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The Mediating Role of Knowledge Sharing and Intrapreneurship in the Effect of Social Capital on Innovativenessk *

ABSTRACT

In the current economic climate, businesses must adopt innovative approaches to acquire and maintain a competitive edge. Social ties play a crucial role in creating and sharing resources necessary for the successful completion of creative projects. Social capital has emerged as a critical factor in fostering creativity and originality. To remain innovative, organizations must leverage their workforce's expertise to create value for the business. Effective knowledge management is only possible when employees are willing to engage in knowledge-sharing activities. Furthermore, intrapreneurship, defined as employees' initiatives to innovate within the company, is crucial to an organization's innovative success. The purpose of this research is to explore the role of information sharing and intrapreneurship in mediating the impact of social capital on the ability to generate new ideas within an organization. The sample comprises 508 workers from Libyan firms, and data was collected via a questionnaire. Prior to data analysis, the validity and reliability of research scales were assessed. The study employed Process Macro to analyze the data. The results revealed that the influence of social capital on innovation was moderated, to some extent, by knowledge diffusion and intrapreneurship. The importance of social capital, information exchange, and intrapreneurship for innovation has been established in many studies. This study's findings highlight the critical role of knowledge diffusion and intrapreneurship in mediating the impact of social capital on innovation. By shedding light on the mechanisms that foster innovation in organizations, this research has practical implications for businesses looking to maintain their competitive edge in an ever-evolving economic climate.

Keywords: Social Capital, İnnovative Behavior, İntrapreneurship, Knowledge Sharing

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INTRODUCTION

Innovation has become the building block of every company because the business world is transforming rapidly every day. Innovation is characterized by technological advances, short product life cycles, and a high rate of new product development. The innovation pace has transformed the nature of global economic growth. Companies must have innovative business strategies to create and sustain competitive advantage (du Plessis 2007, p. 20). Social relationships and effective information management are essential for innovation (Tsai, 2018, p. 304). Therefore, innovation entails the organization of interior and exterior resources. Companies interested in innovative projects must manage the assets developed and shared through social relationships. Therefore, social capital is critical for innovation (Sanchez-Famoso et al., 2019, p. 2). Social capital, a determinant of organizational innovation, has recently received considerable attention (Sanchez-Famoso et al., 2014, p. 951).

Knowledge sharing is a vital component of innovation, which depends on how companies use their employees' knowledge, skills, and experiences to create organizational value. Knowledge sharing is essential for responding to job opportunities and generating ideas for innovative organizational actions. Knowledge sharing allows companies to meet customer needs in a cost- and time-effective manner (Singh et al., 2021, p. 790) because employees mobilize distributed learning processes and motivate organizational development and change by sharing information (Mura et al., 2013, p. 527).

Companies are interested in efficiency and productivity to thrive in today's shifting market environment. Companies that adopt the right attitude by defining and promoting intrapreneurship are more likely to have internal entrepreneurs capable of developing new products and ideas to improve their performance (Ogidi, 2014, p. 19). Intrapreneurship is critical because every company needs new concepts to thrive. As a result, it is necessary for it to encourage the entrepreneurial potential that is present in its personnel (Seshadri & Tripathy, 2006, p. 18).

In this context, this study investigated whether Libyan employees' knowledge-sharing and intrapreneurship capacities mediated the impact of their social capital on their innovative behaviors.

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THEORETICAL FRAMEWORK

This section defines “social capital,” “knowledge sharing,” “innovativeness,” and “intrapreneurship.”

Social Capital

Social capital is characterized by social and corporate trust and social networks and norms. It is an effective term in contemporary sociology because its consequences are readily recognizable (Evangelinos & Jones, 2009, p. 335). It is social resources accessed or mobilized for a purpose (Lin 2001, p. 29). Lyda Judson Hanifan was the first to introduce “social capital” to underline the significance of the participation of regenerating urban communities in sustaining democracy and development (1916) (Alguezaui & Filieri, 2010, p. 892). Social capital helps organizations meet their needs and survive in a competitive world. In other words, social capital enables organizations to share knowledge, create value, gain competitive advantage, outperform their rivals, and improve themselves (Allameh, 2018, p. 859).

The social capital theory posits that high-quality organizational activities allow companies to build, maintain, and utilize relationships, fostering opportunities for constructive actions and facilitating competitive advantage (Dost & Badir, 2019, p. 1459). Social capital is a productive capital that helps organizations achieve their objectives. Social capital cannot be substituted but can be specific to particular activities. It is embedded in the structure of relationships among actors (Landry et al., 2002, p. 686). The social capital theory provides an explanation of the social resources that are responsible for the construction of the elements that make up a social network. Social capital is also a total resource that creates value. Social capital establishes a common understanding among people and pushes them to achieve common goals (Ghahtarani et al., 2020, p. 190). Social capital consists of both a network structure and the potential resources mobilized by that structure. Therefore, social capital, a set of resources based on network relationships, has three components: structural, relational, and cognitive (Yu et al., 2013, p. 781).

