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ผลกระทบเชิงลบของการรับรู้การสนับสนุนองค์การจากมุมมองของ TMT: กรณีศึกษา สายการบินในประเทศไทย

Negative Effect of Perceived Organizational Support from the Too-much of Good Thing Effect (TMT): Evidence from the Aviation Organizations in Thailand

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บทคัดย่อ

      งานวิจัยนี้มีวัตถุประสงค์เพื่อตรวจสอบบทบาทเชิงลบของการรับรู้การสนับสนุนองค์การที่ส่งผลต่อความสัมพันธ์ระหว่างอิทธิพลของบุคลิกภาพเชิงรุกกับการแบ่งปันความรู้ โดยการรวบรวมข้อมูลจากผู้ตอบแบบสอบถาม 620 คน ที่ทำงานในองค์การการบินในประเทศไทยผ่านการตอบแบบสอบถามด้วยตนเอง ทดสอบสมมติฐานด้วยสถิติวิเคราะห์สมการทดถอยเชิงเส้นพหุคูณ ผลการวิจัยพบว่าพนักงานที่มีบุคลิกภาพเชิงรุกมีอิทธิพลต่อการแบ่งปันความรู้ในองค์การอย่างมีนัยยะสำคัญ การรับรู้การสนับสนุนขององค์กรแสดงผลเชิงลบต่อความสัมพันธ์ระหว่างพนักงานที่มีบุคลิกภาพเชิงรุกและการแบ่งปันความรู้ แสดงให้เห็นว่าหากพนักงานรับรู้การสนับสนุนขององค์การในระดับที่สูงขึ้นมีแนวโน้มจะแบ่งปันความรู้น้อยลง ผลการศึกษานี้สร้างองค์ความรู้ต่อยอดจากการวิจัยก่อนหน้านี้ที่ศึกษาการรับรู้การสนับสนุนขององค์การจากมุมมองของ TMT อีกทั้งผลการวิจัยยังสามารถช่วยเพิ่มมุมมองของผู้ปฏิบัติงาน HR ในองค์การให้เห็นความสำคัญของการปรับความสมดุลระหว่างนโยบายการสนับสนุนขององค์การให้เหมาะสมกับความต้องการของพนักงานเพื่อสร้างให้เกิดผลลัพธ์ที่องค์การต้องการ

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Abstract

      The purpose of this research was to investigate perceived organizational support as a negative influence on the relationship between proactive personality and knowledge sharing. Data was collected from 620 respondents in the aviation industry in Thailand via a self-administered questionnaire. Multiple regression analysis was used to test the hypothesis. The findings revealed that a proactive personality significantly influences knowledge sharing. Perceived organizational support, or, more particularly the lack of it, was shown to have a negative effect on the relationship

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between proactive personality and knowledge sharing by reducing the positive effect of proactive personality on knowledge sharing. This novel finding extends the role of perceived organizational support from prior research and further informs the perspective of HR practitioners in the organization.

Keywords: Knowledge sharing, Perceived organizational support, Proactive personality, Human resource management, Aviation

Introduction

Perceived organizational support (POS) is derived from the social exchange theory (Cropanzano & Mitchell, 2005) and has been considered a favorable variable in organizational studies (Eisenberger et al., 2020; Yang et al., 2020). The assumption is that POS increases employee performance at work. Kurtessis et al. (2017) suggested that POS creates positive organizational outcomes including orientation toward the organization and work, trust in the organization, affective organizational commitment, job performance, organizational identification, job involvement, subjective well-being, and desirable employee behavioral outcomes. Furthermore, POS reduces employees' negative behaviors such as withdrawal activities, turnover intentions, job search behavior, and turnover in the organization. POS, therefore, can be seen as an approach to enhancing organizational performance.

Currently, the perspective of too-much of good thing effect (TMT) suggests that when good things in an organization are present in excess and reach a threshold (e.g., supportiveness), it can backfire (Pierce & Aguinis, 2013; Burnett et al., 2015). Thus, it reveals that the relationship between POS and employees' taking charge is not characterized by a linear form. It means when POS is presented in excess, employees may perceive POS as an indication of being incompetent or overhelped. They may perceive as self-threatening and thus employees become unable to reciprocate for a high level as expected, resulting in subsequent negative reactions (Caesens & Stinglhamber, 2020). Therefore, employees who perceive high levels of support from their organization might at some point consider that they have done enough efforts to reciprocate, leading to plateauing effect in the POS - outcomes relationships that can lead to negative effects.

