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The influence of knowledge sharing behaviour on employees' innovative work behaviour: the moderating role of perceived supervisor support

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Abstract: The research examined the correlation between knowledge sharing and innovative work behaviour of employees in the pharmaceutical industry in Ho Chi Minh City and the moderating role of perceived supervisor support. Data was collected through a survey of 315 employees using a questionnaire and analysed via partial least squares structural equation modelling (PLS-SEM). The findings indicated that knowledge sharing significantly positively impacts innovative work behaviour. Additionally, factors such as trust among colleagues, reciprocity, organisational commitment, and individuals' self-assessed capacity to share knowledge all positively influence knowledge-sharing behaviour. Importantly, perceived supervisor support not only directly affects innovative work behaviour but also increases the impact of knowledge sharing on innovative behaviour. The study contributes to social exchange theory, social cognitive theory, and theory of planned behaviour and provides practical implications for building work environments that encourage knowledge sharing and innovation.

Keywords: knowledge sharing; innovative work behaviour; IWB; perceived supervisor support; PSS; moderating role.

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1 Introduction

In the era of the knowledge economy and the rapid advancement of Industry 4.0, innovation has emerged as a critical driver for the sustainable development and competitiveness of businesses, particularly in developing countries like Vietnam. At the organisational level, the innovative work behaviour (IWB) of employees, reflected in their efforts to propose, develop, and implement new ideas for improving products, services, and work processes, plays a pivotal role in fostering innovation (Janssen, 2000; Yuan and Woodman, 2010). Among the factors influencing IWB, knowledge sharing (KS) is especially important, as it enables the diffusion of ideas and collective learning within organisations. However, the effectiveness of this process may depend on contextual factors such as perceived supervisor support (PSS), which can enhance or hinder the translation of shared knowledge into innovative actions. In this context, the present study investigates how KS behaviour influences employees' IWB in the Vietnamese pharmaceutical industry, and how PSS moderates this relationship.

Previous studies have confirmed that KS plays an important mediating role in promoting innovative behaviour. KS helps spread specialised knowledge and facilitates mutual learning and the combination of knowledge sources to form innovative solutions (Kmieciak, 2021; Zhao et al., 2016). According to Hao et al. (2022), KS behaviour in a virtual team environment also promotes a sense of psychological safety, permitting employees to develop new ideas boldly. At the individual level, proactive KS not only improves work coordination efficiency but also contributes to forming an innovative culture in the organisation.

Nevertheless, the effectiveness of the relationship between KS and IWB is not only affected by personal factors but also by contextual factors – particularly perceived support from one's superiors, known as PSS. It is based on how employees feel cared for, praised, and supported by their superiors (Eisenberger et al., 2002). PSS generates a favourable working environment, reinforces internal motivation, and raises the commitment level (Erkutlu and Chafra, 2015; Hughes et al., 2018). When employees experience this support, they are more likely to become knowledge sharers, try out new ideas, and be innovative risk-takers (core dimensions of IWB).

Almulhim (2020), Helmy et al. (2019) and Joo et al. (2023) found that PSS does not only directly affect innovative behaviour but also serves as a moderator that increases the effect of KS behaviour on work innovation. Similarly, Chen et al. (2016) and Jaiswal and Dhar (2016) showed that in organisations where leaders demonstrate clear support, employees tend to transform knowledge into practical innovative initiatives. This is especially true in highly specialised and tightly controlled industries such as the pharmaceutical industry – where innovation comes not only from technology but also from the staff's practical knowledge and personal experience.

In Vietnam, although KS and IWB are increasingly being paid attention to in the context of digital transformation and process improvement, there is still a lack of in-depth empirical studies, especially in the pharmaceutical sector – an industry with a relatively slow innovation rate compared to high-tech sectors. In addition, most domestic studies have only focused on the direct relationship between KS and IWB without fully considering the moderating role of PSS as an organisational culture factor affecting employees' innovative behaviour (Nguyen et al., 2019; Phung et al., 2019).

