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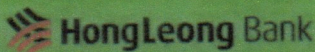


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Improving Organizational Citizenship Behavior (OCB) Through Islamic Work Ethics and Knowledge Sharing

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Abstract

Organizational Citizenship Behavior (OCB) behavior is important to create good performance of organization in achieving competitive advantage. OCB defines as a feeling of belonging organization and being responsible to advance and maintain the performance of organization through positive action beyond the formal role as an employee. Some researchers have examined several important factors affecting OCB. This study aims to examine some factors affecting OCB such as work satisfaction, knowledge sharing, and Islamic work ethic. The sample used in this study was the employees in government bureaucracy related to public service in Semarang consisting of 100 participants. The sample was chosen using non-probability (not random) of purposive sampling method based on consideration of those who have become permanent employees and have been working more than 5 years. The data were collected by employing survey method through open and close questionnaire, and interview. The data were analyzed using Partial Least Square Software. The findings of this study showed that there is significant effect between knowledge sharing and OCB, while Islamic work ethic also has significant effect on OCB.

Keywords: Knowledge sharing, Islamic work ethics, Innovation capability, Performance

Introduction

Organizational Citizenship Behavior (OCB) is an important behavior to realize the performance of the unit, which in turn, will bring a good performance of the organization. OCB has become important construct in the field of organizational behavior and management, so it gets a lot of attention as a topic of research and literature, since it is proposed by Organ (1988). According to Organ (1988), OCB is an important factor that has contributed to the sustainability of the organization. Despite the growing interest in researching OCB, most research is conducted outside Indonesia and focused on organizational justice, organizational commitment, leadership, and personality factors. The study on the OCB in Indonesia needs to be implemented and linked to the condition of Indonesian society in general. In addition, a research on the OCB for employees who work in universities needs to be done. It is because the increase of important role of supporting staff to ensure the smooth operation of lectures at universities.

The study on OCB was conducted by Dickinson (2009). It is a study on the effect of employee attitudes namely job satisfaction, relationships with board of leader, perceptions of justice received, organizational commitment, job stress, and stressful outside of work; on the extra role behavior or OCB. The result showed that there was a positive and significant correlation between the relationship with board of leader, organizational commitment, and job stress with the OCB. While job satisfaction, perceptions of fairness and stress outside work do not have a significant correlation with OCB. Chiboiwa et al. (2011) conducted a

study to evaluate the level of job satisfaction and OCB in several organizations in Zimbabwe, the results showed that job satisfaction had greater intrinsic effect on OCB and performance than the extrinsic one. Paramita (2009) conducted a study on the contract employees at the Diponegoro University. Based on the research results, it can be concluded that job satisfaction and organizational culture have positive significant effect on the motivation of employees working on contract, while the motivational factor also has significant positive effect on OCB of the employees. Several factors affect the OCB include job satisfaction, reward, organizational climate and Islamic work ethics.

One of the most important factors to improve OCB is Islamic work ethic. Islamic work ethic is defined as a set of values or belief systems of the Qur'an and the Sunnah about the work. Islamic work ethic gives a good influence on someone behavior in the work because it can provide a stimulus for positive work attitude. Positive work attitude allows a favorable outcome such as hard work, commitment and dedication towards work and other work attitude, which of course, can benefit for the individual and the organization (Yousef, 2001).

If employee gets what is expected or desired, he will be satisfied and feel that such work really mean to him. The result of satisfying work will have an impact on the employee to continue to provide the ability and to be in the organization. This shows that Islamic work ethic can drive satisfaction, commitment and continuity of work (Yousef, 2001; Marri et al, 2012) and as a result, it can decrease employee turnover rates.

The Islamic work ethic regards the aim of working not just to finish the job, but to encourage the growth of the balance of personal and social relationships (Ali, 2001). This is important because Islamic work ethic not only provides benefits to individuals who adhered to the principle, but also gives effect on the overall work environment. When linked with organizational behavior, organizational citizenship behavior is someone behavior to work outside the formal duty. Individuals will also be volunteered to help and do the work outside the job description which has been set. From this, it can be seen that Islamic work ethic can lead to job attitudes of organizational citizenship behavior.

