological ownership (M) plays a crucial role in explaining the positive relationship between perceived organizational support (X) and innovative work behavior (Y).**

Table 19.

Mediation analysis: effects of perceived organizational support (X) on innovative work behavior (Y) through psychological ownership (M)

Total effect of X on Y						
Effect	se	t	p	LLCI	ULCI	c_cs
,0852	,0339	2,5108	,0126	,0184	,1519	,1407
Direct effect of X on Y						
Effect	se	t	p	LLCI	ULCI	c_cs
-,0241	,0412	-,5843	,5594	-,1052	,0570	-,0398
Indirect effect(s) of X on Y						
Effect		BootSE		BootLLCI		BootULCI
,1093		,0275		,0557		,1639

Note: SE – standard error, LLCI – lower-level confidence interval, ULCI – upper-level confidence interval.

Source: compiled by the author based on the data from the questionnaire.

The results of **the mediating role of psychological ownership between perceived organizational support and knowledge sharing behavior** are presented in Table 20. The total effect of X on Y is statistically significant ($p < 0.05$), with an effect coefficient of 0,1115. This indicates a positive association between X and Y. The confidence interval suggests that we are 95% confident that the true effect lies between 0,1664 and 0,2197. The direct effect of X on Y

is not statistically significant (p > 0.05). The effect coefficient is 0,0444 and the the 95% confidence intervals for the indirect effect are different in signs (- and +) which suggests that there is no clear direct impact of X on Y within the given confidence interval. The indirect effect of X on Y is statistically significant. The estimated coefficient is 0,1093, and the bootstrap confidence interval (95%) is positive and suggests that we are 95% confident that the true indirect effect lies between 0,0233 and 0,1192. To sum up, there is a total effect of perceived organizational support (X) on knowledge sharing behavior (Y), with both direct and indirect components. However, direct effect alone is not statistically significant, suggesting that the observed relationship between perceived organizational support (X) and knowledge sharing behavior (Y), is primarily mediated by psychological ownership (M). This is supported by the indirect effect, which is statistically significant, indicating that **psychological ownership (M) plays a crucial role in explaining the positive relationship between perceived organizational support (X) and knowledge sharing behavior (Y).**

Table 20.

Mediation analysis: effects of perceived organizational support (X) on knowledge sharing behavior (Y) through psychological ownership (M)

Total effect of X on Y						
Effect	se	t	p	LLCI	ULCI	c_cs
,1115	,0279	3,9897	,0001	,0565	,1664	,2197
Direct effect of X on Y						
Effect	se	t	p	LLCI	ULCI	c_cs
,0444	,0344	1,2896	,1981	-,0233	,1120	,0874
Indirect effect(s) of X on Y						
Effect	BootSE		BootLLCI		BootULCI	
,0671	,0244		,0233		,1192	

Note: SE – standard error, LLCI – lower-level confidence interval, ULCI – upper-level confidence interval.

Source: compiled by the author based on the data from the questionnaire.

3.6. Summary and discussion of empirical research results

In this research, five hypotheses were formulated and aimed to discover the impact of perceived organizational support on knowledge sharing behavior and innovative work behaviors, and how psychological ownership mediates these relationships. The results of the hypotheses are presented below.

H1 – Perceived organizational support is positively associated with knowledge sharing

behavior.

The research **results did not support the first hypothesis**. Although there is a statistically significant relationship between the variables, the relationship between the variables is very weak as only 4.5% of the variability is accounted for by the model.

H2 – Perceived organizational support is positively associated with innovative work behavior.

The research **results did not support the second hypothesis**. Although there is a statistically significant relationship between the variables, the relationship between the variables is very weak as only 1.7% of the variability is accounted for by the model.

H3 – Perceived organizational support is positively associated with psychological ownership.

The research **results supported the third hypothesis**. There is a statistically significant relationship between the variables and the relationship between the variables is strong as 35,7% of the variability is accounted for by the model.

H4 – Psychological ownership mediates the relationship between perceived organizational support and knowledge sharing behavior.

The research **results supported the fourth hypothesis**. The direct effect is statistically insignificant, while the indirect effect is statistically significant. It indicates that psychological ownership plays a crucial role in explaining the positive relationship between perceived organizational support and knowledge sharing behavior.

H5 – Psychological ownership mediates the relationship between perceived organizational support and innovative work behavior.

The research **results supported the fifth hypothesis**. The direct effect is statistically insignificant, while the indirect effect is statistically significant. It indicates that psychological ownership plays a crucial role in explaining the positive relationship between perceived organizational support and innovative work behavior.

Discussion. The research results supported three out of five hypotheses. The research did not confirm some of the theories and previous studies conducted by other researchers. It was expected that perceived organizational support will have a significant positive impact on knowledge sharing behavior and innovative work behavior. According to the Social Exchange theory (Homans, 1958), behaviors are the product of an exchange relationship. Which would have meant that the higher the perceived organizational support, the more likely employees are to demonstrate increased behavior in knowledge sharing and innovative work. Other studies also discussed the positive relationships between these variables (Schwaer, 2012; Akram et al., 2018). However, some of the studies also indicated the need of mediators to facilitate the positive

relationship between these variables (Akram et al., 2020; Mustika et al., 2020). This research confirmed the importance of the mediator variable to contribute to the positive relationship between perceived organization support and behaviors of knowledge sharing and innovative work.

The study confirmed that perceived organizational support has a significant positive relationship with psychological ownership and that psychological ownership is an important mediator in the relationship between perceived organization support and behaviors of knowledge sharing and innovative work. The initial analysis showed no significant direct impact of perceived organizational support on knowledge sharing behavior and innovative work behavior. However, after introducing psychological ownership as a mediator, the overall model became significant. It confirmed the crucial role of psychological ownership in explaining the positive relationship between perceived organization support and behaviors of knowledge sharing and innovative work. Similarly, to other researchers that identified that psychological ownership mediates the relationships between perceived organizational support and work behaviors such as knowledge sharing (Hameed, 2019), employee turnover (Jing & Yan, 2022), employees' perceptions towards the company and innovative work behavior (Yıldız, 2015), creativity and knowledge creation (Yoon, 2020). To sum up, the research showed that perceived organizational support alone is not a significant predictor of knowledge sharing behavior and innovative work behavior, however, when mediated by psychological ownership, the models become significant.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions:

1) The explored literature identified perceived organizational support as employees' perception of the organization's acknowledgment, value, and support for their contributions, encompassing factors such as fairness, supervisor support, and organizational rewards. The positive impact of perceived organizational support on various employee behaviors and attitudes, including commitment, performance, and intent to stay have been highlighted.
2) The explored literature indicated that perceived organizational support has been positively linked with psychological ownership and that organizations could enhance psychological ownership through factors like autonomous job opportunities, knowledge dissemination, and perceived worthiness of employee investment.
3) The literature analysis showed the importance of knowledge sharing behavior and innovative work behavior to the organization, highlighting their positive impact on performance and engagement. Additionally, the literature analysis introduced the concept of psychological ownership as a potential mediator in the relationship between perceived organizational support and both innovative work behavior and knowledge sharing behavior.
4) The descriptive statistics analysis identified:
    - Employees who have more years of total work experience are more likely to execute knowledge sharing behavior. The bigger the years of work experience, the more knowledge sharing behavior will be executed.
    - Employees whose tenure at the current company is bigger are more likely to execute knowledge sharing behavior as well.
    - Employees who work at medium sized organizations perceive significantly less organizational support than employees working in large sized companies. It means that large sized companies are more likely to fairly support their employees than medium sized companies.
5) The empirical analysis identified:
    - Perceived organizational support alone does not have a significant impact, whether positive or negative, on knowledge-sharing behavior and innovative work behavior.
    - The higher the perceived organizational support, the more likely employees are to exhibit psychological ownership.
6) The mediator analysis identified that while the direct effect of perceived organizational support on knowledge-sharing behavior and innovative work behavior is statistically insignificant, the indirect effect, with psychological ownership as a mediator, is statistically

significant. This suggests that psychological ownership plays a crucial role in explaining the positive relationship between perceived organizational support and innovative work behavior.