Based on the above discussions, this study aims to address a gap in both theory and practice by examining the influence of KS behaviour on employees' IWB, with a specific

focus on the moderating role of PSS. While numerous studies have emphasised the mediating role of KS between individual or organisational factors and innovation outcomes (Binsaeed et al., 2023; Kmieciak, 2021), few have simultaneously tested this mechanism in the context of highly IWB. In particular, the influence of supervisor support, an essential component of a positive organisational climate, on strengthening or weakening the link between KS and innovation remains underexplored (Fullwood and Rowley, 2017). To fill this theoretical void, the current study integrates perspectives from social exchange theory (SET), theory of planned behaviour (TPB), and social cognitive theory (SCT) to construct a comprehensive research model. The empirical context is set within pharmaceutical enterprises in Ho Chi Minh City, a sector currently facing mounting pressure to innovate, optimise operational processes, and transform workforce capabilities in the post-COVID-19 landscape.

The remainder of this paper is structured as follows. Section 2 reviews the relevant theoretical frameworks and empirical studies to formulate research hypotheses. Section 3 describes the research methodology, including data collection, measurement scales, and analytical approach. Section 4 presents the results of the empirical analysis. Section 5 discusses the findings considering theoretical background and compares them with existing literature. Finally, Section 5 also concludes the study with key implications, limitations, and suggestions for future research.

2 Literature review, previous research and hypothesis development

2.1 Literature review

To comprehensively understand the determinants of KS behaviour and its impact on IWB, this study draws on three interrelated theoretical perspectives: SET, TPB, and SCT. These frameworks jointly capture both the social dynamics and individual-level cognitions influencing KS within organisations.

SET posits that social behaviour is governed by the rational evaluation of costs and benefits. In organisational contexts, KS is viewed as a form of voluntary exchange where individuals are motivated to share when they perceive the benefits, such as recognition, reciprocity, or support, outweigh potential risks, such as loss of status or expertise (Cropanzano and Mitchell, 2005). This exchange mechanism becomes more pronounced in environments characterised by trust, fairness, and supportive leadership, which facilitates perceptions of mutual gain (Cook et al., 2013; Lin, 2007).

TPB (Ajzen, 1991) complements SET by emphasising internal cognitive processes underlying behavioural intention. According to TPB, the intention to engage in behaviour is shaped by attitude toward the behaviour, subjective norms (i.e., perceived social pressure), and perceived behavioural control (PBC), the individual's belief in their ability to perform the behaviour (Ajzen, 1991; Fishbein and Ajzen, 2011). In the context of KS, organisational commitment reflects a favourable attitude, while perceptions of KS competence serve as indicators of PBC. Subjective norms also resonate with SET's emphasis on reciprocity and social expectations, reinforcing how environmental and interpersonal factors shape intention.

Adding to this, SCT proposed by Bandura (1982), provides insight into the role of self-efficacy (SE), an individual's belief in their own capabilities, in driving proactive behaviours. Employees with high KSSE are more likely to initiate sharing behaviours,

assist colleagues, and contribute to collective learning and innovation (Hsu et al., 2007; Safdar et al., 2021).

In summary, the integration of SET, TPB, and SCT forms a robust foundation for this study's model. While TPB explains the internal motivational drivers, SET accounts for social and relational dynamics, and SCT highlights the critical role of SE. This theoretical synthesis positions KS not merely as an isolated action, but as a behaviour influenced by personal attitudes and beliefs, social exchanges, and organisational support, enabling and enhancing IWB in the workplace.

Building on the foundations laid by the theoretical frameworks and previous empirical findings, the next section formulates specific hypotheses to empirically test the proposed relationships. These hypotheses reflect both the direct and moderating effects suggested in literature.

2.2 Previous research

The study by Binsaeed et al. (2023) explored how network capability (NC) influences IWB of employees in the energy sector through the mediating role of KS. The results showed that NC positively impacts IWB, and KS mediates this relationship. At the same time, digital innovation (DI) was confirmed to have a moderating role, enhancing the impact of NC on innovative behaviour and thereby expanding knowledge in the energy sector.