Structural Social Capital

Structural social capital is a general model of contacts among actors (Nahapiet & Ghoshal, 1998, p. 244). It enhances communication and information flow within organizations as it improves information quality, relevance, and timeliness by facilitating actors' access to information sources. Network design offers conduits for knowledge communication because system concentration or connectivity impacts the plasticity or inconveniency of information flow (Camps & Marques, 2014, p. 325). Structural social capital involves social interaction (Chang et al., 2011, p. 1795). It shows us that we must comprehend network ties' qualities, characteristics, and configurations to cultivate and utilize social capital. If we do this effectively, we can have the opportunity to adapt to maximize the benefits of social capital (Manu & Walker, 2006, p. 480). The depth and breadth of member ties are also indicators of structural social capital (Lee et al., 2015, p. 886). It also describes the characteristics and configurations of those connections (Mazzucchelli et al., 2021, p. 743).

Cognitive Social Capital

Cognitive social capital is shared codes, languages, and vision (Lee et al., 2015, p. 886). It is about the degree to which individuals in a social network have a mutual standpoint. Its resources are common languages and codes (Chang & Chuang, 2011, p. 10). In fact, a vision shared among peers plays a crucial role in shaping individuals’ shared perceptions of in what way they should interact (Cappiello et al., 2020, p. 423). The shared language includes various delicate forms of communication and distinction that mean something special to those who use the words or terms. Networks also share codes (Manu & Walker, 2006, p. 480). Effective communication is associated with the vision of cognitive social capital because it impacts how well information is communicated to members (Lee et al., 2015, p. 888). Cognitive social capital also involves the representations, interpretations, and meanings shared by actors (Margaret & Nathaniel, 2019, p. 3). Cognitive social capital is intertwined with features, such as a shared language or vision that supports a shared understanding of common goals and norms of action (Aslam et al., 2013, p. 29). Cognitive social capital represents the resources one has developed to share expertise and experience, acquire knowledge, and establish expert discourse and practice norms. Cognitive social capital accumulates when people have more experience and interact more with others. Cognitive capital significantly affects local knowledge-seeking and access to partners (Yan & Guan, 2018, p. 247).

Relational Social Capital

Relational social capital involves trust, norms, obligations, and sameness (Camps & Marques, 2014, p. 325). It is a sense of closeness among actors. Trust and credibility play a crucial role in promoting the exchange of information, reducing the time spent obtaining information and opening up a window for greater informality

(Cappiello et al., 2020, p. 423). Many sociologists have explored relational social capital to explain how resources are mobilized and used. Trust is a critical asset for relationships that is vital in its own right (King et al., 2019, p. 124). Relational social capital delineates the type of relationships people have had over the history of interactions. It refers to entities based on those relations (van Dijk et al., 2016, p. 331). It is an influential component of capital that defines network relationships in terms of trust, norms, and recognition (Allameh, 2018, p. 859). When people have faith in one another and good expectations for the motivation and behavior of other teams, they are more likely to work together and offer constructive criticism. Therefore, trust is critical in employee interaction (Mazzucchelli et al., 2021, p. 743).

Knowledge Sharing

Knowledge is an organization's critical resource and asset (Swanson et al., 2020, p. 89). Knowledge-based organizations constitute a crucial component of modern societies and have a significant market share. Organizations utilizing information can put their knowledge into practice through human value-added aspects (vision, entrepreneurship, concepts, and experiences) (Allameh, 2018, p. 858). Thus, information is a valuable, rare, and unique resource that provides an organization with a sustainable competitive advantage (Milkovic et al., 2020, p. 517). Information management is a crucial driver of economic growth for companies. Information is a strategic and dynamic component for companies with sustainable competitive advantage (Goswami and Agrawal, 2020, p. 172).

Knowledge sharing represents information management processes. Researchers have examined knowledge sharing at organizational and individual levels. At the individual level, knowledge sharing is how much information employees share (Bhatti et al., 2021, p. 442). At the organizational level, knowledge sharing is about seizing, coordinating, and reusing knowledge and rendering it available to others (Hussein et al., 2016, p. 485). Knowledge sharing also refers to employees or teams within or across an organization exchanging and discussing information through different channels (Yao et al., 2020, p. 607). Knowledge sharing is also the exchange of information by organizational units for current and future benefits (Eidizadeh et al., 2017, p. 253). Essentially, knowledge sharing is the process through which one individual imparts their understanding to another. Through this transfer, one gains new advantages for new actions. Knowledge sharing, thus, adds value to organizational knowledge (Kuo et al., 2014, p. 698).

Working groups need to improve knowledge sharing to achieve their goals because it helps members share their experiences and knowledge. Inadequate knowledge sharing weakens working groups' competitive position and effectiveness (Tsai et al., 2014, p. 13). While knowledge-sharing is a natural and automatic function, it is controllable at the individual level. If companies fail to facilitate knowledge-sharing, their employees are likely to lose that information after leaving their companies (Wickramasinghe, 2015, p. 2).