Research limitations:

While the research was carried out according to recommendations and was well structured, there are several potential limitations that could be considered in future research:

1) The research captured data at a single point in time, which means that the design was cross-sectional. There is a possibility that this limited the understanding of the dynamic nature of relationships. A longitudinal design could be considered in the future to find more insights into how these relationships evolve over time and find the causalities.
2) The research relied on self-reported data from participants, which may have introduced social desirability bias. Participants might have responded in a way that aligns with perceived expectations rather than providing an accurate reflection of their behaviors and perceptions. Consideration of alternative data sources or methods, such as observations or interviews, could enhance the validity of the findings.
3) The respondents were gathered by convenience sampling, which may not be representative of the broader population. Only respondents with computer and internet access were able to answer the questionnaire. This limits the generalizability of the findings and increases potential homogeneity.
4) The chosen questionnaires were relatively short for the participants not to get fatigued and as a result affect the quality of the answers. However, short questionnaires might lack depth and limit capturing the specialties of the variables under investigation.

Suggestions:

1) Organizations should promote psychological ownership by recognizing and acknowledging employees' contributions and recognizing achievements. They should also empower employees to make autonomous decisions by giving a sense of control over their daily work.
2) Organizations should enhance perceived organizational support by building a positive work environment that includes fairness, supervisor support, and various organizational rewards to enhance employees perceived organizational support.
3) Organizations should recognize employees' years of experience and tenure at their company as the longer they are working, the more likely they are to execute knowledge sharing behavior. Companies should explore ways to reduce turnover.
4) Companies should foster a collaborative and supportive team environment in order for

colleagues to generate innovative work behavior and knowledge sharing behavior.

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THE IMPACT OF PERCEIVED ORGANIZATIONAL SUPPORT ON EMPLOYEES' KNOWLEDGE SHARING BEHAVIOR AND INOVATIVE WORK BEHAVIOR THROUGH THE MEDIATING ROLE OF PSYCHOLOGICAL OWNERSHIP

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Master Thesis

Human Resources Management Programme

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SUMMARY

87 pages, 20 tables, 5 figures, 79 references.

The main purpose of this master thesis is to evaluate the impact of perceived organizational support on employees' knowledge sharing behavior and innovative work behavior through the mediating role of psychological ownership.

The thesis consists of the following parts: literature review, research methodology, presentation of the results and conclusions and recommendations.

Literature analysis reviews the concepts of perceived organizational support, knowledge sharing behavior, innovative work behavior and psychological ownership. Evaluates the development of these concepts and the theories supporting them. It reviews the benefits of each to organizations and the relationship between them.

The methodology of the research is designed to evaluate the impact of perceived organizational support on employees' knowledge sharing behavior and innovative work behavior through the mediating role of psychological ownership. The author carried out research where 319 employees working in Lithuania have presented answers to a prepared questionnaire. The results of the research were statistically processed with the SPSS program. Cronbach's Alpha coefficient was used to determine the alignment of the Likert scales', mean value comparisons to evaluate the differences between respondents, regression analysis and mediator analysis to analyze the relationships between variables.

The analysis showed that increasing psychological ownership and perceived organizational support together will lead to the increase of knowledge sharing behavior and innovative work behavior. It led to conclusions and practical recommendations for organizations to consider.

Keywords: perceived organizational support, knowledge sharing behavior, innovative work

behavior, psychological ownership.

SUPRASTOS ORGANIZACINĖS PARAMOS ĮTAKA DARBUOTOJŲ ŽINIŲ DALIJIMOSI ELGESIUI IR INOVATYVIAM DARBO ELGESIUI MEDIJUOJANT PSICHOLOGINIAM SAVINKIŠKUMUI

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Darbo vadovas – assoc. prof. dr. Virginijus Tamaševičius, Vilnius, 2023

SANTRAUKA

87 puslapiai, 20 lentelių, 5 paveikslai, 79 nuorodos.

Pagrindinis šio magistro darbo tikslas - įvertinti suvoktos organizacinės paramos poveikį darbuotojų žinių dalijimosi elgesiui ir inovatyviam darbo elgesiui per psichologinio savininkiškumo medijuojantį vaidmenį.

Darbą sudaro šios dalys: literatūros apžvalga, tyrimo metodologija, rezultatų pristatymas, išvados ir rekomendacijos.

Literatūros analizėje apžvelgiamos suvokiamos organizacinės paramos, dalijimosi žiniomis elgsenos, inovatyvios darbo elgsenos ir psichologinio savininkišmumo sąvokos. Įvertinama šių sąvokų raida ir jas pagrindžiančios teorijos. Apžvelgiama kiekvienos iš jų nauda organizacijoms ir jų tarpusavio ryšys.

Tyrimo metodika skirta suvokiamos organizacinės paramos poveikiui darbuotojų dalijimosi žiniomis elgsenai ir inovatyviai darbo elgsenai per psichologinio savininkiškumo tarpininko vaidmenį įvertinti. Autorius atliko tyrimą, kurio metu 319 Lietuvoje dirbančių darbuotojų pateikė atsakymus į parengtą klausimyną. Tyrimo rezultatai statistiškai apdoroti SPSS programa. Likerto skalių suderinamumui nustatyti naudotas Kronbacho alfa koeficientas, skirtumams tarp respondentų įvertinti - vidutinių reikšmių palyginimas, kintamųjų ryšiams analizuoti - regresinė analizė ir mediacinė analizė.

Analizė parodė, kad didėjant psichologiniam savininkiškumui ir suvokiamai organizacinei paramai kartu lemia dalijimosi žiniomis elgsenos ir inovatyvios darbo elgsenos didėjimą. Tai leido padaryti išvadas ir pateikti praktines rekomendacijas, į kurias turėtų atsižvelgti organizacijos.

Raktiniai žodžiai: suvokiama organizacinė parama, dalijimosi žiniomis elgsena, inovatyvi darbo elgsena, psichologinis savininkiškumas.

ANNEXES

Annex 1. Research Questionnaire

Dear Respondent, I am a student of Human Resource Management study program at Vilnius University, and I invite you to take part in a survey aimed at investigating the impact of perceived organizational support on employees' knowledge sharing behavior and innovative work behavior through the mediating role of psychological ownership. Please answer the questions below.
If you have any questions, you can contact me via e-mail: giovanna.cantore@evaf.stud.vu.lt
Filling out the form will take up to 15 minutes.

The statements below represent possible opinions that you may have about working at your company. Please indicate the degree of your agreement or disagreement with each statement, when 0 points - strongly disagree, 1 point - moderately disagree, 2 points - slightly disagree, 3 points - neither agree nor disagree, 4 points - slightly agree, 5 points - moderately agree, 6 points - strongly agree.