Shehab et al. (2023) analysed the KS behaviour of nurse leaders in an online health community and examined the moderating role of knowledge SE. The results showed that knowledge SE positively moderated the relationship between trust, reciprocity, reputation, and KS behaviour but did not moderate the relationship between sharing ability and sharing behaviour. The study expands the understanding of factors influencing KS behaviour in the online health field.

Another study, Sawana and Nurhattati (2020) identified the predictors of KS behaviour, and the theories used as the basis of the study from 2018 to 2019. The results showed that 26 organisational factors, 40 individual factors, and four technological factors influenced KS behaviour, of which organisational culture and transformational leadership were the most studied. In addition, 37 theories were used, notably SET, SCT, and social capital theory. The study provides a theoretical foundation and direction for future research.

The study (Kmieciak, 2021) assessed the impact of two types of trust (vertical trust and horizontal trust) on KS behaviour (including knowledge donation and knowledge acquisition) and the impact of KS on IWB. The results showed that both vertical and horizontal trust positively influenced KS, in which KS through knowledge donation strongly promoted the formation of innovative ideas. The study clarifies the mediating role of KS in the relationship between trust and innovation.

Safdar et al. (2021) systematised and synthesised empirical studies on the relationship between SE and KS behaviour. The results showed that most studies confirmed a positive and significant relationship between SE and KS. The study clarifies the role of SE as an important predictor of KS behaviour and provides a theoretical and practical basis for organisations to promote a KS culture.

Fullwood and Rowley (2017) built a measurement model and analysed the organisational and individual factors influencing the KS behaviour of lecturers at UK universities. The results showed that personal beliefs have a more substantial influence

than organisational culture on KS attitudes; among organisational factors, the role of leadership has the most significant impact. The study contributes by emphasising the need for a supportive leadership environment and reward system that promotes KS in higher education.

While many studies have supported the role of KS behaviour as mediating the relationship between individual and organisational factors and innovation (Binsaeed et al., 2023; Kmieciak, 2021), there is limited research that concurrently tests this mechanism in highly IWB. In particular, the moderating role of supervisor support, a key factor in a positive work environment, in the relationship between KS and IWB has not been fully explored (Fullwood and Rowley, 2017). Therefore, this study fills the gap by examining the mediating role of KS and the moderating role of PSS in promoting or diminishing innovative behaviour at work.

2.3 Hypothesis development

2.3.1 Trust among co-workers affects KS

SET suggests that KS within organisations is motivated by the expectation of fair reciprocity from the recipients (Kipkosgei et al., 2020a). In this context, trust in colleagues is essential to reduce perceived risks and encourage KS behaviour. When employees believe colleagues will not exploit or distort shared information, they are willing to open up and voluntarily impart knowledge and experience (Renzl et al., 2005). In addition, trust also helps build positive working relationships, improve the quality of group interactions, and create a mutual learning environment (Park and Lee, 2014; Wang and Noe, 2010).

From the above arguments, the author proposes the following research hypothesis:

Hypothesis 1 (H1) Trust among co-workers positively influences KS within pharmaceutical companies in Vietnam.

2.3.2 Reciprocity influences KS

The norm of reciprocity is a major principle in SET, which states that people tend to reciprocate positive behaviours that they receive from others (Cropanzano and Mitchell, 2005). In organisational settings, interdependence creates two-way relationships in which individuals are both knowledge givers and knowledge receivers (Kipkosgei et al., 2020b; Molm, 1994). These positive interactions build trust and commitment among colleagues, leading to high-quality relationships that facilitate KS behaviour (Blau, 1964; Shehab et al., 2023). Employees receiving peer support are more likely to be motivated to share knowledge in return.

Hence, we can propose the hypothesis as follows:

Hypothesis 2 (H2) Reciprocity positively influences KS within pharmaceutical companies in Vietnam.