Intrapreneurship

Although "entrepreneurial employee" is a relatively recent concept, the phenomena it refers to have long been known as entrepreneurship (van der Sijde et al., 2013, p. 25). Intrapreneurship, also known as corporate entrepreneurship, is undertaking new ventures to capitalize on new opportunities and create economic value (Parker, 2011, p. 20). To date, most scholars have defined employee intrapreneurship as actions illustrated by taking initiative and generating new ideas (Gawke et al., 2017, p. 89). Intrapreneurship is the individual or organizational development of innovative behaviors or phenomena. The spirit of organizational entrepreneurship is the process in which employees pursue chances independently of the resources they control within the organization (Özsungur, 2020, p. 200). Intrapreneurship is defined as intra-organizational entrepreneurship that helps large and mature organizations to revitalize and flourish (Sinha & Srivastava, 2015, p. 761). Intrapreneurship is thinking outside the box to do new things and pursue opportunities. It is a process in which employees pursue chances irrespective of the resources they already control. It is intentions or behaviors that deviate from the existing organizational entrepreneurial spirit or the usual way of doing business (Auer Antoncic & Antoncic, 2011, p. 591). Intrapreneurship is a form of entrepreneurship improved and implemented by employees. To date, researchers have focused only on firm ownership to study entrepreneurship. Therefore, some scholars have developed the concept of intrapreneurship to define a bottom-up innovation process generated by employees and joint venture teams (Woo, 2018, p. 146).

Innovation

Innovation is developing new devices, techniques, or materials. It means adopting a new idea or behavior (Chen et al., 2019, p. 1004). It also means finding a new way of doing something or rendering something new useful (Tsai et al., 2013, p. 1211). Innovation begins with generating new ideas. Once it is generated, it must

be tested. Innovation is more than generating creative ideas. It is the combination of ideas with resources and expertise and applying those ideas to new processes or products (Segarra-Ciprés et al., 2019, p. 869).

There are two types of innovation: exploratory and exploitative. Exploratory innovation is developing new products and services, while exploitative innovation is using existing knowledge, products, and services to serve customers better (Chatterjee et al., 2020, p. 5).

Innovation is critical for companies to stand out among their rivals and maximize profits (Tuncel, 2011, p. 153). Innovation is the principal strategic driver of economic growth and development (Scuotto et al., 2020, p. 1) because it profoundly affects business performance (Hou et al., 2019, p. 490). Managerial support is also necessary for innovation. Managerial support is the closest contextual influence on innovative behavior, which is promoted by organizational support, which is affected by national cultural support (Lukes & Stephan, 2017, p. 139).

The rapid development of market conditions and technology puts companies in a precarious situation where they have difficulty continuing their activities as their products and services lose value and become obsolete over time. Companies must develop new products to continue their activities, maximize their profits, and maintain their position in the market (Paksoy, 2017, p. 68).

Team innovation refers to introducing and implementing ideas designed in a way that is new and useful for a team. Team innovation encourages members to achieve innovative goals because it allows them to comprehensively exchange information and consider different perspectives (Li et al., 2018, p. 98).

LITERATURE REVIEW AND HYPOTHESIS GENERATION

Social capital promotes knowledge sharing, value creation, organizational performance, and improvement (Allameh, 2018, p. 859). It provides avenues that reduce the time and effort required to collect information in network-related social relationships. Knowledge sharing is easy to maintain when networks have solid connections and direct ties among members (Chang & Chuang, 2011, p. 10). Social capital also plays a significant role in developing skills necessary to generate knowledge (Hoffman et al., 2005, p. 98). Organizational social capital promotes knowledge sharing. Social capital facilitates access to vast sources of information (Kim, 2018, p. 137) and plays a key role in knowledge acquisition and transfer among network members (Rhodes et al., 2008, p. 247). Social capital affects individual knowledge creation, inter-organizational knowledge transfer, and incremental and radical innovation (Yan & Guan, 2018, p. 244). Social capital is integral to knowledge acquisition for numerous reasons. For example, it is based on identities and relationships. Intergroup social interaction paves the way for a sense of identity, providing full access to knowledge stocks (Mu et al., 2008, p. 88).

Intra-organizational knowledge sharing promotes innovation by boosting creativity and inspiring new knowledge and ideas. Strong ties are important channels of information that make people more accessible and willing to help (Camps & Marques, 2014, p. 326).

Social capital promotes organizational innovation (Ganguly et al., 2019, p. 1107). It is key to managing complex and risky innovation processes imbued with challenges (Camps & Marques, 2014, p. 325). It enables innovation developers (R&D teams or work groups) to learn about customers' experiences, perceptions, demands, expectations, and preferences, ultimately improving work teams' innovative performance (Tsai et al., 2013, p. 1211). Innovative activities are no longer limited to R&D departments. Innovation is increasingly dependent on companies' social capital. Defined as a knowledge-intensive process, companies utilize the knowledge in external networks. The more social capital companies derive from networks, the better they are at innovating (Alguezaui & Filieri, 2010, p. 902). Value is created through social capital in the long run. Informally held social structures and networks facilitate the sharing of resources and the development of novel products (Tsai & Ghoshal, 1998, p. 473).