The COVID-19 pandemic has had a significant impact on global air transport, including in Thailand, where international air travel has started to suffer since late February 2019. Domestic air transport in Thailand has started to suffer since the Emergency Decree on Public Administration in Emergency Situations was issued on 26 March 2020, resulting in the lowest number of passenger and domestic and international flight volumes in April 2020. However, the situation has been resolved after the airlines resumed their flights in May 2020 (The Civil Aviation Authority of Thailand, State of Thai Aviation Industry, 2020). There are 43 airline operators in Thailand including 19 scheduled air operators, 19 non-scheduled air operators, and 5 aerial work operators (The Civil Aviation Authority of Thailand, State of Thai Aviation Industry, 2019). According to the survey in 2023, employees in the aviation organization in Thailand receive an average of their financial income

slightly higher than other jobs (Average salary in Thailand in 2023, 2023). Not only the financial benefits, but organizations also provide housing compensation, transportation cost, and others. According to organization support theory, employees' effort and performance would be expected to be increased by the organization which provides a high supporting system.

Research Objectives

Existing literature in knowledge management reveals that employee intends to share their knowledge which helps them to learn in an organization e.g., Afsar & Badir (2017), Jin & McDonald (2017). Recently, Yang et al. (2020) frame up that employee with proactive personality tends to share more. Additionally, most of prior research consider POS as a stable and positive variable in which may enhance employee positive behavior (Caesens & Stinglhamber, 2020). According to the study of Yang et al. (2020), it is assumed that POS also increase employee's knowledge sharing behavior. To extends the view of POS from the TMT perspective, POS is brought to the attention and aims to investigate its negative effect between proactive personality and knowledge sharing. To extend the knowledge from the study of Caesens & Stinglhamber (2020), it is called for further analysis of the potential negative moderating effects of perceived organizational support. Thus, the two research questions are set as (1) Does proactive personality positively related to knowledge sharing?; and (2) Does POS negatively moderate the relationship between proactive personality and knowledge sharing?.

Literature Review
The Direct Influence of Proactive Personality on Knowledge Sharing

The knowledge-based theory of the firm (Grant, 1996a) propose that knowledge is a key of organizational growth and competitive advantage. It first develops in individuals. Knowledge is an important intangible asset. Thus, knowledge sharing is a prerequisite to organizational success. Knowledge sharing means a process in which employee in organization exchange knowledge and create a new one (Yang et al., 2020). It helps an organization to maintain its competitiveness in the business because organization gets benefit from using and optimizing the knowledge as the important resources that share and learn among their employees. The existing literature on knowledge sharing tends to focus on organizational factors, such as leadership, and organizational justice (Akram et al., 2020; Gerpott et al., 2020). However, the meta study of Witherspoon et al. (2012) reveals three antecedents of knowledge sharing, there are employee's intentions and attitudes, organizational culture, and rewards to knowledge sharing. From their study, the individual factor – attitude and intentions -has been included as one of the key factors in knowledge sharing in an organization.

Recently, the increasing studies of positive psychology have provided an individual characteristic of employee that influence innovative behavior in the workplace. It has been found that proactive personality is an internal factor affecting the psychological, attitude, and behavior of employees (Chong et al., 2021; Wang & Lei, 2021). Especially, a proactive personality is a suitable characteristic of employee for the workplace requirement that needs to respond to changing environment. Akram et al. (2020) find that a powerful individual characteristic can predict innovative behavior. This is in line with the self-determination theory (SDT), it suggests that individuals tend to be motivated to achieve goals by integrating their responses to the changing environment. A proactive personality has been dominated to enhance an individual's learning and performance. It has been found to be significantly related to innovative work behavior. However, little research contributed to unveiling its function to knowledge sharing e.g., Hon et al. (2021). Therefore, the hypothesis 1 is developed as.

Hypothesis 1: Proactive personality positively influences knowledge sharing

The Moderating Effects of Perceived Organizational Support (POS)

POS is defined as the employee's perception about the extent to which the organization values their contributions and cares about their well-being (Eisenberger et al., 2020). This perception is based on the reciprocity process between organization and employee. If employee's need is fulfilled, it will create positive outcomes for both parties (Giao et al., 2020). Previous studies show that POS is an antecedent of different organizational outcomes such as organizational commitment, work engagement (Eisenberger et al., 2020). POS can decrease the negative behaviors such as turnover intentions (Kurtessis et al., 2017). In addition, Caesens et al. (2019) reveal that POS can reduce the workplace conflict. Existing research demonstrates that POS is strongly involve with the employee behaviors.