2.3.3 Organisational commitment influences KS

Organisational commitment is the extent to which employees are emotionally attached, willing to participate in the organisation's activities and make every effort for the

common goal (Meyer and Allen, 1991). Affective, continuance, and normative commitment are the three main components of organisational commitment (Imamoglu et al., 2019). In the modern working environment, organisational commitment plays an important role in retaining talent and building an internal KS culture.

Previous studies have demonstrated that organisational commitment is positively associated with KS behaviour (Imamoglu et al., 2019; Van Den Hooff and De Ridder, 2004). When employees feel emotionally attached to and trust their organisation, they are more willing to share knowledge and experiences to support collective growth. Demirel and Goc (2013) additionally argue that the (affective) commitment to the organisation significantly transfers information from one member to another. In the same arguments, the recent work of Imamoglu et al. (2019) confirms that organisational commitment is an adequate predictor of KS behaviour, finally leading to improved organisational performance.

Consequencely, we can propose the hypothesis as follows:

Hypothesis 3 (H3) Organisational commitment positively influences KS within pharmaceutical companies in Vietnam.

2.3.4 KSSE influences KS

According to SCT, SE influences an individual's decisions about which behaviours to engage in, the level of effort to invest, and the persistence to maintain when encountering challenges (Bandura, 1982; Hao et al., 2022). In the context of KS, the concept of KSSE was introduced to assess an individual's confidence in their ability to share knowledge (Hsu et al., 2007) effectively. Recent research has documented that employees with high KSSE are more likely to display proactive KS behaviours (Hao et al., 2022; Safdar et al., 2021). They believe their knowledge is valuable and can be helpful to other person, which brings a deeper sharing stimulus. From these considerations, the following hypothesis is suggested:

Hypothesis 4 (H4) KSSE positively influences KS within pharmaceutical companies in Vietnam.

2.3.5 KS affects IWB

IWB reflects how employees proactively propose, develop, and implement new ideas at work – an essential factor for innovation and sustainable development of the organisation (Janssen, 2000; Yuan and Woodman, 2010). Previous studies have confirmed that KS is fundamental in promoting IWB through expanding knowledge, facilitating mutual learning, and increasing internal cooperation. In particular, it was observed that KS behaviour, particularly proactive idea contribution, is closely associated with the development and implementation of innovative ideas (Kmieciak, 2021). KS has been shown to consistently enhance innovative behaviour in virtual work teams by fostering psychological safety (Hao et al., 2022). Furthermore, research by Kamaşak and Bulutlar (2010) also emphasises that KS is critical to formulating a creative work environment.

Based on the above arguments, the hypothesis is as follows:

Hypothesis 5 (H5) KS positively influences IWB within pharmaceutical companies in Vietnam.

2.3.6 The moderating role of PSS

PSS refers to the extent to which employees feel that their supervisors care about their well-being, value their contributions, and provide necessary support for their work (Eisenberger et al., 2002). PSS is crucial in fostering a positive work environment, enhancing intrinsic motivation, and encouraging proactive employee behaviour (Erkutlu and Chafra, 2015; Hughes et al., 2018). In the context of KS, support from supervisors contributes to employees' sense of psychological safety, which in turn encourages them to apply shared knowledge in their work – thereby promoting IWB. According to Jaiswal and Dhar (2016), leadership support positively influences creativity and innovation by strengthening employee commitment and fostering an innovative mindset. Similarly, studies by Chen et al. (2016) and Imamoglu et al. (2019) indicate that employees are more likely to transform acquired knowledge into tangible initiatives when supervisors actively support KS behaviours. Therefore, PSS may be a positive moderating factor in the relationship between KS and IWB. As a result, the hypothesis is suggested as H6.