By sharing information, one can learn and recombine different types of information and translate new ideas into innovation. Therefore, knowledge sharing encourages individual innovation (Wang et al., 2017, p. 1113). Individuals, work teams, and companies sharing knowledge exhibit high performance and generate new ideas and innovations (Yu et al., 2013, p. 780). Knowledge sharing is integral to innovation. Companies encouraging teams to share information tend to use their skills and experience to innovate (Mazzucchelli et al., 2021, p. 744). Organizations that share information effectively are more likely to have unique knowledge that is hard to be imitated by their rivals. This paves the way for effective organizational innovation (Chen et al., 2016, p. 847). When employees start sharing information, opportunities arise for new complementary combinations of knowledge that stimulate the development of new products to meet customers' needs. Knowledge sharing allows employees to use their knowledge to innovate products. Companies that share

information can generate new knowledge and develop new products (Chowdhury et al., 2020, p. 3276). Knowledge sharing helps people generate and innovate ideas and knowledge. Knowledge sharing emerges when people are enthusiastic about helping each other to generate new ideas and capabilities (Munir & Beh, 2019, p. 275).

Developed social interaction networks positively impact the creativity of R&D employees. Research shows a relationship between social capital, innovation, and entrepreneurship. Moreover, social capital is a critical component of entrepreneurship, start-ups, and product innovation (Dost & Badir, 2019, p. 1459). Entrepreneurs are part of social networks. They use social capital to identify opportunities for entrepreneurship and growth. Social capital supports risk-taking that contributes to sustainability in company management. The greatest advantage of social capital is that it allows entrepreneurs to access information and resources to do business. For instance, start-up entrepreneurs benefit from creating and exchanging social capital because networks provide insight into industry leaders (Kulkov et al., 2021, p. 3).

Innovation is the specific entrepreneurial tool that entrepreneurs use changes as an opportunity. Entrepreneurship and innovation overlap. Innovation needs entrepreneurship to achieve commercial success to meet market needs (Zhao, 2005, p. 28). Intrapreneurship culture is a company's ability to develop a work environment that fosters creativity, innovation, and entrepreneurship. Therefore, intrapreneurship culture is an essential determinant of innovation. In other words, companies with work environments that foster innovation are more likely to generate more product and process innovation. Thus, it is reasonable to assume that the desire to innovate should precede the innovation itself (Benitez-Amado et al., 2010, p. 551). Intrapreneurs are considered innovators because intrapreneurship helps employees articulate new ideas and strategies for business growth and adopt behaviors to identify and use new ways of doing business (Olokundun et al., 2017, p. 2.). Organizational members carry out processes. This is linear with entrepreneurship, which underlines the discovery of new territories and opportunities. Therefore, the courage and spirit of entrepreneurship are injected into innovation (Hastuti et al., 2016, p. 86).

Social capital affects knowledge sharing (Aydıntan et al., 2010; Yu et al., 2013; Lee et al., 2015). The subdimensions of social capital affect knowledge sharing, which in turn affects innovation (Ganguly et al., 2019; Kim & Shim, 2018). Structural and relational social capital significantly affect knowledge sharing, which in turn significantly affects team innovation capacity (Mazzucchelli et al., 2021). Knowledge sharing also mediates the effect of social capital on service innovation (Çöp & Topçu, 2019).

Research suggests that social capital affects innovation (Faccin et al., 2017; Fandino et al., 2019; Martínez-Pérez et al., 2016; Chen et al., 2016). Social capital affects product innovation (Carmona-Lavado et al. 2010). Knowledge sharing significantly affects team and service innovation (Ratasuk & Charoensukmongkol, 2020; Rahmi & Indarti, 2019; Kuo et al., 2014). Knowledge sharing significantly impacts innovation capacity (Yeşil & Dereli, 2013) and product and process innovation (Lei et al., 2019).

Intrapreneurship significantly affects innovation performance (Ekingen et al., 2018), social innovation (Esen & Şekerdil, 2017), and new product development and team innovation climate (Aslan & Yıldız, 2019).

Research shows that social capital significantly affects innovation, knowledge sharing, and intrapreneurship. Knowledge sharing and intrapreneurship also significantly affect innovation. In this context, the following are the research hypotheses:

H1: Knowledge sharing mediates the effect of social capital on innovative behavior.

H2: Intrapreneurship mediates the effect of social capital on innovative behavior.

MATERIALS AND METHODS

This study investigated whether intrapreneurship and knowledge sharing mediated the effect of social capital on innovative behavior. The sample consisted of 558 employees from companies operating in Libya. Data were collected face-to-face using a survey. The study was approved by the Social Sciences and Humanities Research and Publication Ethics Committee of Kastamonu University (Date: 4/8 & No: 25.12.2020).

The social capital and knowledge-sharing scales were derived from Allameh (2018). The intrapreneurship scale was derived from Gawke et al. (2019). The innovativeness scale was derived from Lukes & Stephan (2017). The resistance to change scale was derived from Pereira et al. (2019).

Figure 1 shows the research model.