In relation to the current study, several studies reveal that POS plays a moderator between the different variables. For example, Duke et al. (2009) reveal the moderating role of POS between emotional labor and job performance and job satisfaction. Jain et al. (2013) reveal that POS moderates the relationship between organizational stressors and organizational citizenship behavior. Recently, Giao et al. (2020) find that POS plays as a moderator in the effect of emotional intelligence on turnover intention. The result indicates that turnover among employee in the banking sector was reduced because of POS. Previous research identifies that employee will better adapt with their career and contribute higher performance if they perceive well organizational support (Affum-Osei et al., 2020). However, POS has been viewed as positive intervention in organization. As a conceptual framework purposed by Caesens & Stinglhamber (2020), POS may potentially be negatively influence organizational performance. Thus, for further analysis of the work of Caesens & Stinglhamber (2020) on negative effects of POS, hypothesis 2 can be developed as.

Hypothesis 2: Perceived organizational support negatively moderates the relationship between proactive personality on knowledge sharing.

Research Methodology

Respondents and procedures

The sample size is calculated by using a-priori sample size calculator. The criteria have been set as an anticipated effect size of 0.2, the desired statistical power level of 0.8, and a probability level of 0.05. The result shows a sample size of at least 376 cases is required (Sober, 2020). A convenience sampling approach is used to collect data from the airline organizations in Thailand. Data collection was by pen – and – pencil questionnaire. Items are rated according to a 6-point Likert scale ranging from (1) strongly disagree to (6) strongly agree. Respondents participated anonymously and voluntarily.

The original questionnaire was in English. Following the recommendation of Rovinelli & Hambleton (1976) and Turner & Carlson (2003), the questionnaire was translated into Thai by a committee of four Thai professors who are expert in English. An index of item-objective congruence (IOC) was evaluated by three Thai professors who have expertise in organization development (OD).

Measures

The measurement instrument for the research was a self -administered questionnaire by using pen-and-pencil questionnaire. This approach was chosen because it is a rapid and reliable approach to data collection (Bryman, 2016).

Proactive personality is measured from 3-items developed from Bateman & Crant (1993). The sample statements are "If I see something I don't like, I fix it, I am always looking for better ways to do thing, and Nothing is more exciting than seeing my ideas turn into reality".

Knowledge sharing is measured with 5-items developed from Yang et al. (2020). The sample statements are "I participate in the group discussion on the topics that are important to my job, I share my problems about my classroom teaching with my colleagues, and I share my issues related to my development with my colleagues".

Perceived organizational support is measured with 4 items developed from Eisenberger et al. (1986). The sample statements are "The organization cares about me, the organization considers my goals and values, and the organization is willing to extend itself in order to help me perform my job to the best of my ability".

Data Analysis

A total of 700 questionnaires were sent to four airline organizations in Thailand. 650 (92.85%) questionnaires were returned. After data screening, there were 620 sets of usable questionnaires. In terms of gender, 30.60% of respondents were male and 69.40% were female. The majority of respondents were aged between 21 to 30 years old (61.30%) with most of the remainder aged 31 – 45 years old. Almost all respondents (97.70%) had a bachelor's degree. The majority had 1 to 9 years' work experience (88.70%) and a small number had more than 9 years' work experience (11.30%).

Research Results

Three separated moderated multiple regressions were conducted to test the interaction between proactive personality and perceived organizational support on knowledge sharing (Cohen et al., 2003). In the first step, the main effects of proactive personality were regressed on knowledge sharing. The second step, proactive personality and perceived organizational support were regressed on knowledge sharing. The final step included the cross-product term representing the interaction, an interaction is established when the interaction term accounts for a significant increment of variance beyond that which is explained by the main effects alone.

Table 1 displays the mean, standard deviation, AVE, Composite reliability (CR), and Cronbach's Alpha value of constructs from data collection (n = 650). According to Hair et al. (2016) this result showed all values passed the threshold (AVE > .50; CR > .70). Cronbach's alpha around .70 and above are considered acceptable (Kline, 2011). Correlation was conducted to confirm the relationship and direction among variables. The result showed a significant relationship among PP, KS, POS, and POS x PP.

Table 1 Mean, Standard Deviation, AVE, CR and Cronbach's Alpha Value of variables, and Inter-correlation among PP, KS, POS, POS x PP

	Mean	*S.D.*	AVE	CR	Cronbach's Alpha	1	2	3	4
1. PP	5.08	2.23	.66	.71	.75				
2. KS	5.02	3.74	.67	.91	.88	.75**			
3. POS	3.82	4.43	.85	.96	.94	.49**	.45**		
4. POS x PP						.73**	.59**	.94**	

Note: n = 650; * p < .05; ** p < .01; PP = proactive personality; KS = knowledge sharing; POS = perceived organizational support; POS X PP = interaction between perceived organizational support and proactive personality.