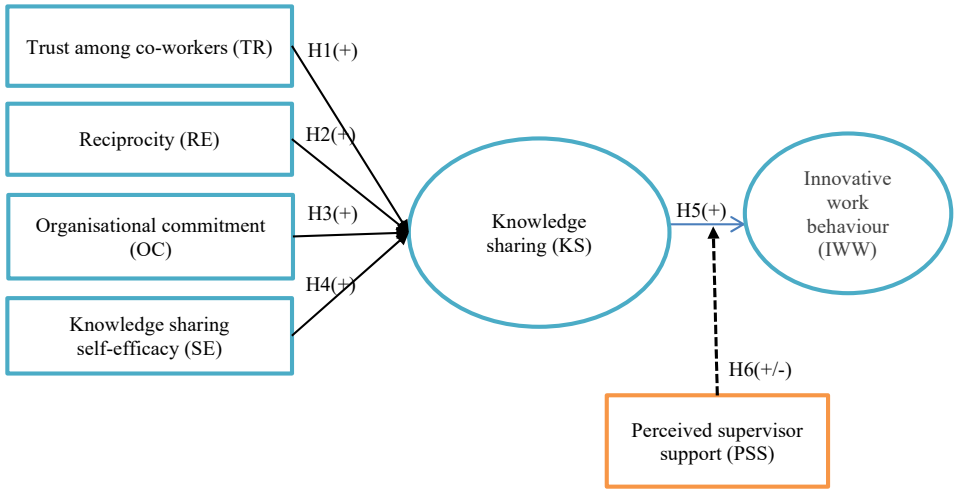
Hypothesis 6 (H6) PSS positively moderates the effect of KS on IWB within pharmaceutical companies in Vietnam.

To validate the proposed hypotheses and examine the underlying relationships, a quantitative research design was employed. The following section outlines the methodology, including sample selection, data collection procedures, and measurement scales used in the study.

3 Research model and research method

3.1 Research model

Figure 1 Research model (see online version for colours)



3.2 Research method

The research employed quantitative methods using partial least squares structural equation modelling (PLS-SEM). Data analysis was conducted with SmartPLS, including descriptive statistics, validation of observed constructs through factor loadings, assessment of convergent validity and composite reliability, evaluation of discriminant validity within the measurement model, and checks for multi-collinearity.

The degree to which independent variables explain the variation in the dependent variable was tested based on R^2 and adjusted R^2 indices. Also, the quantitative effect of each predictor variable on the dependent variable was measured using the F-square (f^2) index. According to Cohen (2013), effect sizes based on f^2 are categorised into three levels: small ($f^2 \geq 0.02$), medium ($f^2 \geq 0.15$), and large ($f^2 \geq 0.35$). These thresholds help assess statistical significance and the practical significance of relationships within the research model.

3.3 Sample collection method

Data collection techniques involved the development of structured questionnaires and the application of simple random sampling to ensure representation across different roles and departments within the pharmaceutical enterprises. The questionnaire was designed to assess key constructs related to the research model and included multiple items for each construct. Responses were measured using a five-point Likert scale, allowing participants to indicate their level of agreement with various statements – ranging from 'completely disagree' (1) to 'completely agree' (5). This approach provided quantifiable data for subsequent statistical analysis.

The survey was conducted among experts, directors, and employees working at various pharmaceutical enterprises in Ho Chi Minh City, Vietnam. Data collection took place over a four-month period, from December 2024 to April 2025. A total of 320 questionnaires were distributed via email and QR code. After excluding eight incomplete responses, 315 valid responses were retained for analysis, resulting in a high response rate of 98%.

After data collection and validation, the study proceeded with statistical analysis to test the research hypotheses. The next section presents the results of the structural model, highlighting the significance and strength of the hypothesised paths.

4 Research results and discussions

4.1 Research results

From Table 1, Cronbach's alpha, composite reliability and AVE indices all exceeded the thresholds of 0.7 and 0.5, indicating that the scales have high reliability and good convergent validity, ensuring suitability for further analysis in the research model. Next, discriminant validity assessment using the heterotrait-monotrait (HTMT) ratio is presented, shown on Table 2.