	0	1	2	3	4	5	6
The organization values my contribution to its well-being.							
The organization fails to appreciate any extra effort from me.							
The organization would ignore any complaint from me.							
The organization really cares about my well-being.							
Even if I did the best job possible, the organization would fail to notice.							
The organization cares about my general satisfaction at work.							
The organization shows very little concern for me.							
The organization takes pride in my accomplishments at work.							

The statements below represent your knowledge sharing behavior at your company. Please indicate the degree of your agreement or disagreement with each statement, when 1

point - strongly disagree, 2 points - disagree, 3 points - neither agree nor disagree, 4 points - agree, 5 points - strongly agree.

	1	2	3	4	5
I share my work reports and official documents with our team members frequently.					
I always provide my manuals, methodologies and models to our team members.					
I share my experience or know-how from work with our team members frequently.					
I always provide my know-where or know-whom at the request of our team members.					
I try to share my expertise from my education or training with our team members in a more effective way					

The statements below represent your innovative work behavior at your company. Please indicate with what frequency you engage in the behaviors listed below when 1 point - never, 2 points - rarely, 3 points - occasionally, 4 points - often, 5 points - always.

	1	2	3	4	5
Creating new ideas for difficult issues.					
Searching out new work methods, techniques or instruments.					
Generating original solutions for problems.					
Mobilizing support for innovative ideas.					
Acquiring approval for innovative ideas.					
Making important company members enthusiastic for innovative ideas.					
Transforming innovative ideas into useful applications.					

Introducing innovative ideas into the work environment in a systematic way.						
Evaluating the utility of innovative ideas.						

The statements below represent your psychological ownership at your company. Please indicate the degree of your agreement or disagreement with each statement, when 1 point - strongly disagree, 2 point - moderately disagree, 3 points - slightly disagree, 4 points - neither agree nor disagree, 5 points - slightly agree, 6 points - moderately agree, 7 points - strongly agree.

	1	2	3	4	5	6	7
I feel I belong to this organization.							
I feel comfortable in my organization.							
I am passionate about working in my organization.							
My organization is like a second home to me.							
My wellbeing is linked to my organization's wellbeing.							
I like to represent my organization at different forums.							
I consider problems at workplace as my own.							
A positive comment about my organization sounds like personal compliment.							
I take possible corrective actions if anything goes off the track in my organization.							
I step-up my efforts as and when required by my organization.							
I behave with 'outsiders' in a manner that conveys right image for my organization.							
I endeavor to bring improvement in my organization.							

1. Your age: ……..
2. Gender:
    - Male
    - Female
    - Non-binary
    - Prefer not to say
3. Education:
    - High school diploma or below
    - Bachelor's degree
    - Master's degree
    - Doctorate or professional degree
4. Job Position/Level:
    - Entry-level
    - Mid-level
    - Senior-level
    - Managerial/Executive
5. Work Experience:
    - Less than 1 year
    - 1-3 years
    - 4-6 years
    - 7-10 years
    - 11 or more years
6. Organizational Tenure:
    - Less than 1 year
    - 1-3 years
    - 4-6 years
    - 7-10 years
    - 11 or more years
7. Industry/Field:
    - Technology/IT
    - Healthcare
    - Education
    - Finance
    - Manufacturing
    - Retail

- Other (please specify)…….

8. Organizational Size:
    - Small (less than 50 employees)
    - Medium (50-250 employees)
    - Large (over 250 employees)

Annex 2. Cronbach's Alpha's of the scales used in the research

Cronbach's Alpha of 8-item Survey of Perceived Organizational Support

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,893	,893	8

Cronbach's Alpha of Knowledge Sharing Behavior Scale

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,799	,805	5

Cronbach's Alpha of Innovative Work Behavior Scale

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,903	,903	9

Cronbach's Alpha of Psychological Ownership Scale

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,912	,912	12

Annex 3. Kolmogorov – Smirnov and Shapiro – Wilk tests

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
PerceivedOrgSupport	,068	314	,001	,972	314	<,001
KnowledgeSharingBehavior	,123	314	<,001	,940	314	<,001
InnovativeWorkBehavior	,068	314	,001	,987	314	,007
PsychologicalOwnership	,060	314	,008	,984	314	,002

a. Lilliefors Significance Correction

Descriptives

			Statistic	Std. Error
PerceivedOrgSupport	Mean		4,8244	,07007
	95% Confidence Interval for Mean	Lower Bound	4,6865	
		Upper Bound	4,9623	
	5% Trimmed Mean		4,8669	
	Median		4,8750	
	Variance		1,542	
	Std. Deviation		1,24171	
	Minimum		1,13	
	Maximum		7,00	
	Range		5,88	
	Interquartile Range		1,88	
	Skewness		-,404	,138
	Kurtosis		-,519	,274
KnowledgeSharingBehavior	Mean		4,0675	,03546
	95% Confidence Interval for Mean	Lower Bound	3,9977	
		Upper Bound	4,1373	
	5% Trimmed Mean		4,1054	
	Median		4,0000	
	Variance		,395	
	Std. Deviation		,62842	
	Minimum		1,60	
	Maximum		5,00	
	Range		3,40	
	Interquartile Range		,80	
	Skewness		-,858	,138
	Kurtosis		-,991	,274
InnovativeWorkBehavior	Mean		3,3246	,04241
	95% Confidence Interval for Mean	Lower Bound	3,2412	
		Upper Bound	3,4081	
	5% Trimmed Mean		3,3364	
	Median		3,3333	
	Variance		,565	
	Std. Deviation		,75151	

Annex 4. T-test results

Comparison of variables based on gender

Group Statistics

	Please specify your gender:	N	Mean	Std. Deviation	Std. Error Mean
PerceivedOrgSupport	Male	136	4,6150	1,20094	,10298
	Female	181	4,9791	1,24456	,09251
KnowledgeSharingBehavior	Male	135	3,9763	,62009	,05337
	Female	181	4,1370	,62735	,04663
InnovativeWorkBehavior	Male	134	3,2462	,80818	,06982
	Female	181	3,3864	,70255	,05222
PsychologicalOwnership	Male	136	4,5391	1,14777	,09842
	Female	183	4,7886	1,18576	,08765

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means							
						Significance				95% Confidence Interval of the Difference	
		F	Sig.	t	df	One-Sided p	Two-Sided p	Mean Difference	Std. Error Difference	Lower	Upper
PerceivedOrgSupport	Equal variances assumed	,277	,599	-2,617	315	,005	,009	-,36406	,13913	-,63781	-,09032
	Equal variances not assumed			-2,630	296,151	,004	,009	-,36406	,13843	-,63649	-,09164
KnowledgeSharingBehavior	Equal variances assumed	,071	,790	-2,264	314	,012	,024	-,16072	,07099	-,30040	-,02104
	Equal variances not assumed			-2,268	290,608	,012	,024	-,16072	,07087	-,30020	-,02124
InnovativeWorkBehavior	Equal variances assumed	1,486	,224	-1,643	313	,051	,101	-,14027	,08539	-,30827	,02774
	Equal variances not assumed			-1,609	262,690	,054	,109	-,14027	,08719	-,31194	,03140
PsychologicalOwnership	Equal variances assumed	,037	,848	-1,884	317	,030	,061	-,24945	,13243	-,51001	,01110
	Equal variances not assumed			-1,893	295,972	,030	,059	-,24945	,13179	-,50883	,00992