Literature Review

Innovation Capability

Innovation is an organizational capability that is very important, because the success of the new product is a trigger of growth and give impact on the increase in sales, profits, and strength of competition for many organizations (Pauwels, Silva-Risso, Srinivasan, & Hanssen, 2004; Sivadas & Dwyer, 2000). Some research findings agree that there is a direct and positive correlation between innovation and superior performance (Baker & Sinkula, 1999; Calantone, Cavusgil & Zhao, 2002; Han, Kim, & Srivastava, 1998; Hult, Hurley, & Knight, 2004; Hurley & Hult, 1998; Keskin, 2006; Panayides, 2006; Thornhill, 2006). Hults et al. (2004) describes innovation as a process, product and organization of new ideas. Innovation is defined as a process that starts with an idea, an out growth findings and results of introduction of products, processes and new services in the market (Thornhill, 2006). The impact of innovation on performance has been tested intensively by some research today and the results showed significant effects.

Huang and Li (2008) in their study state that knowledge management affects innovation performance. The same result is also found in Monica Hu et al (2012), it is

stated that there is a positive correlation between the sharing of knowledge and innovation. The study by Liao Li-fen (2006) explains that there is positive effect of knowledge sharing activities on the increase of organizational innovation. Furthermore, Rofiaty (2012) also concludes that knowledge sharing has a positive effect on innovation. Nonetheless, the results of the study by Sarah et al (2008) explained that knowledge sharing does not affect innovation.

Organizational Citizenship Behavior (OCB)

Organizational citizenship behavior (OCB) is a cooperation and assistance to each other to support the social and psychological relationship to the organization. This includes supporting the company's public image, acting wisely so that organizations can avoid and solve problems, offering ideas outside the responsibility of the job, attending a function voluntarily for the benefit of the organization, and following any new developments in the organization (McShane & Von Glinov, 2010). OCB in the form of extra-role behavior is different from in-role behavior that is generally consistent with the job description of employees. If the in-role behavior of the employees will be given either award or punishment, so, extra-role behavior does not deal directly with the award that will be obtained, so that the OCB concerns directly with the behavior in the employee's personal. When an employee performs OCB, then he will feel satisfaction, but if he does not do so, the employee will not get punishment (Pratiwi, 2012). There are seven dimensions of OCB according to Podsakoff (2000). First, Helping Behavior, it is employee behavior which helps co-workers or avoids the occurrence of work-related problems. Second, Sportsmanship, it is a desire to tolerate work that cannot be avoided or disturbed without exception. Third, organizational loyalty, it is to promote organization to outsiders, protect and defend the organization against threats from outside and remain committed even in adverse conditions. Fourth, Organizational compliance, it is internalization and acceptance of the rules, regulations and procedures that exist in the organization although without controlling party. Fifth, Individual initiative, it is behavior involved in the task, the work for the survival of the company but more than what is expected or on a voluntary level. Sixth, civic virtue, it is the willingness to actively participate in the organization, reveal one's opinion about what the organization's strategy should be followed, monitor the company's environmental threats and opportunities and look outside the organization to get the best profit. Seventh, self-development, it is voluntary behavior to improve the knowledge, skills and abilities.

Islamic Work Ethics (IWE)

Islamic work ethic that comes from sharia dedicates work as a virtue. Social relationship in work is emphasized to meet one's needs and enhance balance in social and individual life of a person. Besides, the work is considered as a source of self-reliance and a means of personal development (personal growth), personal honor (self-respect), satisfaction and personal fulfillment (self-fulfillment). Islamic work ethics emphasizes creativity as a source of happiness and perfection. Hard work is a virtue, and those who work hard are more likely to advance in life, and so that for the opposite (Ali, 1998). Work value in Islamic work ethic, revealed by Ali, (1998) is derived from the intention (Accompanying intentions) rather than the work (work result). Individual affirm that justice