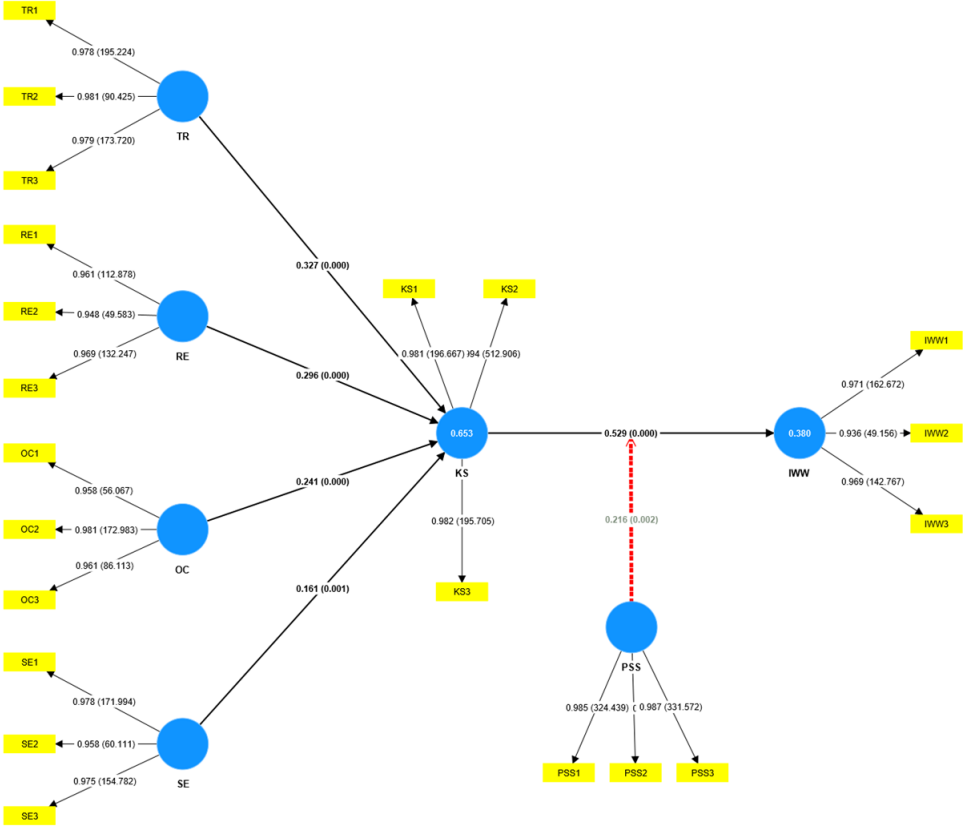
Table 2 with HTMT ratio index shows that all values are less than 0.85, indicating that the variables in the model achieve good discriminant validity. This confirms that the measurement constructs are separate and do not overlap in the research model.

Figure 2 is generated using the bootstrapping method with 5,000 resample iterations, conducted through SmartPLS software. The purpose of bootstrapping is to evaluate the reliability and stability of the estimated path coefficients. This method enables the calculation of standard errors and t-values, which are critical factors for hypothesis testing.

Table 1 Composite reliability

	Cronbach's alpha	*Composite reliability (rho_a)*	*Average variance extracted (AVE)*
IWW	0.956	0.957	0.919
KS	0.985	0.985	0.971
OC	0.965	0.965	0.935
PSS	0.989	0.989	0.978
RE	0.957	0.957	0.920
SE	0.969	0.969	0.941
TR	0.979	0.979	0.959

Figure 2 PLS-SEM results (see online version for colours)



Pointed by Hair et al. (2017), the VIF value is considered acceptable when it is less than 5, in which values close to 1 indicate that multi-collinearity is almost absent. Based on the results in Table 3, all VIF values range from 1.0290 to 2.2960, all lower than the

threshold of 5. This shows no sign of multi-collinearity among the independent variables in the model. Thus, the linear relationships between variables are guaranteed reliable and unaffected by the explanatory variables' interdependence.