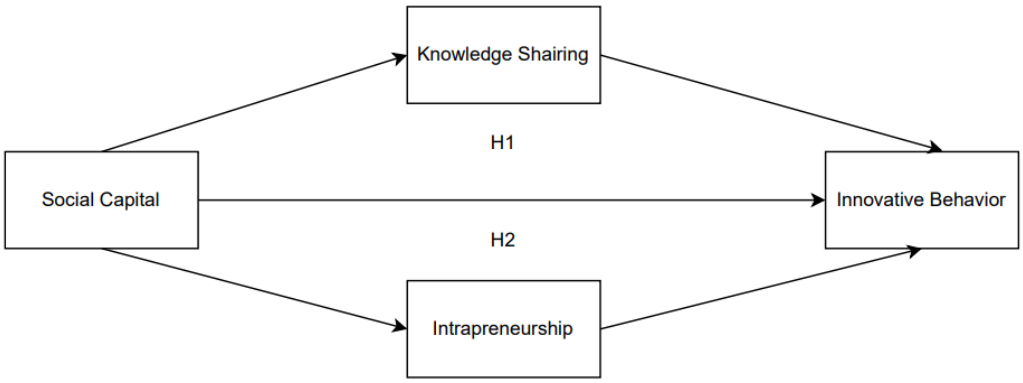

Figure 1: Research Model

Table 1 shows the sociodemographic characteristics.

Table 1: Sociodemographic Characteristics

Gender	Frequency	Percentage
Woman	246	41.8
Man	342	58.2
Age (year)	Frequency	Percentage
18-25	66	11.2
26-35	142	24.1
36-45	176	29.9
46-55	168	28.6
≥56	36	6.1
Specific work experience (year)	Frequency	Percentage
0-1	43	7.3
2-4	95	16.2
5-7	146	24.8
8-10	266	45.2
≥11	38	6.5
General work experience (year)	Frequency	Percentage
0-1	35	6.0
2-4	106	18.0
5-7	136	23.1
8-10	257	43.7
≥11	54	9.2
Position	Frequency	Percentage
Manager	69	11.7
Employee	519	88.3
Education (degree)	Frequency	Percentage
Primary school	11	1.9
Middle school	52	8.8
Associate's	206	35.0
Bachelor’s	222	37.8
Master’s	97	16.5

Three in five participants were men (58.2%). More than half of the participants were 18 to 45 (65.2%). More than a quarter of the participants were older than 45 (34.7%). Seven in ten participants had 5 to 10 years of specific work experience (70%). More than half of the participants had 5 to 10 years of general work experience (66.8%). Most participants were employees (88.3%). More than half of the participants had associate’s or bachelor’s degrees (72.8%).

Exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) were conducted to determine the validity and reliability of the scales.

Table 2 shows the EFA results of the social capital scale.

Table 2: Social Capital EFA

	Structural	Relational	Cognitive	Mean	SD
SC1	.658			3.89	.756
SC2	.761			3.67	.804
SC3	.834			3.78	.785
SC4	.795			3.74	.887
SC6		.798		3.91	.813
SC7		.842		3.94	.806
SC8		.629		4.08	.781
SC10			.752	3.79	.930
SC11			.847	3.91	.901
SC12			.848	3.88	.923
KMO: .865 Chi-square: 2909.579 SD: 45 Sig: .000 Total variance explained: 72.533%					

The EFA revealed a three-factor structure. Therefore, the scale had three subscales: structural, relational, and cognitive. Each subscale had a factor loading of greater than 0.50. Two items (one from relational and one from cognitive) were removed because they were loaded on different factors. The Kaiser-Meyer-Olkin (KMO) was greater than 0.60, for which Chi-square was significant, indicating sampling adequacy for factor analysis. The scale explained 72.533% of the total variance.

Table 3 shows the EFA results of the knowledge-sharing scale.

Table 3: Knowledge sharing EFA

	Factor Loading	Mean	SD
KS1	.816	3.73	.832
KS2	.875	3.81	.804
KS3	.839	3.81	.838
KS4	.847	3.90	.926
KMO: .777 Chi-square: 1167.732 sd: 6 Sig: .000 Total variance explained: % 71.325			

The EFA revealed a one-factor structure, with factor loadings greater than 0.50. The KMO was greater than 0.60, for which Chi-square was significant, indicating sampling adequacy for factor analysis. The scale explained 71.325% of the total variance.

Table 4 shows the EFA results of the innovative behavior scale.

Table 4: Innovative Behavior EFA

	Factor Loading	Mean	SD
IN1	.757	3.94	.785
IN2	.804	4.01	.670
IN3	.779	4.10	.689
IN4	.806	4.02	.800
IN5	.787	3.97	.844
IN6	.667	4.06	.773
KMO: .821 Chi-square: 1587.784 sd: 15 Sig: .000 Total variance explained: % 58.971			

The EFA revealed a one-factor structure, with factor loadings greater than 0.50. The KMO was greater than 0.60, for which Chi-square was significant, indicating sampling adequacy for factor analysis. The scale explained 58.971% of the total variance.

Table 5 shows the EFA results of the intrapreneurship scale.