and kindness in the workplace is a necessity for the welfare of the people and no one has their wages delayed. Islamic work ethic states that life without work is meaningless and carrying out economic activities is an obligation (Ali, 1998). Islamic Work Ethic by Ali (2008) emphasizes that work is more than personal enjoyment economically, socially, and psychologically. Islamic Work Ethic Islam is an orientation that shape and influence the engagement and participation of market participants (workers) which must be transparent, responsible, and committed to serve the public interest without jeopardizing the welfare of the other actors or the public. The study conducted by Yousef (2001) demonstrates the great commitment to work as the influence of the Islamic Work Ethics. By applying Islamic Work Ethics in the workplace, it can improve employees' organizational commitment. Employees who feel their organization goes according to ethics will improve their organizational commitment which in itself makes employees want to spend his ideas (innovation) in order to develop the organization. There are many studies on the effect of Islamic work ethic towards organizational outcomes such as attitude, commitment, satisfaction, performance, innovation and OCB. One of them has been by done Ali et al. (2013); Zaman et al. (2012); Alhyasat (2012), Yousef (2000). The study conducted by Kumar and Rose (2010; 2012) concludes that Islamic work ethic is positively correlated to the ability of public sector innovation in Malaysia. The study by Ali and Al Owaihan (2008) concludes that the implementation of Islamic work ethic results in high performance. The study by conducted Yesil et. al (2012) in Turkey concludes that the Islamic work ethic affects the ability of innovation and company performance. The study conducted by Abbasi et al. (2012); Awan and Akram (2012) concludes that the Islamic Work Ethic affects the ability of organizational innovation.

H1: Islamic work ethic has a significant effect on OCB

H2: Islamic work ethic has a significant effect on innovation capabilities

Knowledge Sharing

Knowledge Sharing or According to Lin (2007) is defined as the culture of social interaction that involves the exchange of employee knowledge, experience, and skills through all parts of the organization. Individually, Knowledge Sharing can be words or speech to co-workers to help them in order to make things better, faster or more efficiently. For organization, Knowledge Sharing is the process of capturing, organizing, reusing and transferring experiences based knowledge in the organization and make it available to those who are in the organization. Knowledge Sharing can be summarized as the process of dividing or channeling knowledge in the form of knowledge, experience, and skills, in various ways through a process of either direct or indirect communication among employees. Aspects of the Knowledge Sharing Behavior according to Van den Hoof & De Ridder (2004) are, providing knowledge (knowledge Donating), it is to distribute or disseminate knowledge or capital intellectual to others that involves communication among individuals, and gathering knowledge (knowledge collecting), it is is to find / gather knowledge or intellectual capital through consultation with others. Rehman, Mahmood, and Salleh (2011) concludes that the employees and the parts of the organization cannot survive without communication, which will help to collect and acquire knowledge, and then increase the level of confidence as another crucial factor for Knowledge Sharing. The study conducted by Kumar and Rose (2010; 2012) concludes that the knowledge sharing has a

significant effect on the ability of innovation. Srivastava and Bartol (2006) also conclude that the knowledge sharing has significant effect on performance. Huang and Li (2008) in his study states that the knowledge management affects innovation performance. The study by Monica and Hu et al (2012) find a positive correlation between knowledge sharing and innovation. The study by Liao Li-fen (2006) explains that knowledge sharing affects innovation capability.

H3: Knowledge sharing affects OCB

H4: Knowledge sharing effects innovation capability

Method

Samples

The sample in this study is all employees of public service organizations in Central Java consisting of 125 respondents. The sampling technique uses purposive sampling method by the criteria of having work period of more than 5 years.

Data Collection

The data collection is done by using a questionnaire distributed to selected respondents by giving due for 2 weeks to return the questionnaire. The questionnaires returned and worth to be analyzed are as many as 100 questionnaires.

Measurement

Islamic work ethic variable is measured by four indicators by Abbas (1995), i.e., dedication, work well, work creativity and cooperation. Sharing knowledge is measured by using four indicators of giving knowledge training, effective knowledge sharing, giving personal knowledge to other employees, and giving knowledge through informal discussions. OCB is measured by using four indicators, i.e., willing to assist the work to others, help others when a problem is found, never complained, and follow the change. Innovation capability is measured by using indicators of generating a lot of ideas, taking a long time to produce new ideas, actively generating new ideas,

Data analysis technique

The analysis used is descriptive analysis by SPSS 19 and a structural equation approach by using Partial Least Square (PLS).

Findings

The description of respondents' profile showed the respondents in this study either males or females had balanced proportion. This is because in public service, the roles of males and females were relatively the same. Considering from the age composition, the majority of them aged between 20 – 29 (49%), while the rest 47% were above 30 years old and under 50 years old. This indicates that their majority was included in the category of productive period and was still active in conducting public service. Most of them were undergraduate bachelor. The most proportion of work length on public service is between 0 – 9 years, meaning that the respondents were dominated fresh employees. For more detail, see table 1 below.