Annex 5. One-way ANOVA test results

Comparison of variables based on age

Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
POrgSup	19-27	145	4,8229	1,18497	,09841	4,6284	5,0174	1,88	6,88
	28-42	153	4,7837	1,32455	,10708	4,5722	4,9953	1,13	7,00
	43-58	19	5,1382	,84358	,19353	4,7316	5,5447	3,38	6,63
	Total	317	4,8229	1,23735	,06950	4,6862	4,9596	1,13	7,00
KnowShar	19-27	144	4,0389	,59097	,04925	3,9415	4,1362	2,00	5,00
	28-42	153	4,1190	,62805	,05077	4,0186	4,2193	1,60	5,00
	43-58	19	3,8842	,85976	,19724	3,4698	4,2986	2,00	4,80
	Total	316	4,0684	,62834	,03535	3,9988	4,1379	1,60	5,00
InnovBeh	19-27	144	3,2512	,71042	,05920	3,1341	3,3682	1,56	5,00
	28-42	153	3,4182	,75023	,06065	3,2984	3,5380	1,00	5,00
	43-58	18	3,1543	,99610	,23478	2,6590	3,6497	1,11	5,00
	Total	315	3,3268	,75128	,04233	3,2435	3,4100	1,00	5,00
PsychOw	19-27	145	4,5160	1,06514	,08846	4,3411	4,6908	1,25	6,58
	28-42	155	4,8022	1,26833	,10187	4,6009	5,0034	1,58	7,00
	43-58	19	4,9730	1,04488	,23971	4,4694	5,4766	2,67	6,75
	Total	319	4,6822	1,17441	,06575	4,5529	4,8116	1,25	7,00

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
POrgSup	Between Groups	2,123	2	1,062	,692	,501
	Within Groups	481,680	314	1,534		
	Total	483,804	316			
KnowShar	Between Groups	1,161	2	,581	1,475	,230
	Within Groups	123,203	313	,394		
	Total	124,364	315			
InnovBeh	Between Groups	2,638	2	1,319	2,357	,096
	Within Groups	174,590	312	,560		
	Total	177,228	314			
PsychOw	Between Groups	7,843	2	3,922	2,877	,058
	Within Groups	430,756	316	1,363		
	Total	438,599	318			

ANOVA Effect Sizes[a,b]

		Point Estimate	95% Confidence Interval	
			Lower	Upper
POrgSup	Eta-squared	,004	,000	,025
	Epsilon-squared	-,002	-,006	,019
	Omega-squared Fixed-effect	-,002	-,006	,019
	Omega-squared Random-effect	-,001	-,003	,009
KnowShar	Eta-squared	,009	,000	,037
	Epsilon-squared	,003	-,006	,031
	Omega-squared Fixed-effect	,003	-,006	,031
	Omega-squared Random-effect	,002	-,003	,016
InnovBeh	Eta-squared	,015	,000	,048
	Epsilon-squared	,009	-,006	,041
	Omega-squared Fixed-effect	,009	-,006	,041
	Omega-squared Random-effect	,004	-,003	,021
PsychOw	Eta-squared	,018	,000	,053
	Epsilon-squared	,012	-,006	,047
	Omega-squared Fixed-effect	,012	-,006	,046
	Omega-squared Random-effect	,006	-,003	,024

a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.
b. Negative but less biased estimates are retained, not rounded to zero.

Comparison of variables based on level of education

Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
POrgSup	High school diploma or below	30	4,8452	1,26309	,23061	4,3736	5,3169	2,75	6,63
	Bachelor s degree	175	4,7636	1,28987	,09751	4,5711	4,9560	1,50	7,00
	Master s degree	108	4,9097	1,16245	,11186	4,6880	5,1315	1,13	7,00
	Ph.D. or higher	3	4,5417	,43899	,25345	3,4512	5,6322	4,13	5,00
	Total	316	4,8192	1,23753	,06962	4,6822	4,9561	1,13	7,00
KnowShar	High school diploma or below	30	4,0667	,76354	,13940	3,7816	4,3518	1,60	5,00
	Bachelor s degree	174	4,0460	,59220	,04489	3,9574	4,1346	2,00	5,00
	Master s degree	108	4,1019	,65138	,06268	3,9776	4,2261	2,00	5,00
	Ph.D. or higher	3	4,2667	,70238	,40552	2,5219	6,0115	3,60	5,00
	Total	315	4,0692	,62915	,03545	3,9995	4,1390	1,60	5,00
InnovBeh	High school diploma or below	30	3,3259	,73641	,13445	3,0509	3,6009	2,00	5,00
	Bachelor s degree	174	3,3300	,73371	,05562	3,2202	3,4398	1,00	5,00
	Master s degree	107	3,3178	,77859	,07527	3,1685	3,4670	1,11	5,00
	Ph.D. or higher	3	3,7639	1,17285	,67715	,8504	6,6774	2,67	5,00
	Total	314	3,3296	,75082	,04237	3,2462	3,4129	1,00	5,00
PsychOw	High school diploma or below	30	4,6194	1,24543	,22738	4,1544	5,0845	1,58	6,67
	Bachelor s degree	177	4,6458	1,18327	,08894	4,4703	4,8214	1,25	7,00
	Master s degree	108	4,7499	1,12613	,10836	4,5351	4,9647	1,33	7,00
	Ph.D. or higher	3	5,5000	1,81621	1,04859	,9883	10,0117	3,42	6,75
	Total	318	4,6867	1,17350	,06581	4,5573	4,8162	1,25	7,00

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
POrgSup	Between Groups	1,678	3	,559	,363	,780
	Within Groups	480,736	312	1,541		
	Total	482,414	315			
KnowShar	Between Groups	,326	3	,109	,273	,845
	Within Groups	123,965	311	,399		

Comparison of variables based on total years of work experience

Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
POrgSup	Less than 1 year	10	4,2857	,83592	,26434	3,6877	4,8837	3,13	5,86
	1-5 years	126	4,7209	1,25637	,11193	4,4994	4,9425	1,13	6,88
	5-15 years	137	4,8826	1,28240	,10956	4,6659	5,0992	1,50	7,00
	15+ years	43	5,0291	1,07627	,16413	4,6978	5,3603	2,25	6,88
	Total	316	4,8192	1,23753	,06962	4,6822	4,9561	1,13	7,00
KnowShar	Less than 1 year	10	3,4600	,61137	,19333	3,0226	3,8974	2,00	4,00
	1-5 years	125	4,0768	,61213	,05475	3,9684	4,1852	1,60	5,00
	5-15 years	137	4,0759	,59810	,05110	3,9749	4,1770	2,00	5,00
	15+ years	43	4,1674	,71837	,10955	3,9464	4,3885	2,00	5,00
	Total	315	4,0692	,62915	,03545	3,9995	4,1390	1,60	5,00
InnovBeh	Less than 1 year	10	2,3667	,75912	,24006	1,8236	2,9097	1,00	3,22
	1-5 years	125	3,3550	,64948	,05809	3,2400	3,4700	1,89	5,00
	5-15 years	136	3,3317	,74160	,06359	3,2059	3,4575	1,56	5,00
	15+ years	43	3,4729	,90595	,13816	3,1941	3,7517	1,11	5,00
	Total	314	3,3296	,75082	,04237	3,2462	3,4129	1,00	5,00
PsychOw	Less than 1 year	10	4,5417	,87775	,27757	3,9138	5,1696	3,17	6,00
	1-5 years	126	4,5418	1,15431	,10283	4,3382	4,7453	1,25	7,00
	5-15 years	138	4,6614	1,19132	,10141	4,4609	4,8619	1,75	6,92
	15+ years	44	5,2144	1,11461	,16803	4,8755	5,5533	1,75	7,00
	Total	318	4,6867	1,17350	,06581	4,5573	4,8162	1,25	7,00