Table 5: Intrapreneurship EFA

	Strategic Innovation Behavior	Entrepreneurial Behavior	Mean	SD
INT2	.718		3.47	1.036
INT3	.756		3.76	.798
INT4	.710		3.73	.949
INT5	.776		3.87	.953
INT6	.809		3.80	.994
INT7	.766		3.74	.887
INT8	.687		3.73	.906
INT9	.775		3.83	.932
INT11		.674	3.93	.989
INT12		.698	3.89	1.011
INT13		.706	3.93	1.000
INT14		.836	3.88	.969
INT15		.820	3.85	.982
INT16		.870	3.74	1.032
INT17		.763	3.68	1.061
KMO: .939 Chi-square: 7042.974 sd: 105 Sig: .000 Total variance explained: % 68.374				

The EFA revealed a two-factor structure. Therefore, the scale had two subscales: strategic innovation behavior and entrepreneurial behavior. The subscales had factor loadings of greater than 0.50. One item from each subscale was removed because they were loaded on different factors. The KMO was greater than 0.60, for which Chi-square was significant, indicating sampling adequacy for factor analysis. The scale explained 68.374% of the total variance.

Table 6 shows the CFA goodness-of-fit values.

Table 6: CFA Goodness-of-Fit Values

Variable	**χ^2**	**df**	**χ^2/df**	**GFI**	**CFI**	**TLI**	**SRMR**	**RMSEA**
Criterion			***≤5***	***≥.85***	***≥.90***	***≥.90***	***≤.08***	***≤.08***
Social capital	123.92	31	3.997	0.959	0.968	0.953	0.0415	0.071
Knowledge sharing	4.295	1	4.295	0.996	0.996	0.978	0.0097	0.076
Innovative behavior	18.524	6	3.087	0.99	0.991	0.974	0.0171	0.068
Intrapreneurship	350.873	83	4.227	0.926	0.961	0.945	0.0519	0.079

The CFA results showed that all scales met acceptable goodness-of-fit criteria (Hair et al., 2010).

Reliability was analyzed after EFA and CFA. Moreover, CFA values were used to calculate average variance explained (AVE) and component reliability (CR) values. Table 7 shows the results.

Table 7: Reliability and Component Validity

Variable	AVE	CR	Cronbach's Alpha	Number of Items
Social capital	0.59	0.93	0.88	10
Knowledge sharing	0.59	0.84	0.86	4
Innovative behavior	0.47	0.84	0.85	6
Intrapreneurship	0.61	0.95	0.94	15

The analysis showed that all scales had Cronbach's alpha values > 0.70, indicating that they were reliable. All scales but the innovative behavior scale had AVE values > 0.50. All scales had CR values > 0.70. However, an AVE close to 0.50 is also accepted if other conditions are met (Aydın et al., 2021). The innovative behavior scale had an AVE value of 0.47, close to 0.50. These results showed that all scales had component validity.

Skewness and kurtosis values were checked to determine whether the data were normally distributed. Table 8 shows the results.

Table 8: Normal Distribution Test

	N	Min	Max	Mean	SD	Skewness	Kurtosis
Social capital	588	1.10	5.00	3.8612	.58303	-.726	1.934
Knowledge sharing	588	1.00	5.00	3.8112	.71777	-.977	1.811
Innovative behavior	588	1.00	5.00	4.0176	.58304	-.639	1.744
Intrapreneurship	588	1.00	5.00	3.7887	.73316	-.570	.215

All scales had skewness and kurtosis values of -2 to +2, indicating that they were normally distributed.

A correlation analysis was conducted to ascertain the direction and strength of the relationship between the scales. Table 9 shows the results.

Table 9: Correlation Analysis

	Social capital	Knowledge sharing	Innovative behavior	Intrapreneurship
Social capital	1			
Knowledge sharing	.535**	1		
Innovative behavior	.522**	.363**	1	
Intrapreneurship	.488**	.199**	.496**	1

Social capital was moderately correlated with knowledge sharing and innovative behavior ($p<0.01$). Social capital was weakly correlated with intrapreneurship ($p<0.01$). Knowledge sharing was weakly correlated with innovative behavior and intrapreneurship ($p<0.01$). There was a weak correlation between innovative behavior and intrapreneurship ($p<0.01$).

A process macro analysis was performed to determine whether knowledge-sharing and intrapreneurship mediated the effect of social capital on innovative behavior. Figure 2 shows the results.