Table 1. The Description of Respondent's Profile

Variable	Percentage
Sex	
Male	51
Female	49
Age	
20-29	49
30-39	27
40-49	20
Above 50	4
Educational Degree	
D4	5
S1	95
Work Length	
0-9	40
10-19	17
20-29	28
30-39	15

Source: Analyzed Data

Based on the computation of the average score and standard deviation, all of the variables resulted average score more than 3. If the index was made by dividing the criteria into three intervals namely good, fair, and poor, so the variable of Islamic work ethic (IWE) could be included into good category, which means that the implementation of IWE in public organization has been implemented well. The implementation of knowledge sharing also has been implemented well, which means that there has been the process of knowledge sharing among the employees. The availability of employees to implement extra work outside formal standard has been good which is shown from the average the average score is included into good category. The innovation capability in public service also has been implemented well. Table 2 shows the average score and standard deviation of each variable.

Tabel 2. The Average and Standard Deviation

Variable	Average	Standard Deviation
Islamic Work ethic	4,4	0,38
Organizational Citizenship Behaviour	3,8	0,46
Knowledge sharing	4,07	0,41
Innovation capability	3,8	0,48

Source: Analyzed Data

The Result of Validity Test

The validity test was conducted by using convergent validity method through partial least square (PLS) software. Convergent validity is a measurement model which describes the correlation between indicator and its latent variable. The result of analysis in this step was outer loading score of each indicator, where all of the indicators were valid if they scored 0,5 or more (Ghozali, 2008). Factor loading score of the analysis result is on table 3.

Table 3. The Result of Convergent Validity Test

	Islamic Work Ethic	Innovation capability	Knowledge Sharing	OCB
EKI1	0,837725			
EKI2	0,875593			
EKI3	0,875858			
EKI4	0,937349			
KI1		0,857971		
KI2		0,830155		
KI3		0,881670		
KI4		0,845999		
KS1			0,891367	
KS2			0,902169	
KS3			0,874237	
KS4			0,935640	
OCB1				0,921944
OCB2				0,880301
OCB3				0,884217
OCB4				0,849020

Based on the outer loading score on table 3, all of the IWE indicators were valid because the factor loading scores were more than 0,5. The same is true with the variables of knowledge sharing, OCB and innovation capability, where all of them resulted factor loading score more than 0,5. This shows that each indicator could measure their variables. The measurement of discriminant validity in this study was through comparing the score of Average Variance Extracted (AVE) with AVE root score. The AVE root score had to be higher than the AVE score in order to be able to fulfill the criteria of discriminant validity (Ghozali, 2008). The scores of AVE and AVE root for each variable can be seen on table 4, while to see the scores of correlation and cross loading between one variable to another, it can be seen on table 5.

Table 4. The Scores of AVE and AVE Root

Variable	(AVE)	AVE Root
Islamic Work Ethic	0,778549	0,882354
Knowledge Sharing	0,812038	0,901132
OCB	0,781896	0,884249
Innovation capability	0,729582	0,854156

Table 5. The Correlation Scores between Latent Variables of Measurement Model

	Islamic Work Ethic	Innovation capability	Knowledge Sharing	OCB
Islamic Work Ethic	1,000000			
Innovation capability	0,599783	1,000000		
Knowledge Sharing	0,438749	0,517878	1,000000	
OCB	0,459511	0,585484	0,435889	1,000000

Based on the results of AVE, AVE root, and correlation, it could result the score of AVE root higher than the correlation score of the variable with other variables resulted. Therefore, it can be concluded that each indicator has fulfilled the requirement of discriminant validity.

The Result of Reliability Test

The reliability test of the instrument was measured using composite reliability. Composite reliability could be seen from the score of internal consistency which was produced from the output of SmartPLS. The reliability score must result score 0,7 or higher (Ghozali, 2008). In detail, the score of composite reliability from each variable employed in this study can be seen on table 5 as follow.

Table 6. Composite Reliability of Each Variable

Variable	Composite Reliability
Islamic Work Ethic	0,933509
Knowledge Sharing	0,945266
OCB	0,934758
Innovation capability	0,915158

Based on the result of reliability test, all of the variables in this study resulted more than 0,7, so that it can be concluded that all of them had good reliabilities.