As evidence in Table 2, the result showed that PP was significantly related to KS (ß = .75; p < .001) which supports hypothesis 1. This can explain 56% of the relationship between PP and KS. The analysis followed the recommendation of Aiken and West (1991) to test the moderating effect. They recommended centering the independent variable (PP) and the moderating variable (POS) before multiplying them together to create the interaction term to avoid the multicollinearity issue. Then, the interaction of PP and POS (PP x POS) was inserted into the equation. The result shows PP was decreased and significantly related to KS (ß = .66; p < .001). The interaction of PP and KS (PP x POS) was significantly influenced the relationship between PP and KS (ß = -.11; p < .001). In addition, the interaction of PP and KS shows its negative influence on the relationship between PP and KS. Thus, research hypothesis 1 and hypothesis 2 were accepted.

Table 2 Results of hierarchal multiple regression analysis for knowledge sharing

	Model 1			Model 2			Model 3		
	B	*SE*	*β*	*B*	*SE*	*β*	*B*	*SE*	*β*
Constant	25.08	.09							
Centred_PP	1.26	.04	.75						
Step 1									
Constant				25.08	.09				
Centred_PP				1.18	.05	.71**			
Centred_POS				.08	.03	.10**			
Step 2									
Constant							25.23	.11	
Centred_PP							1.11	.05	.66**
Centred_POS							.06	.03	.07*
Interaction effects PP x POS							-.03	.01	-.11**
R²		.56			.57			.58	
F		811.06			10.56			12.66	
ΔR²		.00			.01			.01	

Note: n = 650; * $p < .05$; ** $p < .001$

Hypothesis 2 addresses the moderating role of perceived organizational support on the relationship between proactive personality and knowledge sharing. The estimated coefficients shows that perceived organizational support negatively moderates the association between proactive personality and knowledge sharing. More specifically, results of a simple slope test reveals that the effect of low perceived organizational support for employee on knowledge sharing. Therefore, the interaction effects of perceived organizational support on proactive personality were tested by following Aiken and West's (1991) procedure for plotting the interaction terms by deriving regression equation for each condition. The moderation interpretation is to compare and contrast the slopes of the two lines. Notice in this case that the steepest slope (the strongest positive association) occurs for individuals who reported low perceived organizational support. In contrast, the flattest slope (the weakest association) occurs for individuals who reported high perceived organizational support. As presented in Figure 3, the steepest slope of low perceived organizational support which will be further discussed.
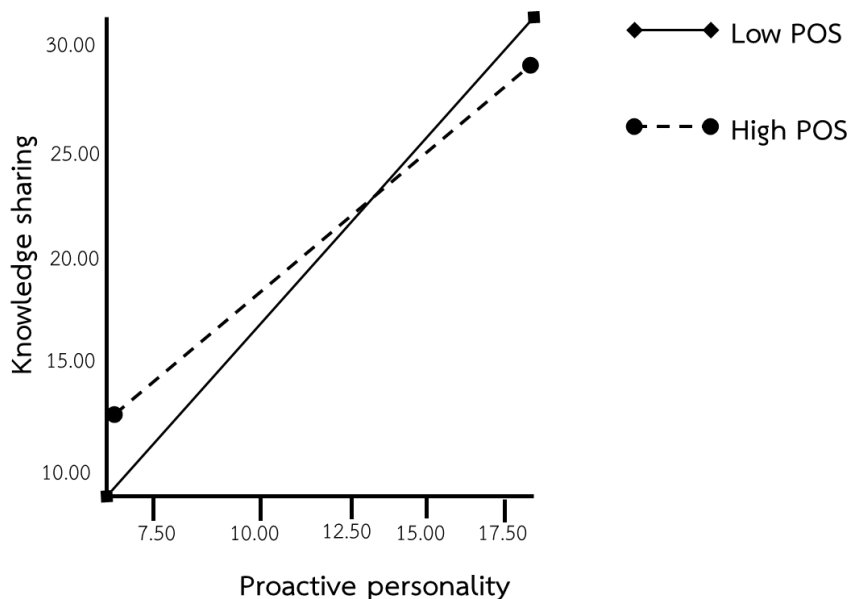
Figure 3 The moderating effect of Perceived Organizational Support (POS)

Discussion of research results

The discussion will be based on the previous research and according to the research questions.

Research question 1: Does proactive personality positively relate to knowledge sharing?