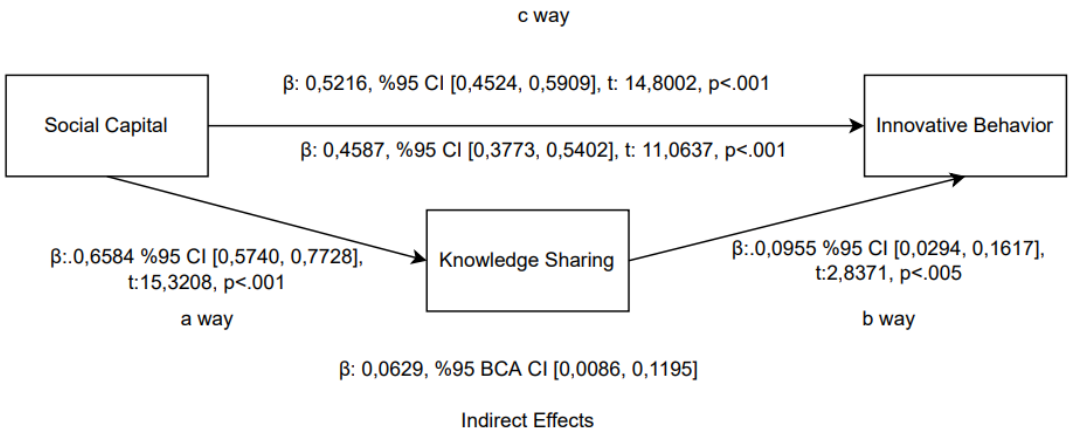

Figure 2: Knowledge Sharing Mediation Test

The results showed that social capital positively affected knowledge sharing (path a) (F (1.586)= 234.72, p<.001; β:.0.6584 %95 CI [0.5740, 0.7728], t:15.3208, p<.001). R square was 0.2860, indicating that social capital explained 28.60% of knowledge sharing. Knowledge sharing significantly affected innovative behavior (path b) (β:.0.0955 %95 CI [0.0294, 0.1617], t:2.8371, p<.005). Social capital positively affected innovative behavior (path c) (F (2.585)= 114.86, p<.001; β: 0.4587, %95 CI [0.3773, 0.5402], t: 11.0637, p<.001). R square was 0.2820, indicating that social capital and knowledge sharing explained 28.20% of innovative behavior. In the absence of the mediating variable "knowledge sharing," the effect of social capital on innovative behavior (path c), i.e., total effects, was also significant (β: 0.5216, %95 CI [0.4524, 0.5909], t: 14.8002, p<.001). The indirect effects were significant when knowledge sharing was added to the model as the mediating variable (β: 0.0629, %95 BCA CI [0.0086, 0.1195]). This is because the confidence interval for indirect effects does not include the lower and upper values of zero. The effect size (K^2) was 0.0629, indicating a small effect because it was not close to 0.25. This result indicated that knowledge sharing had a small mediating effect (Gürbüz, 2019).

Figure 3 shows the results regarding the mediating role of intrapreneurship.

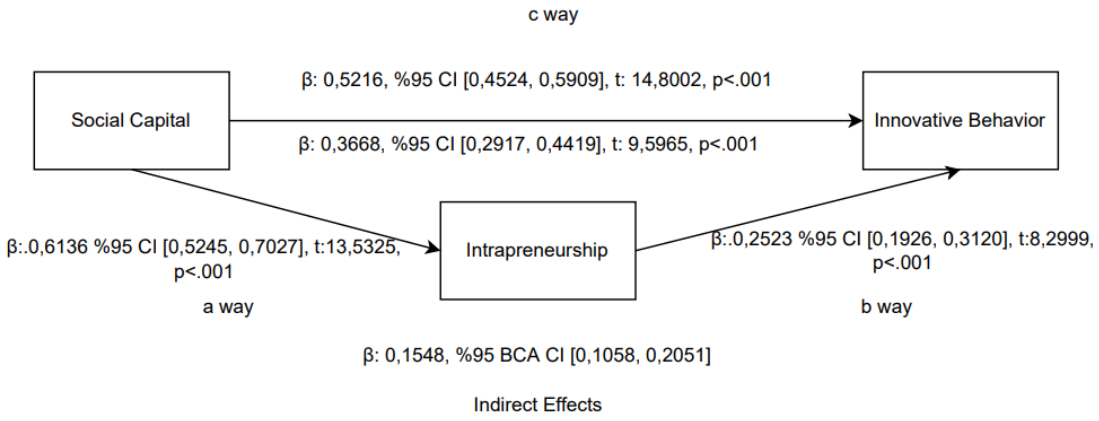

Figure 3: Intrapreneurship Mediation Test

The results showed that social capital positively affected intrapreneurship (path a) (F (1.586)= 183.12, p<.001; β:.0.6136 %95 CI [0.5245, 0.7027], t:13.5325, p<.001). R square was 0.2381, indicating that social capital explained 23.81% of intrapreneurship. Intrapreneurship significantly affected innovative behavior (path b) (β:.0.2523 %95 CI [0.1926, 0.3120], t:8.2999, p<.001). Social capital positively affected innovative behavior (path c) (F (2.585)= 156.65, p<.001; β: 0.3668, %95 CI [0.2917, 0.4419], t: 9.5965, p<.001). R square was 0.3488, indicating that social capital and intrapreneurship explained 34.88% of innovative behavior. In the absence of the mediating variable "intrapreneurship," the effect of social capital on innovative behavior (path c), i.e., total effects, was also significant (β: 0.5216, %95 CI [0.4524, 0.5909], t: 14.8002, p<.001). The indirect effects were significant when intrapreneurship was added to the model as the mediating variable (β: 0.1548, %95 BCA CI [0.1058, 0.2051]). This is because the confidence interval for indirect effects does not include the lower and upper values of zero. The effect size (K2) was 0.1548, indicating a small effect because it was not close to 0.25. This result indicated that intrapreneurship had a small mediating effect.

The results confirmed H1 and H2.

CONCLUSION AND RECOMMENDATIONS

The results showed that knowledge sharing and intrapreneurship partially mediated the effect of social capital on innovative behavior. The results indicate that companies should pay attention to social capital, maximize knowledge-sharing, and promote intrapreneurship activities to gain a competitive advantage over their rivals. They should also facilitate such projects as "I Have an Idea" to encourage their employees to develop original ideas.