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
POrgSup	Between Groups	6,506	3	2,169	1,422	,236
	Within Groups	475,907	312	1,525		
	Total	482,414	315			
KnowShar	Between Groups	4,140	3	1,380	3,572	,014
	Within Groups	120,152	311	,386		
	Total	124,291	314			
InnovBeh	Between Groups	10,236	3	3,412	6,364	<,001
	Within Groups	166,211	310	,536		
	Total	176,447	313			
PsychOw	Between Groups	15,198	3	5,066	3,775	,011
	Within Groups	421,344	314	1,342		
	Total	436,542	317			

ANOVA Effect Sizes[a,b]

		Point Estimate	95% Confidence Interval Lower	Upper
POrgSup	Eta-squared	,013	,000	,041
	Epsilon-squared	,004	-,010	,032
	Omega-squared Fixed-effect	,004	-,010	,031
	Omega-squared Random-effect	,001	-,003	,011
KnowShar	Eta-squared	,033	,001	,074
	Epsilon-squared	,024	-,008	,065
	Omega-squared Fixed-effect	,024	-,008	,064
	Omega-squared Random-effect	,008	-,003	,022
InnovBeh	Eta-squared	,058	,013	,108
	Epsilon-squared	,049	,004	,099
	Omega-squared Fixed-effect	,049	,004	,099
	Omega-squared Random-effect	,017	,001	,035
PsychOw	Eta-squared	,035	,002	,076
	Epsilon-squared	,026	-,008	,067
	Omega-squared Fixed-effect	,026	-,008	,067
	Omega-squared Random-effect	,009	-,002	,023

a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.
b. Negative but less biased estimates are retained, not rounded to zero.

Post Hoc Tests

Multiple Comparisons

Bonferroni

Dependent Variable	(I) Please indicate the number of years of your work experience:	(J) Please indicate the number of years of your work experience:	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval Lower Bound	Upper Bound
POrgSup	Less than 1 year	1-5 years	-,43523	,40576	1,000	-1,5126	,6421
		5-15 years	-,59685	,40456	,847	-1,6710	,4773
		15+ years	-,74336	,43360	,525	-1,8946	,4079
	1-5 years	Less than 1 year	,43523	,40576	1,000	-,6421	1,5126
		5-15 years	-,16161	,15245	1,000	-,5664	,2432
		15+ years	-,30812	,21813	,953	-,8873	,2710
	5-15 years	Less than 1 year	,59685	,40456	,847	-,4773	1,6710
		1-5 years	,16161	,15245	1,000	-,2432	,5664
		15+ years	-,14651	,21589	1,000	-,7197	,4267
	15+ years	Less than 1 year	,74336	,43360	,525	-,4079	1,8946
		1-5 years	,30812	,21813	,953	-,2710	,8873
		5-15 years	,14651	,21589	1,000	-,4267	,7197
KnowShar	Less than 1 year	1-5 years	-,61680*	,20427	,016	-1,1592	-,0744
		5-15 years	-,61591*	,20360	,016	-1,1565	-,0753
		15+ years	-,70744*	,21822	,008	-1,2869	-,1280
	1-5 years	Less than 1 year	,61680*	,20427	,016	,0744	1,1592
		5-15 years	,00089	,07688	1,000	-,2033	,2050
		15+ years	-,09064	,10989	1,000	-,3824	,2011
	5-15 years	Less than 1 year	,61591*	,20360	,016	,0753	1,1565
		1-5 years	-,00089	,07688	1,000	-,2050	,2033
		15+ years	-,09153	,10865	1,000	-,3800	,1970
	15+ years	Less than 1 year	,70744*	,21822	,008	,1280	1,2869
		1-5 years	,09064	,10989	1,000	-,2011	,3824
		5-15 years	,09153	,10865	1,000	-,1970	,3800
InnovBeh	Less than 1 year	1-5 years	-,98833*	,24064	<,001	-1,6273	-,3494
		5-15 years	-,96503*	,23991	<,001	-1,6021	-,3280
		15+ years	-1,10620*	,25707	<,001	-1,7888	-,4236
	1-5 years	Less than 1 year	,98833*	,24064	<,001	,3494	1,6273
		5-15 years	,02330	,09073	1,000	-,2176	,2642

Comparison of variables based on tenure at current organization

Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
POrgSup	Less than 1 year	88	4,6358	1,25484	,13377	4,3699	4,9016	1,50	6,75
	1-5 years	179	4,8668	1,22101	,09126	4,6867	5,0469	2,13	7,00
	5-15 years	39	4,8429	1,29260	,20698	4,4239	5,2620	1,13	7,00
	15+ years	9	5,5694	1,00606	,33535	4,7961	6,3428	3,63	6,63
	Total	315	4,8194	1,23949	,06984	4,6820	4,9568	1,13	7,00
KnowShar	Less than 1 year	87	3,9632	,63211	,06777	3,8285	4,0979	2,00	5,00
	1-5 years	179	4,0570	,63467	,04744	3,9634	4,1506	1,60	5,00
	5-15 years	39	4,2615	,55848	,08943	4,0805	4,4426	3,00	5,00
	15+ years	9	4,5111	,52068	,17356	4,1109	4,9113	3,40	5,00
	Total	314	4,0694	,63014	,03556	3,9995	4,1394	1,60	5,00
InnovBeh	Less than 1 year	87	3,2331	,88304	,09467	3,0449	3,4213	1,00	5,00
	1-5 years	179	3,3407	,69843	,05220	3,2377	3,4437	1,56	5,00
	5-15 years	38	3,3947	,67547	,10958	3,1727	3,6168	2,00	4,67
	15+ years	9	3,6914	,61809	,20603	3,2163	4,1665	2,56	4,44
	Total	313	3,3274	,75106	,04245	3,2439	3,4110	1,00	5,00
PsychOw	Less than 1 year	88	4,5449	1,12253	,11966	4,3071	4,7828	1,75	6,75
	1-5 years	180	4,6998	1,16833	,08708	4,5279	4,8716	1,25	7,00
	5-15 years	40	4,7013	1,32262	,20912	4,2783	5,1243	1,75	6,92
	15+ years	9	5,6019	,64115	,21372	5,1090	6,0947	4,50	6,67
	Total	317	4,6826	1,17302	,06588	4,5530	4,8122	1,25	7,00

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
POrgSup	Between Groups	8,455	3	2,818	1,849	,138
	Within Groups	473,954	311	1,524		
	Total	482,409	314			
KnowShar	Between Groups	4,204	3	1,401	3,618	,014
	Within Groups	120,082	310	,387		
	Total	124,286	313			
InnovBeh	Between Groups	2,170	3	,723	1,286	,279
	Within Groups	173,826	309	,563		
	Total	175,996	312			
PsychOw	Between Groups	9,340	3	3,113	2,290	,078
	Within Groups	425,472	313	1,359		

ANOVA Effect Sizes[a,b]

		Point Estimate	95% Confidence Interval	
			Lower	Upper
POrgSup	Eta-squared	,018	,000	,048
	Epsilon-squared	,008	-,010	,039
	Omega-squared Fixed-effect	,008	-,010	,039
	Omega-squared Random-effect	,003	-,003	,013
KnowShar	Eta-squared	,034	,001	,074
	Epsilon-squared	,024	-,008	,065
	Omega-squared Fixed-effect	,024	-,008	,065
	Omega-squared Random-effect	,008	-,003	,023
InnovBeh	Eta-squared	,012	,000	,039
	Epsilon-squared	,003	-,010	,029
	Omega-squared Fixed-effect	,003	-,010	,029
	Omega-squared Random-effect	,001	-,003	,010
PsychOw	Eta-squared	,021	,000	,055
	Epsilon-squared	,012	-,010	,046
	Omega-squared Fixed-effect	,012	-,010	,046
	Omega-squared Random-effect	,004	-,003	,016

a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.
b. Negative but less biased estimates are retained, not rounded to zero.