In Table 4, the KS variable has an R^2 value of 0.653, indicating that the independent variables in the model explain about 65.3% of the variation in KS behaviour – this is a high level of explanation. Meanwhile, the IWB (IWW) variable has an R^2 of 0.380, indicating that the factors explain about 38.0% of the variation in IWB – an acceptable average level in social research.

Table 2 HTMT ratio

	IWW	*KS*	*OC*	*PSS*	*RE*	*SE*	*TR*	*PSS × KS*
IWW								
KS	0.552							
OC	0.388	0.599						
PSS	0.313	0.276	0.127					
RE	0.402	0.727	0.497	0.352				
SE	0.327	0.477	0.382	0.108	0.389			
TR	0.418	0.708	0.446	0.316	0.739	0.328		
PSS × KS	0.143	0.182	0.005	0.141	0.244	0.036	0.282	

Table 3 Collinearity assessment using variance inflation factor (VIF)

	VIF
CLGD → UT	2.0870
MDGK → UT	1.3990
NCKH → UT	2.2960
QM → QD	1.0590
TLVL → UT	1.2430
TNXH → UT	1.1140
UT → QD	1.0730
QM × UT → QD	1.0290

Table 4 R-square and R-square adjusted

	R-square	*R-square adjusted*
IWW	0.380	0.374
KS	0.653	0.648

Table 5 F-square (f^2)

	F-square
KS → IWW	0.4090
OC → KS	0.1200
PSS → IWW	0.0580
RE → KS	0.1120
SE → KS	0.0610
TR → KS	0.1470
PSS × KS → IWW	0.1070

Based on Table 5, we can analyse the effect size specifically:

- KS → IWW ($f^2 = 0.4090$): this is a large effect, showing that KS is the most important factor affecting IWB.
- TR → KS ($f^2 = 0.1470$) and OC → KS ($f^2 = 0.1200$): are close to the average threshold, showing that trust and organisational commitment have a significant effect on KS.
- RE → KS ($f^2 = 0.1120$) and PSS × KS → IWW ($f^2 = 0.1070$): have a small but still significant effect.
- SE → KS ($f^2 = 0.0610$) and PSS → IWW ($f^2 = 0.0580$): small effects, indicating that SE and support from superiors still play a certain role.

4.2 Discussion on the findings

The regression results presented in Table 6 confirm that all hypothesised relationships are statistically significant ($p < 0.05$), with positive path coefficients, providing strong empirical support for the proposed model. Notably, KS has a significant and substantial impact on IWB (IWW) ($\beta = 0.529$, $p = 0.000$), reaffirming the critical role of KS in promoting employee innovation. This finding aligns with previous studies by Hsu et al. (2007) and Safdar et al. (2021), which emphasised KS as a key driver of creativity and innovation in organisational settings, and is theoretically grounded in SET and TPB, both of which explain how positive perceptions of value exchange and behavioural intention foster proactive behaviours at work. The significant relationship between KS and IWW suggests that when employees actively engage in exchanging knowledge, they are more likely to generate novel ideas, improve work processes, and contribute to organisational innovation. KS facilitates access to diverse insights, reduces duplication of efforts, and enhances collective learning, which are critical conditions for innovation. From a theoretical standpoint, SET posits that individuals reciprocate in social exchanges, meaning that those who receive valuable knowledge are likely to contribute back through innovation and collaboration. Meanwhile, TPB reinforces this behaviour by linking positive attitudes and PBC to intentional engagement in KS activities, which ultimately translate into innovative outcomes. Therefore, this result not only supports the proposed model but also validates the multi-theoretical foundation employed to explain the underlying mechanisms of workplace innovation through knowledge exchange.