The impact of social capital on innovation has recently become an area of theoretical research. Today, it is assumed that the accumulation of information by companies depends not only on the market or hierarchy but also on social capital accumulated within regions through interaction and learning networks (Landry et al., 2002, p. 682).

Many companies have established online knowledge-sharing systems to allow employees to share knowledge. However, sometimes employees are reluctant to share their valuable and essential knowledge. In other words, they tend to hoard knowledge and be skeptical of knowledge shared by others, which is difficult to change (Nguyen & Malik, 2020, p. 1242).

Knowledge management is a social process that needs to consider social and cultural factors. Large and small companies can gain a competitive advantage if they integrate their employees' knowledge, expertise, and skills and use the most effective management practices in their daily operations. Therefore, employees must share knowledge and translate it into practice (Hu et al., 2009, p. 42). Knowledge sharing affects innovation, problem-solving, creativity, knowledge creation, organizational efficiency, learning, and performance. Companies interested in knowledge sharing should have deliberate strategies and provide favorable environments for training their employees (Goswami & Agrawal, 2020, p. 174). Companies with effective information systems for collecting and sharing information can gain a competitive advantage because they can stand out among their rivals and maintain high standards for innovation capability (Yao et al., 2020, p. 612).

People should not be coerced into sharing knowledge but should be encouraged to do so. Motivated people are more likely to share knowledge. If the content is not reliable, however, participants run the risk of having their specialized knowledge or reputation destroyed. Participants are likely to be less willing to share knowledge if no rewards compensate for the costs of sharing (Chang & Chuang, 2011, p. 11).

Building trust between individuals and groups is essential in fostering social capital. Mutual trust enables people to help and collaborate. This collaboration is based on trust. To put it another way, social capital measures how well people know and trust one another in a group. Social change leads to collaborative interactions (Yen et al., 2015, p. 216). Therefore, researchers should perform model analysis by adding the variable "trust" to our model to determine its role in the relationship between knowledge sharing and social capital. Members trusting one another tend to develop new products, improve processes, and acquire knowledge. When people trust each other unconditionally, they share information and news voluntarily (Yen et al., 2015, p. 217).

Intrapreneurs are the only sustainable source of gaining a competitive advantage. Leaders are looking for skilled employees who can deal with challenges and bureaucracy. Therefore, leaders can make a difference by promoting learning (Molina & Callahan, 2009, p. 392). Traditional management systems focus more on mitigating immediate challenges at the expense of compromising without anticipating the future. However, companies should devote significant resources to identifying new growth paths to dominate their competitors. In order to achieve their organizational goals, companies should encourage their employees to develop core competencies that support organizational renewal, including intrapreneurship (Rivera, 2017, p. 138). Research shows that employees contribute to intrapreneurship. For example, employees help R&D departments design new products. Moreover, employees at various levels of management facilitate and implement entrepreneurial ideas (Gawke et al., 2019, p. 807).

Managers should organize award programs, projects, and group events. These activities help managers acquire new ideas and transform them into new products and services (Esen & Şekerdil, 2017, p. 28). Managers should recruit more proactive people for innovative jobs and less proactive people for routine jobs where innovation is less of a priority (Amo, 2006, p. 294-295).

This study had two limitations. First, the results are sample-specific and cannot be generalized to all employees. Second, we recruited participants from a certain region in Libya.

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Appendix 1: Scale Items

Social Capital
In my organization, I have a very good relationship with my colleagues
My colleagues know what knowledge I have at my disposal
I know what knowledge could be relevant to which colleague
Within my organization, I know who has knowledge that is relevant to me at their disposal
I feel connected to my colleagues.
I know my colleagues will always try and help me out if I get into difficulties
I can trust my colleagues to lend me a hand if I need it
I can rely on my colleagues when I need support in my work
My colleagues and I always agree on what is important at work
My colleagues and I always share the same ambitions and vision at work
My colleagues and I are always enthusiastic about pursing the collective goals and missions of the whole organization
The culture and management style of our organization is very similar to ours
Knowledge Sharing
In my organization, when employees learn new thing, they share it with their colleagues
In my organization, employees gain more knowledge through the exchange of information with each other
In my organization, knowledge sharing is a common activity
In my organization, employees share past experiences with their colleagues
Innovation
I try new ways of doing things at work
I prefer work that requires original thinking
When something does not function well at work, I try to find new solution
I try to get new ideas from colleagues or business partners
I am interested in how things are done elsewhere in order to use acquired ideas in my own work
I search for new ideas of other people in order to try to implement the best ones
Intrapreneurship
I undertake activities to realize change in my organization
I undertake activities to change the current products/services of my organization
I contribute ideas for strategic renewal for my organization
I conceptualize new ways of working for my organization
I utilize insights of other experts to innovate in my organization.
I undertake activities that change the structure of my organization.
I undertake activities that change the work practices of my organization
I exploit opportunities in the labor market or society to renew my organization.
I actively mobilize people and resources to change my organization.
I undertake activities to set up new business units
I undertake activities to reach new market or communities for my organization
I undertake activities that result in new departments outside of my organization
I conceptualize new ways of service for my organization
I undertake activities that result in new projects within my organization
I actively establish new collaborations with experts outside of my own profession
I conceptualize new products for my organization
I undertake activities that result in new departments within my organization