Post Hoc Tests

Multiple Comparisons

Bonferroni

Dependent Variable	(I) Please indicate the tenure with your current organization:	(J) Please indicate the tenure with your current organization:	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval Lower Bound	95% Confidence Interval Upper Bound
POrgSup	Less than 1 year	1-5 years	-,23106	,16072	,909	-,6578	,1957
		5-15 years	-,20719	,23747	1,000	-,8377	,4234
		15+ years	-,93369	,43203	,189	-2,0808	,2134
	1-5 years	Less than 1 year	,23106	,16072	,909	-,1957	,6578
		5-15 years	,02387	,21815	1,000	-,5554	,6031
		15+ years	-,70262	,42171	,580	-1,8224	,4171
	5-15 years	Less than 1 year	,20719	,23747	1,000	-,4234	,8377
		1-5 years	-,02387	,21815	1,000	-,6031	,5554
		15+ years	-,72650	,45651	,675	-1,9387	,4857
	15+ years	Less than 1 year	,93369	,43203	,189	-,2134	2,0808
		1-5 years	,70262	,42171	,580	-,4171	1,8224
		5-15 years	,72650	,45651	,675	-,4857	1,9387
KnowShar	Less than 1 year	1-5 years	-,09376	,08134	1,000	-,3098	,1222
		5-15 years	-,29832*	,11994	,030	-,6168	,0201
		15+ years	-,54789*	,21793	,025	-1,1266	,0308
	1-5 years	Less than 1 year	,09376	,08134	1,000	-,1222	,3098
		5-15 years	-,20456	,10998	,383	-,4966	,0875
		15+ years	-,45413	,21261	,201	-1,0187	,1104
	5-15 years	Less than 1 year	,29832*	,11994	,030	-,0201	,6168
		1-5 years	,20456	,10998	,383	-,0875	,4966
		15+ years	-,24957	,23016	1,000	-,8607	,3616
	15+ years	Less than 1 year	,54789*	,21793	,025	-,0308	1,1266
		1-5 years	,45413	,21261	,201	-,1104	1,0187
		5-15 years	,24957	,23016	1,000	-,3616	,8607
InnovBeh	Less than 1 year	1-5 years	-,10763	,09802	1,000	-,3679	,1527
		5-15 years	-,16166	,14584	1,000	-,5489	,2256
		15+ years	-,45828	,26262	,492	-1,1556	,2391
	1-5 years	Less than 1 year	,10763	,09802	1,000	-,1527	,3679
		5-15 years	-,05403	,13396	1,000	-,4098	,3017

Comparison of variables based on current company size

Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
POrgSup	Micro: 1-9 employees	16	4,6953	,96498	,24124	4,1811	5,2095	2,75	6,25
	Small: 10-49 employees	47	4,6744	1,26114	,18396	4,3041	5,0447	1,13	6,88
	Medium: 50-249 employees	69	4,5109	1,38644	,16691	4,1778	4,8439	2,00	6,88
	Large: 250 and more employees	184	4,9825	1,17318	,08649	4,8119	5,1532	1,50	7,00
	Total	316	4,8192	1,23753	,06962	4,6822	4,9561	1,13	7,00
KnowShar	Micro: 1-9 employees	16	3,9625	,80405	,20101	3,5341	4,3909	2,40	5,00
	Small: 10-49 employees	47	3,8936	,58511	,08535	3,7218	4,0654	2,00	5,00
	Medium: 50-249 employees	69	4,1246	,63811	,07682	3,9713	4,2779	2,00	5,00
	Large: 250 and more employees	183	4,1027	,61621	,04555	4,0129	4,1926	1,60	5,00
	Total	315	4,0692	,62915	,03545	3,9995	4,1390	1,60	5,00
InnovBeh	Micro: 1-9 employees	16	3,2500	,61464	,15366	2,9225	3,5775	2,33	4,44
	Small: 10-49 employees	47	3,3552	,74052	,10802	3,1378	3,5726	1,67	5,00
	Medium: 50-249 employees	69	3,2665	,70049	,08433	3,0982	3,4348	1,11	5,00
	Large: 250 and more employees	182	3,3539	,78549	,05822	3,2390	3,4687	1,00	5,00
	Total	314	3,3296	,75082	,04237	3,2462	3,4129	1,00	5,00
PsychOw	Micro: 1-9 employees	16	4,4323	1,30107	,32527	3,7390	5,1256	2,33	6,33
	Small: 10-49 employees	47	4,7149	1,17750	,17176	4,3691	5,0606	2,33	7,00
	Medium: 50-249 employees	69	4,4220	1,17463	,14141	4,1398	4,7042	1,25	7,00
	Large: 250 and more employees	186	4,7997	1,15141	,08443	4,6332	4,9663	1,33	7,00
	Total	318	4,6867	1,17350	,06581	4,5573	4,8162	1,25	7,00

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
POrgSup	Between Groups	12,699	3	4,233	2,812	,040
	Within Groups	469,714	312	1,505		
	Total	482,414	315			
KnowShar	Between Groups	2,049	3	,683	1,738	,159
	Within Groups	122,242	311	,393		
	Total	124,291	314			
InnovBeh	Between Groups	,514	3	,171	,302	,824
	Within Groups	175,933	310	,568		
	Total	176,447	313			
PsychOw	Between Groups	8,283	3	2,761	2,024	,110
	Within Groups	428,259	314	1,364		
	Total	436,542	317			

ANOVA Effect Sizes[a,b]

		Point Estimate	95% Confidence Interval Lower	Upper
POrgSup	Eta-squared	,026	,000	,063
	Epsilon-squared	,017	-,010	,054
	Omega-squared Fixed-effect	,017	-,010	,054
	Omega-squared Random-effect	,006	-,003	,019
KnowShar	Eta-squared	,016	,000	,046
	Epsilon-squared	,007	-,010	,037
	Omega-squared Fixed-effect	,007	-,010	,037
	Omega-squared Random-effect	,002	-,003	,013
InnovBeh	Eta-squared	,003	,000	,015
	Epsilon-squared	-,007	-,010	,005
	Omega-squared Fixed-effect	-,007	-,010	,005
	Omega-squared Random-effect	-,002	-,003	,002
PsychOw	Eta-squared	,019	,000	,051
	Epsilon-squared	,010	-,010	,042
	Omega-squared Fixed-effect	,010	-,010	,041
	Omega-squared Random-effect	,003	-,003	,014

a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.
b. Negative but less biased estimates are retained, not rounded to zero.