Among the predictors of KS, trust among co-workers (TR) exerts the strongest effect ($\beta = 0.327$, $p = 0.000$), followed by reciprocity (RE) ($\beta = 0.296$, $p = 0.000$) and organisational commitment (OC) ($\beta = 0.241$, $p = 0.000$). These results are consistent with findings from Cook et al. (2013) and Lin (2007), which highlight trust and mutual expectations as key enablers of KS, in line with the core assumptions of SET. The significant effect of KSSE ($\beta = 0.161$, $p = 0.001$) also supports SCT, which posits that individuals with strong self-belief in their KS ability are more likely to engage in such behaviours (Bandura, 1982; Hsu et al., 2007).

Furthermore, PSS not only has a significant direct effect on IWW ($\beta = 0.198$, $p = 0.006$) but also moderates the relationship between KS and IWW (PSS × KS → IWW, $\beta = 0.216$, $p = 0.002$). This finding echoes prior studies by Javed et al. (2018) and Srivastava et al. (2006), which showed that supportive leadership enhances both the

direct and indirect effects of KS on innovation. The moderating role of PSS also reflects the interactive dynamics highlighted in SET; whereby social support enhances perceived value exchange and motivation for discretionary behaviours. This suggests that even when employees are willing to share knowledge, the presence of supportive supervisors is crucial in converting that behaviour into innovative outcomes. PSS may serve as both a psychological safety net and a source of encouragement, reinforcing the belief that knowledge contributions are valued and impactful. Such support can also reduce uncertainty and resistance toward novel ideas, creating a more enabling environment for innovation to thrive. Therefore, managerial involvement not only facilitates knowledge flows but also amplifies their transformative effects within the workplace.

Table 6 Results for path coefficients

	Original sample	*Sample mean*	*Standard deviation*	*T statistics*	*P values*
KS → IWW	0.529	0.525	0.070	7.511	0.000
OC → KS	0.241	0.243	0.060	4.047	0.000
PSS → IWW	0.198	0.196	0.072	2.743	0.006
RE → KS	0.296	0.296	0.082	3.591	0.000
SE → KS	0.161	0.160	0.048	3.395	0.001
TR → KS	0.327	0.323	0.078	4.207	0.000
PSS × KS → IWW	0.216	0.217	0.069	3.132	0.002

5 Conclusions, management implications and limitations

5.1 Conclusions and management implications

The study's results, using a quantitative approach with PLS-SEM, confirmed that KS behaviour plays a central role in promoting innovative behaviour at work. Factors such as trust among colleagues, positive reciprocation, organisational commitment, and KS competence all significantly affect KS behaviour. In addition, superiors' support directly affects innovation and increases the effectiveness of KS.

From the research results, the author proposes some management implications as follows:

First, research results show that KS behaviour is key to promoting innovation at work, so managers must prioritise building a working environment based on mutual trust among colleagues. Specifically, firms should encourage cooperation, listening, and positive feedback among team members to form high-quality relationships, creating a foundation for KS behaviour.

Second, it is necessary to develop policies to enhance organisational commitment, such as recognising contributions, creating conditions for promotion, and building a culture of engagement – factors that clearly impact employee KS. In addition, managers need to act as active supporters, providing direction and creating a psychologically safe atmosphere, helping employees confidently share ideas, experiences, and knowledge. Consistent support from the top management also helps increase the effectiveness of KS in activating and realising innovation initiatives, thereby building a sustainable innovation environment in the organisation.

5.2 Limitations in the study

Despite the significant results, the study still has two limitations. First, the survey scope is limited to Ho Chi Minh City, which reduces generalisability. Second, the research model does not consider contextual factors such as organisational culture or the level of technological innovation. Therefore, future studies should expand the sample to more regions and integrate more contextual moderator variables to increase reliability.

Declarations

The author declares no conflict of interest.

The author receives no funding for this research.

This research did not involve any experiments on human subjects. However, as the study relates to human participants through the use of a structured questionnaire survey, informed consent was obtained from all respondents. Participants were clearly informed about the purpose of the research, and their participation was entirely voluntary. All responses were collected anonymously and used solely for academic purposes.

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