The Result of Inner Model

The result of inner model test generally described structural model namely the correlation among the latent variables consisting of Islamic work ethic, knowledge sharing, OCB, and innovation capability. Besides, the entire model also described measurement model consisting of the correlation among 4 indicators of work ethic, 4 indicators of knowledge sharing variable, 4 indicators of OCB variable, and 4 indicators of innovation capability variable with their own latent variable. The pathchart of the findings from all model can be seen on the figure 1 as follow.

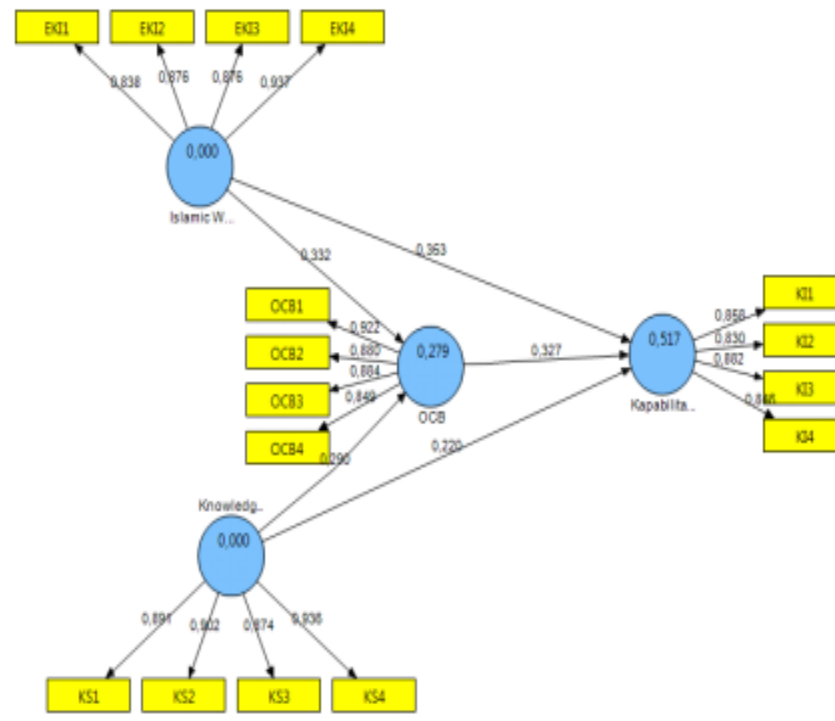


Figure 1
Pathchart of the Entire Model

The Result of Hypothesis Test

The hypotheses proposed in this study were tested using significant level (α) of 5% (0,05). The score of t-table for α 0,05 is 1,96, while the score of t-count of t test can be obtained by conducting bootstrapping to each factor loading using SmartPLS 2.0. If the t-statistic is higher than the t-table, the nul hypothesis is rejected and the alternative hypothesis is approved; if the t-statistic is lower than the t-table so the nul hypothesis is approved and the alternative hypothesis is rejected.

Table 7 The Result of Hipotesis Test

Hip	Effect	Original Sample (O)	T Statistics (O/STERR)	Remark
H1	Islamic Work Ethic -> OCB	0,33	9,18	H1 Approved
H2	Islamic Work Ethic -> Innovative Cap.	0,35	11,29	H2 Approved
H3	Knowledge Sharing -> OCB	0,29	6,43	H3 Approved
H4	Knowledge Sharing -> Innovative Cap.	0,22	5,07	H4 Approved
H5	OCB -> Innovative Cap.	0,32	8,60	H5 Approved

Source: Analyzed Data

Based on the test, the hypothesis 1 test (H1) was approved, meaning that there was positive significant effect of Islamic work ethic on organizational citizenship behaviour, which was shown from the score of original sample estimate 0,33, t-statistic score (9,18) > t_{table} (1,96). This means that the higher the implementation of Islamic work ethic in an organization, the higher organizational citizenship behavior. The hypothesis 2 test was approved, the score of original sample estimate was 0,35 and the t-statistic score was (11,29) > t_{table} (1,96), meaning that Islamic work ethic had positive significant effect on innovation capability. This means that The higher the implementation of Islamic work ethic, the higher employees' innovation capability in an organization. The hypothesis 3 test was approved, knowledge sharing had significant effect on organizational citizenship behavior, the score of original sample estimate was 0,29 and t-statistic score (6,43) > t_{table} (1,96). Knowledge sharing also had significant effect on innovation capability, so that the hypothesis 4 was approved with the score of original sample estimate resulting 0,22 and t-statistic score (5,07) > t_{table} (1,96). The hypothesis 5 was also approved, organizational citizenship behavior had significant effect on innovation capability which was shown from the score of original sample estimate resulting 0,32 and t-statistic score (8,60) > t_{table} (1,96). Therefore, all of the hypotheses could be approved.