Post Hoc Tests

Multiple Comparisons

Bonferroni

Dependent Variable	(I) Please indicate the size of your current organization:	(J) Please indicate the size of your current organization:	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval Lower Bound	Upper Bound
POrgSup	Micro: 1-9 employees	Small: 10-49 employees	,02092	,35514	1,000	-,9220	,9639
		Medium: 50-249 employees	,18444	,34046	1,000	-,7195	1,0884
		Large: 250 and more employees	-,28722	,31981	1,000	-1,1364	,5619
	Small: 10-49 employees	Micro: 1-9 employees	-,02092	,35514	1,000	-,9639	,9220
		Medium: 50-249 employees	,16352	,23206	1,000	-,4526	,7797
		Large: 250 and more employees	-,30814	,20053	,752	-,8406	,2243
	Medium: 50-249 employees	Micro: 1-9 employees	-,18444	,34046	1,000	-1,0884	,7195
		Small: 10-49 employees	-,16352	,23206	1,000	-,7797	,4526
		Large: 250 and more employees	-,47166*	,17321	,041	-,9316	-,0118
	Large: 250 and more employees	Micro: 1-9 employees	,28722	,31981	1,000	-,5619	1,1364
		Small: 10-49 employees	,30814	,20053	,752	-,2243	,8406
		Medium: 50-249 employees	,47166*	,17321	,041	,0118	,9316
KnowShar	Micro: 1-9 employees	Small: 10-49 employees	,06888	,18146	1,000	-,4129	,5507
		Medium: 50-249 employees	-,16214	,17396	1,000	-,6241	,2998
		Large: 250 and more employees	-,14023	,16344	1,000	-,5742	,2938
	Small: 10-49 employees	Micro: 1-9 employees	-,06888	,18146	1,000	-,5507	,4129
		Medium: 50-249 employees	-,23102	,11857	,314	-,5459	,0838
		Large: 250 and more employees	-,20912	,10252	,253	-,4813	,0631
		Micro: 1-9 employees	,16214	,17396	1,000	-,2998	,6241

Annex 6. Regression analysis

Bootstrap Specifications

Sampling Method	Simple
Number of Samples	1000
Confidence Interval Level	95,0%
Confidence Interval Type	Percentile

a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	POrgSup[b]	.	Enter

a. Dependent Variable: KnowShar
b. All requested variables entered.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,220[a]	,048	,045	,61397	2,276

a. Predictors: (Constant), POrgSup
b. Dependent Variable: KnowShar

Bootstrap for Model Summary

		Bootstrap[a]			
				95% Confidence Interval	
Model	Durbin-Watson	Bias	Std. Error	Lower	Upper
1	2,276	-,906	,122	1,140	1,617

a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6,000	1	6,000	15,918	<,001[b]
	Residual	118,363	314	,377		
	Total	124,364	315			

a. Dependent Variable: KnowShar
b. Predictors: (Constant), POrgSup

Coefficients[a]

		Unstandardized Coefficients		Standardized Coefficients			95,0% Confidence Interval for B	
Model		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
1	(Constant)	3,530	,139		25,365	<,001	3,257	3,804
	POrgSup	,111	,028	,220	3,990	<,001	,056	,166

a. Dependent Variable: KnowShar

Bootstrap for Coefficients

			Bootstrap[a]				
						95% Confidence Interval	
Model		B	Bias	Std. Error	Sig. (2-tailed)	Lower	Upper
1	(Constant)	3,530	-,011	,155	<,001	3,217	3,838
	POrgSup	,111	,002	,030	<,001	,052	,174

a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

Bootstrap Specifications

Sampling Method	Simple
Number of Samples	1000
Confidence Interval Level	95,0%
Confidence Interval Type	Percentile

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	POrgSup[b]	.	Enter

a. Dependent Variable: InnovBeh
b. All requested variables entered.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,141[a]	,020	,017	,74522	2,085

a. Predictors: (Constant), POrgSup
b. Dependent Variable: InnovBeh

Bootstrap for Model Summary

		Bootstrap[a]			
				95% Confidence Interval	
Model	Durbin-Watson	Bias	Std. Error	Lower	Upper
1	2,085	-,798	,105	1,089	1,501

a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3,501	1	3,501	6,304	,013[b]
	Residual	173,272	312	,555		
	Total	176,773	313			

a. Dependent Variable: InnovBeh
b. Predictors: (Constant), POrgSup

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			95,0% Confidence Interval for B	
		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
1	(Constant)	2,914	,169		17,243	<,001	2,581	3,246
	POrgSup	,085	,034	,141	2,511	,013	,018	,152

a. Dependent Variable: InnovBeh

Bootstrap for Coefficients

			Bootstrap[a]				
						95% Confidence Interval	
Model		B	Bias	Std. Error	Sig. (2-tailed)	Lower	Upper
1	(Constant)	2,914	-,004	,181	<,001	2,542	3,259
	POrgSup	,085	,001	,035	,017	,013	,157

a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

Bootstrap Specifications

Sampling Method	Simple
Number of Samples	1000
Confidence Interval Level	95,0%
Confidence Interval Type	Percentile

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	POrgSup[b]	.	Enter

a. Dependent Variable: PsychOw

b. All requested variables entered.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,599[a]	,359	,357	,93993	2,042

a. Predictors: (Constant), POrgSup

b. Dependent Variable: PsychOw

Bootstrap for Model Summary

		Bootstrap[a]			
				95% Confidence Interval	
Model	Durbin-Watson	Bias	Std. Error	Lower	Upper
1	2,042	-,723	,115	1,099	1,560

a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	155,817	1	155,817	176,369	<,001[b]
	Residual	278,292	315	,883		
	Total	434,109	316			

a. Dependent Variable: PsychOw

b. Predictors: (Constant), POrgSup

Coefficients[a]

		Unstandardized Coefficients		Standardized Coefficients			95,0% Confidence Interval for B	
Model		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
1	(Constant)	1,936	,213		9,099	<,001	1,517	2,354
	POrgSup	,568	,043	,599	13,280	<,001	,483	,652

a. Dependent Variable: PsychOw

Bootstrap for Coefficients

		Bootstrap[a]					
						95% Confidence Interval	
Model		B	Bias	Std. Error	Sig. (2-tailed)	Lower	Upper
1	(Constant)	1,936	,001	,226	<,001	1,489	2,391
	POrgSup	,568	−5,845×10^−5	,044	<,001	,486	,658

a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

Bootstrap Specifications

Sampling Method	Simple
Number of Samples	1000
Confidence Interval Level	95,0%
Confidence Interval Type	Percentile

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	PsychOw[b]	.	Enter

a. Dependent Variable: KnowShar
b. All requested variables entered.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,273[a]	,075	,072	,60544	2,279

a. Predictors: (Constant), PsychOw
b. Dependent Variable: KnowShar

Bootstrap for Model Summary

		Bootstrap[a]			
				95% Confidence Interval	
Model	Durbin-Watson	Bias	Std. Error	Lower	Upper
1	2,279	-,901	,119	1,157	1,627

a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9,266	1	9,266	25,279	<,001[b]
	Residual	115,097	314	,367		
	Total	124,364	315			

a. Dependent Variable: KnowShar
b. Predictors: (Constant), PsychOw

Coefficients[a]

		Unstandardized Coefficients		Standardized Coefficients			95,0% Confidence Interval for B	
Model		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
1	(Constant)	3,386	,140		24,185	<,001	3,110	3,661
	PsychOw	,146	,029	,273	5,028	<,001	,089	,203

a. Dependent Variable: KnowShar

Bootstrap for Coefficients

			Bootstrap[a]				
						95% Confidence Interval	
Model		B	Bias	Std. Error	Sig. (2-tailed)	Lower	Upper
1	(Constant)	3,386	,011	,173	<,001	3,057	3,731
	PsychOw	,146	-,002	,034	<,001	,078	,211

a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

Bootstrap Specifications

Sampling Method	Simple
Number of Samples	1000
Confidence Interval Level	95,0%
Confidence Interval Type	Percentile