This finding supports previous research that proactive personality can predict the knowledge sharing in the organization (Hon et al., 2021). As displayed in Figure 1, proactive personality can explain 75% of knowledge sharing in the organization (β = .75; p < .001). This result is in line with the study of Li et al. (2020). They revealed that proactive personality activated positive state of learning which produced a high potential for employee to share their knowledge. However, in the aviation industry in Thailand, the result shows that employee with proactive personality will be more engage in knowledge sharing. They will follow their own intentions which encourage them to participate in knowledge sharing behavior. They will keep updating their knowledge and skills including learning new things which enhance an organization's capability in response to the changing environment. To achieve their goals, they are more likely to take every opportunity to go beyond job expectation. Furthermore, employee with proactive personality enhances team to learn and share. Zhao et al. (2022) suggest that employee with proactive personality will help organizations to gain more competitive advantages by share and learn among team.

Research question 2: Does POS negatively moderate the relationship between proactive personality and knowledge sharing?

In previous research favors the positive role of perceived organizational support on many different outcomes and behaviors in the organizational management (e.g., Eisenberger et al., 2020).

On the other hand, perceived organizational support can negatively influence outcome behaviors as proposed by Caesens and Stinglhamber (2020). This finding shows empirical evidence to support the framework of Caesen and Stinglhamber (2020) that perceived organizational support negatively influence the relationship between proactive personality and knowledge sharing, in this case, the aviation industry in Thailand. Perceived organizational support was inserted to the equation, the effect of proactive personality was decreased (β = .66; p < .001). Perceived organizational support negatively influences the association of proactive personality and knowledge sharing (β = -.11; p < .001). Although this is a small effect but significant. It indicated that the higher level of perceived organizational support, the lower level of the intention of knowledge sharing among employees with proactive personalities.

As proposed by Caesen and Stinglhamber (2020), POS might lead to negative consequences. An imbalance in reciprocated processes between the aviation organization in Thailand and their employees (to receive more than what we give) might lead to feelings of inequity, generating negative emotions among employees. In consequence, it may decrease the employees' potential to share their knowledge. This finding supports the previous study of Caesen and Stinglhamber (2020) that employees perceiving high levels of support might at some point consider that they have done enough efforts to reciprocate for the positive treatments received from the organization, leading to plateauing effect in the POS-outcomes relationships that can either lead to an asymptotic decline in beneficial effect, or negative effects.

Theoretical Implication

Previously, perceived organizational support was investigated based on the organization support theory (OST), and social exchange theory (SET). There is strong evidence from the existing research to support it. However, this current study opens the view of perceived organizational support from the TMT perspective. The result of this study supports the TMT perspective that identifies the negative side of perceived organizational support. It is certain that, with good organizational supporting packages, organizations have high expectations of reciprocity from their employees in return. As a consequence, employees feel more stressed if they perceive overly significant support from their organization. Therefore, HR in the organization must take into account the advantages and disadvantages arising from any theory. Currently, perceived organizational support is one of the organizational factors in organizational studies. These theories help the management team to create a balance within the internal process that affects the employees' performance.

Practical Implication

These findings are beneficial for HR in the organization in two significant ways. First, it confirms that individual traits and characteristics enhance knowledge sharing which contributes to increased organizational competitiveness. Changes to the recruitment and selection process may be considered in aviation organizations. The result demonstrates that an employee with a proactive

personality can help lead to advancement opportunities for themselves and the organization. Employee traits and characteristics cannot be developed in the short term. With a smart recruitment and selection process, appropriate candidates will be selected. Second, fundamentally, HR aims to provide the best quality of work life for the employee in the organization. OST proposes the supporting system that organizations provide to their employees such that all employment packages would encourage employees to increase their performance. However, TMT suggests that high expectations from the organization may bring negative consequences, therefore HR needs to consider appropriate balance in their employment and benefit systems.

Conclusion and Limitations for Future Research

This study investigates the relationship between proactive personality and knowledge sharing by testing in the aviation organization in Thailand. Additionally, the negative effect of perceived organizational support has been inserted based on the TMT perspective. This novel result adds to support for TMT and extends more knowledge in the area of perceived organizational support which previously was presented with favor. However, several limitations should be noted for further study. First, this is the first approach to investigating the negative role of perceived organizational support. It needs more evidence to support it. Second, this research was conducted in an aviation organization in Thailand. Although it was affected by the pandemic COVID19, these organizations provide good company well-fare packages to their employees. More study in the different business contexts may be required. Lastly, the quantitative paradigm is about the time and place of the study. Thus, the qualitative study may be added to extend more information in the future.

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