Discussion

The result of inner model test showed that Islamic work ethic had significant effect on organizational citizenship behavior. This finding is in line with the finding of the study which was conducted by Alhyasat (2012) and Zaman et al (2012) who studied on the effect of Islamic work ethic on OCB. The finding of their study showed that it has positive significant effect on OCB. This finding is also in line with the study which was conducted by Abbasi & Rana (2012) that Islamic work ethic, has an effect on OCB. OCB is considered as one of the factors which can direct a corporate toward success. OCB is someone's work behavior outside his formal task so that individual will voluntarily help and do his job outside his administered job description. The employee develops the good behavior towards his co-workers and organization more than what he should responsible, so that it can build teamwork for the importance of the organization. Whereas, Islamic work ethic also emphasizes cooperation in work, and discussion (*musyawarah*) is considered as one of the ways to solve problems so that it can avoid mistakes. Social

relationship in a workplace is much supported to meet personal need and build balanced individual's life and social (Yousef, 2001). Employees who are able to understand and implement the values of IWE will have strong commitment to implement jobs outside their formal job and willing to help their co-workers overloaded in job.

Islamic work ethic has an effect on innovation capability. The finding is in line with the study which was conducted by Ali et al. (2013); Zaman et al. (2012); Alhyasat (2012), Yousef (2000). The study which was conducted by Kumar and Rose (2010; 2012) concluded that Islamic work ethic has positive correlation on innovation capability in public sector of Malaysia. The study which was conducted by Ali and Al Owaihan (2008) concluded that the implementation of Islamic values produces high performance. The study which was conducted by Yesil et. al (2012) in Turkey concluded that Islamic work ethic has an effect on innovation capability and corporate performance. The study which was conducted by Abbasi et al. (2012); Awan and Akram (2012) concluded that IWE has an effect on organization's innovation capability.

Knowledge sharing has significant effect on OCB. This finding is in line with the study which was conducted by Lin (2008). According to Lin (2008), the correlation between Organizational Citizenship Behavior and sharing knowledge behavior with gender as a moderator in Taiwan concluded that the 5 components of Organizational Citizenship Behavior consisting of willingness to sacrifice, politeness, awareness, sportsmanship and civil policy have an effect on knowledge sharing. The dimension of willingness to sacrifice is stronger in affecting the behavior of knowledge sharing on females than males, while sportsmanship and civil policy are stronger in affecting the behavior of knowledge sharing on males. Someone who is willing to share knowledge with co-workers will tend to do OCB. Knowledge sharing also has significant effect on innovation capability. This finding is in line with the study which was conducted by Kumar and Rose (2010; 2012) show concluded that knowledge sharing has significant effect on innovation capability. The study of Srivastava and Bartol (2006) also concluded that knowledge sharing has significant effect on performance. Huang & Li (2008) on their study concluded that knowledge management has an effect on innovative performance. The findings are in line with the study which was conducted by Monica Hu *et al* (2012) who found that there is positive correlation between knowledge sharing activity and innovation. The finding also showed that OCB has significant effect on innovation capability. Employees who are willing to sacrifice to conduct jobs outside their formal job description tend to have high innovation capability.

Conclusion

This study examines the importance of IWE and knowledge sharing factors towards the improvement of OCB and organization's innovation capability. The finding showed that IWE has significant effect on OCB and innovation capability. Knowledge sharing also has significant effect on OCB and innovative capability. These two variables can be considered as a stimulant for management to improve OCB and innovation capability of their employees in their organization.

Managerial Implication

The finding showed that the role of IWE and knowledge sharing is very important in improving OCB and innovation capability. Management must always strengthen the implementation of IWE values in their organization through several spiritual reinforcements sustainably in order to be conducted consistently by their employees. They also need to create atmosphere supporting their employees to share knowledge one to each in their organization through several forums such as discussion, either formal or informal meeting.

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