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	PsychOw[b]	.	Enter

a. Dependent Variable: InnovBeh

b. All requested variables entered.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,279[a]	,078	,075	,72256	2,079

a. Predictors: (Constant), PsychOw

b. Dependent Variable: InnovBeh

Bootstrap for Model Summary

		Bootstrap[a]			
				95% Confidence Interval	
Model	Durbin-Watson	Bias	Std. Error	Lower	Upper
1	2,079	-,793	,108	1,086	1,503

a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13,814	1	13,814	26,459	<,001[b]
	Residual	163,414	313	,522		
	Total	177,228	314			

a. Dependent Variable: InnovBeh

b. Predictors: (Constant), PsychOw

Coefficients[a]

		Unstandardized Coefficients		Standardized Coefficients			95,0% Confidence Interval for B	
Model		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
1	(Constant)	2,494	,167		14,936	<,001	2,165	2,822
	PsychOw	,178	,035	,279	5,144	<,001	,110	,246

a. Dependent Variable: InnovBeh

Bootstrap for Coefficients

			Bootstrap[a]				
						95% Confidence Interval	
Model		B	Bias	Std. Error	Sig. (2-tailed)	Lower	Upper
1	(Constant)	2,494	-,015	,183	<,001	2,115	2,826
	PsychOw	,178	,003	,037	<,001	,111	,253

a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

Annex 6. Mediation analysis

```
Run MATRIX procedure:

***************** PROCESS Procedure for SPSS Version 4.2 *****************

          Written by Andrew F. Hayes, Ph.D.       www.afhayes.com
    Documentation available in Hayes (2022). www.guilford.com/p/hayes3

**************************************************************************
Model  : 4
    Y  : InnovBeh
    X  : POrgSup
    M  : PsychOw

Sample
Size:  314

**************************************************************************
OUTCOME VARIABLE:
 PsychOw

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      ,6002      ,3602      ,8900   175,6769     1,0000   312,0000      ,0000

Model
              coeff         se          t          p       LLCI       ULCI
constant     1,9280      ,2139     9,0130      ,0000     1,5071     2,3489
POrgSup       ,5692      ,0429    13,2543      ,0000      ,4847      ,6537

Standardized coefficients
             coeff
POrgSup      ,6002

**************************************************************************
OUTCOME VARIABLE:
 InnovBeh

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      ,2787      ,0777      ,5242    13,0965     2,0000   311,0000      ,0000

Model
              coeff         se          t          p       LLCI       ULCI
constant     2,5436      ,1843    13,8007      ,0000     2,1810     2,9063
POrgSup      -,0241      ,0412     -,5843      ,5594     -,1052      ,0570
PsychOw       ,1919      ,0435     4,4175      ,0000      ,1065      ,2774

Standardized coefficients
             coeff
POrgSup     -,0398
PsychOw      ,3008

************************ TOTAL EFFECT MODEL ****************************
OUTCOME VARIABLE:
 InnovBeh

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      ,1407      ,0198      ,5554     6,3043     1,0000   312,0000      ,0126

Model
              coeff         se          t          p       LLCI       ULCI
```

```
constant     2,9137      ,1690    17,2433      ,0000     2,5812     3,2462
POrgSup       ,0852      ,0339     2,5108      ,0126      ,0184      ,1519

Standardized coefficients
            coeff
POrgSup     ,1407


************** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y **************

Total effect of X on Y
     Effect         se          t          p       LLCI       ULCI       c_cs
      ,0852      ,0339     2,5108      ,0126      ,0184      ,1519      ,1407

Direct effect of X on Y
     Effect         se          t          p       LLCI       ULCI      c'_cs
     -,0241      ,0412     -,5843      ,5594     -,1052      ,0570     -,0398

Indirect effect(s) of X on Y:
            Effect     BootSE   BootLLCI   BootULCI
PsychOw      ,1093      ,0275      ,0557      ,1639

Completely standardized indirect effect(s) of X on Y:
            Effect     BootSE   BootLLCI   BootULCI
PsychOw      ,1805      ,0440      ,0934      ,2657

************************ ANALYSIS NOTES AND ERRORS ************************

Level of confidence for all confidence intervals in output:
  95,0000

Number of bootstrap samples for percentile bootstrap confidence intervals:
  5000

------ END MATRIX -----



Run MATRIX procedure:

***************** PROCESS Procedure for SPSS Version 4.2 *****************

          Written by Andrew F. Hayes, Ph.D.       www.afhayes.com
    Documentation available in Hayes (2022). www.guilford.com/p/hayes3

**************************************************************************
Model  : 4
    Y  : KnowShar
    X  : POrgSup
    M  : PsychOw

Sample
Size:  316

**************************************************************************
OUTCOME VARIABLE:
 PsychOw

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      ,5997      ,3596      ,8854   176,3099     1,0000   314,0000      ,0000

Model
```

```
             coeff         se          t          p       LLCI       ULCI
constant     1,9291      ,2133     9,0436      ,0000     1,5094     2,3488
POrgSup       ,5686      ,0428    13,2782      ,0000      ,4843      ,6528

Standardized coefficients
             coeff
POrgSup      ,5997

**************************************************************************
OUTCOME VARIABLE:
 KnowShar

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      ,2818      ,0794      ,3658    13,4977     2,0000   313,0000      ,0000

Model
             coeff         se          t          p       LLCI       ULCI
constant     3,3027      ,1539    21,4557      ,0000     2,9998     3,6056
POrgSup       ,0444      ,0344     1,2896      ,1981     -,0233      ,1120
PsychOw       ,1180      ,0363     3,2545      ,0013      ,0467      ,1894

Standardized coefficients
             coeff
POrgSup      ,0874
PsychOw      ,2206

************************* TOTAL EFFECT MODEL ****************************
OUTCOME VARIABLE:
 KnowShar

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      ,2197      ,0482      ,3770    15,9177     1,0000   314,0000      ,0001

Model
             coeff         se          t          p       LLCI       ULCI
constant     3,5304      ,1392    25,3649      ,0000     3,2566     3,8043
POrgSup       ,1115      ,0279     3,9897      ,0001      ,0565      ,1664

Standardized coefficients
             coeff
POrgSup      ,2197


************** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y **************

Total effect of X on Y
     Effect         se          t          p       LLCI       ULCI       c_cs
      ,1115      ,0279     3,9897      ,0001      ,0565      ,1664      ,2197

Direct effect of X on Y
     Effect         se          t          p       LLCI       ULCI      c'_cs
      ,0444      ,0344     1,2896      ,1981     -,0233      ,1120      ,0874

Indirect effect(s) of X on Y:
            Effect     BootSE   BootLLCI   BootULCI
PsychOw      ,0671      ,0244      ,0233      ,1192

Completely standardized indirect effect(s) of X on Y:
            Effect     BootSE   BootLLCI   BootULCI
PsychOw      ,1323      ,0458      ,0474      ,2257

*********************** ANALYSIS NOTES AND ERRORS ************************
```

```
Level of confidence for all confidence intervals in output:
  95,0000

Number of bootstrap samples for percentile bootstrap confidence intervals:
  5000

------ END MATRIX -----
```